

Ten Ideas To Better Attract, Retain & Grow Talent

This Talent Initiative report provides a menu of diverse recommendations for local government executives. Leaders can start anywhere in implementing some of the recommendations in this report to better attract, retain and grow talent.

Here are ten ideas to consider in beginning your efforts:

1. Conduct simple workforce analysis (showing retirement risk now and in five years for different employee groups)
2. Hire one or several university interns and/or term-limited Management Fellows (those graduating with Masters)
3. Eliminate minimum qualifications for entry-level positions; hire for potential or learning agility
4. Enhance job announcements showcasing the meaning and purpose of the work, organizational values and culture, and opportunities to grow and develop
5. Fully utilize “stretch” assignments, including participation on cross-functional project teams
6. Train all supervisors and managers on how to coach and conduct development conversations with all direct reports (see ICMA Coaching Program training videos at www.icma.org/coaching)
7. Ensure that supervisors and managers provide ongoing performance feedback to employees, not just a once-a-year performance evaluation
8. Conduct “stay interviews” with key talent (or better yet with all employees)
9. Incorporate more flexibility into scheduling, including where appropriate telecommuting
10. Start a conversation with all employees about enhancing organizational culture (and then do something!)

Bonus Idea

Engage employees in free ICMA Coaching Program webinars and distribute Career Compass columns

Further Information

For further information about the Cal-ICMA Talent Initiative, contact:

Dominic Lazzaretto: DomLazz@ArcadiaCA.gov

Nat Rojanasathira: nrojanasathira@danville.ca.gov

Frank Benest: frank@frankbenest.com