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THE FUTURE OF HOW, WHEN, AND WHERE WE WORK

Moderated by:

JASON DAMWEBER
Deputy City Manager, Takoma Park, Md.

Panelists:

DOMINIC LAZZARETTO
City Manager, Arcadia, Calif.
October 21, 2019

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Assistant City Manager, Monterey, Calif.

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Innovation happens within city hall.

Local governments innovate when we stop telling ourselves "that's the way it's always been done" and start seeking better ways to deliver public services.

A culture of innovation starts with attracting and retaining the right people, and nurturing an environment of collaborative thinking and new ideas.

This is the future of how, when, and where our local governments will serve communities.

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MEET THE PANEL

Jason Damweber
Deputy City Manager
Takoma Park, Maryland

Dominic Lazzaretto
City Manager
Arcadia, Calif.

Nat Rojanasathira
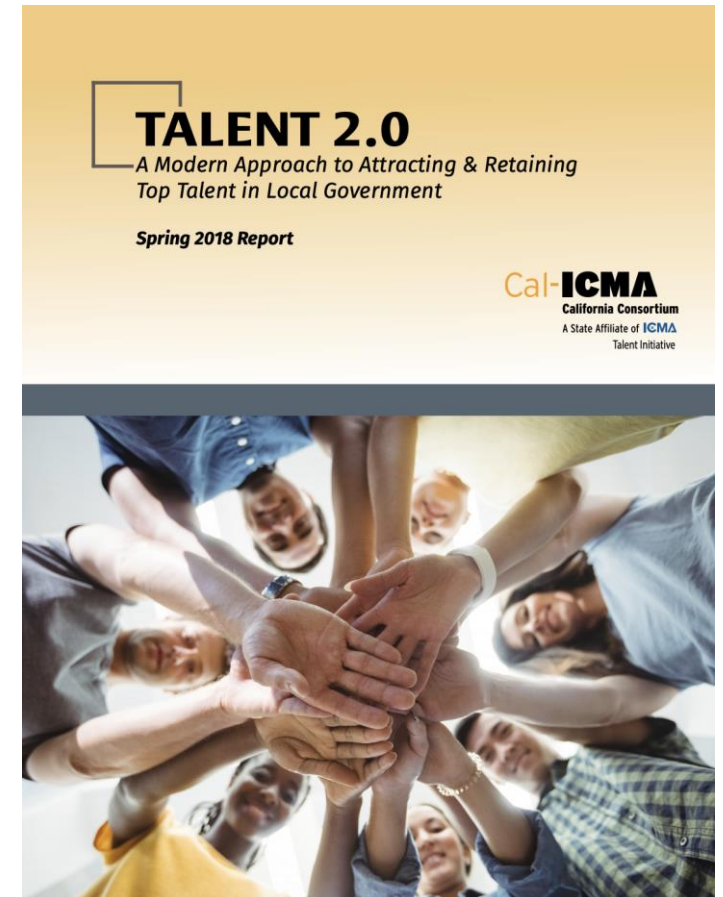Assistant City Manager
Monterey, Calif.

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CAL-ICMA'S TALENT 2.0 REPORT

A comprehensive analysis of challenges and best practices on recruiting, retaining, and developing local government employees.

Talent 2.0 Report: Modern Approach to Attracting & Retaining Top Talent in Local Gov.

- Survey of 372 senior managers throughout California

- Interviews with private and nonprofit thought leaders

- 11 statewide focus groups with 272 local government managers

- Unveiled Talent 2.0 Report in Spring 2018

TALENT 2.0
A Modern Approach to Attracting & Retaining Top Talent in Local Government

Spring 2018 Report

Cal-**ICMA**
California Consortium
A State Affiliate of ICMA
Talent Initiative

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Recruitment Challenges

- Fewer department heads/division managers to "steal" from other agencies

- Internal candidates often lack experience and "soft skills."

- Hiring process can be lengthy

- Job specs (duties, work schedules) can be inflexible

- We don't effectively brand or promote our agencies

Retention Challenges

- Training & Development not enough of a priority

- Long commutes, high cost of housing and child care

- Traditional and "stodgy" cultures can be uninspiring for early professionals

- Political infighting/discourse

- Mid-career professionals

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"Take time to deliberate; but when the time for action arrives, stop thinking and go in."

- Andrew Jackson
7th President of the United States
U.S. Senator from Tennessee

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THE FUTURE OF HOW WE WORK

Our investments and mindset today will affect
the future of how we work tomorrow.

How we worked...

In the 1950s and 1960s:

- Manual input

- Stenographers and Typists

- Secretaries, limited technology

- Wore suits, ties, and dresses

- "Suited up bureaucrat."

Seattle Municipal Archives, 1945

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How we work...

Today:

- More flexible attire policy, but still not relaxed

- Still have siloed workplaces

- Union regulations create barriers to innovation

How will we work...

Tomorrow:

- Broader, more multidisciplinary job descriptions

- Utilizing adaptive technology

- Ongoing feedback from anywhere, any supervisor

- Cross-departmental teams and collaboration are the norm

- Still need time face-to-face

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THE FUTURE OF WHEN WE WORK

It's more than smartphones.

When we worked…

In the 1950s and 1960s:

- 8 to 5

- Monday through Friday

- Compulsory retirement at 62, 65

When we work...

Today:

- Flexible when family calls

- Most non-hourly employees are available nights and weekends on their phones

- Some workplace flexibility:

  ➤ Flextime

  ➤ Telecommuting (sometimes)

  ➤ Compressed schedules: 9/80 or 4/10

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When will we work...

Tomorrow:

- Anytime

- Not necessarily during traditional "office hours"

- But still together, most of the time

- Customizable to different employees, different needs

THE FUTURE OF WHERE WE WORK

Will it just be anywhere?

Where we worked...

In the 1950s and 1960s:

- Government office buildings, often uninspiring

- Individual, task-driven environment

Where we work...

Today:

- More dynamic environments

- Still very "siloed"

- Some modern workspaces with 'hoteling,' group meeting space, undedicated work stations

Where we will work...

Tomorrow:

- More dynamic workspaces:
    - Individual & Hoteling
    - Small Teams
    - Large Groups
- Remote, some but not all of the time

> " **I've been workin' all week and I'm tired… I wanna have fun, it's time for a good time."**
>
> *–Alan Jackson*
> *"Good Time"*

Working Remotely

- 43% of employees work remotely all or some of the time (Gallup, 2017)

- Chinese call-center employees working from home increased productivity by 13% (Stanford)

- Remote workers log longer hours than office-bound counterparts

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When Working From Home Doesn't Work

IBM pioneered telecommuting. Now it wants people back in the office.

JERRY USEEM   NOVEMBER 2017 ISSUE

JAMIE CULLEN

N 1979, IBM was putting its stamp on the American landscape. For 20 years, it had been hiring the greats of modernism to erect buildings where scientists and salespeople could work shoulder-to-shoulder commanding the burgeoning computer industry. But that year, one of its new facilities—the Santa Teresa Laboratory, in Silicon Valley—tried an experiment. To ease a logjam at the office mainframe, it installed boxy, green-screened terminals in the homes of five

Personal Productivity

- Let people work when or where they want

- The office can be distracting

- Jobs:

  - Finance (Accountants, Auditors)

  - HR

  - Engineers

  - Planners, Analysts

  - Maintenance Staff!

Collaborative Efficiency

- The speed at which a group solves a problem

- Can be more productive in groupwork / close quarters

- "Chance encounters and interactions between knowledge workers improve performance" (MIT)

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How do co-pilots collaborate?

HOW DO WE GET THERE?

Local governments must adapt today to support tomorrow's workforce.

ADAPT

1 CUSTOMIZE ORGANIZATIONAL & INDIVIDUAL NEEDS

Not all positions, employees, and expectations are created equal.

2 CREATE "PERSONAL PRODUCTIVITY" TIME

Identify shared blocks of time when we avoid meetings.

3 UPGRADE YOUR TECH

Modernize tools for employees to do work anywhere and anytime

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Q & A

www.cal-icma.org/talentinitiative

Thank you

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