Local Gov

Recruiting and Retaining Employees
Survey of Oregon Managers

- We surveyed Oregon City Managers and Administrators with three open-ended questions
  - What is your top tip for recruiting great employees?
  - What is your top tip for retaining great employees?
  - What is not working well to recruit and retain great employees?
- We received 55 individual responses
What is your top tip for RECRUITING great employees?

1

2

3

4

5
What is your top tip for recruiting great employees?

- Articulate Your Why/Transparency
- Non-Gov Backgrounds
- Flexible Work Environments
- Positive Workplace Culture
- Word of Mouth
Transparency
Your Why/Vision

• What direction is your organization headed?
• How are you communicating that direction?
• More than a job post
Culture

Workplace flexibility
Commitment to equity and inclusion

Longevity
What does your budget say?
What is your top tip for RETAINING great employees?

1
2
3
4
5
What is your top tip for retaining great employees?
Retention

Stay interviews
Growth and development
Flexibility
Problem management
What’s not working well to recruit and retain great employees?

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<th>2</th>
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What is your top tip for recruiting great employees?

<table>
<thead>
<tr>
<th>Long Process</th>
<th>Old Job Descriptions</th>
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<tbody>
<tr>
<td>Post &amp; Hope</td>
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<tr>
<td>Training Grounds Syndrome</td>
<td>Toxic Work Culture</td>
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<tr>
<td>Limited Career Advancement</td>
<td>Hiring Bonuses</td>
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</tbody>
</table>
Adjust What’s Not Working

- Process Improvement: LEAN
- Job Description vs. Job Announcement
- “Post & Hope” vs. Intentional Recruitment
- Comparatively Low Pay
- Training Grounds Syndrome
- Toxic Work Culture: Reputation
- Limited Advancement Opportunities
Other Tips to Stop
CITY MANAGER ROLE
IN POLICE USE OF FORCE INCIDENTS

JIM FERRARIS
PRINCIPAL CONSULTANT
FERRARIS INVESTIGATIONS & CONSULTING LLC
CITY MANAGER ROLE
IN POLICE USE OF FORCE INCIDENTS

WHAT WE WILL COVER TODAY

• ADVANCE PREPARATION

• WHEN IT HAPPENS, NOT IF IT HAPPENS

• DO’S & DON’TS

• AFTERMATH
CITY MANAGER ROLE
IN POLICE USE OF FORCE INCIDENTS

ADVANCE PREPARATION

What might you do as “advanced preparation”? 
CITY MANAGER ROLE
IN POLICE USE OF FORCE INCIDENTS

ADVANCE PREPARATION

• Is your staff prepared?
• Police Chief
• City Attorney
• Human Resources
CITY MANAGER ROLE
IN POLICE USE OF FORCE INCIDENTS

ADVANCE PREPARATION

• CM Relationship - Police Chief, Labor
• Training
• Deadly Force Policy
• Critical Incident Review Policy
• Emotional Support Team/Process
• Body Worn Camera/In-Car Video Program/Policy
• Line of Duty Death/Disability Policy
• Link to SB 111 Planning Authority Response Plan on PD Website
CITY MANAGER ROLE
IN POLICE USE OF FORCE INCIDENTS

WHEN IT HAPPENS

• Criminal Investigation
  • District Attorney Is In Charge
  • Senate Bill 111 – 2007 Oregon Laws – County Response Plan
  • Outside Agency is Lead
CITY MANAGER ROLE
IN POLICE USE OF FORCE INCIDENTS

WHEN IT HAPPENS

• CITY MANAGER
  • Convene meeting – Police Chief, City Attorney, HR, Finance, PIO
    • Delegate/Division of duties
      • Indemnification, legal issues, 801 forms, WC, overtime/staffing, media
  • Notify CIS/SAIF/OHSA
  • OK to go to hospital if officer is injured
    • Ensure support available – Family, personnel, emotional, food, coffee
  • Emotionally charged – be careful of what you say – don’t make promises you can't keep
CITY MANAGER ROLE
IN POLICE USE OF FORCE INCIDENTS

WHEN IT HAPPENS

• CITY MANAGER
  
  • Brief Mayor & Council
    
    • Not role of CM or elected officials to comment on events or investigation
    
    • CM/elected officials' role: Explain the process
      • Outside agency investigation, GJ/DA determination, Administrative review-conduct/performance, equipment, policy & training
CITY MANAGER ROLE
IN POLICE USE OF FORCE INCIDENTS

WHEN IT HAPPENS

DO’S & DON’TS
CITY MANAGER ROLE
IN POLICE USE OF FORCE INCIDENTS

DO’S

• **DO** show up at the hospital – talk with employees & family

• **DO** recognize this is an emotional event for all

• **DO** show your emotions - Talk with your partner/friend/faith leader

• **DO** know your public safety chaplain – if you don’t have one, work with police chief to find one
CITY MANAGER ROLE
IN POLICE USE OF FORCE INCIDENTS

DO’S

• **DO** provide food and all creature comforts needed at the hospital, office or command center

• **DO** form an internal team of Police Chief, HR, Finance, PIO, City Attorney & you to manage all employment related impacts, including media if needed

• **DO** contact workers comp – likely will identify crisis management to work directly with medical providers on coverage
CITY MANAGER ROLE
IN POLICE USE OF FORCE INCIDENTS

DON’TS

• DON’T make promises you may not be able to keep

• DON’T insert yourself into the process unfolding before you

• DON’T tell your Council things you don’t want circulating in the community

• DON’T get too wrapped up in media reporting

• DON’T follow social media comments about the incident
CITY MANAGER ROLE
IN POLICE USE OF FORCE INCIDENTS

WHEN IT HAPPENS

• CITY MANAGER

• Manage media
  • CM? Police Chief? PIO?
  • Explain the process
    • Outside agency investigation, GJ/DA determination,
    • Administrative review-conduct/performance, equipment, policy & training
  • DA/Investigating Agency Media Release
  • Release of Body-Worn Camera/In-Car Video?
    • Critical Incident Community Briefing – Police Chief
      • Pasco PD Community Briefing
CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS

AFTERMATH

• Long-term effects
  • Police Department
    • Individual Members
    • Community

• Continued Support
• Close loop on administrative review
• Act on recommendations
CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS

Questions???

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OCCMA Workshop
Building Relationships with the Governing Board
League of Oregon Cities Annual Conference

Erin Reynolds, Florence City Manager
Eric King, Bend City Manager
About City of Florence
CITY OF FLORENCE AT A GLANCE

CITY COUNCIL

Mayor
Joe Henry
joe.henry@ci.florence.or.us

Council President
Woody Woodbury
woody.woodbury@ci.florence.or.us

Council Vice President
Sally Wantz
sally.wantz@ci.florence.or.us

Councilor
Bill Meyer
bill.meyer@ci.florence.or.us

Councilor
Rob Ward
rob.ward@ci.florence.or.us
CITY OF FLORENCE AT A GLANCE

Management Team

- Erin Reynolds, City Manager
- Megan Messmer, Assistant City Manager & Public Information Officer
- Mike Miller, Public Works Director
- John Pitcher, Police Chief
- Wendy Farley-Campbell, Community Development Director
- Anne Baker, Administrative Services Director
- Alex Ferguson, Human Resources Director
- Lindsey White, City Recorder
“The Mission of the City of Florence is to meet community expectations for municipal services, provide a vision for civic improvements, maintain a quality environment, and position Florence to have an economically viable and sustainable future.”
**LIFE CYCLE OF GOOD GOVERNANCE**

<table>
<thead>
<tr>
<th>Orientation &amp; Training</th>
<th>Mission &amp; Goals</th>
<th>Work Plan</th>
<th>Biennial Budget</th>
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<tbody>
<tr>
<td>• Ethics</td>
<td>• Affirm Mission</td>
<td>• Input from external and internal parties</td>
<td>• Financial plan for two years</td>
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<tr>
<td>• Public Meeting Laws</td>
<td>• Develop or Modify or Affirm Goals</td>
<td>• Two year period</td>
<td>• Award Winning Document</td>
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<tr>
<td>• Rules &amp; Procedures</td>
<td></td>
<td>• State of the City</td>
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<tr>
<td>• City Services Expo</td>
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**Communication & Trust**
Population forecast for the future

Proposed Population Forecasts prepared by: Population Research Center, Portland State University, March 31, 2018
COMMUNITY ADVISORY COMMITTEES

City Council

Bend Economic Development Advisory Board
Budget Committee
Environment & Climate Committee
Landmarks Commission
Neighborhood Leadership Alliance
Neighborhood Associations

City Manager Appointed:
Accessibility Advisory Committee

Police Chief Appointed:
Police Chief’s Advisory Council

Accessibility Advisory Committee
Core Area Advisory Board
Urban Renewal Agency
Planning Commission
Human Rights & Equity Commission
Juniper Ridge Management Advisory Board
Transportation Bond Oversight Committee
Affordable Housing Advisory Committee
COUNCIL GOALS

Community Member Inputs

Council Goals

Citywide Strategic Plan

Departmental Strategic Plans

Individual Employee Goals
2021-2023 Council Goals

EQUITY

ACCESSIBLE & EFFECTIVE CITY GOVERNMENT
ENVIRONMENT & CLIMATE
HOUSING
SAFETY, HEALTH, ACCOUNTABILITY & JUSTICE
TRANSPORTATION & INFRASTRUCTURE
SHARED PROSPERITY
BUILDING COUNCIL RELATIONSHIPS
• Guiding Principles
  o Meet Councilors where they are at:
    • Give the attention they want, not what you think they want
  o Create a systematic approach
  o Over-prepare for Council Meetings
  o Leverage Councilor strength,
  o Use Strategic Planning as a foundation for team culture of staff and Council
  o Thoughtful public engagement- use of task forces, boards and committees should be leveraged

• Establishing a Cadence
  o Availability during campaign- outreach to all candidates equally
  o Council Orientation
    • Blending technical, story telling
    • Driven by needs of the Council
  o Council Goal Setting - tie to Budget Development and Performance Review
  o Quarterly reviews of performance tracking, including board and committee involvement
• Link to Council Resource Page:
  • https://bendoregon.sharepoint.com/sites/NewCouncilorResourcePage
How The Budget Works

https://www.youtube.com/watch?v=Qb-ddObKpic#action=share
City Work Plan Development

WHERE DO WORK PLAN ITEMS ORIGINATE?

COUNCIL → STAFF

CITY COMMITTEES → COMMUNITY INPUT

REGULATORY AGENCY MANDATES
BUDGETARY & FINANCIAL REPORTING
MAINTAINING COUNCIL RELATIONSHIPS
MANAGING COUNCIL RELATIONSHIPS

- Weekly Council Agenda Review
- Weekly Council Memo
- Council Subcommittees
- Liaison Assignments
  - Assistant City Manager
  - Department Heads & Committee staff support
- Customized lunches, phone calls
- Occasional topical briefings on high profile issues
- Staff
  - Exec. Team meetings the day after Council
- Council
  - Mayor Debrief the day after Council
COMMUNICATION & TRUST

- Regular events
- Celebrate together
- One-on-one meetings
- No Surprises
- Difficult messages in-person or by phone
- Share in grief
- Regular updates

City Manager Weekly Update

*Friday, September 23, 2022*
ACCOUNTABILITY & TRANSPARENCY

PERFORMANCE EVALUATION
- City Council Relations
- Organizational Leadership
- Stakeholder & Customer Relations
- Financial Management
- Work Habits

SELF-EVALUATION
- Annual Report
- Showcase wins
- Discuss Challenges
- Personal Reflections
- What’s Next
CREATE COMMUNITY

EVENTS

- Annual Festival
- Block Party
- National Night Out
- Back-to-School BBQ
- Holiday Events and Christmas Tree Lighting
- Scavenger Hunts
- State of the City
- Partner Agency Events
ESTABLISHING BOUNDARIES AND MANAGING CONFLICT
ESTABLISHING BOUNDARIES AND MANAGING CONFLICT

- Include in electronic communication and notified of meetings with staff
- Council Rules- Separation between the Council's and City Manager's:
  - Not interfering with the day-to-day administration
  - Working together as a team within a spirit of mutual confidence and support
  - Limiting individual inquiries and requests for information
  - Basic information- Department Heads with cc to City Manager
  - More than 2 hours of work- needs to go to Council
  - Council scheduled requests at Work Sessions
- Council Quarterly Goal Updates
  - Work Plan something gets added, something gets taken off
- Conflict
  - Conflict should be dealt with 1-on-1
  - Assistance of the Mayor/Mayor Pro-Tem to address boundary issues if needed
Rules of Procedure

ADVICE

- Code of Ethics
- Be vulnerable
- Treat fairly
- Act quickly or slowly
- Be a good person
- Stay in contact
- Remain current
- Advance deep work