

April 18-19, 2023

Lansing Center

# CAP CON 2023



## **Get Creative: How to Thoughtfully Innovate Your Hiring Practices**

Shamar Herron, Michigan Works! Southeast  
and Debra Horner, UM's Center for Local, State, and Urban Policy



## SHAMAR HERRON

**Executive Director**

**Michigan Works! Southeast**

As the Executive Director of Michigan Works! Southeast, Shamar leads teams that focus on helping people craft and achieve their goals toward a career and connecting talent to business needs. Mr. Herron also serves as a liaison between executive thought and day to day outputs. His background in economic development, mentoring, and data analysis allows him to play in a variety of arenas.



## DEBRA HORNER

**Senior Program Manager**

**Center for Local, State, and Urban Policy (CLOSUP)**

Debra Horner is a researcher and lecturer at UM's Gerald R. Ford School of Public Policy where she oversees the long-running Michigan Public Policy Survey (MPPS) on the state's local government issues and challenges. She received her doctorate in Political Science from UM, and she has experience with large-scale survey research projects both in academia and the private sector.

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# A bit about Michigan Works!

# A bit about CLOSUP & the MPPS

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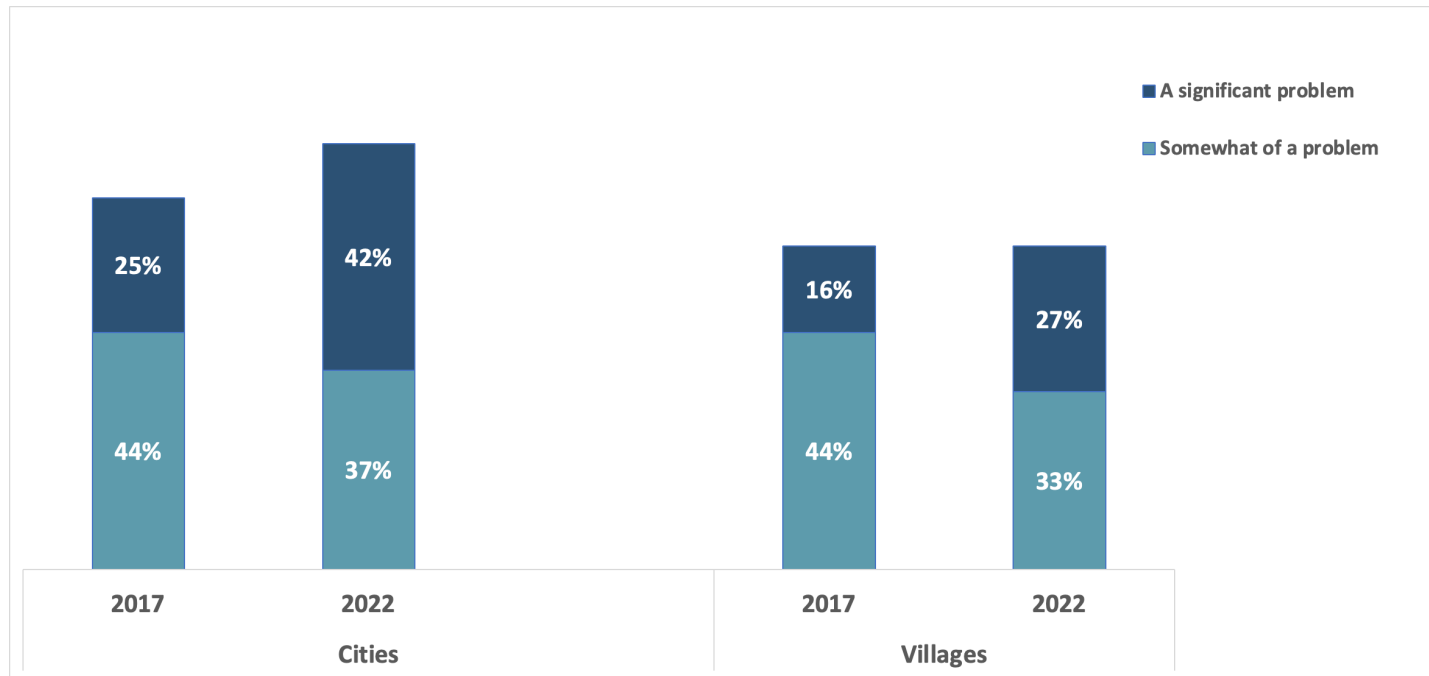
# Session Roadmap

- Attracting talent
- Adjusting the work environment
- Building employee resources and support

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# Almost half of cities say recruitment is a significant problem

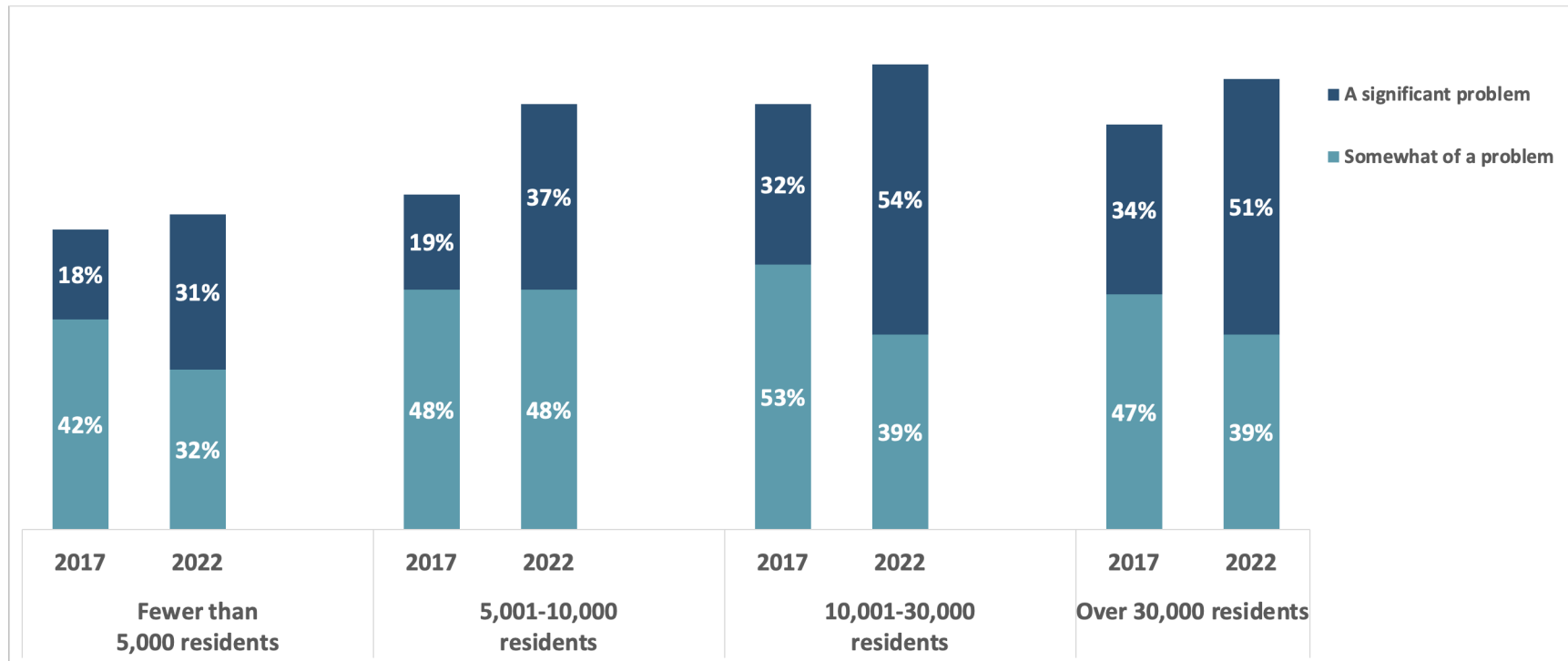


*MPPS survey question: In your opinion, how much of a problem, if at all, for your city or village government is... recruiting employees with the necessary skills?*

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# Hiring problems increasing for governments of all sizes

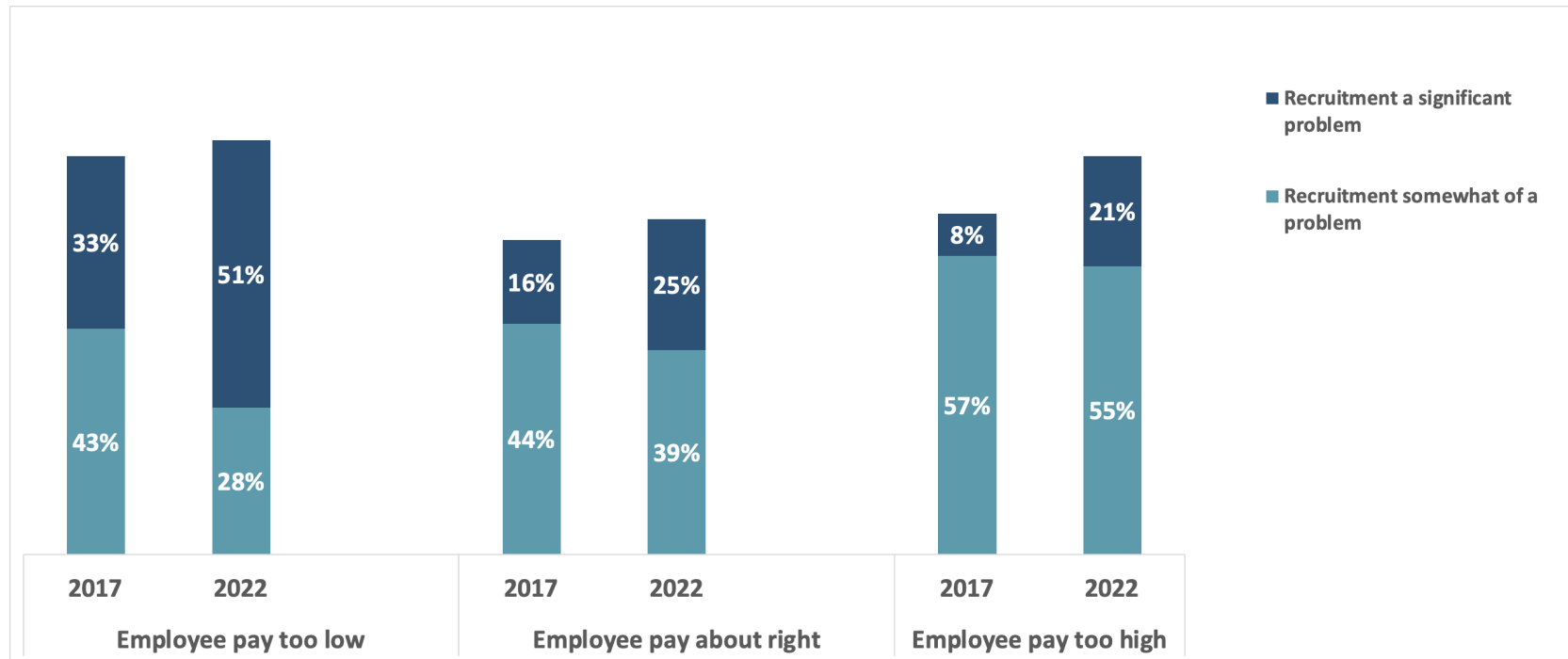


**MPPS survey question:** *In your opinion, how much of a problem, if at all, for your city or village government is... recruiting employees with the necessary skills?*

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# Pay rates aren't the whole story



*MPPS survey question: Overall, do you consider your government's pay rate(s) for current employees to be too high, about right, or too low?*

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# Developing a New Mindset Toward Talent Attraction

- **Be an unapologetic employer:** while the private sector has some attractive offerings, you have qualities that can appeal to the talent you are seeking
  - work/life balance
  - a greater sense of connection to community
  - job diversity
  - opportunities for advancement
- **Be open to the whole candidate pool:** where are you posting your positions? Are your criteria for hiring too restrictive?
  - Are you posting where you are looking for candidates?
  - Do you utilize “user groups”?
  - Have you tested out low-tech options: flyers, posting in local publications, using your residents as recruiters?
  - Do you have language in your job descriptions that restrict the talent pool or have requirements that are unnecessary?

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# A Reduction in the Labor Force due to Attrition

*Every day in the United States, 10,000 people turn 65, and the number of older adults will more than double over the next several decades and represent over **20 percent** of the population by 2050.*

SOURCE: UN POPULATION DIVISION



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# Developing a New Mindset Toward Talent Attraction

*There are only two ways to grow your local talent pool- Do you know them?*



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# Example: Proposed Hillsdale County Externship Program

- Commissioner-proposed
- A 3-5 week program
- \$15-\$17/Hour
- 20 hours per week
- Immersion into 3-5 County Departments
- What's the hold up?

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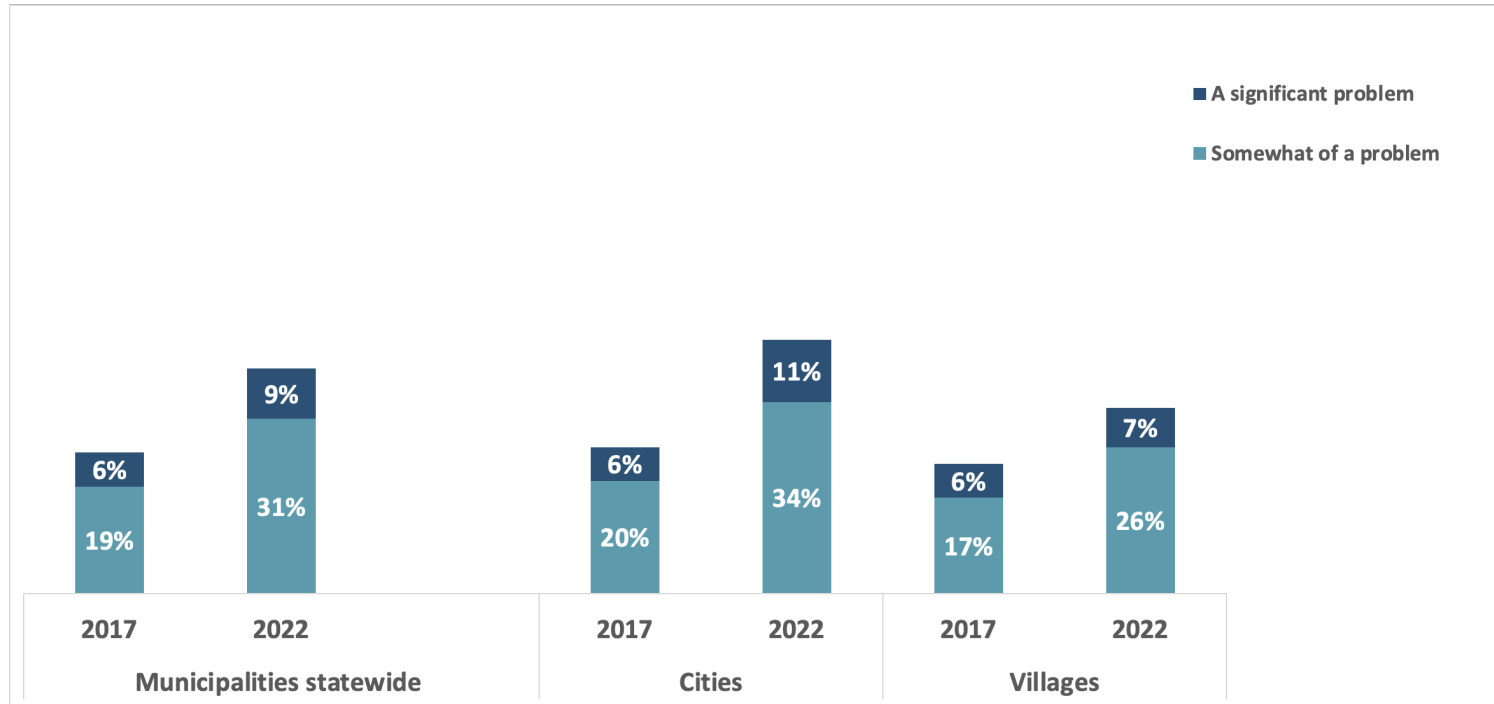
# Developing a new mindset toward talent attraction



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# Municipalities across Michigan also struggle with retention

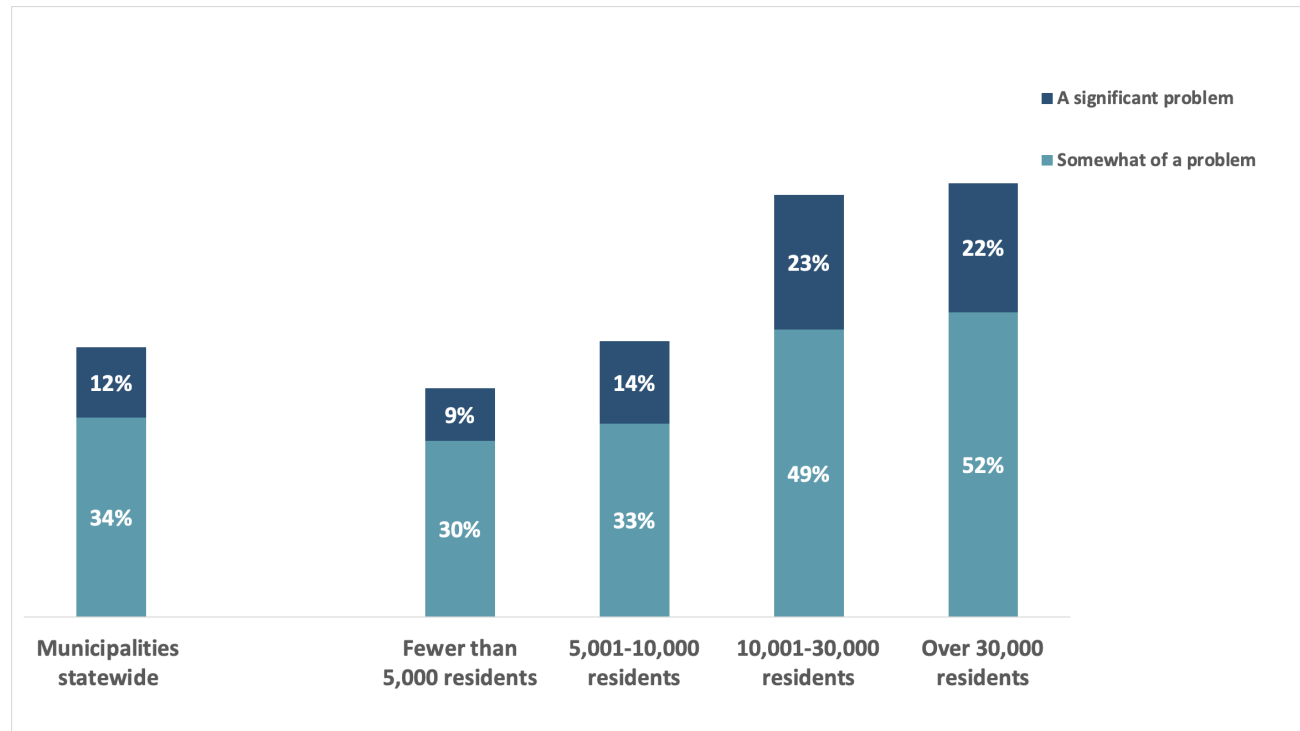


**MPPS survey question:** *In your opinion, how much of a problem, if at all, for your city or village government is... retaining current employees?*

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# Concerns about the work environment: workload

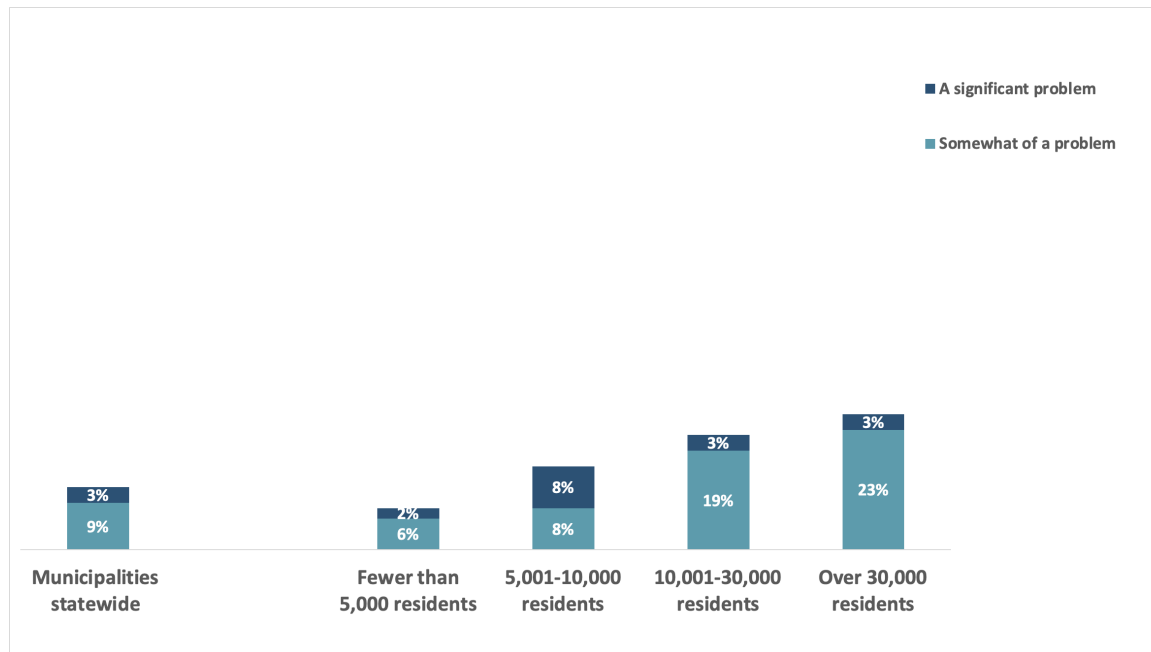


*MPPS survey question: In your opinion, how much of a problem, if at all, for your city or village government is... employee workload?*

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# But relatively few cities and villages are reporting problems with remote work or flexible schedules... yet



*MPPS survey question: In your opinion, how much of a problem, if at all, for your city or village government are... issues related to remote work, telework, flexible schedules, etc.?*

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# Assisting Your Workforce

## Removing Barriers:

### 1. Transportation

Accessible and Reliable

### 2. Childcare

Affordable, Accessible and High Quality

### 3. Workforce Housing

Affordable

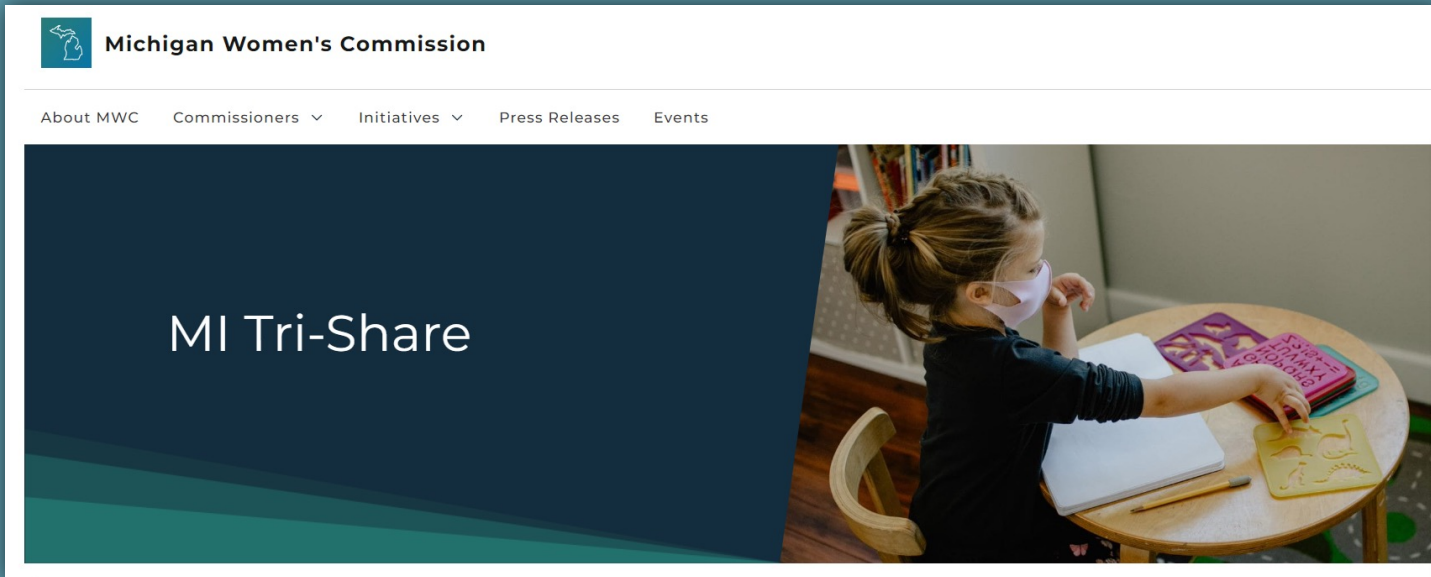
Proximity to work and resources

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# Michigan Tri-Share Program

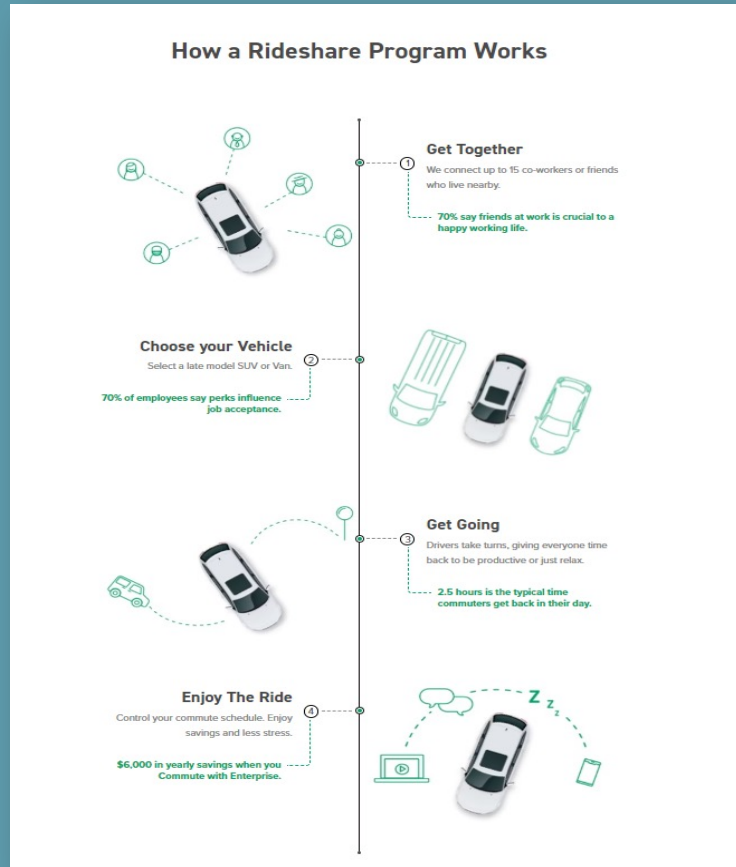


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# Removing the Transportation Barrier

## Ride Share Opportunity



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# Workforce Housing Example(s)

## 1. Savonnerie Heymans — Brussels, Belgium

Belgium is among the fastest-growing countries in Europe, meaning demand for affordable housing is high and there is significant pressure on urban developers. Rather than build new housing accommodation entirely from scratch, local firm MDW Architecture™ took advantage of the infrastructure already extant in Brussels for an adaptive reuse public housing project: Savonnerie Heymans.

Located in a highly desirable location in the city, MDW renovated a former soap factory sitting on 6,500 m<sup>2</sup> of land and transformed it into modernized affordable housing units without requiring an overhaul of the former factory's existing architecture. In fact, according to ArchDaily™ [many of the factory's original mechanisms](#) were repurposed for residential use, including the chimney, which now plays an essential role in the housing estate's ventilation system.

Designed with health and sustainability at the core, Savonnerie Heymans features numerous glass openings for increased light exposure as well as open public spaces to encourage a more communal atmosphere among residents. Additionally, Savonnerie Heymans relies on renewable energy sources like solar panels and sustainable building materials.

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# Workforce Housing Example(s)

## 3. Harvest Commons — Chicago, IL

Affordable housing projects sometimes have a reputation for being visually unappealing, and that might lead to significant resistance to their construction from the local community. One way for community organizers to mollify those concerns is to repurpose existing buildings, retaining traditional outer architecture while completely modernizing the amenities inside.

The Harvest Commons in Chicago, IL, is one such example. An affordable housing project in the downtown area of the city, Harvest Commons was built out of the repurposed Union Park Hotel. According to the U.S. Department of Housing and Urban Development, Union Park was originally built in 1929 and features a beautiful Art Deco facade complete with terra-cotta tiles that made it a beautiful, modern building in its day and an attractive historical relic today.

The city's plans to convert the hotel into an affordable housing unit involved preserving and refurbishing all of the building's traditional architecture, while also investing in sustainable and environmental designs to promote the health and wellbeing of residents. The project's urban agriculture program includes a nearby microfarm that provides fresh fruits and vegetables for the complex's cafe, offering residents a unique blend of historical architecture and modern sustainability techniques.

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# Business Resources Network

The Business Resource Network (BRN) is a business strategy comprised of local companies that aim to increase job retention and job productivity among their staff. By leveraging resources, companies are ensuring their employees' personal needs are met, and therefore, improving workplace engagement.

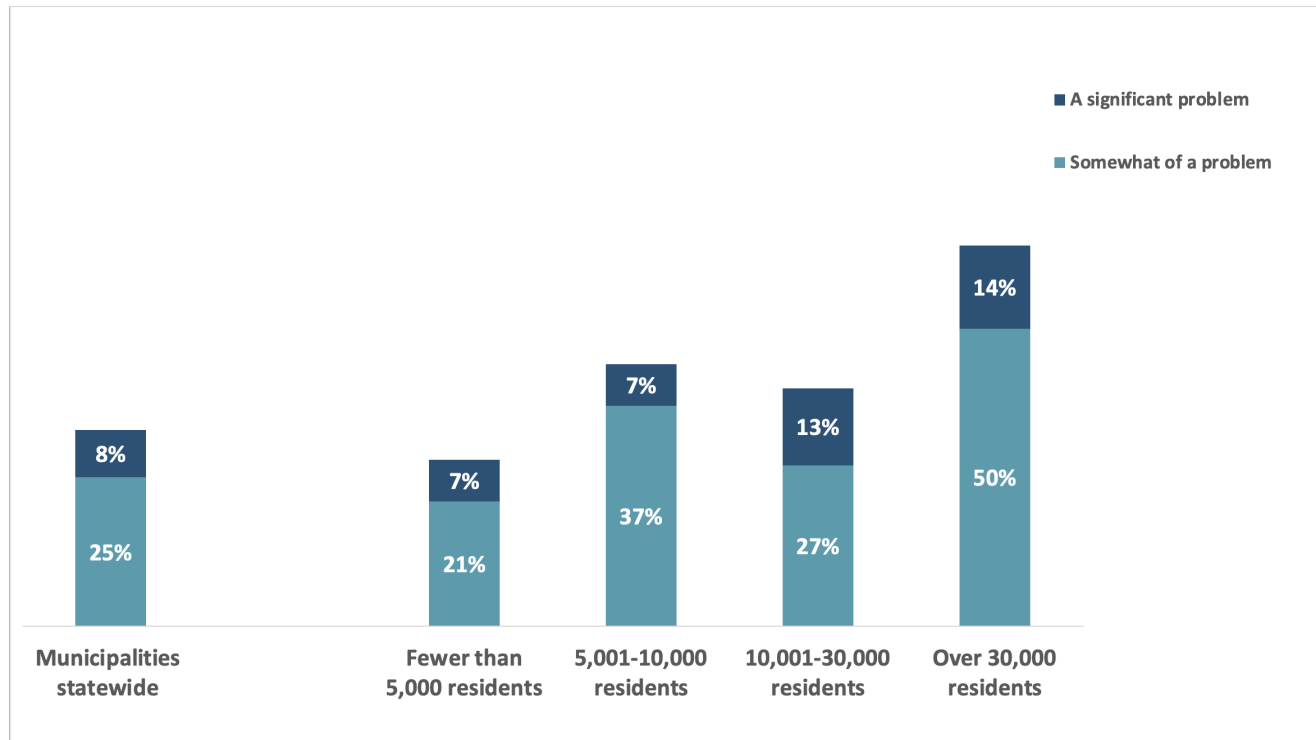
## How it Works:

- Companies pay membership dues
- Access to a success coach
- Success Coaches meets with employees facing individual challenges, connecting them with resources and assistance
- Employee needs are met (child care, transportation, low interest loans, etc.) and they are then able to be successful with the company

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# Concerns about the work environment: morale



*MPPS survey question: In your opinion, how much of a problem, if at all, for your city or village government is... employee morale?*

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# Enhancing the Work Environment Municipality Edition

- Clerks Office: Guest Speakers on Rights and Civics
- Public Works: Body Wellness
- Leadership Shadowing/Engagement- Many are interested in what the “boss” does or is like
- Parks and Rec- Games at different facilities
- Law Enforcement: Safety @ personal, work, and home
- Phun Crew

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# CONTACT INFORMATION

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