Human Resources for Local Government: Compelling Challenges
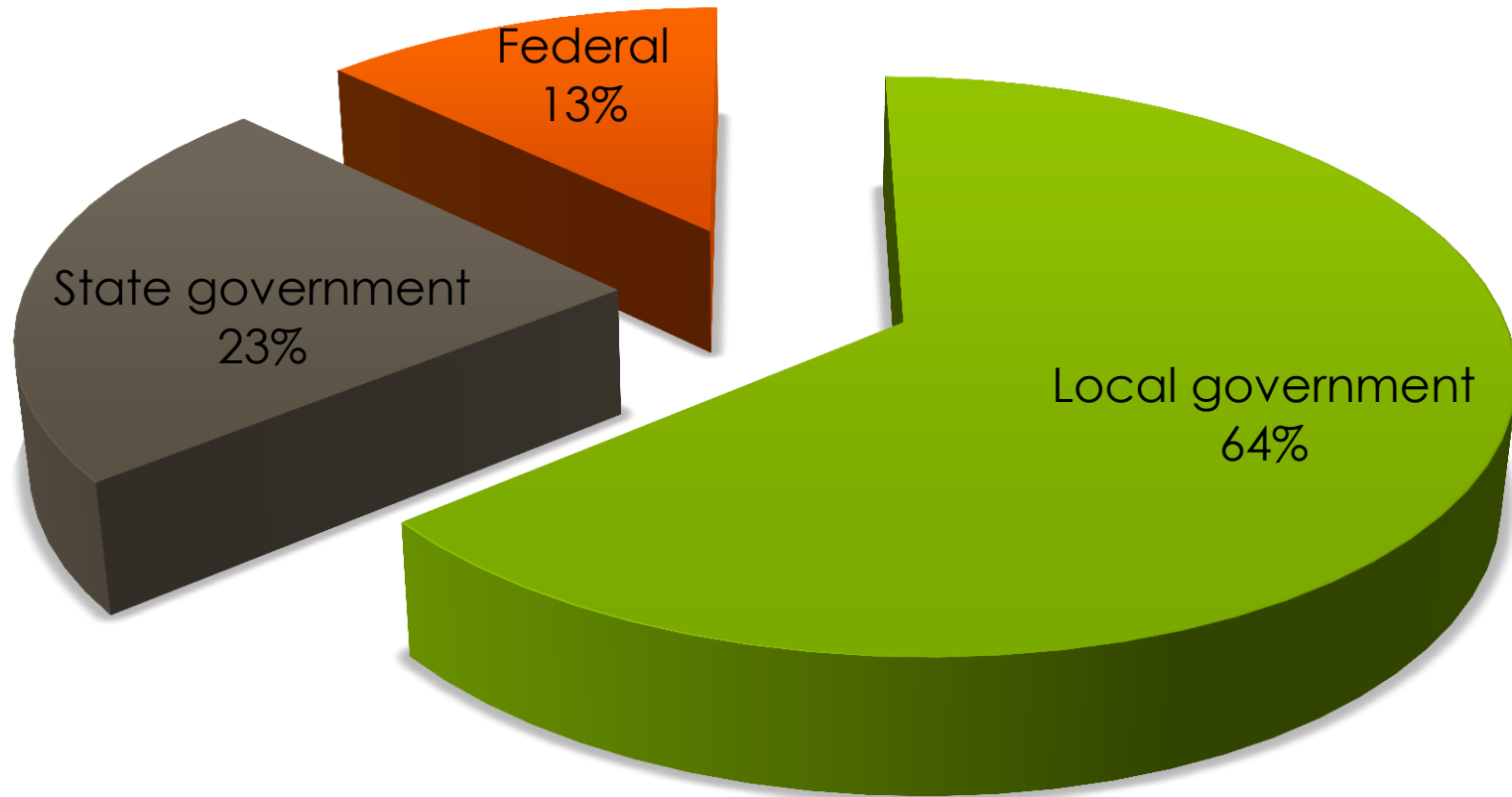
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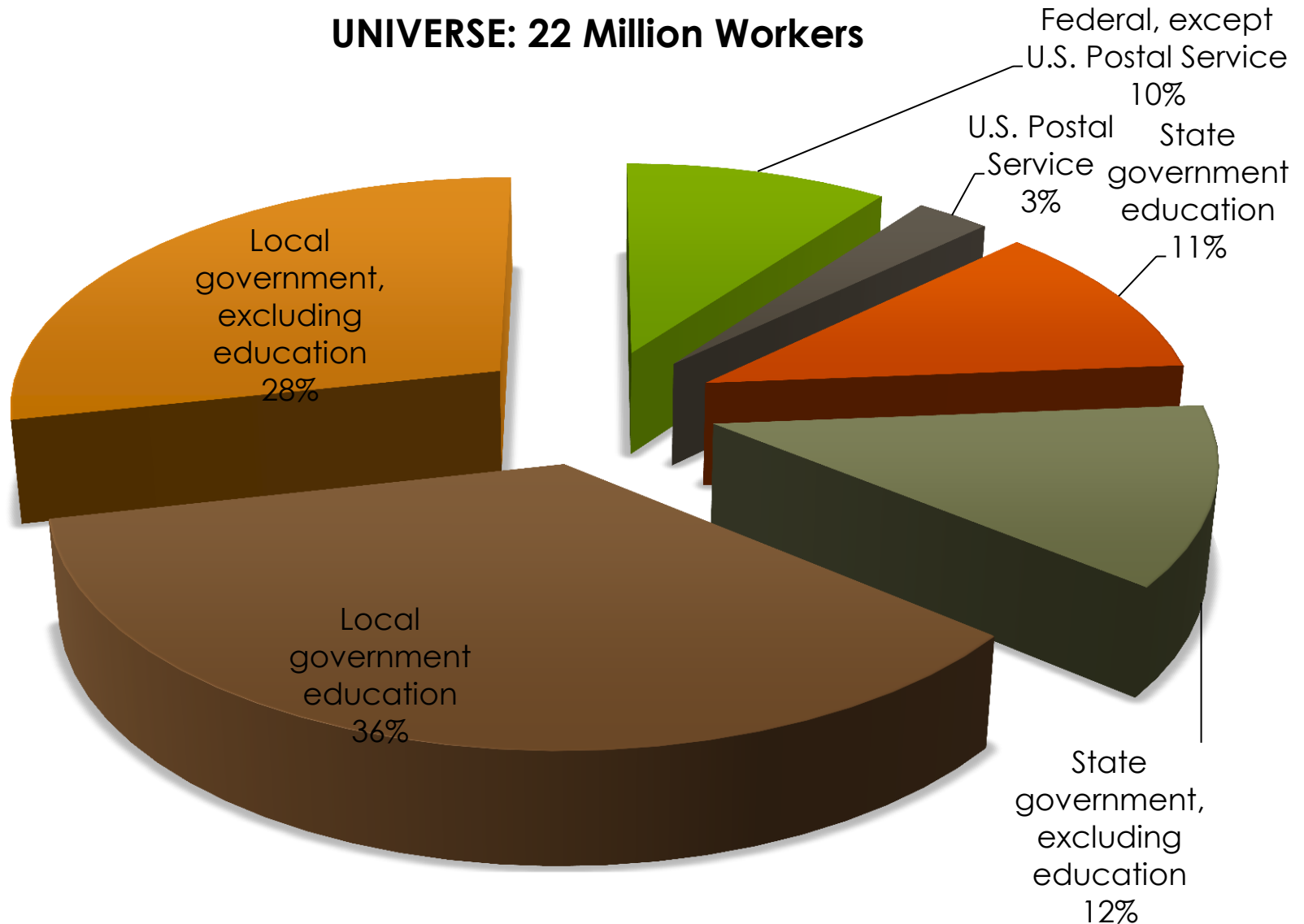
Florida International University

- Local Vs. Federal (National/Central) in the United States
- Key Challenges
  - Aging Workforce and Succession Planning
  - Accommodating the Female Talent
  - Competing for Talent

Distribution of Government Workers in the US – 2011
UNIVERSE: 22 Million Workers

Distribution of Government Workers in the US – 2011

UNIVERSE: 22 Million Workers

- Local government, excluding education 28%
- Local government education 36%
- Federal, except U.S. Postal Service 10%
- U.S. Postal Service 3%
- State government education 11%
- State government, excluding education 12%

Federal Vs. State Powers

Federal Only	State Only	Shared Powers
✓ Print money ✓ Declare war ✓ Establish army & navy ✓ Enter into treaties with foreign governments ✓ Regulate commerce ✓ Establish post offices & issue postage	✓ Establish local governments ✓ Issue licenses ✓ Regulate intrastate commerce ✓ Conduct elections ✓ Ratify Constitution amendments ✓ Public health and safety	✓ Setting up courts ✓ Creating and collecting taxes ✓ Building highways ✓ Borrowing money ✓ Making & enforcing laws ✓ Chartering banks & corporations ✓ Spending money ✓ Imminent Domain

In the United States, local and regional governments can hire a workforce that matches community needs and budget constraints

- Hiring and firing government workers in service sectors
- Filling open positions as needed
- Setting the job qualifications
- Determining salary levels and supplement salaries on a performance basis
- Determine the number of positions of government employees at the local level.
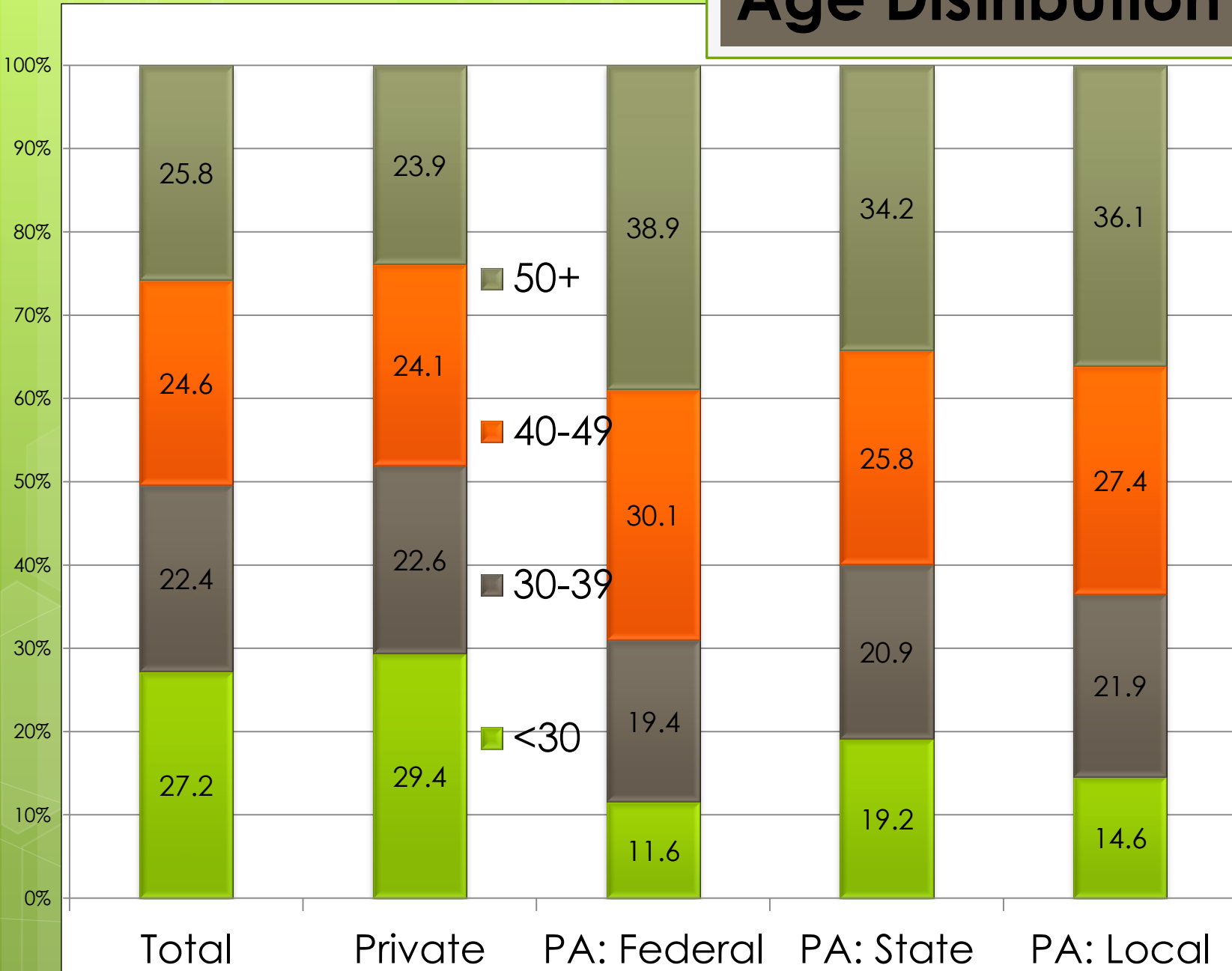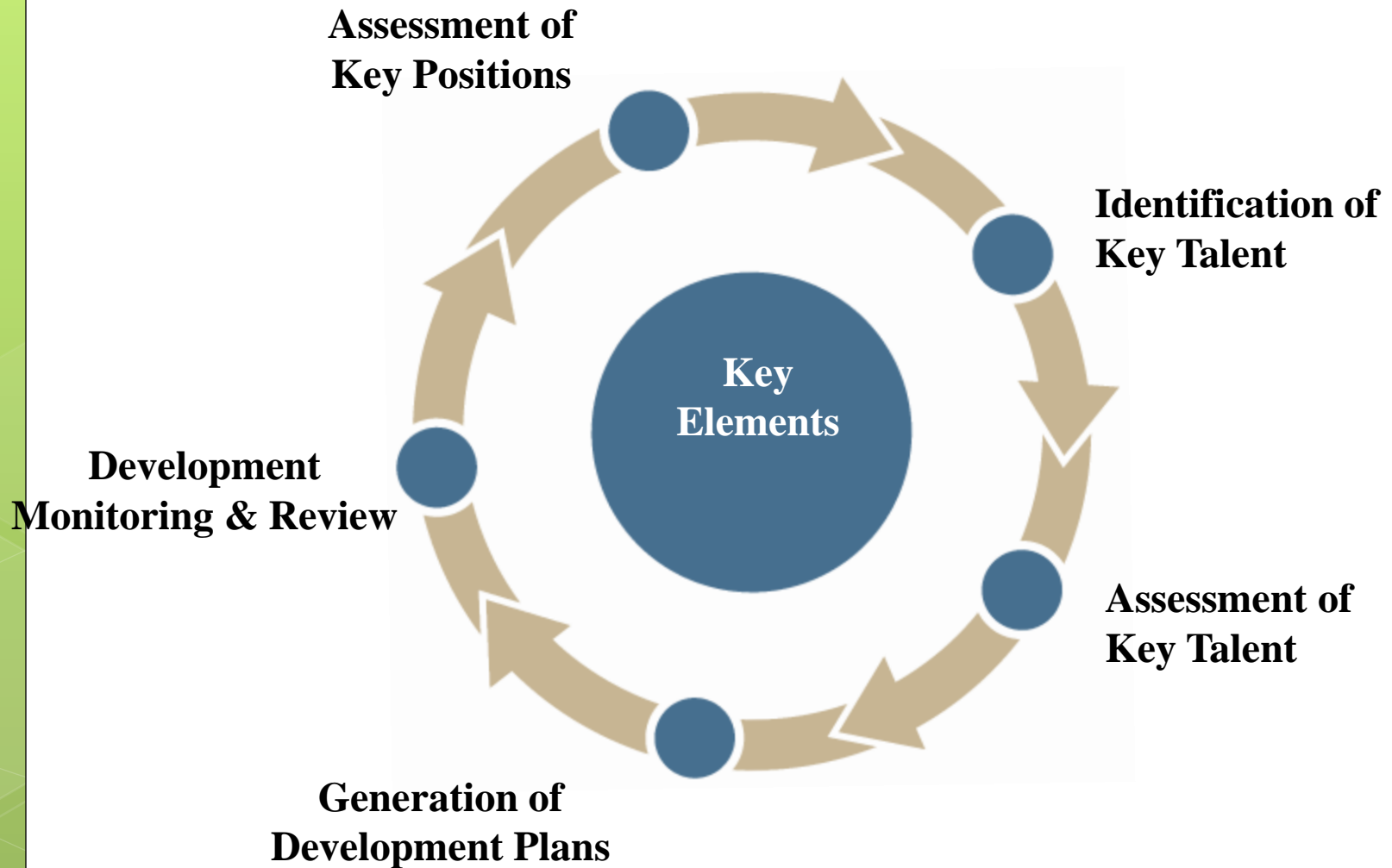
Education of Employees
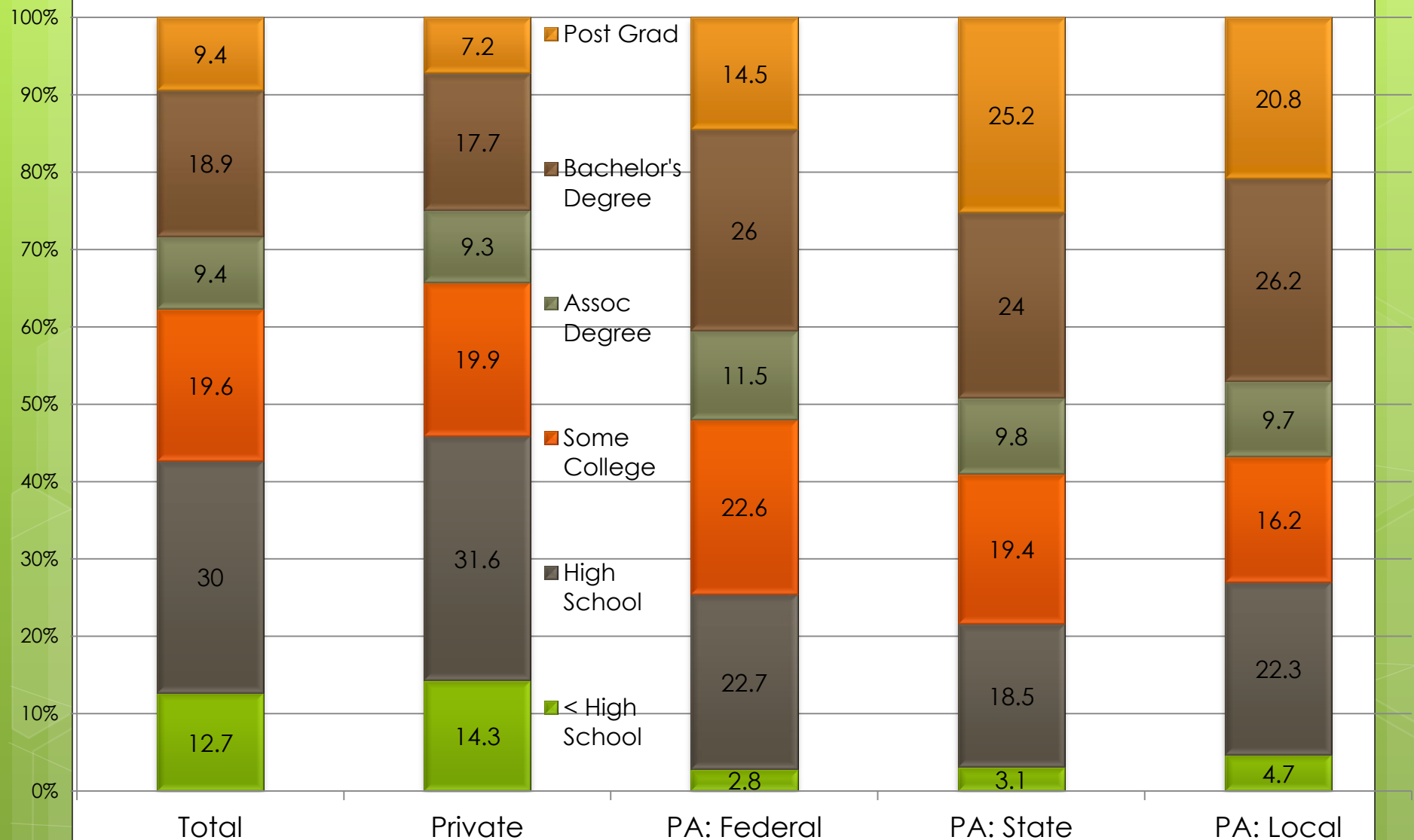
The Aging Workforce and Succession Planning

Succession Planning

- Assessment of Key Positions
- Identification of Key Talent
- Assessment of Key Talent
- Generation of Development Plans
- Development Monitoring & Review

Key Elements

Source: BYU HRD

1. **Assessment of Key Positions:**

- What are the competencies and experiences needed to qualify for each key position?

2. **Identification of Key Talent:**

- Identified by their management's assessment of their performance and potential for advancement.

3. **Assessment of Key Talent:**

- For each person on the radar screen, primary development needs are identified focusing on what they need in order to be ready for the next level.

Source: BYU HRD

4. Generation of Development Plans:

- A development plan is prepared for how we will help the person develop over the next year.

5. Development Monitoring & Review

- An annual or semi-annual succession planning review is held to review progress of key talent and to refresh or revise their development plan.

Source: BYU HRD

Challenges

- ❖ Sophisticated Human Resources process of identifying future need, identifying new talent and preparing the new talent for future need

- ❖ Correlation between HR Department size and local government size

- ❖ $$$ vary by local government – Fellowship Programs, professional development

- ❖ Pool varies by local government

- ❖ Fluid Workforce

- ❖ Centralization Vs. Decentralization

# Figure 2.3. Percentage of 25-29 year-olds who attained University Degrees (1971–2009)

Legend:
- Male (Bachelor)
- Female (Bachelor)
- Male (Masters)
- Female (Masters)
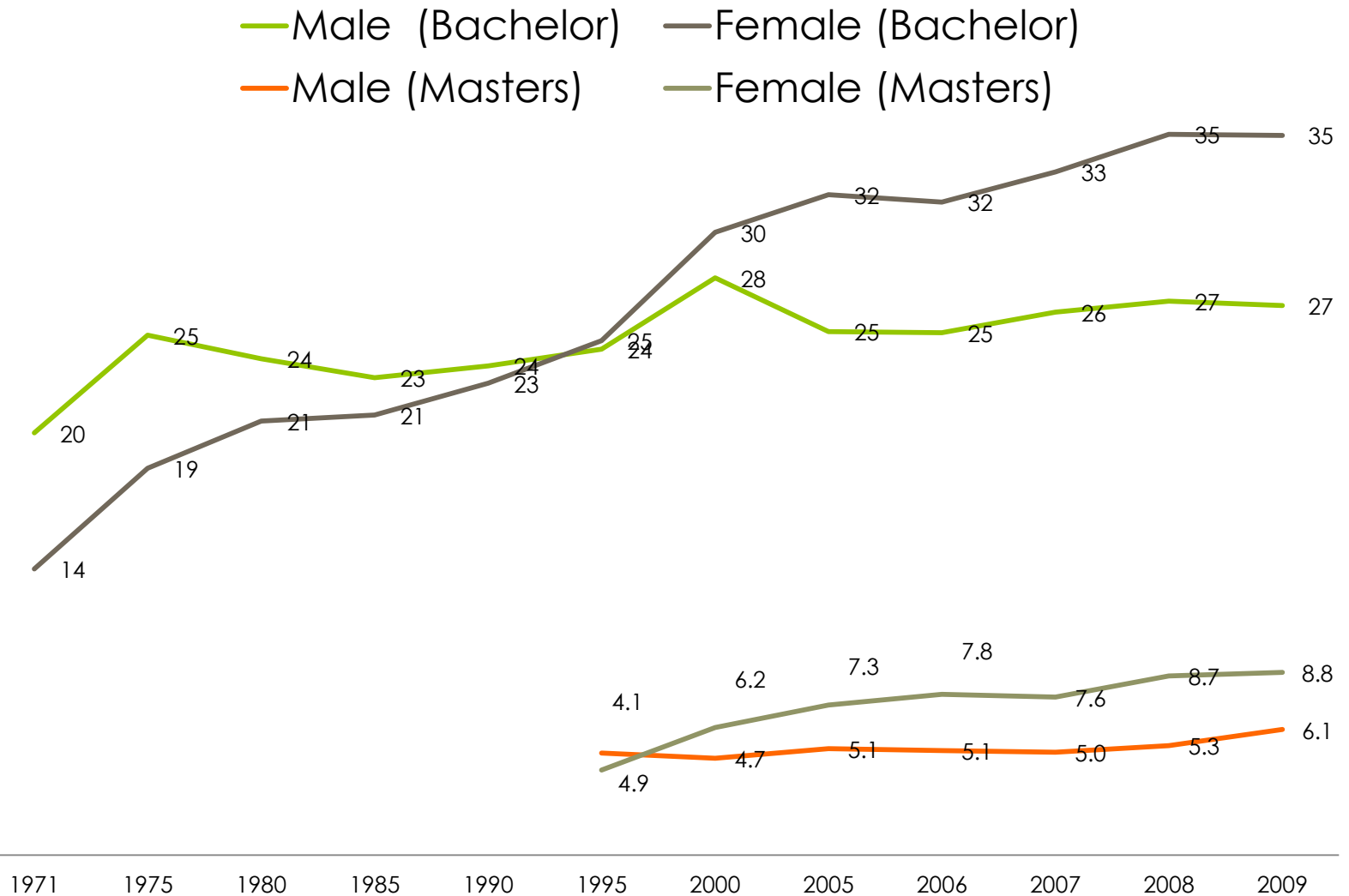
- Women continue to occupy lower positions in local government at higher proportion

- Women continue to be segregated in certain agencies but not others

- Women continue to be segregated in certain occupations

- Challenge: How do we make all local government jobs, at all levels, and in all departments competitive to women?
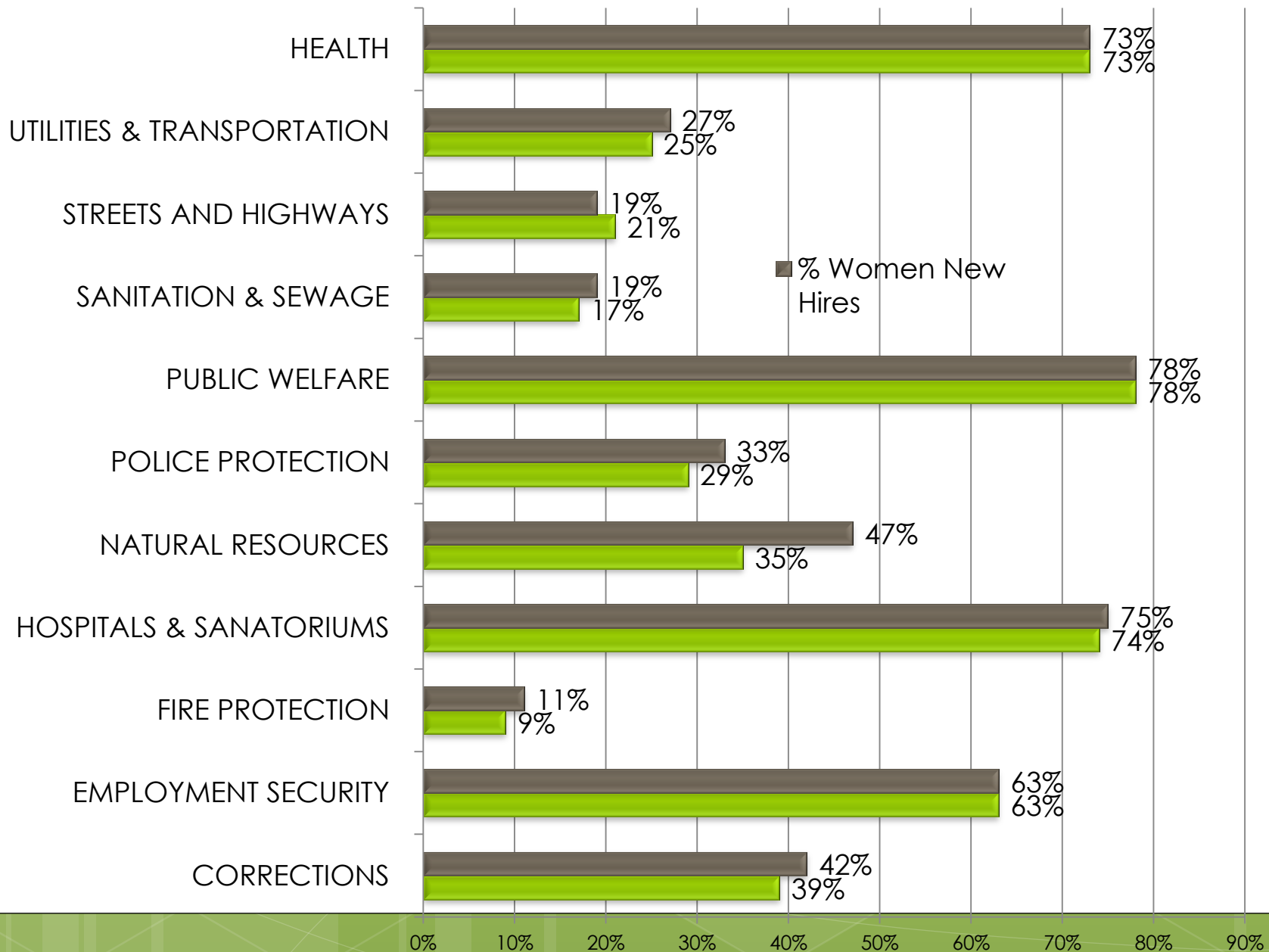
- Regional Inequalities in human resources based on size of municipality and ability to pay competitive wages

- Smaller units of government have less opportunity to build expertise – employees often perform multiple jobs in small municipalities