



# BUILDING A CULTURE THAT THRIVES

ILCMA SUMMER CONFERENCE  
June 8, 2023

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# VILLAGE OF NEW LENOX

Welcoming & Engaging New Hires  
And How We Got To Where We Are Today



# What New Hires Really Want, According to Onboarding Statistics

## Let's Start at the Beginning with Some Onboarding Statistics!

- Helps 85% of Employees Understand and Fully Use Their Benefits
- Helps New Hires Feel 18x More Commitment to Their Employer
- 89% of Employees Who Had An Effective Onboarding Experience Are More Engaged at Work
- A Strong Offer Letter Drives 17x More Emotional Connection
- 91% are More Engaged if They Are Introduced to Your Organization Culture



Source: BambooHR

# Challenges

- 1<sup>st</sup> Challenge: Change in Culture was Needed!
- 2<sup>nd</sup> Challenge: Breaking Down Silos
- 3<sup>rd</sup> Challenge: Setting Expectations & Holding Employees Accountable
- 4<sup>th</sup> Challenge: Improve Communication
- 5<sup>th</sup> Challenge: Meet your Co-Workers



# Change in Culture Needed

- Employee Issues
- Getting the Right People in the Right Seats on the Bus
- Onboarding Implemented
- Training
  - Policy Manual
  - HPO
  - Customer Service





# Breaking Down Silos

- Our Silos Had Silos
  - Public Works
    - Streets
    - Water
    - Waste Water
  - Village Hall
    - 1<sup>st</sup> Floor
    - 2<sup>nd</sup> Floor
  - Police
    - Separate Entity





# Setting Expectations & Holding Employees Accountable

- Universal Core Competencies in Performance Reviews
- Address Personnel Issues
- Train Front Line Supervisors on the Policies
- HPO & LEAD





# Communication

- Small Group Lunch or Breakfast with the Village Administrator
- One-on-One Direct Report Weekly Meetings
- Weekly Department Head Meeting Notes to Staff
- Board Meeting Memo to Staff
- Strategic Plan Update Meetings







# Meet Your Co -Workers

## Fast Forward to Pre – COVID -19

- Employee Engagement
  - Toss Out the Service Award Pins ➡ Service Award Luncheon & Gifts from a Catalog
  - Employee Committees Formed
    - United Way
    - Wellness
    - Performance Management
  - Annual Appreciation Luncheon
  - Monthly Birthday Celebrations
  - Safety Lunches
  - Y/E Accomplishment & Thank You Letter



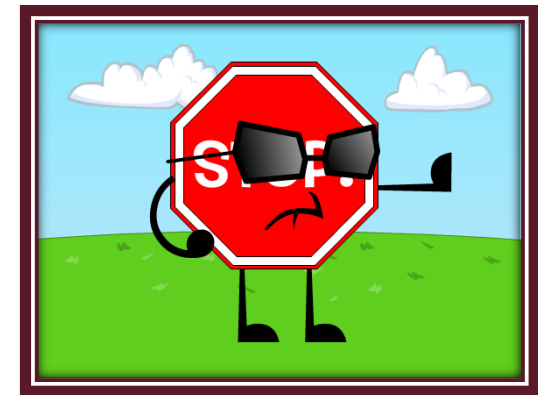


NEW LENOX

## Meet Your Co -Workers

COVID -19 Changed the Way We Worked & Interacted With Each Other

- Wellness Activities Continued (Celebration Events on Hold)
- United Way Events on Hold
- Service Award Luncheon on Hold
- Appreciation Luncheon on Hold
- Birthday Celebrations on Hold





# Meet Your Co -Workers

## Emerging from COVID -19

### ■ Resuming Many Activities

- April, 2022/2023 Service Award Luncheon
- October, 2022 United Way Luncheon (raising over \$1k)
- January, 2023 Monthly Birthday Celebrations
- April, 2023 New Performance Management Committee Formed
- May, 2023 Rolled out New Wellness Walking Challenge





## Here's Some More Facts & Statistics



- State and local government workers account for roughly 13% of the U.S. labor force.
- Recruiting and retaining state and local government workers is the most difficult that it has been in decades.
- In 2009, 44% of survey respondents said retirement eligible staff were planning to postpone retirement, but in 2021 only 2% said this. 38% said retirement eligible staff were planning to accelerate retirement (compared to 12% in 2009).
- In 2021, more organizations had jobs that were remote or hybrid (remote & in-person work). Now, more than half of the organizations surveyed offer regular telework for eligible positions compared to 19% of local governments.



## Here's Some More Facts & Statistics



- More than half of survey participants reported difficulty in filling positions in policing and skilled trades.
- Public Sector is in competition with the private sector that has higher salaries and reputation for innovation and creativity.
- State workforce is expected to decrease by 2% in the next 10 years and local government is expected to increase by 4.2%.

*Source: Center for State and Local Government Excellence (SLGE)*



# Employee Views on How Public Employers Can Curb the Great Resignation



## To Reduce Stress

- 24% - Provide salary increases
- 15% - Hire more staff or reduce workload
- 13% - Provide emotional support

## To Retain More Employees

- 62% - Improve salaries
- 50% - Offer/increase bonuses
- 38% - Show more appreciation and recognition of employees and the work they do

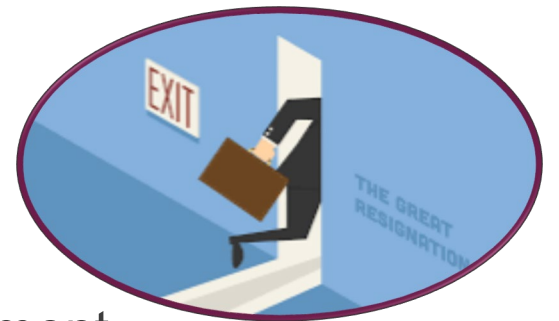
Showing more appreciation and recognition of employees outranked actions including improving benefits, increasing the amount of leave allowed, offering more flexible scheduling, and offering more opportunities for remote work.

*Source: Mission Square Research Center*



# How the Village of New Lenox is Dealing with the Great Resignation

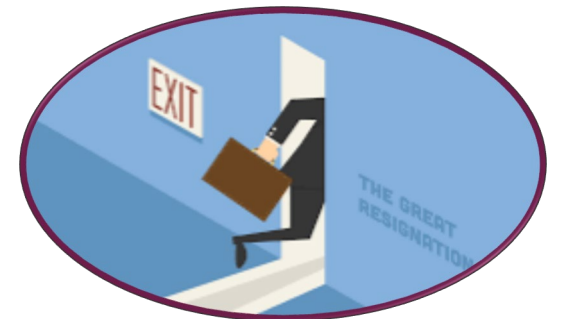
- Succession Planning is a Strategic Priority
- Several Department Heads & tenured staff members will likely retire within the next 5 to 10 years
  - Village Administrator
  - Assistant Village Administrator/Community Development Director
  - Finance Director
  - Human Resource Director
  - Village Clerk
  - Senior Administrative Assistants
- Police Department has and continues to experience a number of retirement





# How the Village of New Lenox is Dealing with the Great Resignation

- Employees completed a Career Interest Survey.
- Creating and fostering a culture where employees are comfortable giving notice of retirement months in advance.
- Mayor and Village Board have given the approval to hire well in advance of incumbent leaving to give ample time for training.
- Conduct Exit Interviews to get a deeper look at our workplace culture, day-to-day processes and employee morale.







# What's Next for the Village of New Lenox

- Exploring:
  - Implementing Employee Recognition Program tied to our Performance Appraisals
  - Implementing Employee Referral Program
  - Implementing Flexible Work Schedule
  - Enhancing Benefit Time for New Hires



# Famous Quotes

- “I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not strategies.”
  - *Lawrence Bossidy*
- “Employee orientation centers around and exists to help the individual employee, but it is the company that ultimately reaps the benefits of this practice.”
  - *Michael Watkins*
- “Time spent on hiring is time well spent.”
  - *Robert Half*
- “I truly believe that onboarding is an art. Each new employee brings with them a potential to achieve and succeed. To lose the energy of a new hire through poor onboarding is an opportunity lost.”
  - *Sarah Wetzel*





# THANK YOU! VILLAGE OF NEW LENOX



Deb Smetana

Human Resource Director, Village of New Lenox



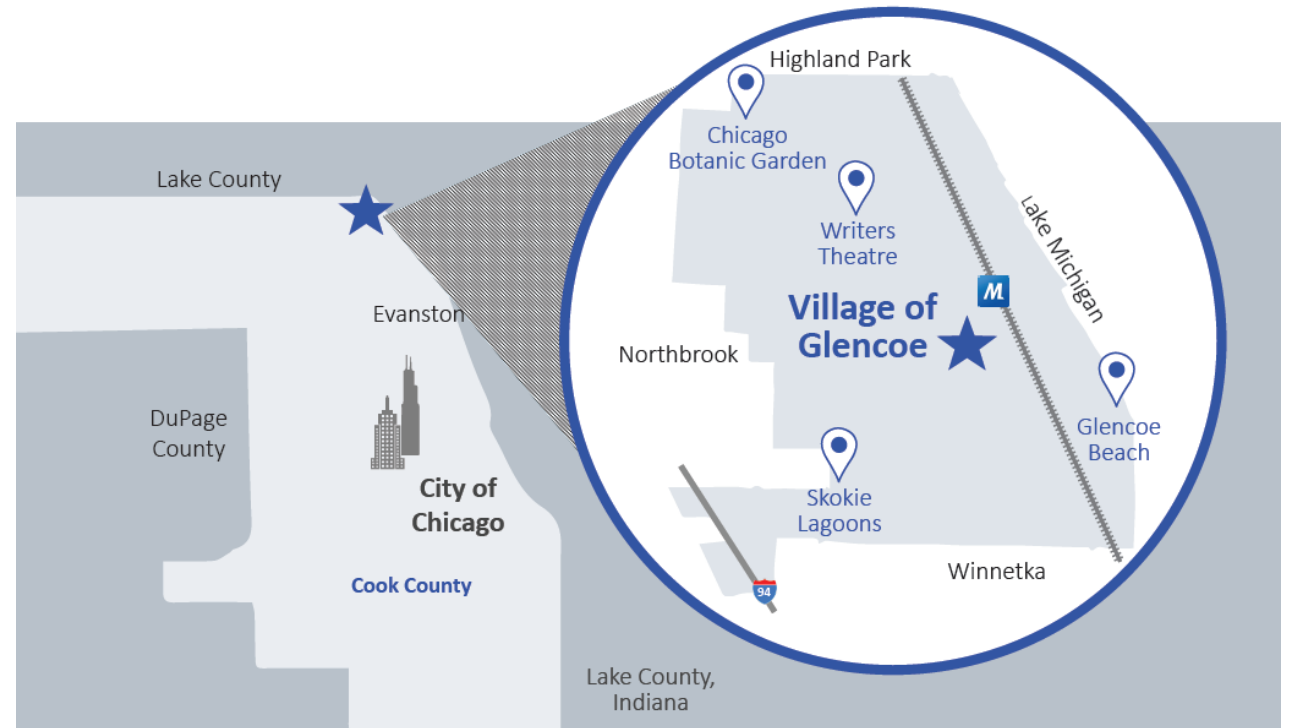
# **Building a Culture that Thrives**

## **ILCMA Summer Conference 2023**

Philip A. Kiraly, ICMA-CM  
Village Manager, Village of Glencoe


# A bit about Glencoe:

- Northern suburb of Chicago
- Population 8,900; affluent, mostly residential
- \$30+ million budget
- 103 FT employees in Finance, Golf Club, combined Public Safety, Public Works and VMO
- Almost 80% turnover since 2013
  - Our own *Great Resignation*



# Policy Development

## It started with a Strategic Plan:

- 25% of the Goals -> Employees
    - 80% of the General Fund is staff – our largest investment every year
    - Turnover!
  - Elected Official, Department Head buy-in
    - Be an “Employer of Choice”
    - Find ways to better compensate employees that aren’t cash
    - Accommodate a dynamic, shifting environment
    - “Grow where you’re planted”
- 



# Culture Shifts = Policy Updates

- Building a culture focused on belonging
- Engaging our elected officials
- Review the policy manual/handbook
  - Culture shifting is slow
  - What can you change that can move the ball?





# Policy Development

We've...

- Updated our Employee Handbook
- Built more engagement
- Focused on Training –
  - Part-Time Public Works Trainee Program
  - Mental Health First Aid; Dementia Friendly Glencoe
  - Certifications, Tuition reimbursement
- “Figured out” Work from Home/Remote Work
- Found a way forward on Family Leave
  - 8 weeks. New children, elder care.
- Recruitment
- Public Support of Employees – Humanize and tell their stories





# What's Next?

- Telling our story - it's a good one!
- New Strategic Plan Coming in 2024
- Staying flexible to changing needs and expectations
- Continue our focus on building a culture of belonging



# Thank you!



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# Elected Officials DO Impact Employee Recruitment and Retention



ILCMA Presentation  
Scott Eisenhauer



# Eyes Are Upon You

Video streams of your meetings

recorded Minutes of your meetings

Facebook and other social media

Mainstream media



# Kicking It Old School

## Late Hours



just because previous work generations worked 60+ plus hours a week, will they accept that is not the desire of today's workforce

## Dress Code



do elected officials understand not everyone wears a suit and tie to work anymore, nor is it expected

## Work From Home



will elected officials, who went to a job site everyday, understand the desire by today's workforce to work from home

## Residency



will policies change to allow for residency outside the corporate limits or immediate area

## Tattoos and Facial Hair



can elected officials get by stereotypes and allow for employees with tattoos, facial hair, longer hair, and other styles previously taboo



# Welcome To The New Age

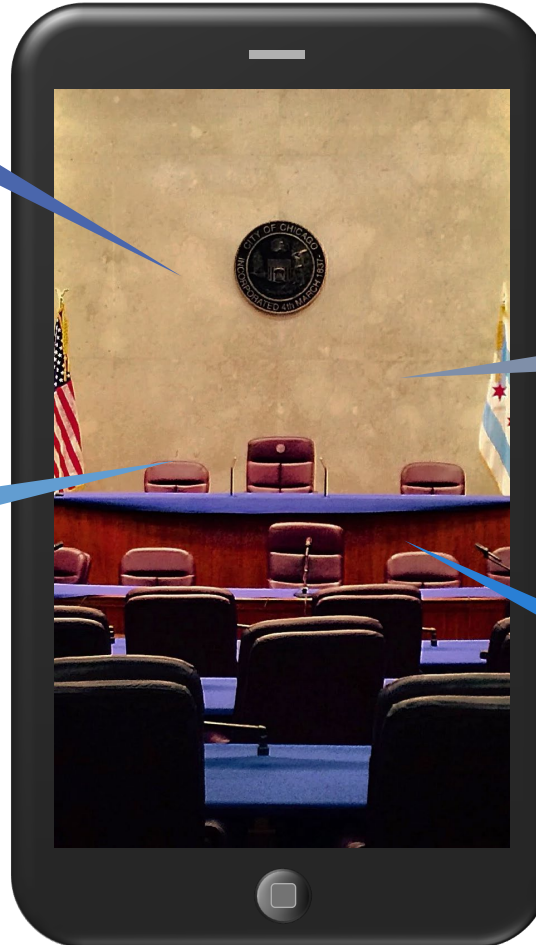
## Workforce Expectations

are they realistic, do they allow for “out of box” thinking, encourage diversity and inclusion, willing to change policy to meet the new times and challenges



## Civility

do elected officials treat each other, AND STAFF, with respect



## Supportive

do elected officials support staff, listen to staff, defend staff, recognize staff for work well done, fund training,



## Know Their Role

not micromanage, avoid showing up to job sites and directing work





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