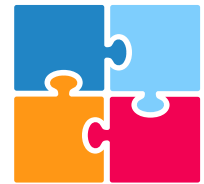


Are You Feeling the Burn?

Recruiting, Retaining, and
Rewarding Talent During
the Great Resignation



Panelists:

Kathleen Rush, Vice President GovHR USA

Brad Burke, Village Manager – Lincolnshire

Jim Powers, Clark Baird Smith LLP

2022 ILCMA WINTER CONFERENCE



Local Government and the Great Resignation

ILCMA Winter Conference

SOBERING FACTS

FOUR MILLION people quit their jobs in April

50 MILLION people serve as unpaid caregivers for adult family or friends (AARP)

HIRING Pressure is the highest its been – 93% of employers plan to hire in 2022 (Monster 2022)

Gen Z and Millennials make up 46% of the workforce – scarier still...60% of public finance workers are over 45 and a third over 55.

Pandemic reductions (layoffs, etc) 1.5 million jobs; about 928,000 still vacant out of 20 million and it is not getting better...6.1% quit in 2010; 9.7% in 2016 and now 11.7% (BLS)

Causes

Ps. Many are not in your control!!

- Salary competition – Private firms who have to gear up for the infrastructure roll out across the nation are poaching.
- Inability to find child care
- Vaccination policies
- Restrictive work policies / government expectations – remote work and technology expectations and reality
- Stress/burnout
- 'Aging out'
- Culture Wars
- Attacks on Public Employees (particularly Public Safety)

Impacts

Local governments are struggling

- Key vacancies at leadership level - particularly difficult to fill are:
- Finance,
- Public Works / Engineering
- Community Development.

Recruitments are taking longer

- Added pressure to an already tired workforce
- Candidate's market – THEY ARE CHOOSY
- Demanding higher compensation
- Work place policies requests
- Forcing change that creates tension particularly amongst generations related to workplace expectations and exacerbated by gender and ageism issues

Impacts (continued)

Communities are ill prepared and have not 'grown their own'.

- Succession planning lags
- Leadership continuum efforts lagged during recession/reduced training
- Knowledge transfer difficult and not systemically addressed

Post COVID Work Places are significantly different.

- Some adapted and are now faced with the pull to return to "Business as usual".
- Others did not adapt and maintained full staffing at their facilities. These governments are now faced with a workforce demanding change... Demand to adjust schedules, consider alternative work schedules and increased flexibility and attention to wellness

Strategies

RETENTION – it's your best weapon

##1 - Workplace culture (STARTING AT THE TOP)

- EVALUATE workplace culture - Employee 'stay' surveys, exit interviews, focus groups...how workplace centric can you be?

#2 – Compensation: Be competitive; consider internal equity and implications of new hire

#3 Work Place Policies: flexible workweeks; parental leave; admin time; DEIB


#4 Wellness efforts – mental, physical and emotional well being. FUN!

#5 Benefits – college loan repayment, sabbaticals, signing bonus', compensatory time for exempt employees

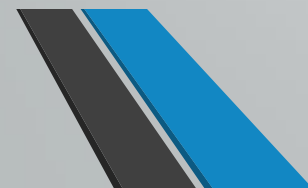
Strategies

ATTRACTION

- COMPETITION for qualified employees is at a high level - be ready to move quickly.
- COMPENSATION - understand what you are going to need to do to compete and the implications to your current workforce.
 - Attractive salaries
 - Incentives
 - Sabbaticals
 - Signing bonus'
 - *Hire more employees than you need
- WORKPLACE CULTURE – word spreads



Additional Key Strategies / Observations

- Storytelling IMPERATIVE that the services that local governments provide are critical and the employees who provide those services are critical - must train, pay and value work.
 - ENGAGE YOUR ELECTED LEADERSHIP along reinforcing the values of public service
 - ENGAGE YOUR COMMUNITY - Don't forget that your community also needs to understand the values of local government service.
 - Training, training, training:
 - o Build the bench
 - o Build the ability to deal with conflict across the organization – train your supervisors and your front line employees
 - o Build the ability to adapt/change - this may require more grace
 - o Build risk tolerance and resilience
 - o Build acceptance or embrace the non-traditional and the disruption that is here to stay
- 



VILLAGE OF
LINCOLNSHIRE

**A LOCAL GOVERNMENT
PERSPECTIVE**



VILLAGE OF
LINCOLNSHIRE

June 2021 - Employee Recognition Lunch





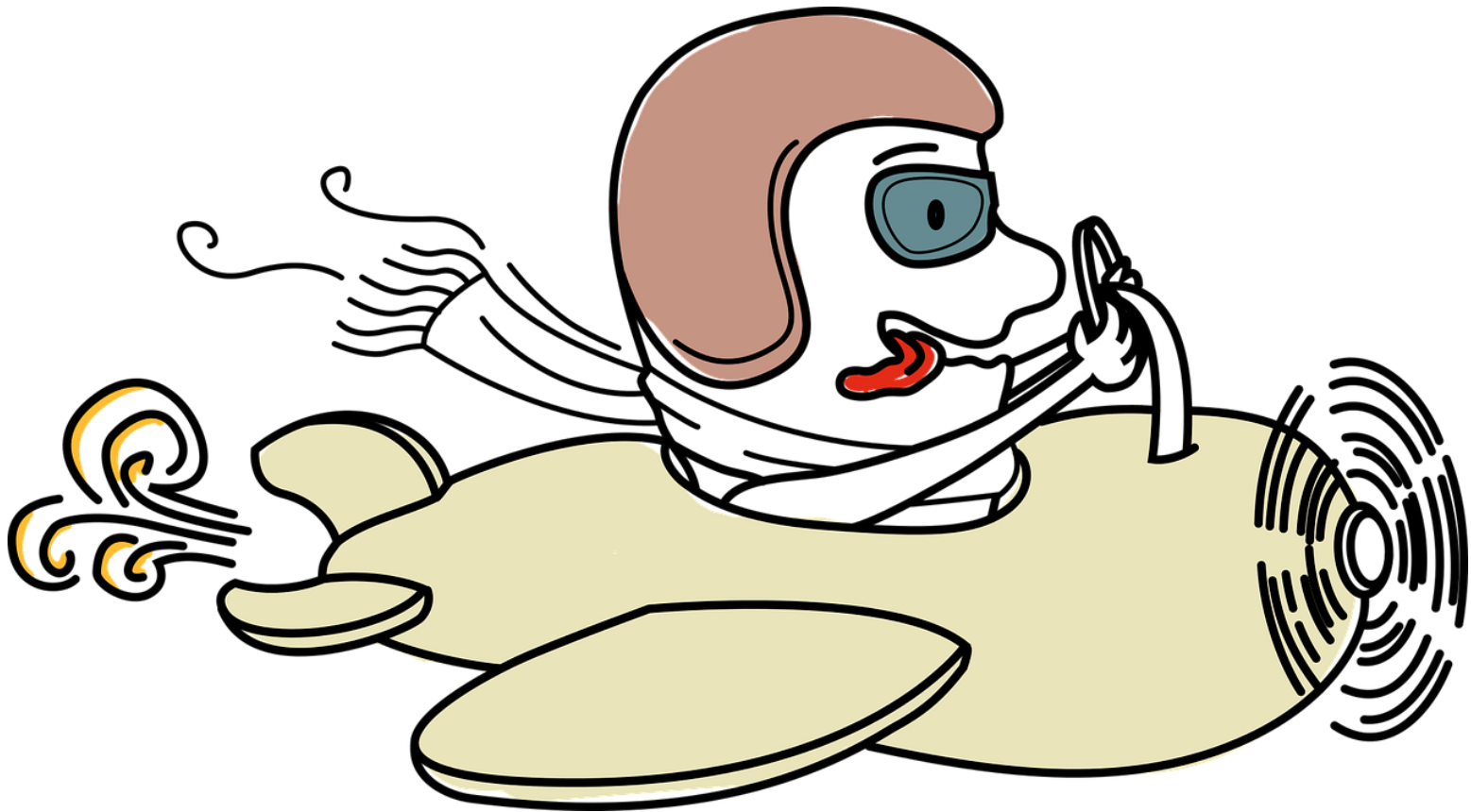
Employees are yearning to feel...

- **Seen**
- **Connected**
- **Part of Larger Vision**
- **Part of Community**



VILLAGE OF
LINCOLNSHIRE

Building the Airplane as We Fly It





Lincolnshire Experience

Local Impact

- 63 Full-Time Employees
- Financial Impact
 - Operating Revenues Took a Direct Hit (Sales, Food & Beverage, Room, Admission Taxes)
 - Projecting \$7 Million Lost Revenue by End of FY 2022
- Mayor and Board Hold Conflicting Expectations
- Staff
 - My Pandemic Experience is not Your Pandemic Experience
 - 2021 - Salary Freeze
 - Impact on Culture
 - Onboarding New Team Members
 - 20% Turnover Since March 2020



Lincolnshire Experience

In Person vs. Remote Early Days

- March 2020 to Mid June 2020 – Administrative Personnel Remote
- Police Department and Public Works – In Person
- Work Groups Separated During this Time
- Village Hall Open for Appointment – Finance Director / Village Manager in Person



Lincolnshire Experience

In Person vs. Remote After Reopening

- Interim Policy Developed
- Application / Department Manager Approval / Village Manager Approval
- Case-by-Case Basis for Remote Work Requests



Lincolnshire Experience

In Person vs. Remote After Reopening

- Focus on Individual Need
 - Families – Young Children / Child Care Limited Access
 - Remote Schooling
- Remote Work Policy First Attempt – Early 2021



Changing Recruitment

- Adapting Typical Approach / Informal vs. Formal / Networking
- Open-Ended Position Announcements
- Remote Work Only?
- Wage Compression



Changing Approach to Police Officer Recruitment

- Attracting Candidates
 - Review Educational Requirements
 - Update Appearance Policy – Facial Hair / Tattoos
 - Engaging Residents on Recruitment
- Process Changes
 - Letter and Resume vs. Focus on Testing
 - Writing Tests – Sample vs. Writing Test
 - Shortening Recruitment Timeline



Changing Approach to Police Officer Recruitment

- Making Connections
 - Meet with Team at Each Phase – Department Ambassadors
 - Ride-Along
 - Meetings with Command Staff, Chief, Village Management
- Lateral Hires



Being Seen and Feeling Connected

- Non-Union Employees – One Time Bonus
- Stay Interviews vs. Exit Interviews
- Employee Engagement Surveys
 - Gallup Survey Underway Now
 - Capture Sentiment About Remote Work
 - Approximately \$15/Employee
 - “First, Break All the Rules” Buckingham and Coffman



12 Questions & Engagement

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last 7 days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?



12 Questions & Engagement

7. At work, do my opinions count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?



Retaining – Mission/Vision

Performance Evaluation Update

- Align to Mission / Vision / Bigger Purpose
- Training All Supervisors
- “Lincolnshire Way”
- Employee Input – Employee Council
- Professional Development Goals
- Minimum Quarterly Touch Points



Be Seen – Recognize/Reward

- Annual Employee Recognition Event
- Reasons to Celebrate Accomplishments
- Social Media Campaigns
- Humanize Employees to Greater Community
- Ministry of Handwritten Notes



Retaining – Future of Work

- Lincolnshire Employee Council - 2022 Goal
 - Hybrid Work
 - Work Schedules
 - Accountability
 - Fair Does not Mean Equal
 - Some Positions Doing Flexible Schedules for Years
 - Getting Management to “Yes”
- Reimagining and Reinventing Policing in Lincolnshire (RIPPL) Committee



Lincolnshire Future of Work

Ideas Framework to be Our Compass

- **I**nnovation|
- **D**edication
- **E**xecution
- **A**ccountability
- **S**elf-Awareness



VILLAGE OF
LINCOLNSHIRE

Someone Else's Canoe



The background features a gradient from deep red at the top to dark blue at the bottom, speckled with white stars. Overlaid on this are several faint, white circular and semi-circular lines, some with arrows indicating a clockwise direction. A large circular scale with numerical markings (140, 150, 160, 170, 180, 190, 200, 210, 220, 230, 240, 250, 260) is visible on the left side.

Recruiting, Retaining and Rewarding Talent During the Great Resignation

LEGAL IMPLICATIONS

Recruitment and retention strategies implicate a host of state and federal laws . . .

- Bargaining under the Illinois Public Labor Relations Act (IPLRA)
- Salary discrimination/inquiries
- Legitimate business reasons for modifications made to employee terms and conditions
- Police and fire hiring
- Compensation, reimbursement and safety issues for work-at-home arrangements

BARGAINING UNDER IPLRA

- Active Bargaining Unit Employees
 - Most economic benefits are likely mandatory subjects of bargaining
 - Slotting lateral hires at a higher salary step
 - Check CBA provisions and “zipper clauses” to determine ability to unilaterally implement economic incentives

BARGAINING UNDER IPLRA

- Applicants for Bargaining Unit Positions
 - Relaxed hiring qualifications/procedures are permissive subjects of bargaining . . . but
 - Pre-hire bonuses that are paid during employment or require “payback” upon premature resignation likely are mandatory subjects of bargaining. *See Village of Bensenville*, 18 PERI ¶ 2076 (ILRB 2003).

SALARY DISCRIMINATION

- Federal Equal Pay Act prohibits pay discrimination based on gender
- Illinois Equal Pay Act prohibits pay discrimination based on gender *and* African American status
- Illinois Equal Pay Act prohibits salary history inquiries; exceptions include:
 - FOIA-able salaries from another employer
 - Applicant is applying for another position with the same employer
 - Asking about salary expectations

LEGITIMATE NON-DISCRIMINATORY REASONS

- Ensure you have a legitimate non-discriminatory reason when offering different workplace benefits to certain employees
- Otherwise, different treatment may lead to discrimination/retaliation charges

POLICE AND FIRE HIRING

- Lateral police hiring lists (allowable for both home and non-home rule units)
 - Consider how seniority, vacation and salaries will be addressed for laterals
- Relaxation of educational prerequisites
- Ongoing debate about eliminating U.S. citizenship requirements

WORK-AT-HOME ARRANGEMENTS

- Illinois Wage Payment and Collection Act requires reimbursement for “all necessary expenditures or losses incurred . . . within scope of employment”
 - Must inure to the primary benefit of the employer
 - Reimbursement policies may provide a shield to claims

WORK-AT-HOME ARRANGEMENTS

- FLSA Compensation Issues
 - Ensure all hours worked are properly recorded for non-exempt employees
 - FOIA
 - Local Records Act
 - Avoid “off-the-clock” issues
- OSHA Safety Issues

Thanks!

Questions or
Experiences to Share?