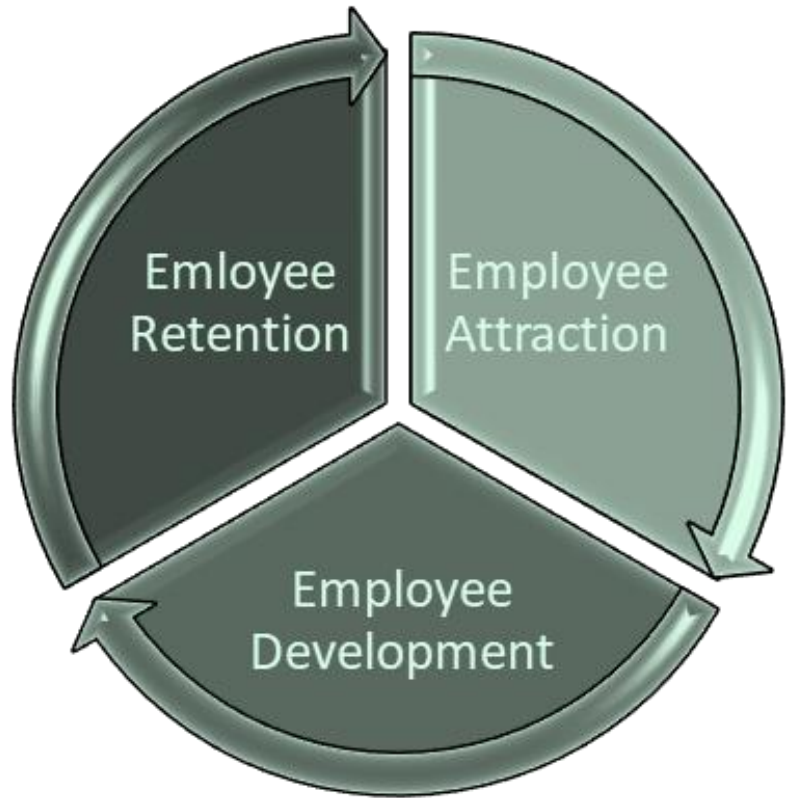


CITY OF PINOLE

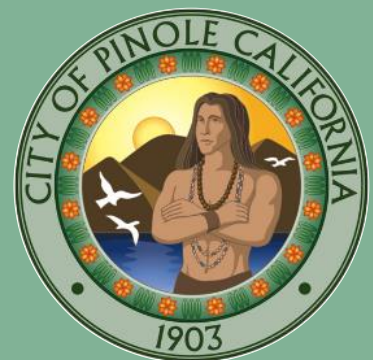
EMPLOYEE TALENT MANAGEMENT PLAN



*A plan to achieve organizational
performance excellence*

June 2022

Human Resources Department



Employee Talent Management Plan

Talent management is a set of integrated practices intended to attract, onboard, develop, motivate, and retain high-performing employees in order to meet the current and future human capital needs of an organization. Talent management involves a culture of continuous improvement, high engagement, and workforce capability and capacity aligned with an organization's mission, vision, and values.

PURPOSE OF THIS PLAN

In 2019, the City developed the **City of Pinole Strategic Plan 2020-2025** through an extensive research and engagement process, which identified the City's vision, mission, goals, and strategies over the five-year period.

The vision, mission, goals, and strategies were based on information and perspectives provided by Pinole's community members, appointed officials, staff, and the City Council. The vision is our aspiration for the future. The mission is the City's statement of purpose. The goals are the main objectives that need to be achieved in order to obtain the vision. Each goal contains a list of specific strategies.

Relative to the City's goal to build an organization culture that is efficient, ethical, and effective in delivering quality services with community involvement and fiscal stewardship, one of the strategies identified was the development of an employee attraction, retention, and development plan. The Employee Talent Management Plan is the City's employee attraction, retention, and development plan.

EMPLOYEE ATTRACTION

Every organization offers a different work experience to employees, sometimes referred to as a "value proposition." An employee's work experience is influenced by compensation and benefits; workplace culture; opportunities for professional development. Attracting and retaining talent requires a desirable employer value proposition. Providing competitive salaries and benefits is necessary but insufficient to

attract and retain talent. The war for talent is won on the battlefield of workplace culture and opportunities for employees to learn and grow.

Local government has a good product to offer and therefore attract employees, especially to next-generation talent: meaningful, challenging jobs and the opportunity to make a difference, build community, and even save the planet. The problem is that many traditional local government workplace practices are not aligned with next-generation values. The long periods to hire staff, boring job listings, non-interactive websites, rigid job descriptions, stagnant learning environments, stale workplace culture, and lack of opportunity to influence decision-making undercut the ability of many traditional local governments to attract and keep talent.

There are many straightforward steps that local government agencies can take to better attract talent. Having an attractive careers website was a prerequisite a decade ago, but now agencies must use website as a platform to showcase what makes Pinole special to potential candidates and carry the brand message through all our marketing materials, across social media channels and in the stories that we share in person. For example, written and video testimonials can be posted on the City's website and social networks from current employees explaining why they enjoy their jobs. Doing so will create an image among prospective hires of what it is like to work for Pinole. This type of marketing is referred to as social marketing and is becoming increasingly common for public-sector organizations.

The City will undertake the following activities to support **employee attraction**:

- Make compensation and benefits competitive with peer agencies through market analysis and labor negotiations.
- Analyze the City's classification and compensation system and update it as needed to provide engaging jobs and career growth opportunities.
- Develop a recruitment incentive program to offer signing bonuses, vacation/sick leave fronting, and relocation assistance.

- Highlight premium benefits that are offered to employees, such as post-employment benefits in addition to a pension, telework options, and flexible work schedules in recruitment efforts.
- Have Human Resources play a key role in the City's overall branding efforts and social media outreach.
- Use innovative marketing practices, including testimonials and social marketing, to attract candidates.
- Implement innovative and best practices selection processes to help ensure a thorough selection process and a good fit between candidates and positions.

EMPLOYEE DEVELOPMENT

Most government organizations invest a majority of their learning/training budget in employees' technical performance, which is important. However, the ability to be an outstanding technical performer does not always translate into the ability to be an effective problem solver, colleague, or manager. Today, managers' performance is rated as much on people skills as on technical skills. In addition, the ability to solve problems, resolve conflict, participate on teams, and make decisions are performance needs that frontline staff and mid-managers require.

To address this need, a local government might develop a series of educational courses that focus on equipping employees with the requisite teamwork, leadership, management, and supervisory skills to better perform their jobs.

Many local governments now have in place leadership academies for their up-and-coming staff. These training activities focus on team building, emotional intelligence, and understanding the political and cultural influences of the organization and community. They also enhance specific skills like facilitation, brainstorming, creative

problem solving, public speaking, budgeting, project management, communications, and effective supervisory practices.

The City will undertake the following activities to support **employee development**:

- Secure resources to coordinate a front-line supervisory academy in partnership with other cities in West County.
- Participate in the Contra Costa County Leadership Academy.
- Conduct skills gap analysis and secure resources to provide and promote external training opportunities for professional development in which City employees will participate for technical and soft skills enhancement.
- Secure resources to enhance and promote the City's current higher education tuition reimbursement program.
- Update and standardize the City's performance appraisal framework to provide employees with clear, regular feedback on performance and to clearly identify professional development goals for each year.
- Identify specific professional development and engagement goals for each employee as part of the annual performance evaluation and planning process.

EMPLOYEE RETENTION

People stay in a job or leave it for a variety of reasons. Top performers want to be well compensated, of course, but they are seeking other kinds of satisfaction, primarily related to their engagement, learning, growth, and opportunities to make a positive difference.

Gallup has conducted extensive research on employee engagement, and a key finding is this: "People go to work for organizations, but they leave their manager and

supervisor." No single factor is more important to job satisfaction than the relationship between an employee and their supervisor.

Creating a healthy workplace culture, one based on an inspirational set of organizational values that employees at all levels aspire to model, is essential for retaining top employees, as are management practices that emphasize shared decision-making. The workplace culture is instrumental for leveraging the best performers' initiative and participation.

High performers want and expect more than to simply complete the tasks that make up their job descriptions. They see their work responsibilities not merely as a job but as a role. When they perceive that they do not have the opportunities to do what they do best, they start to consider their next career stop.

The City will undertake the following activities to support **employee retention**:

- Implement “stay” interviews with the annual performance evaluation process, in order to gauge employee engagement and satisfaction and make changes prior to an employee becoming dissatisfied and deciding to leave.
- Survey employee satisfaction levels, perform a gap analysis, and implement effective modifications.
- Secure resources to enhance the employee appreciation and recognition program to celebrate noteworthy achievements and contributions of individual employees or workgroups.
- Develop an employee wellness program that provides annual health fairs and promotes a holistic approach to mind/body/spiritual balance.
- Create an employee events committee to plan and coordinate year-round employee engagement events.

- Establish a succession planning/mentoring process.
- Implement the recommendations of the Communication and Engagement Plan relevant to internal City communication, to inform, inspire, and engage employees.

PLAN IMPLEMENTATION SCHEDULE

The table below reflects the anticipated implementation schedule for the City's Employee Talent Management Plan.

TALENT MANAGEMENT PLAN		
FOCUS AREA	ACTION/GOAL	TARGET DATE
EMPLOYEE ATTRACTION	Enhance pay and benefits to competitive levels through market analysis and labor negotiations	FY23/24
	Develop a recruitment incentive program to offer signing bonuses, vacation/sick leave fronting, relocation assistance, etc.	FY21/22
	Highlight premium benefits that are offered such as post-employment medical, telework and flexible work schedules in recruitment efforts	FY22/23
	City-wide enhancement of social media outreach and branding	FY23/24
	Utilize innovative marketing practices to attract candidates	FY23/24
	Enhance selection processes to ensure good fit within the organization	FY22/23
EMPLOYEE DEVELOPMENT	Enhance and promote higher education tuition reimbursement program	FY23/24
	Develop a supervisory academy in partnership with other cities in West County	FY23/24
	Participate in Contra Costa Leadership Academy	FY21/22
	Promote external training opportunities offered	FY23/24
	Establish a succession planning/mentoring process	FY24/25
	Update performance appraisal framework and goal planning for professional development	FY24/25
EMPLOYEE RETENTION	Enhance/Promote employee appreciation and recognition program (City swag)	FY22/23
	Implement "stay" interviews with annual performance evaluation process	FY23/24
	Survey employee benefits satisfaction levels and implement effective modifications	FY23/24
	Implement outreach effort to increase employee knowledge of benefit offerings and value	FY22/23
	Develop a wellness program that provides annual health fairs and promotes a holistic approach to mind/body/spiritual balance	FY22/23
	Create an employee events committee to plan/coordinate year-round engagement events	FY22/23
	Implement the recommendation of the Communication and Engagement Plan relative to EEs	FY23/24

