

How Large U.S. Municipalities Can Compete in the Future of Work

Examining the Best Practices for Recruiting Talent into the Municipal Workforce

AGENDA

- Issue & Methods
- Finding 1: Best Hiring Practices
- Finding 2: Challenges and Barriers for Adoption
- Finding 3: Municipal Adoption Analysis
- Finding 4: Need for Data-Driven Tools
- Recommendations

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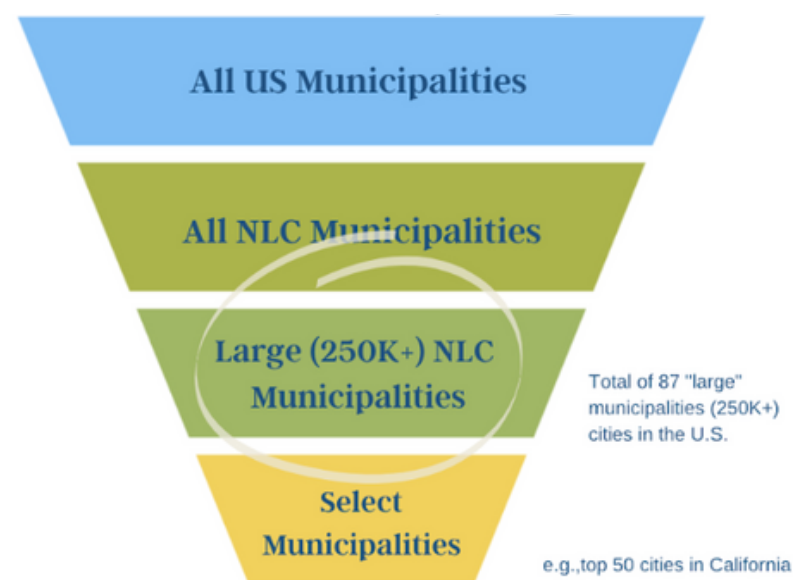
Issues & Methods

Investigating the Future of Work for municipalities.

Problem Statement

Municipalities continue to operate below pre-pandemic workforce levels while human resource recruitment is increasingly competitive, resulting in unfilled positions, insufficient staffing levels, and a loss of expertise to address public needs (Khatter et al., 2022; De Smet et al., 2022b).

Scope



Methods

What are the best practices and policies for hiring?



Best Practice Research
Literature Review



Recruitment Checklist:
Best practices for hiring

What are the barriers to the adoption of hiring best practices?



Document Search
Literature Review



Roadblock Mapping:
Barriers to adopting best practices

Do municipalities use best practices in their digital hiring content?



Online Data Extraction
Frequency Content Analysis



City Scorecard:
Rankings recruitment practices

Best Hiring Practices for Municipalities

The top Future of Work concepts identified in the academic and grey literature

HIRING PRACTICES AND POLICIES	Number of mentions (n) of modern-day hiring best practices and policies in academic and grey literature from 350 articles	
	N	%
Remote and Hybrid Work	134	38%
Flexible Work Hours	44	12%
Career Development and Training	64	18%
Employee Wellness Programs	58	16%
Employee Benefits	43	12%
Social Media Recruiting	39	11%
Job Descriptions	38	11%

Future of Work Best Practices



Flexible Work Arrangements

- Telework / Hybrid Work
- Flexible Work Hours / Schedules



Professional Development & Training



Comprehensive Job Descriptions



Social Media Recruiting



Employee Benefits & Incentives

- Wellness Programs
- Insurance Plans
- Paid Time Off (PTO)
- Tuition Reimbursement
- Transportation Subsidies

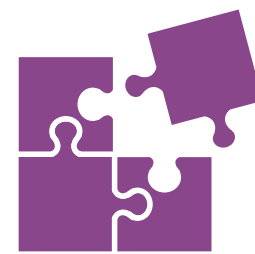
FINDING 2

Challenges to Adopting Recruiting Best Practices



Resources

Diminished budgets limit municipalities' opportunities to invest in strategies to address hiring challenges, principally retaining adequate staffing levels.



Workforce Planning

Despite the benefits, cities are passive towards the initiative, belaboring fiscal, time, or organizational challenges.



Bureaucracy

Merit-based principles intended to attract qualified individuals via a fair and open competition often enable biases, inadvertently promoting inequality and a lack of diversity.



Job Descriptions

Local governments often spend sparse time and effort advertising open positions, limiting job announcements to “little more than a posting on a website.”

FINDING 3

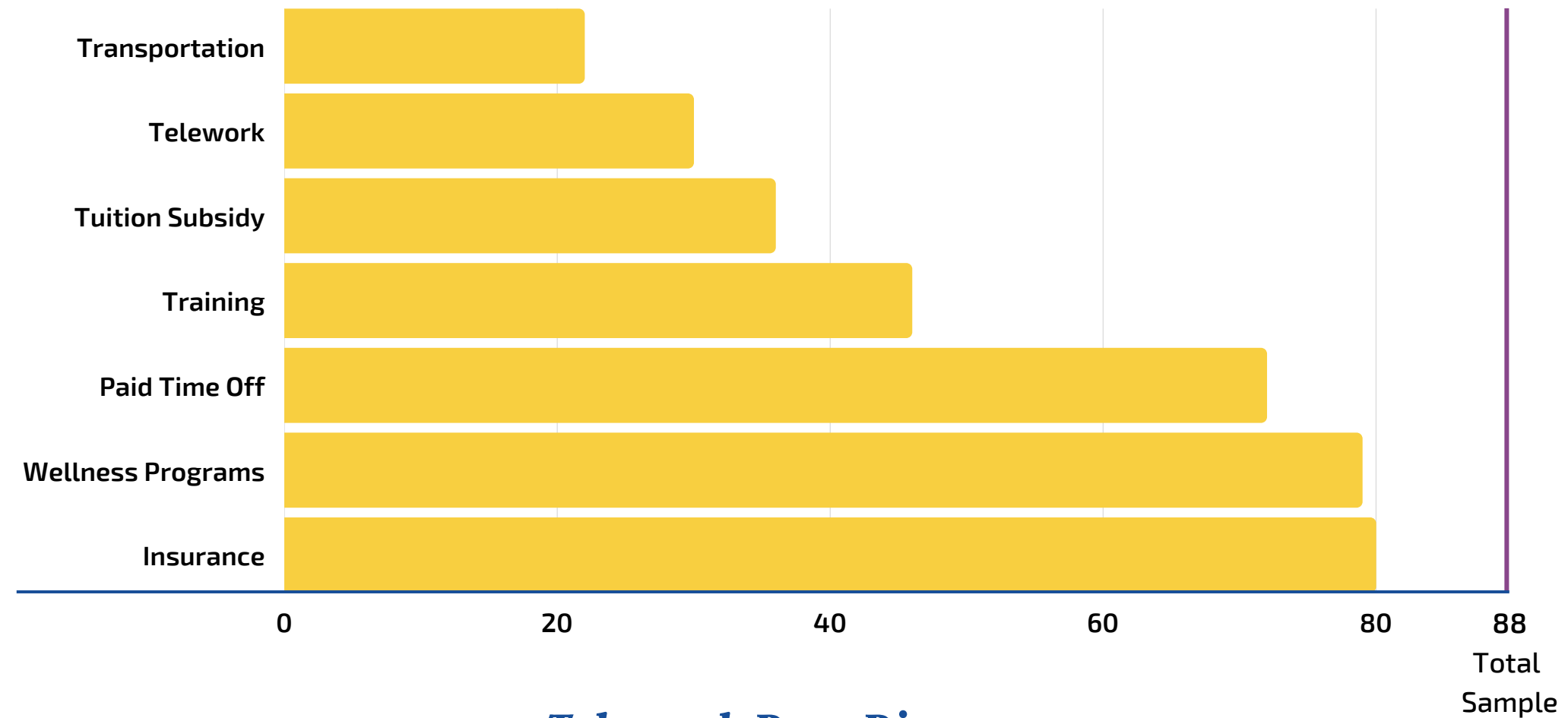
Which practices are cities adopting?

Frequency of Future of Work best practices in municipal recruitment materials

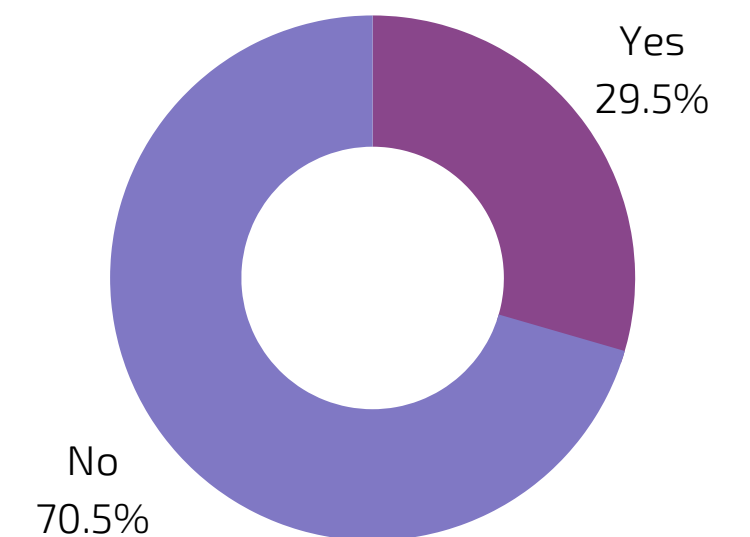
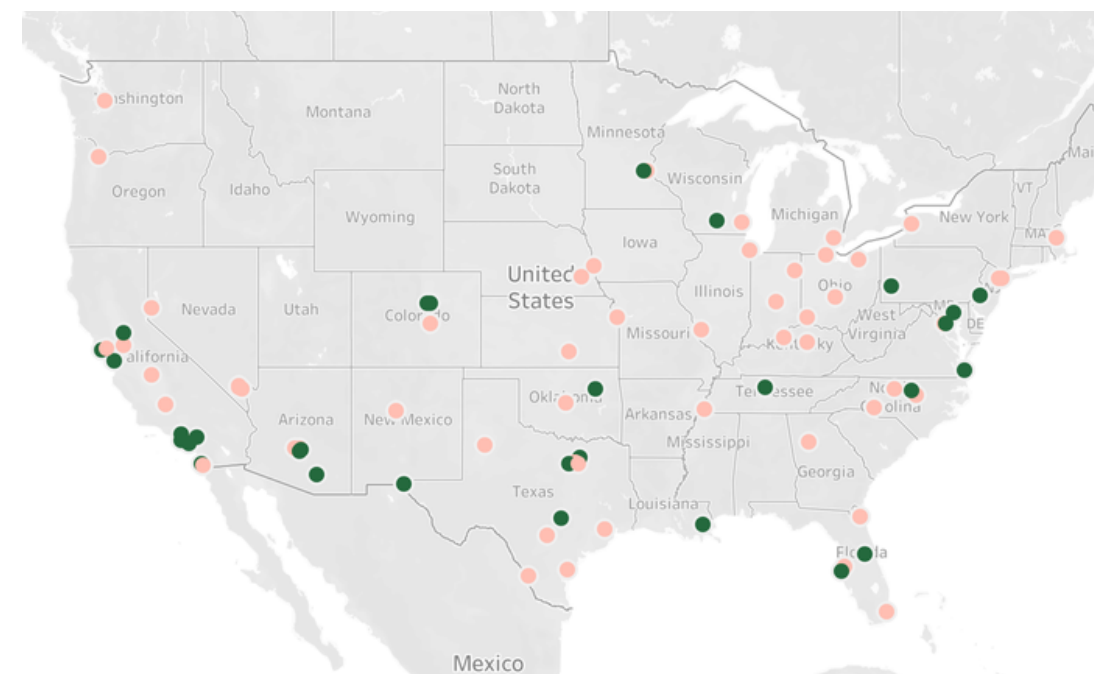
- Insurance benefits, wellness programs, and paid time off (PTO) are provided by nearly all 88 cities.
- "Convenience" oriented benefits are rare with transportation (22), telework (36), and tuition (30) reporting well below 50%.
- Less than 30% of large U.S. cities feature telework — the most popular FoW concept — in recruitment materials.

Note: Data compiled through extraction of online job description and recruitment websites by research team (Hinojosa et al., 2022)

Best Practice Frequency Analysis (n=88)



Telework Deep Dive



Interactive map available at futureofwork.city/figures

Which cities are leading the Future of Work?

City Scorecard: Comparing best practices adoption for large U.S. cities.

City Scorecard

Top 20 Municipalities

Bottom 20 Municipalities

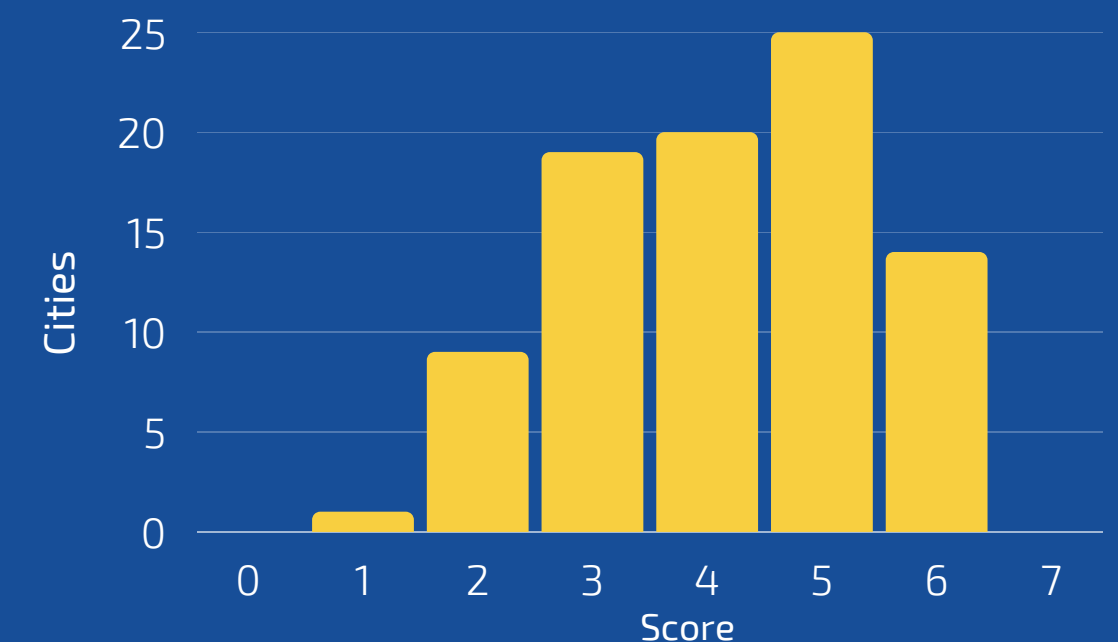
Top 20	Transit	Telework	Tuition	Paid Time Off	Wellness	Training	Insurance	Score
1 Austin		X	X	X	X	X	X	6
2 Colorado Springs	X		X	X	X	X	X	6
3 Gilbert		X	X	X	X	X	X	6
4 Honolulu	X		X	X	X	X	X	6
5 Las Vegas	X		X	X	X	X	X	6
6 Long Beach	X	X	X		X	X	X	6
7 Oakland	X		X	X	X	X	X	6
8 Plano		X	X	X	X	X	X	6
9 San Antonio	X		X	X	X	X	X	6
10 Santa Ana	X		X	X	X	X	X	6
11 St. Petersburg		X	X	X	X	X	X	6
12 Tulsa		X	X	X	X	X	X	6
13 Virginia Beach	X	X	X		X	X	X	6
14 Washington	X	X		X	X	X	X	6
15 Arlington			X	X	X	X	X	5
16 Aurora		X	X		X	X	X	5
17 Baltimore		X		X	X	X	X	5
18 Columbus	X		X	X		X	X	5
19 Denver		X		X	X	X	X	5
20 Durham		X		X	X	X	X	5

Bottom 20	Transit	Telework	Tuition	Paid Time Off	Wellness	Training	Insurance	Score
69 Indianapolis					X	X	X	3
70 Irvine		X		X			X	3
71 Kansas City			X		X		X	3
72 Lubbock					X	X	X	3
73 Miami					X	X	X	3
74 Omaha					X	X	X	3
75 Orlando		X			X		X	3
76 Sacramento		X		X		X		3
77 St. Louis					X	X	X	3
78 Stockton				X		X	X	3
79 Atlanta						X	X	2
80 Chicago				X	X			2
81 Chula Vista						X	X	2
82 Fort Wayne						X	X	2
83 Fresno					X		X	2
84 Irving						X	X	2
85 Laredo						X	X	2
86 Lexington						X	X	2
87 Newark						X	X	2
88 Jersey City							X	1

Notes: Data compiled by research team from online recruitment documents from municipalities online documents (Hinojosa et al., 2022).

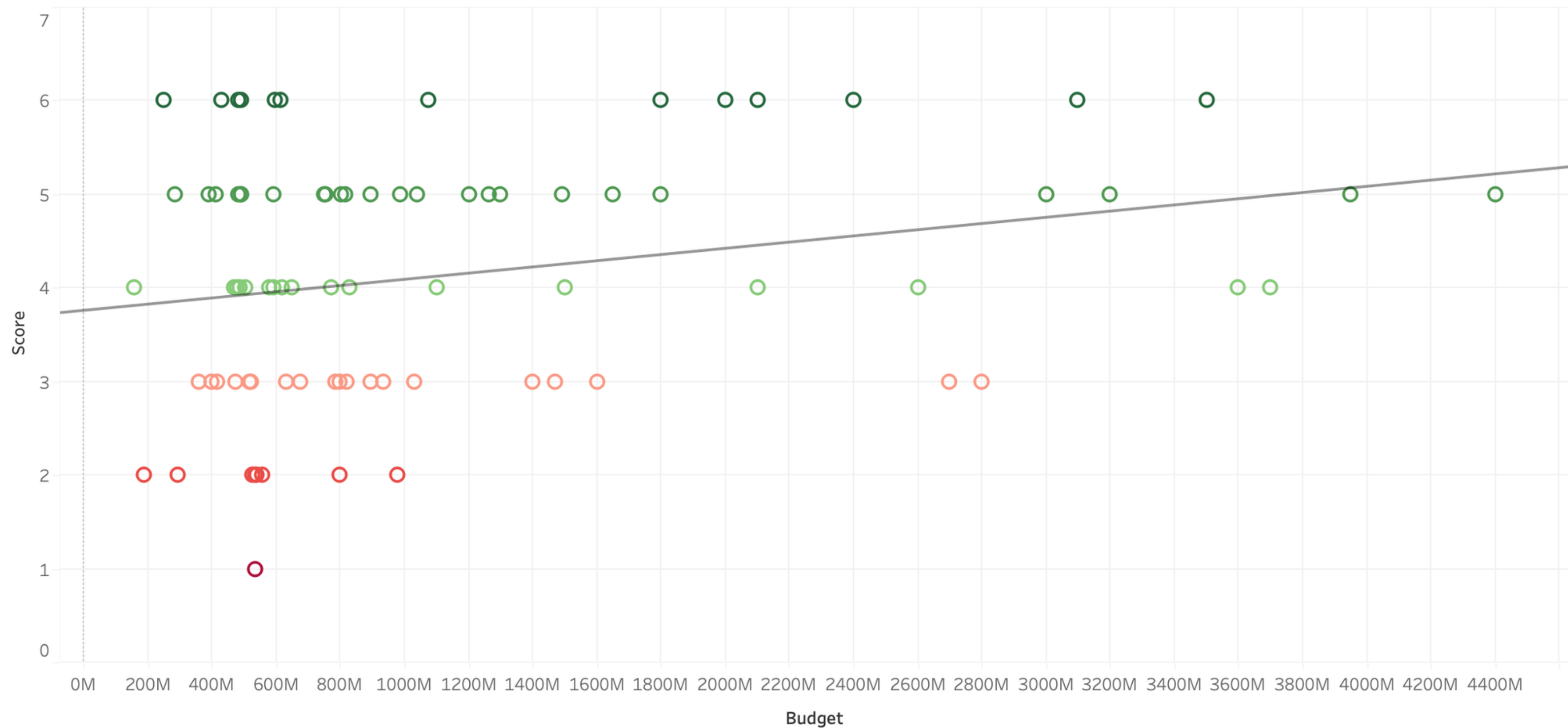
- No city featured all 7 best practices, and no city featured none. Average score was 4.1 & mode of 5.
- Right-leaning distribution (below) suggests positive overall direction.

Best Practice Score Distribution



Larger budgets (generally) lead to better scores

The weak but significant relationship suggests smaller municipalities may need additional support



Notes: Data compiled by research team from government official documents (Hinojosa et al., 2022).



FINDING 4

Data-Driven Recruitment: FutureofWork.city App



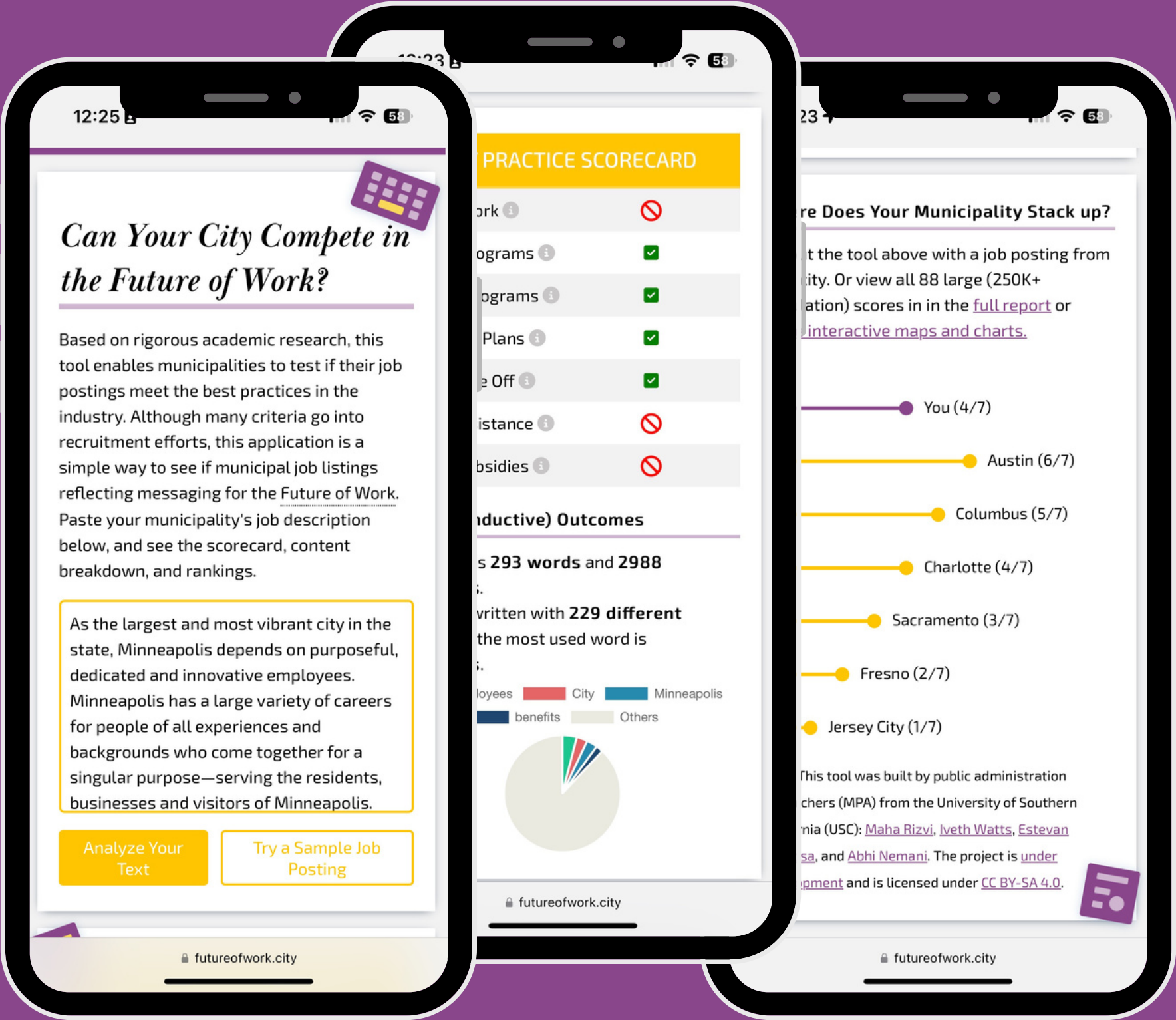
DYNAMIC ANALYSIS
The app enables any city to use this research to assess their own job postings.



SPECIFIC RECOMMENDATIONS
The app gives municipal leaders specific areas for improvement.



NATIONAL RANKINGS
Using this research, the app puts a city's practices in a national context.



Recommendations

What national organizations could do to help cities to compete in the Future of Work.



Develop Data-Driven Tools for Recruitment

Assess the fit between postings and best practices with tools such as futureofwork.city.



Modernize and Standardize Job Descriptions

Modernize and standardize job postings to feature all FOW benefits to comprehensively inform potential candidates.



Social Media Recruitment

Leverage social media platforms to promote employer brand, target niche personas, and connect with and attract a larger pool of active and passive candidates.



Highlight National FOW Best Practices

Raise the bar for municipal recruitment nationally by promoting the adoption of Future of Work best practices, specifically:



1. Job Flexibility



2. Professional Development and Training



3. Employee Benefits and Incentives

Can Your City Compete in the Future of Work?

Built based on rigorous academic research, this app enables local governments to test if their job postings meet the best practices in the industry. While many criteria go into recruitment efforts, this application is a simple way to see if your municipal job listings are reflective of the "Future of Work" best practices. Paste your municipality's job description below, and see the scorecard, content breakdown, and rankings.

[Analyze Your Text](#) [Try a Sample Job Posting](#)

BEST PRACTICE SCORECARD	
Telework ⓘ	?
Training Programs ⓘ	?

Where Does Your Municipality Stack up?

Try out the tool above with a job posting from your city. Or view all 88 large (250K+ population) scores in in the [full report](#) or [these interactive maps and charts](#).

futureofwork.city

DEMO

