

Empowering Diversity: An ILG Interactive Workshop

MMANC 2024 Winter Forum

FRIDAY, MARCH 15, 2024 | 2:30 PM – 3:45 PM



WELCOME



Melissa Kuehne
Senior Program Manager
MODERATOR

TOPICS WE'LL DISCUSS

**Building
Partnerships**

**ILG's New
Public Sector
Workforce
Project**

**Outreach
Strategies to
Increase
Diversity**

**Creating Better
Onramps into
Public Service
Leadership**

ABOUT ILG



NON-PROFIT, NON-PARTISAN AND HERE TO HELP

- The Institute for Local Government is the non-profit training and education affiliate of three statewide local government associations
- Together with our affiliates, we serve over 2,500 local agencies – cities, counties and special districts
- We provide practical and easy-to-use resources so local agencies can effectively implement policies on the ground



**California Special
Districts Association**
Districts Stronger Together

ILG'S PROGRAMS AND SERVICES

Program Areas

Leadership & Governance

Civics Education & Workforce Development

Public Engagement

Sustainable & Resilient Communities



Services

Education & Training

Technical Assistance

Capacity Building

Convening

Our mission is to help local public servants **navigate complexity, increase capacity & build trust** in their communities

A NEW PUBLIC SECTOR WORKFORCE PROJECT: IDEA



PROJECT PARTNERS



**California Special
Districts Association**
Districts Stronger Together



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



City of
SACRAMENTO



THE BIG IDEA...

Diversity + Equity + Access

- Help public sector employers develop solutions to hiring and retention issues by making it easier for underrepresented communities to learn about, compete for, and thrive in local government careers.

- Work with regional local governments to make workplace and hiring practices more accessible to and inclusive of historically disadvantaged, underrepresented and low-income communities by engaging with those communities in the development of our recruitment and retention strategies.

THE KEY ELEMENTS



EARN & LEARN WITH REGISTERED APPRENTICESHIPS



With funding from

HIGH ROAD
TRAINING PARTNERSHIP



The **James Irvine**
Foundation

EXPANDING
ECONOMIC MOBILITY
WITH LOCAL GOVERNMENT
APPRENTICESHIPS

2023

OUR APPROACH TO BUILDING A STATEWIDE REGISTERED APPRENTICESHIPS PROGRAM

LEVERAGE
EXISTING
RESOURCES &
NETWORKS



RAISE
AWARENESS &
VISIBILITY

STREAMLINE
PROCESSES



BUILD TRUST &
STRENGTHEN
RELATIONSHIPS



Employ a **data-driven**, **relationship-centered** approach that addresses immediate challenges while maximizing opportunities for collaboration and innovation...

CRITICAL OPERATIONAL ELEMENTS

Qualitative &
quantitative

DATA & RESEARCH



Strong outreach &
communications
strategy to attract
employers and
employees

MESSAGING,
BRANDING &
PROMOTION



Innovative technology
elements that simplify
RSI & standards
development,
reporting & provide
scaling efficiencies /
capabilities

TECHNOLOGY
& TOOLS



PHASE 1 -- PRIORITIES & DESIRED OUTCOMES

01

Create an **inventory** of local gov'ts developing or implementing **registered** apprenticeship programs or other earn-and-learn training strategies

02

Highlight early pilots, best practices and success stories, **creating a community of practice** for public service apprenticeship practitioners

03

Identify the **challenges** and **opportunities** within local government that inhibit apprenticeship growth and **develop a plan** to address them and **test solutions via regional pilot programs** in Phase 2.

OUR PANELISTS



Kevin Daniel

Workforce Development Program Manager
City of Sacramento



Nikita Sinha

Program Manager
Institute for Local Government (ILG)

ACTIVITY

At your table, please discuss:

- Share your story/how did you get your start in the public sector?
- What do you see as barriers to a more diverse public sector workforce (in your agency or others)?

SETTING THE STAGE



MBK SACRAMENTO
WORKFORCE ECOSYSTEM

EDUCATION

EARLY CHILDHOOD EDUCATION
K-12
CHARTER SCHOOLS
CAREER & TECHNICAL EDUCATION
COMMUNITY COLLEGES
FOUR-YEAR COLLEGES AND
UNIVERSITIES



**YOUTH-SERVING
ORGANIZATIONS**

STEM EDUCATION
YOUTH WORKFORCE
AFTER SCHOOL PROGRAMS
COLLEGE PREPARATION
LEADERSHIP DEVELOPMENT
FOSTER YOUTH
JUSTICE INVOLVED

CAREER & TECHNICAL EDUCATION

CONSTRUCTION
COMPUTER TECHNOLOGY
HEALTH CAREERS



EMPLOYERS

HEALTH SYSTEMS
CONTRACTORS/DEVELOPERS
TECH INDUSTRY

CAREER PATHWAY

2. SOCIAL EMOTIONAL LEARNING

Growth Mindset
Social Navigation
Emotional Exploration
Mindfulness

3. MENTORS

Case Management
Life Coaches
Symposiums/Field Trips
Networking
Real Life Experiences

5. PROFESSIONAL DEVELOPMENT

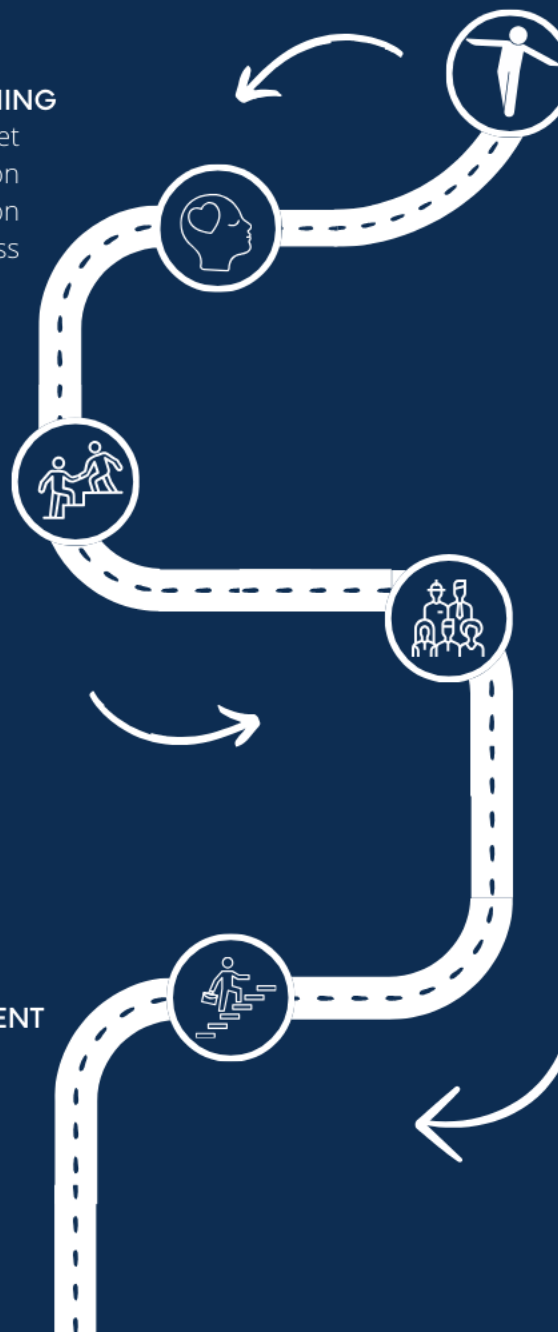
Entrepreneurs
Leadership Development
Board Members
Thought Leaders
Future Employers

1. STABILITY

Assessment
Income & Food Security
Stop Gap Employment
Housing
Health & Mental Health
Prevention & Diversion Services

**4. WORKFORCE & COMMUNITY-
BASED YOUTH DEVELOPMENT**

Employability Skills Training
Employment Pathways
Career Exploration
Career Certifications
Afterschool & Summer Opportunities
Volunteerism & Community Service
Civic Engagement



STRATEGIES TO FIND QUALIFIED CANDIDATES

How do governments respond when there are not enough qualified candidates?



Strategies include:

51% Re-open recruitments (very or somewhat frequently)

20% Hire below minimum qualifications for post-hiring upskilling

10% Reduce or restructure services to match available staffing

6% Overhire for vacancies when candidates are available

See Figures 5, 6, and 10.

Source: Mission Square State and Local Workforce 2023 Survey Findings

RECRUITING THE NEXT GENERATION

Figure 12 **How successful have efforts been to recruit Generation Z employees or new workforce entrants?** (n = 222)

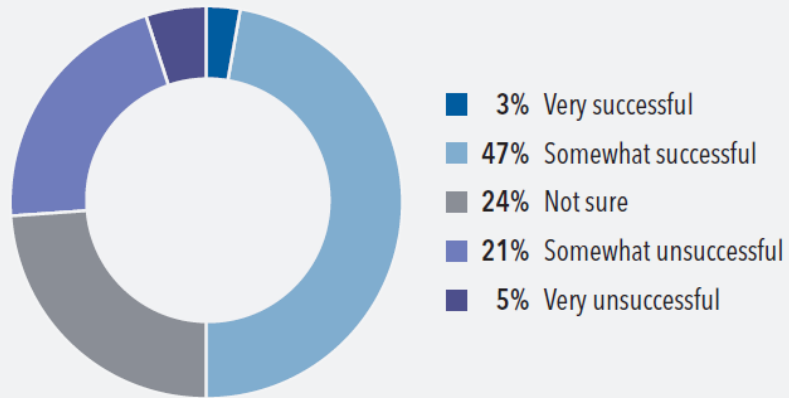
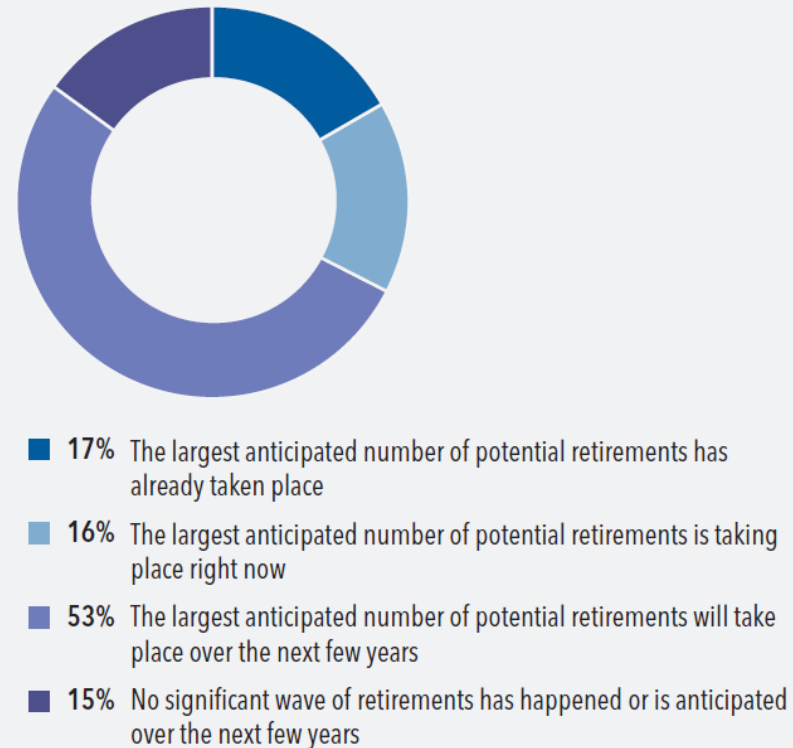


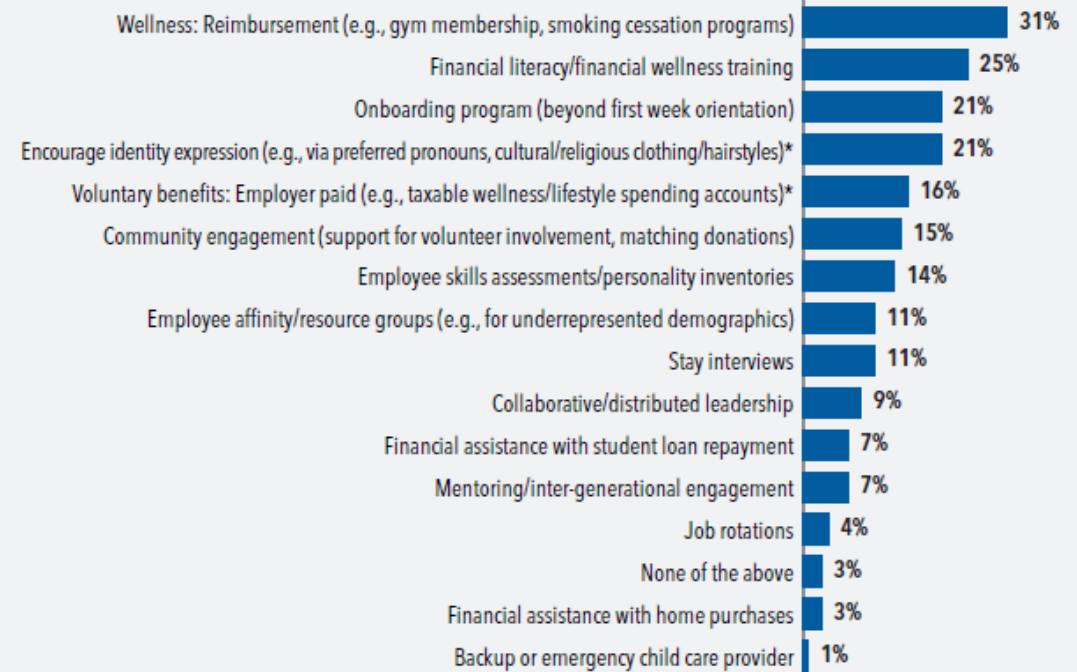
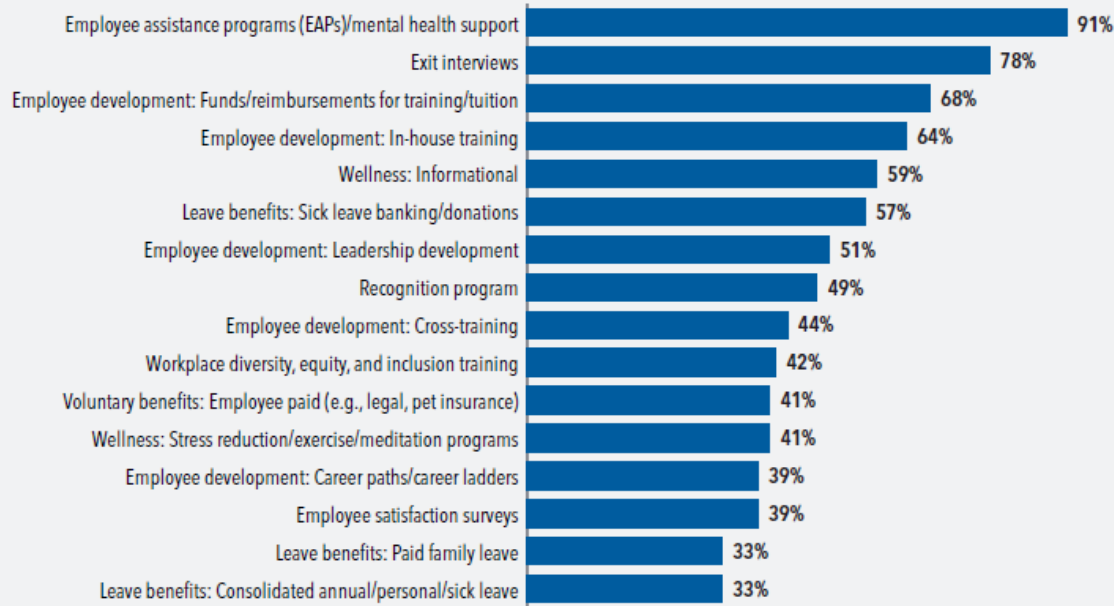
Figure 13 **How would you characterize the impact on your government of the departure of retirement-age baby boomer employees from the workforce?** (n = 211)



Source: Mission Square State and Local Workforce 2023 Survey Findings

EMPLOYEE RETENTION & DEVELOPMENT

Figure 25 Which of the following programs does your organization currently use to encourage employee retention and development? (Check all that apply) (n = 219)

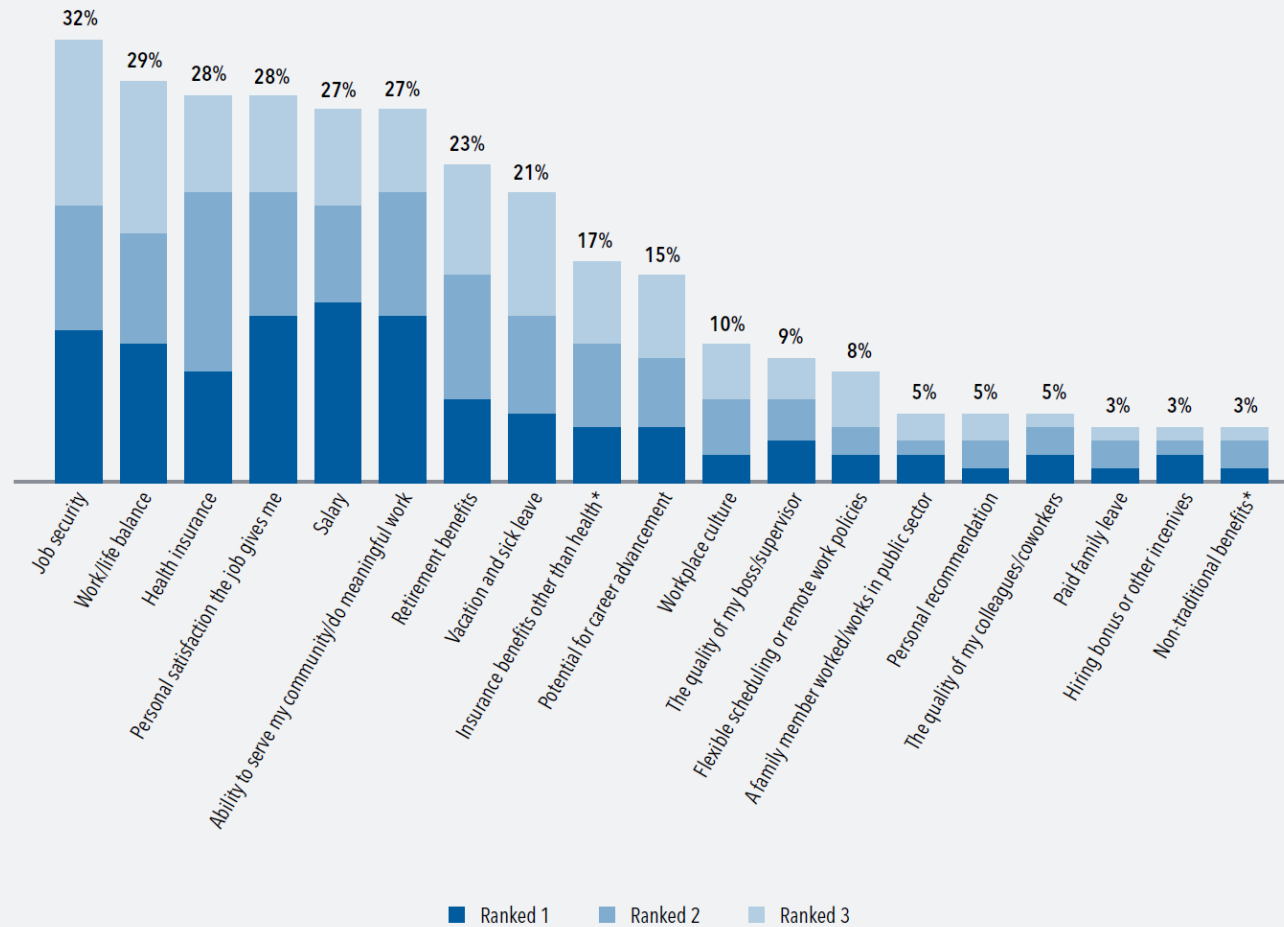


*Response options noted were new to the survey in 2023.

Source: Mission Square State and Local Workforce 2023 Survey Findings

WHAT ATTRACTS EMPLOYEES TO LOCAL GOV

Figure 4 Top 3 Factors Initially Attracting You to Work in the Public Sector



Source: Mission Square 35 and Under in the Public Sector: Why Younger Workers Enter and Why They Stay (or Don't)

PANEL DISCUSSION: CREATING BETTER ONRAMPS INTO PUBLIC SERVICE



ACTIVITY

At your table, please discuss:

- What is your agency doing to reduce barriers to entry?

AUDIENCE QUESTIONS



JOIN OUR WORKFORCE NETWORK!



Share your story to
better inform
strategies

Participate in a
focus group!

Join the discussion
with community-
based
organizations

Email info@ca-ilg.org for details!

CONNECT WITH ILG



58
Counties

482
Cities

2,500+
Special
Districts

20,000+
Local
Agency
Leaders



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THANK YOU!



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