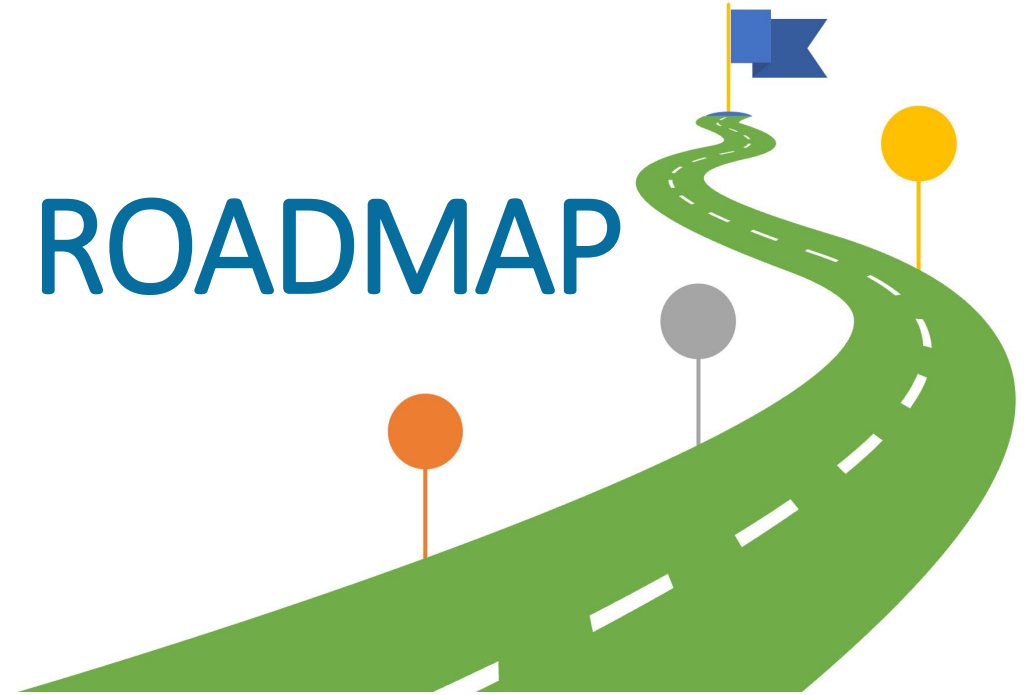


EMPLOYER OF CHOICE ROADMAP

City of Berkeley



PRESENTATION TO THE BERKELEY CITY COUNCIL

FEBRUARY 28, 2023

CATHY CAPRIOLA, CRAIG WHITTON, MARCIE SCOTT



Why an Employer of Choice Project?

Nationwide trends



Berkeley Staffing



Impacts



Call to Action



Actions to Date

September 2022 – Retained Municipal Resource Group (MRG)

October 11, 2022 - MRG presented plan for Assessment

December 13, 2022 – City Manager’s Workforce Analysis Report

Tonight – Presentation of Roadmap & Implementation Plan



SUCCESS LOOKS LIKE ...

- *City of Berkeley is able to **retain and attract** high quality employees*
- *Organization culture increases **job satisfaction, making the City an exciting and supportive place** to work and thrive*
- *This translates to **sustainable, quality services** to our community*



TARGET ...

City of Berkeley establishes itself as an "**Employer of Choice**"



MRG – Consultants for Local Government



Introduction & Current Environment

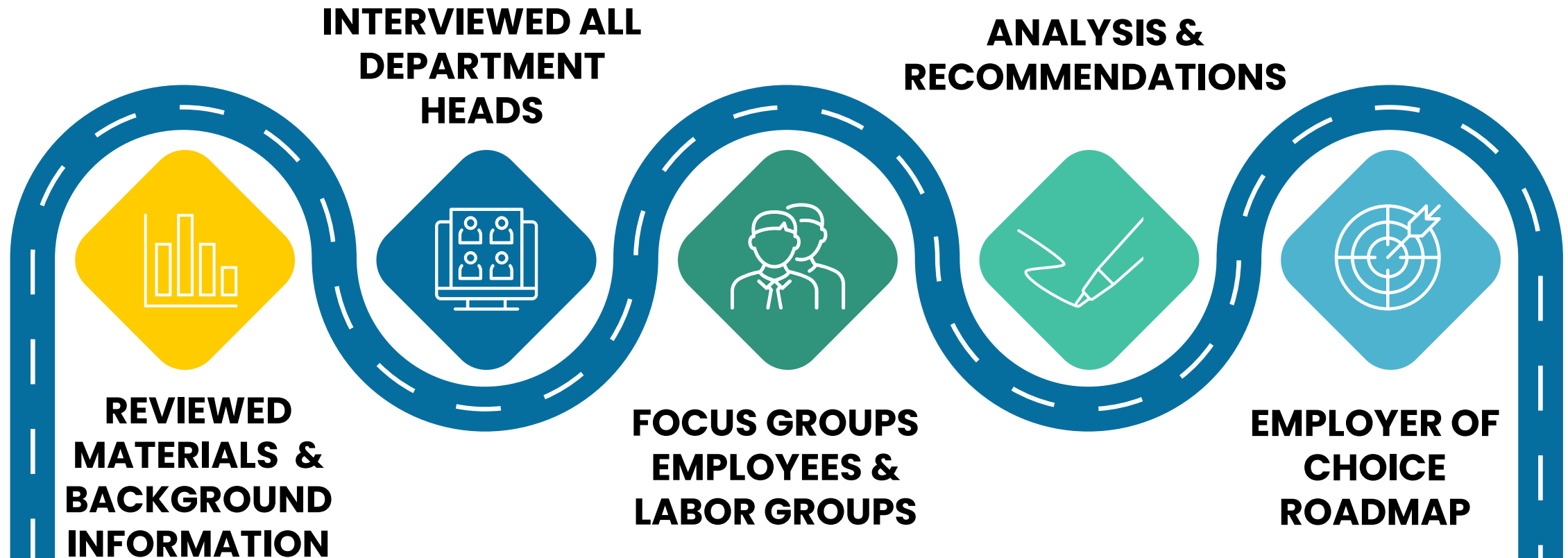
EMPLOYER OF CHOICE

“Berkeley is in a staffing emergency! All the great work that the Council and community is used to seeing accomplished is being profoundly impacted. The level of work is not going to be as great, and the Berkeley performance will be reduced until we can stabilize and rebuild the organization.”

-Berkeley Employee Voice



Roadmap – Approach & Process



Staffing Crisis for Local Government

Great Resignation is the “great re-evaluation” of the workforce and workplace.



- *Lack of qualified candidates – 79% of public agencies can’t find qualified candidates.*
- *Lower Number of Candidates – Increase in job openings and decrease in applicants per job; overall 74% reduction in applicants per job*
- *Retention of current employees is critical.*

NEOGOV Report -- “The Quiet Crisis in the Public Sector

Purpose and meaning in my work

A sense of team and connection

Flexibility with work schedules & hybrid work – life balance

Investment in my career growth, training & development

Competitive compensation & benefits

EMPLOYEE RETENTION – What Employees are seeking

Recognition and appreciation for my efforts

A culture that delivers the organization's values and mission

Tools, technology and systems that help me do my work with ease & effectiveness

Capable and caring supervisors and managers

Organized and prioritized work that allows me to be thorough, thoughtful and strategic

SIMILARLY ...

Candidates want higher pay, flexible work options, and more meaningful work, and they aren't afraid to leave for better opportunities elsewhere. Candidates also want clear and concise recruitment process, active communication and timeliness. -NEOGOV, *The Quiet Crisis in the Public Sector*

Overview of Roadmap

EMPLOYER OF CHOICE

Introduction & Overview

Employer of Choice Roadmap & Recommendations

Appendix A – Compensation & Benefits

Appendix B – MRG Background



STRENGTHS – City of Berkeley as an Organization

● A progressive City that values social services working as a mini-county.

● A reputation for being forward thinking, creative & entrepreneurial.

● Mission driven organization & staff committed to public service & impact.



● Work teams that care about each other & actively support their colleagues.

● Caring for the community and customers.

● High caliber, experienced & smart staff with high expectations.

KEY FINDINGS

Widespread Staff Vacancies

Slow to Advance Technology & Software Systems

HR in Major Rebuild Stage

Limited Communication & Recognition

Thirst for Training and Development

Under-Investment in Facilities & Equipment

Heavy & Unprioritized Workload

Internal/Administrative Services Hampering Productivity

LANES for EMPLOYER OF CHOICE ROADMAP



RECRUITING
FOR TALENT



RETAINING
OUR EMPLOYEES



CULTURE,
COMMUNICATION
& EMPLOYEE
ENGAGEMENT



TRAINING &
PROFESSIONAL
DEVELOPMENT



HEALTH, SAFETY
& WELLNESS



ELEVATE INTERNAL
PROCESSES



Employer of Choice Roadmap

CITY OF BERKELEY -- Employer of Choice Roadmap

1 Recruiting for Talent	2 Retaining Our Employees	3 Culture, Communication & Employee Engagement	4 Training & Professional Development	5 Health, Safety & Wellness	6 Elevate Internal Processes
<p>Staffing & HR Role</p> <ul style="list-style-type: none"> 1.1 Invest in Human Resources Department (HR) Staffing Levels 1.2 Streamline Recruitment Process – Strike Team 1.3 Act as Business Partners with Departments <p>Marketing & Branding</p> <ul style="list-style-type: none"> 1.4 Create Recruitment Brand & Marketing Strategy 1.5 Upgrade Jobs/Career Web Presence 1.6 Utilize Social Media 1.7 Hire Graphic Design & Social Media Expertise 1.8 Referral Bonus for Current Employees <p>HR Systems & Data</p> <ul style="list-style-type: none"> 1.9 Resources & Tools on Day 1 1.10 HR Performance Metrics & Reporting 1.11 Workforce Analysis Report 1.12 Training & User Guides For ERMA & NEOGOV 1.13 Update Key Job Classifications 	<p>HR Systems</p> <ul style="list-style-type: none"> 2.1 Overhaul Onboarding Program 2.2 Reform Eligibility List Process 2.3 Continue to Improve HR Communications (<i>Berkeley Matters</i>) 2.4 Performance Evaluation and Feedback 2.5 Upgrade Exit Interview Process <p>Recognition & Appreciation</p> <ul style="list-style-type: none"> 2.6 Create a Comprehensive City Recognition Program 2.7 Restart Longevity Awards Program <p>Organizational Priority Setting & Workload</p> <ul style="list-style-type: none"> 2.8 Focus Priorities & Initiatives by City Council 	<p>Communication</p> <ul style="list-style-type: none"> 3.1 Invest in Internal Communication 3.2 Foster Cross Department Collaboration 3.3 Open Department Access to Website and Social Media Use <p>Team Building & Culture</p> <ul style="list-style-type: none"> 3.4 Invest in Cross Department Relationship Building 3.5 Link to new DEI Program 	<p>Training Strategy & Program</p> <ul style="list-style-type: none"> 4.1 Develop Training Strategy & Plan for Learning Culture 4.2 Invest in Learning Academies & Specialized Training 4.3 Invest in Coaching 4.4 Invest in Learning Management Software 4.5 Invest in Technology Training 4.6 Develop Hybrid Management Training <p>Systems & Financial Support</p> <ul style="list-style-type: none"> 4.7 Use Credit Cards to Ease Training Procurement 4.8 Upgrade Financial Support for Training & Education 	<p>Employee Health</p> <ul style="list-style-type: none"> 5.1 Clear & Consistent COVID Safety Protocols & Practices 5.2 Invest in Mental & Physical Health Services for Employees <p>Employee Safety</p> <ul style="list-style-type: none"> 5.3 Create a Citywide Safety Team 5.4 De-escalation and High Conflict Training <p>Work Schedules & Flexibility</p> <ul style="list-style-type: none"> 5.5 Explore Expanding Alternative Work Schedules 5.6 Formalize Hybrid Work Program <p>Facilities & Equipment</p> <ul style="list-style-type: none"> 5.7 Adequately Fund Capital Improvement Program & Replacement Reserves 5.8 Prioritize Investments in Buildings, Vehicles & Equipment 	<p>Structure & Programs</p> <ul style="list-style-type: none"> 6.1 Restructure Reporting of Administrative Services (HR, IT, Finance, Contracts) to One Deputy City Manager 6.2 Elevate Importance of Service-Oriented Administrative Services & Customer Connectivity 6.3 Create an Innovation Program <p>Business Improvements</p> <ul style="list-style-type: none"> 6.4 Empower Strike Teams / Interdepartmental Work Groups 6.5 Provide Training on Common Administrative Practices & Procedures 6.6 Maximize Intranet as an Employee Resource 6.7 Implement Business Practice Improvements in Finance, Information Technology, Payroll, HR and Contracts

1 RECRUITING FOR TALENT

STAFFING & HR ROLE

- 1.1 Invest in Human Resources Department (HR) Staffing Levels
- 1.2 Streamline Recruitment Process – Strike Team
- 1.3 Act as Business Partners with Departments

MARKETING & BRANDING

- 1.4 Create Recruitment Brand & Marketing Strategy
- 1.5 Upgrade Jobs/Career Web Presence
- 1.6 Utilize Social Media
- 1.7 Hire Graphic Design & Social Media Expertise
- 1.8 Referral Bonus for Current Employees

HR SYSTEMS & DATA

- 1.9 Resources & Tools on Day 1
- 1.10 HR Performance Metrics & Reporting
- 1.11 Workforce Analysis Report
- 1.12 Training & User Guides For ERMA & NEOGOV
- 1.13 Update Key Job Classifications

2

RETAINING OUR EMPLOYEES

HR SYSTEMS

- 2.1 Overhaul Onboarding Program
- 2.2 Reform Eligibility List Process
- 2.3 Improve HR Communications (*Berkeley Matters*)
- 2.4 Performance Evaluation and Feedback
- 2.5 Upgrade Exit Interview Process

RECOGNITION & APPRECIATION

- 2.6 Create a Comprehensive City Recognition Program
- 2.7 Restart Longevity Awards Program

ORGANIZATIONAL PRIORITY SETTING & WORKLOAD

- 2.8 Focus Priorities & Initiatives by City Council

3

CULTURE, COMMUNICATION, & EMPLOYEE ENGAGEMENT

COMMUNICATION

- 3.1 Invest in Internal Communication
- 3.2 Foster Cross Department Collaboration
- 3.3 Open Department Access to Website and Social Media Use

TEAM BUILDING & CULTURE

- 3.4 Invest in Cross Department Relationship Building
- 3.5 Link to new DEI Program

4 TRAINING & PROFESSIONAL DEVELOPMENT

TRAINING STRATEGY & PROGRAM

- 4.1 Develop Training Strategy & Plan for Learning Culture
- 4.2 Invest in Learning Academies & Specialized Training
- 4.3 Invest in Coaching
- 4.4 Invest in Learning Management Software
- 4.5 Invest in Technology Training
- 4.6 Develop Hybrid Management Training

SYSTEMS & FINANCIAL SUPPORT

- 4.6 Use Credit Cards to Ease Training Procurement
- 4.7 Upgrade Financial Support for Training & Education

5

HEALTH, SAFETY & WELLNESS

EMPLOYEE HEALTH

- 5.1 Clear & Consistent COVID Safety Protocols & Practices
- 5.2 Invest in Mental Health Services for Employees

EMPLOYEE SAFETY

- 5.3 Create a Citywide Safety Team
- 5.4 De-escalation and High Conflict Training

WORK SCHEDULES & FLEXIBILITY

- 5.5 Explore Expanding Alternative Work Schedules
- 5.6 Formalize Hybrid Work Program

FACILITIES & EQUIPMENT

- 5.7 Adequately Fund Capital Improvement Program & Replacement Reserves
- 5.8 Prioritize Investments in Buildings, Vehicles & Equipment

6

ELEVATE INTERNAL PROCESSES

STRUCTURE & PROGRAMS

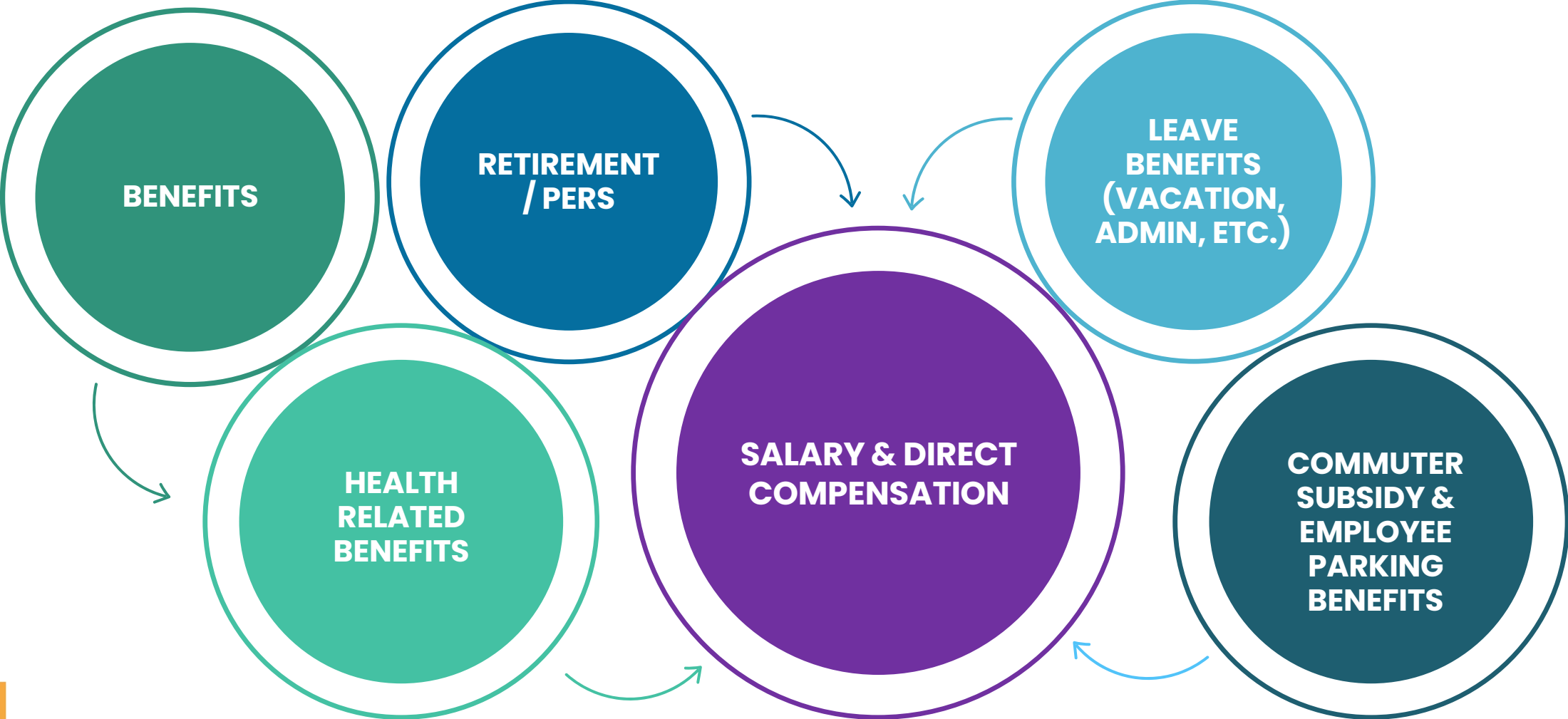
- 6.1 Restructure Reporting of Administrative Services (HR, IT, Finance, Contracts) to One Deputy City Manager
- 6.2 Elevate Importance of Service-Oriented Administrative Services & Customer Connectivity
- 6.3 Create an Innovation Program

BUSINESS IMPROVEMENTS

- 6.4 Empower Strike Teams / Interdepartmental Work Groups
- 6.5 Provide Training on Common Administrative Practices & Procedures
- 6.6 Maximize Intranet as an Employee Resource
- 6.7 Implement Business Practice Improvements in Finance, Information Technology, Payroll, HR and Contracts

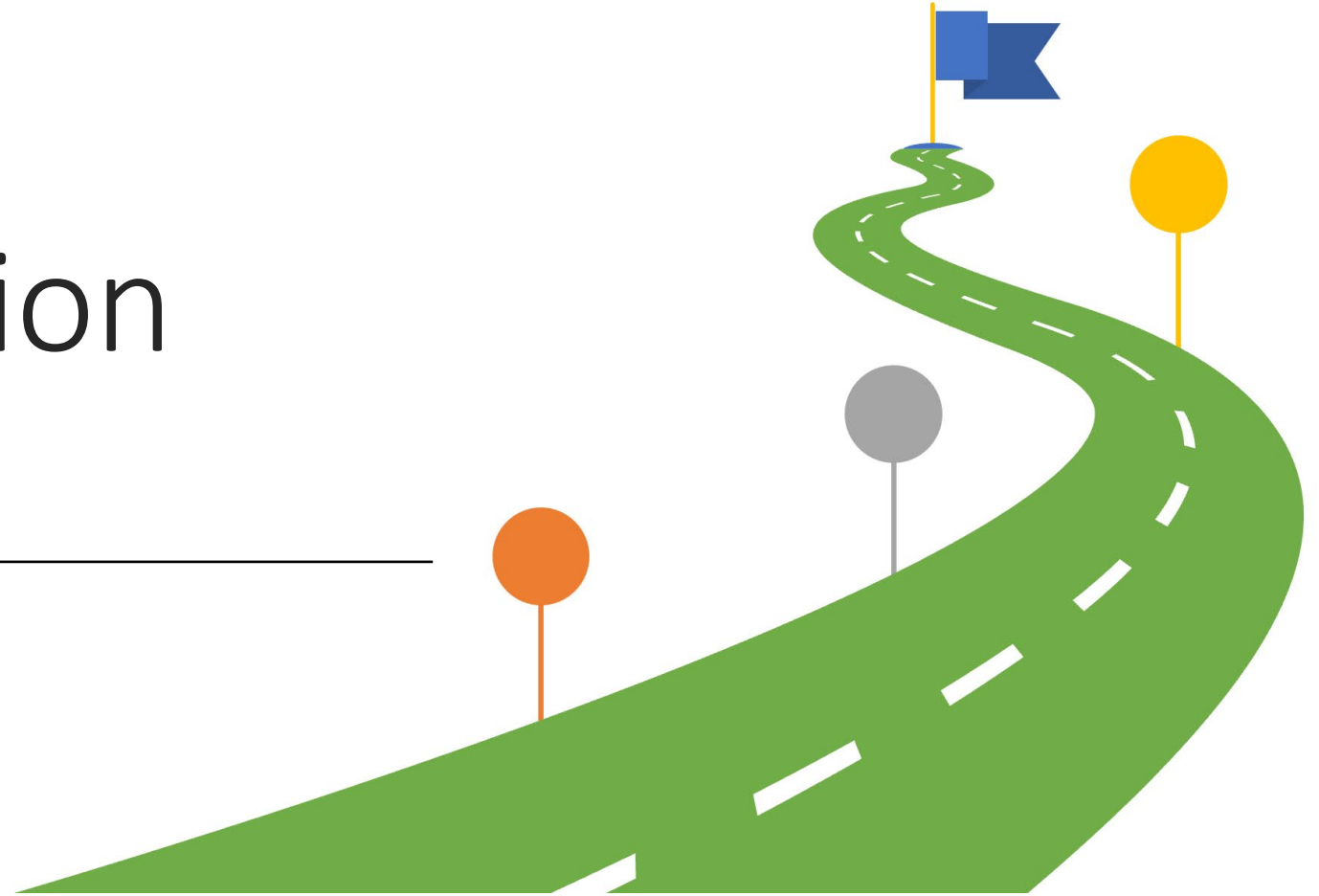
APPENDIX A – COMPENSATION & BENEFITS

General feedback gathered from management, employees & labor groups.
Further research required and subject to bargaining. No recommendations provided in this area.



Implementation & Next Steps

EMPLOYER OF CHOICE



City Council – Key Roles

The City Council's leadership is a key ingredient in the success of the Employer of Choice Roadmap. Initially, MRG sees three important roles for the City Council.



Highest Priorities

Berkeley Employer of Choice Initiative

1

INVEST IN HR FILL VACANCIES

- Invest in staffing and consultant support to HR.
- Streamline process; work with department partners.
- Develop branding and marketing strategy.
- Activate social media in recruitments.

2

LAUNCH COMMUNICATIONS

- Jumpstart internal communication by CMOs and departments.
- Open access to website and social media use by departments to ease community information and engagement.

3

ELEVATE & UPDATE INTERNAL SYSTEMS

- Create Strike Teams and Business Process Teams to review and revamp internal/administrative systems for greater efficiency and effectiveness.

IMPLEMENTATION – The Need to Move Quickly

EXECUTIVE LEADERSHIP

**SEASONED
PROJECT MANAGER**

**DEPARTMENT
COMMITMENTS**

**1-TIME +
ONGOING
FINANCIAL
RESOURCES &
INVESTMENT**

**ROLLING 90-DAY
ACTION PLANS**

**TRANSPERANCY
IN REPORTING
OUT STATUS &
RESULTS**

**EMPOWERED STRIKE
& BUSINESS
PROCESS TEAMS**

**PRIORITIES AND
STRATEGY ON
ROADMAP ROLL OUT**





The Road Ahead





Highest Priority Work for 90-Day Plan

1. Invest in Human Resources
2. Enhance Communication
3. Improve Business Processes



90 Day Plan





Questions & Discussion

EMPLOYER OF CHOICE

