



City Manager's Comments on Audit Report
*“Staff Shortages:
City Services Constrained by Staff Retention
Challenges and Delayed Hiring”*

July 11, 2023



CONTEXT - EMPLOYEE RECRUITMENT & RETENTION

- Employee recruitment and retention have always been high priorities for the City.
- We are emerging from a global pandemic, which has had significant impacts on the way we work.
- Public agencies around us are also grappling with maintaining a stable workforce in a highly competitive labor market.
- We are in an environment where recruitment and retention efforts must be the City's top priority.
- To that end - on December 13, 2022, the City Manager provided a report on the Staffing Crisis.
- This report analyzed data from 2020-2022 and focused on the impacts of hiring as a result of the global pandemic and the Great Resignation.

CONTEXT - EMPLOYEE RECRUITMENT & RETENTION

- The City Manager initiated a comprehensive effort last September
- The goal: Become an Employer of Choice
- A thorough workplace assessment produced a “Roadmap”
- An actionable plan of projects and tasks pointed on enhancing work culture and effectively attracting talent



Cathy Capriola (She/Her) · 1st
Retired City Manager / Management Consultant
4d · 🌐

So proud of the "Employer of Choice Roadmap" our MRG Team (me, [Craig Whittom](#), Marcie Scott) did in collaboration with the City of Berkeley. An actionable plan that Berkeley is driving forward with strike teams, new communication, and rolling prioritized initiatives. Great work [Dee Williams-Ridley](#), [LaTanya Bellow](#), [Anne Cardwell](#), and the project manager [Tasha Tervalon](#)!



Mary Egan · 1st
CEO and Managing Partner of MRG, LLC (formerly Municipal Resource Group).
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This EMPLOYER OF CHOICE “Roadmap” Case Study for the [City of Berkeley](#) signifies a pro-active shift from the typical model of organizational assessment. The “Roadmap” delivery arranges data & tasks to streamline resources and mobilize change. Diagnostic assessments yielded recommended activities now arranged to focus on strike teams and actions. Read more on MRG's LinkedIn page.

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[#successionplanning](#) [#upskilling](#)

CONTEXT - EMPLOYEE RECRUITMENT & RETENTION

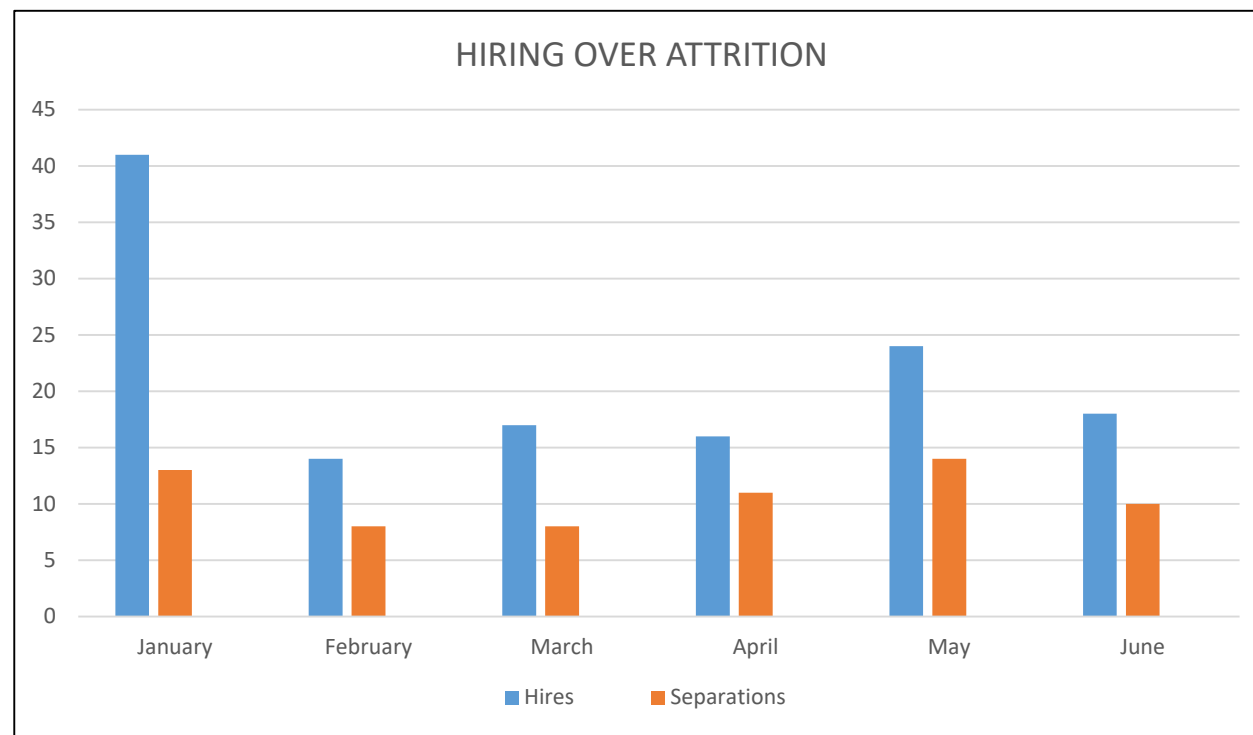
- In early 2023, the final roadmap for the Employer of Choice Initiative (EOCI) was presented to the City Council



- With the Council's full support - the City has already taken several key steps:
 - Allocating additional staff to Human Resources to support recruitment efforts
 - Making intentional efforts to enhance internal and external communications (e.g., increased presence on key social media sites, RFP for recruitment & marketing agency)
 - Reviewing and updating antiquated business processes

CONTEXT - EMPLOYEE RECRUITMENT & RETENTION

- The City is seeing the positive results of these initial efforts – an average **2:1 ratio of hiring over attrition** thus far in 2023.



- The recently-released findings of the City Auditor affirm the goals already established by EOCI and align well with efforts already underway.

SUMMARY EOCI & AUDIT

- The audit lays out 25 audit findings and recommendations related to the City’s staffing shortages based on information gathered between 2018-2022.
- Fortunately, the majority of the 25 findings/recommendations align well with the 49 recommendations outlined on the EOCI roadmap:

Audit Recommendations	Number of Recommendations
Recommendations aligned w/ EOCI & already underway	14
Aligned w/ EOCI but not yet underway	7
Other	4

- Recommendations that are already underway and/or clearly aligned with the EOCI Roadmap will take priority in terms of resources and timing – many of these efforts will take significant time & resources.
- Reports to City Council will be structured to eliminate redundancy and thus EOCI & Audit Findings will be combined and reported out jointly.
- The following slides provide a more detailed side-by-side comparison of all the recommendations...

Audit Recommendations	EOCI Recommendations
1.1 – Better manage retention	1.12 - Workforce analysis report
1.2 – Staffing analysis	N/A
2.1 – Job descriptions	1.14 - Update key job classifications
2.2 – Council referrals/staff capacity	2.8 - Focus priorities & initiatives by Council
2.3 - Status of projects to Council	N/A
2.4 - Improve pathways for promotion	4.2 - Learning academies & specialized training
2.5 - Annual performance evaluation	2.4 - Performance evaluation and feedback
2.6 - Comprehensive training program	4.1 - Training strategy & plan for learning culture
2.7 – Complete/Report mandatory trainings	4.1 - Training strategy & plan for learning culture
2.8 – Update on hard to fill positions	1.2 - Streamline recruitment – strike team
2.9 – Reassess pay for hard to fill positions	N/A
2.10 – Employee communications	3.1 - Invest in internal communication
3.1 – Prioritize recruitment & hiring needs	1.3 - Act as business partners with departments
3.2 - Assess the approval process for hiring	1.2 - Streamline recruitment – strike team
3.3 – Recruitment & social media	1.6 - Utilize social media

Audit Recommendations	EOCI Recommendations
3.4 – NeoGov procedures & training	1.13 – Training/User guides For ERMA & NEOGOV
3.5 – Improve onboarding process	2.1 - Overhaul onboarding program
4.1 - Identify ways of reducing unused space in city buildings	N/A
4.2 - Improve the telework policy	4.6 -Develop hybrid management training
5.1 - Clean up personnel data in ERMA	1.11 - HR performance metrics & reporting
5.2 - Develop procedures for entering and managing personnel data in ERMA	1.13 – Training/User guides For ERMA & NEOGOV
5.3 – Produce HR reports – vacancies/hiring	1.12 - Workforce analysis report - annual
5.4 - Conduct exit surveys or interviews	2.5 - Upgrade exit interview process
5.5 - Collect data on employee satisfaction	3.5 - Link to new DEI Program
5.6 - Produce Year End Workforce Reports on demographic workforce trends at least annually	1.12 - Workforce analysis report - annual

STAFF ENGAGEMENT & INPUT





LOOKING FORWARD

- The findings of the audit are supporting the commitment of the City's current EOCl efforts.
- The EOCl Roadmap has many key destinations along the way to becoming an Employer of Choice.
- We welcome the additional insights offered by the audit, which help to affirm we have crafted an effective itinerary for this journey.
- Key to our continued success along the way will be maintaining the **Employer of Choice Initiative** as the organization's top priority.



In Closing ...

- Thank you to the City Auditor, City Council and City Employees
- It will take continued support, trust and patience to effectively navigate these changes together
- For the latest on EOCl efforts: [June 2023 City of Berkeley Employer of Choice Newsletter.pdf](#)