

**Human Resources**

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*...AND CITY MANAGEMENT*

*OR*

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**Introduction**

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- **Not a lecture (We're not professors)**
- **Address practical issues**
  - Hiring
  - Retention
  - Training/Development
  - Setting policy
  - Workplace conflict
  - Whatever else comes up
- **Participatory (We don't have the answers)**

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**General Perspective**

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**“There's never been a more critical time to understand the rapidly changing field of human resources.”**

- Siegrun Fox Freyss, editor of *Human Resource Management in Local Government: An Essential Guide, 3<sup>rd</sup> Edition*

*Or*

**“What's worse than one HR rep...  
...two HR reps.”**

- Michael Scott, *The Office*

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**General Perspective**

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- **Only purpose of public employment – delivery of public services to constituents**
- **Taxpayers expectations**
  - Money used efficiently
  - Money used fairly
  - Get me what I want, when I want it, but don't let it cost me more
- **Management and employees often have differing objectives**

**We'll discuss each HR issue from this perspective**

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**Importance of HR**

- Budget
- Increasing diversity in the workplace
- The changing face of benefits
- Talent acquisition challenges
- Conflict resolution
- Policy development

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**CM Role in HR**

- **CM likened to CEO?**
  - Employee advocate?
  - Unpopular decision-maker?
- **How CM views HR**
  - Participant or management?
  - Employee advocate or management facilitator?
  - Prevent lawsuits?
- **Has HR changed over the years and if so, how does that affect CM roles?**
- **How does HR structure affect CM roles?**

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**How HR Views Management**

- We are management!
- We had better look out for the employees – no one else will.
- Are they trying to get us sued?
- Whatever the CM says...
- We're a team.
- We have to balance our perspective to gain the trust of both management and employees.

**Alternative perspectives can have consequences for the City and its employees.**

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### Management and HR Working Together

- Hiring
- Training decisions
- Retention
- Setting and enforcing policies
- Workplace conflict

Communication is the Key.

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### Workplace Conflict

(It's the lawyer's turn)

- Let's examine three scenarios – how would/should the city handle them?
  - HR's role
  - CM's role
  - City Attorney's role
  - Pay the outside attorney
    - When to involve counsel
    - What documentation will counsel want?

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### Conclusion/Questions

- Important points to remember when seeking textbook answers.
  - No two cities are alike (but every city has screwed up sometime, so let's learn from that.)
  - Structure creates differing dynamics among cities.
  - Politics are more prevalent in some cities than others.
  - Roles and authorities of city managers/city administrators differ from place to place.
  - Believe it or not, common sense usually prevails.

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