NACo-NCCAE Knowledge Management Forum

August 28-29, 2017

NACo-NLC Conference Center

COUNTIES FUTURES LAB NACo | NCCAE

Service Sharing in an Environment of Fiscal Constraints

Dan Chenok

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August 29,2017

IBM Center for The Business of Government

US Federal Shared Services:
Briefing for NACO-NCCAE KM Forum

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August 2017

- The Current State of Play

- Case Study: New York MTA

- Into the Future: A Dynamic Shared Services Delivery Model
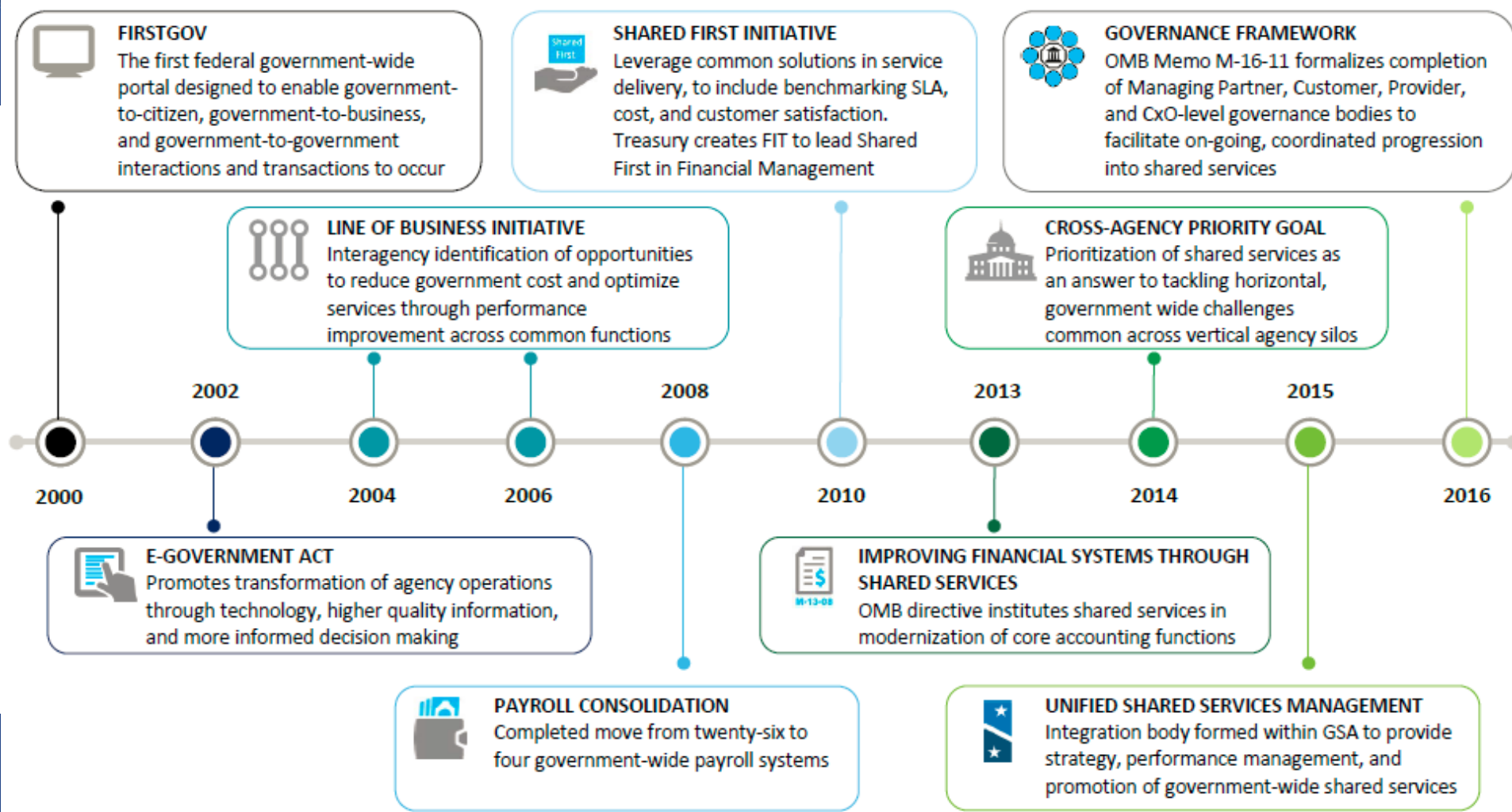
- Concluding Observations

The Current State of Play

Summary

- OMB sets policy and oversees strategy for shared services,
- GSA has established the "Unified Shared Service Management Office" to guide strategy and implementation
- Primary lines of business for shared services are:
  - FM, coordinated by Treasury
  - HR, coordinated by OPM
- Numerous agencies are implementing shared services across their own enterprise, not with external providers (ex: DOC, FAA)
- Several outside shared services support efforts exist, foremost are:
  - The Partnership for Public Service Roundtable
  - The Shared Services Leadership Coalition
- New Administration is reviewing an accelerated adoption of shared services across Federal Government
  - Comprehensive Planning for Agency Reforms include shared service
  - Agencies continue move to SaaS, op-ex models with private sector investment as driver

The Evolution of Federal Shared Services

Shared service guidance has evolved and matured over the course of multiple administrations, driven by a need to improve and consolidate administrative functions.

FIRSTGOV
The first federal government-wide portal designed to enable government-to-citizen, government-to-business, and government-to-government interactions and transactions to occur

SHARED FIRST INITIATIVE
Leverage common solutions in service delivery, to include benchmarking SLA, cost, and customer satisfaction. Treasury creates FIT to lead Shared First in Financial Management

GOVERNANCE FRAMEWORK
OMB Memo M-16-11 formalizes completion of Managing Partner, Customer, Provider, and CxO-level governance bodies to facilitate on-going, coordinated progression into shared services

LINE OF BUSINESS INITIATIVE
Interagency identification of opportunities to reduce government cost and optimize services through performance improvement across common functions

CROSS-AGENCY PRIORITY GOAL
Prioritization of shared services as an answer to tackling horizontal, government wide challenges common across vertical agency silos

2002

2008

2013

2015

2000

2004

2006

2010

2014

2016

E-GOVERNMENT ACT
Promotes transformation of agency operations through technology, higher quality information, and more informed decision making

IMPROVING FINANCIAL SYSTEMS THROUGH SHARED SERVICES
OMB directive institutes shared services in modernization of core accounting functions

PAYROLL CONSOLIDATION
Completed move from twenty-six to four government-wide payroll systems

UNIFIED SHARED SERVICES MANAGEMENT
Integration body formed within GSA to provide strategy, performance management, and promotion of government-wide shared services

USSM
Unified Shared
Services Management

- **OPM oversees,**
- **Six public sector providers, supported by prime contractors**
- **Four approved commercial providers**
  - IBM, Accenture, Allied Tech & Carahsoft (last two are primes for Avue)
  - VA and GSA, only significant private offerings

■ Treasury oversees

■ Four mandatory providers, supported by prime contractors

- USDA National Finance Center

- Interior Business Center

- DOT Enterprise Services Center

- Treasury's Administrative Resource Center --

■ Agencies migrating slowly – HUD, DHS are focus

- **COMPETITION FRAMEWORK:** *Maintain a healthy marketplace*

- **CONTRACT VEHICLES:** *Public and private*

- **SET TECHNOLOGY STANDARDS:** *Interoperability, security*

- **CREATE URGENCY FOR MIGRATION/DEVELOPMENT**

- **CREATE PRIVATE SECTOR INITIATIVES**

- **MANAGE PERFORMANCE OF THE LOB OWNERS**

- **CREATE DATA STANDARDS**

County Applications:
Research from the Center

Report found that:

- Counties explore shared service delivery to stimulate innovation, improve decision-making, increase quality of service, and improve relationships with other governments

- Checklist identifies key success factors for governments

- Planning Recommendations:

  – Create a shared services assessment team.

  – Identify strengths in participating governments.

  – Consider pilot projects.

- Implementation Recommendations:

  – Discuss and document responsibilities with partners.

  – Make appropriate changes as needed.

Case Study: Shared Services Lessons Learned From NYC MTA

MTA - One of the World's Largest Transportation Companies

- Operating Budget - $16 billion
- Annual Ridership – 2.8 billion
- # of Employees – 69,717
- Retirees – 49,085
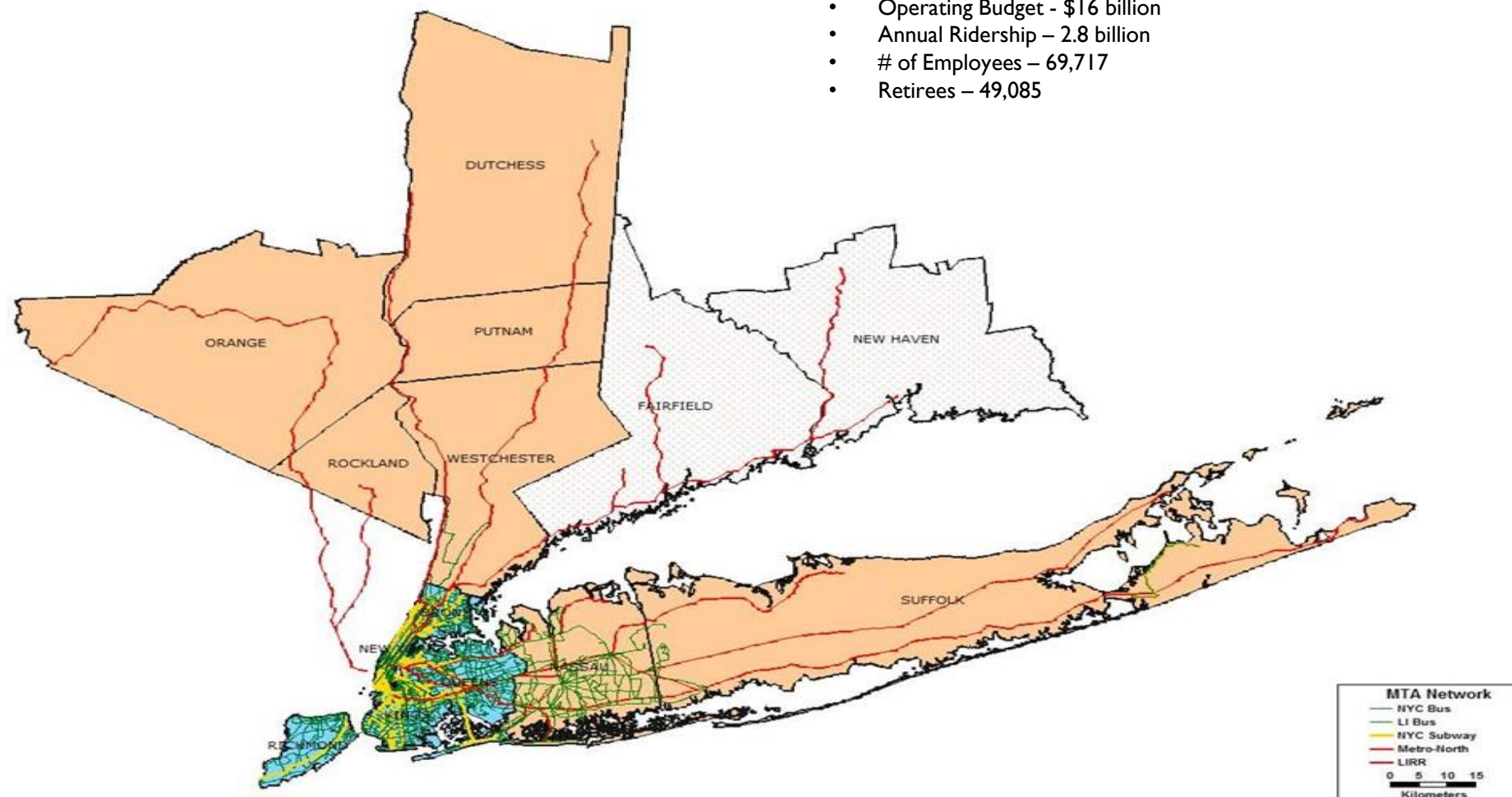
Pre-BSC System landscape was siloed

- Prior to the BSC, the MTA's administrative processing was achieved using many different systems that were not integrated

- Though many agencies used PeopleSoft, each system was completely "stand alone."

	MTA HQ	NYC Transit	CCC	Metro-North	LIRR	B&T	MTA Bus
Call Center	None	Yes	None	Yes	Yes	None	Yes
Imaging	None	Blue Bird	Blue Bird	Microfiche	Filenet	None	None
Benefits Admin.	PeopleSoft	PeopleSoft	PeopleSoft	PeopleSoft	GEAC	PeopleSoft	GEAC
HR Admin.	PeopleSoft	PeopleSoft	PeopleSoft	PeopleSoft	PeopleSoft	PeopleSoft	Mainframe
Payroll	PeopleSoft	GEAC	GEAC	PeopleSoft	GEAC	PeopleSoft	Mainframe
Timekeeping	PeopleSoft	ATS/UTS/Kronos	Kronos	PeopleSoft	Kronos	Kronos	Kronos
Accounts Payable	PeopleSoft	PRAP	PRAP	PeopleSoft	Cullinet	Macola	PeopleSoft
Procurement	PeopleSoft	Mainframe	Mainframe	PeopleSoft	Mainframe	Mainframe	PeopleSoft
Inventory	None	Mainframe	Mainframe	PeopleSoft	Mainframe	Mainframe	PeopleSoft
Accounting	PeopleSoft	GEAC	GEAC	PeopleSoft	Cullinet	Macola	PeopleSoft

Business Service Center

"SHARED" – Reinforce Message

Shared Services is not just centralization of functions into one physical location. These administrative functions are a **shared** responsibility with the agencies/departments in the field.

- Agencies often have had negative experiences as the pendulum has swung many times over the years.
- Need to define the difference; the "sweet spot" that make sense
- Improve performance while preserving innovation
- Need to change technology, processes and work

Business Service Center
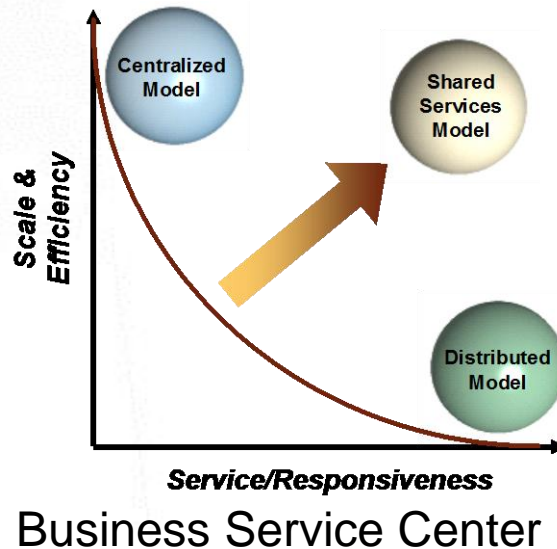
With the BSC, the MTA established integrated systems

- Since the BSC, the MTA has had the advantage of using one Enterprise Resource Planning (ERP) system, one document management system and one customer relationship management system.

- ***This created the platform for innovation and savings***

- Agencies still use different inventory and timekeeping systems

	MTA HQ	NYC Transit	CCC	Metro-North	LIRR	B&T	MTA Bus
Call Center	Siebel						
Imaging	Universal Content Management (UCM)						
Benefits Admin.	PeopleSoft						
HR Admin.							
Payroll							
Accounts Payable							
Procurement							
Accounting							
Inventory		Mainframe	Mainframe		Maximo		Mainframe
Timekeeping		ATS/UTS/Kronos	Kronos	Kronos	Kronos	Kronos	Kronos

Business Service Center

Improving Staff Utilization

MTA has the opportunity to improve its staff utilization through a deployment of a new Shared Services operating model.

Function	Baseline 2006 Full Year	Projected Reduction	Ideal State BSC FTE Baseline	% FTE Reduction
Finance	236	(132)	104	55.9%
Human Resources	263	(129)	134	49.0%
IT and HRIS	113	(41)	72	36.5%
Total Reductions	612	(302)	310	49.3%
BSC FTE Additions			59	
Total Staffing	612		369	39.7%

Note: "BSC FTE Additions" includes BSC leadership, contact center, mailroom, and business operations personnel.

Business Service Center

BSC Portal Single Point of Entry For All Users
(Employees, Retirees, Applicants, Vendors, Others)

PERSONAL
- Receive W2 forms
- View paychecks
- Verify benefits
- View wage increases
- Elect deferred compensation

WORK
- HR
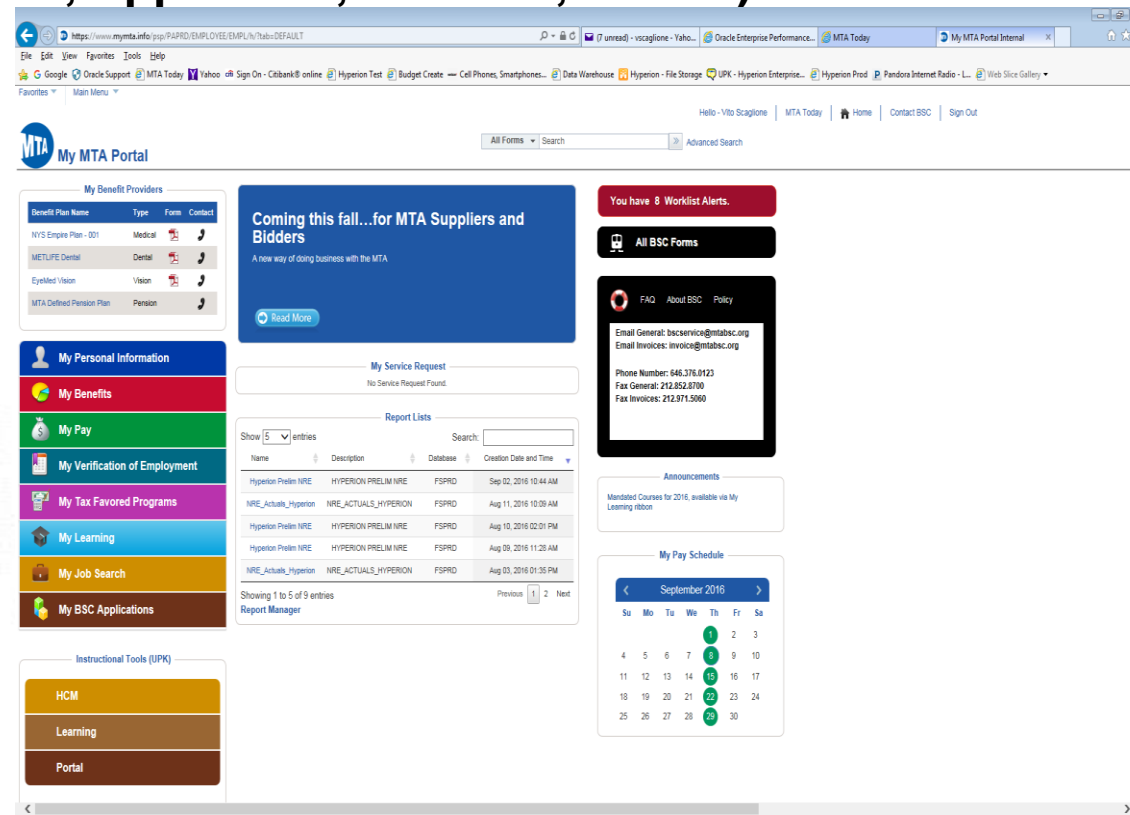- Finance
- Procurement

ORGANIZATION
- Direct Reports
- Time

SERVICE REQUESTS
- Open SRs
- Workflow

Business Service Center

BSC Governance Model

Committees are aligned with different levels of the BSC organization and are made up of appointed MTA representatives. Consensus is good, but there is an escalation process.
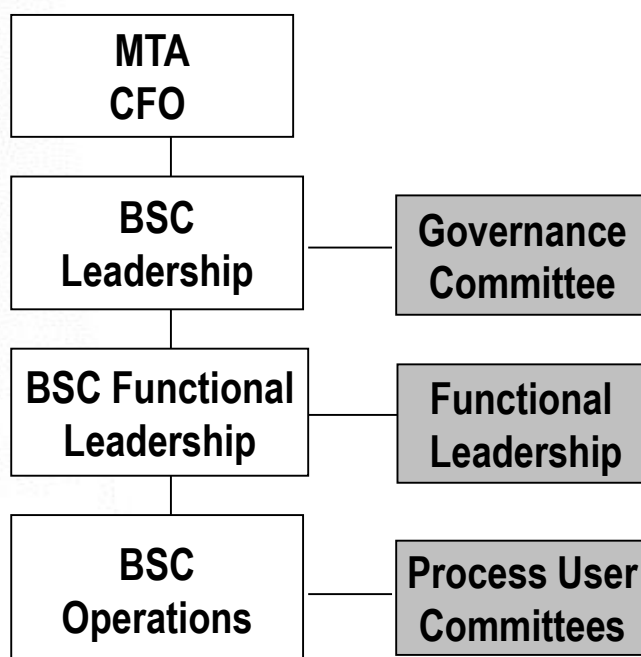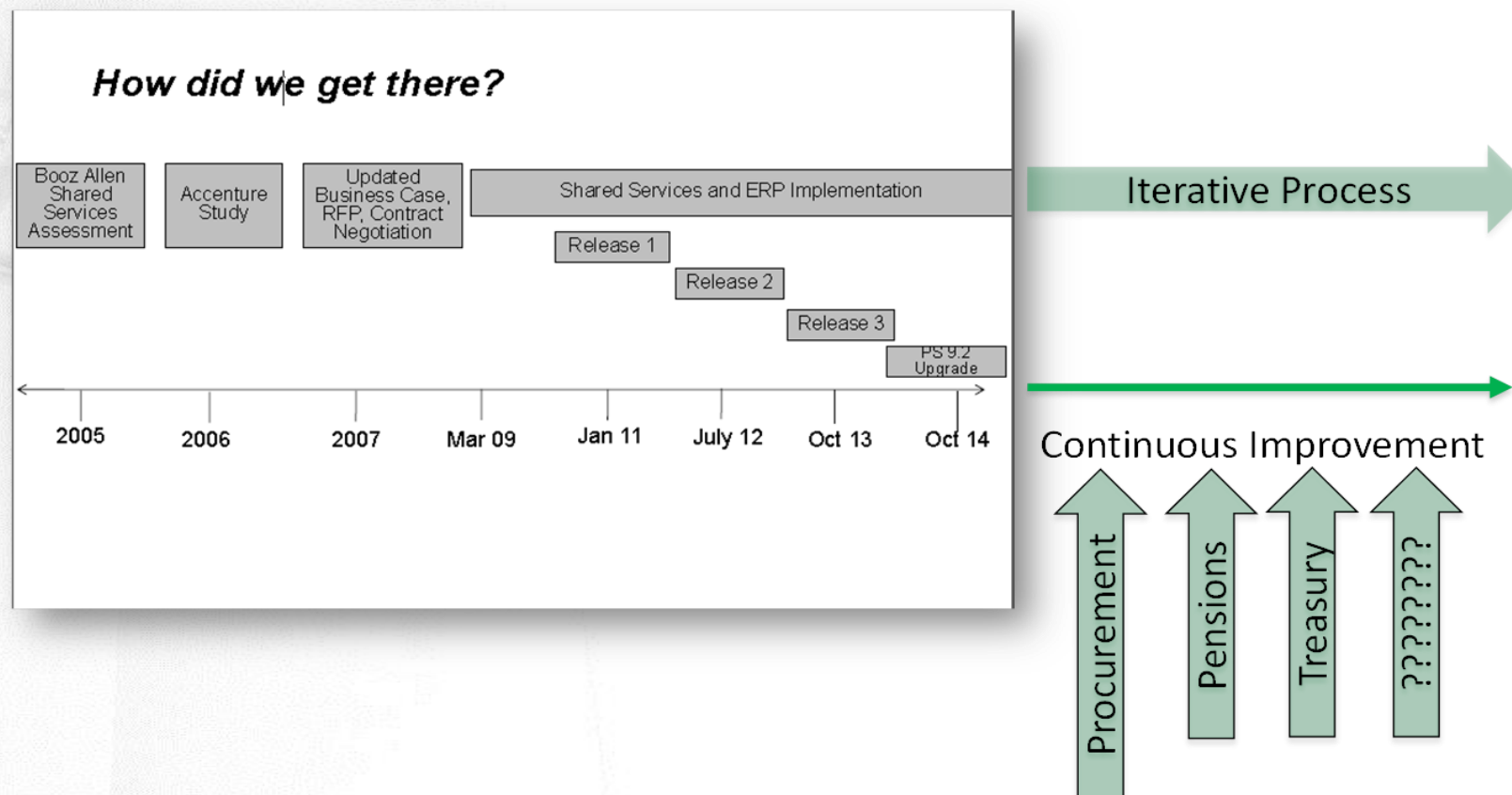
MTA CFO

BSC Leadership		Governance Committee

BSC Functional Leadership		Functional Leadership

BSC Operations		Process User Committees

Business Service Center

THE JOURNEY

Business Service Center

Change is hard
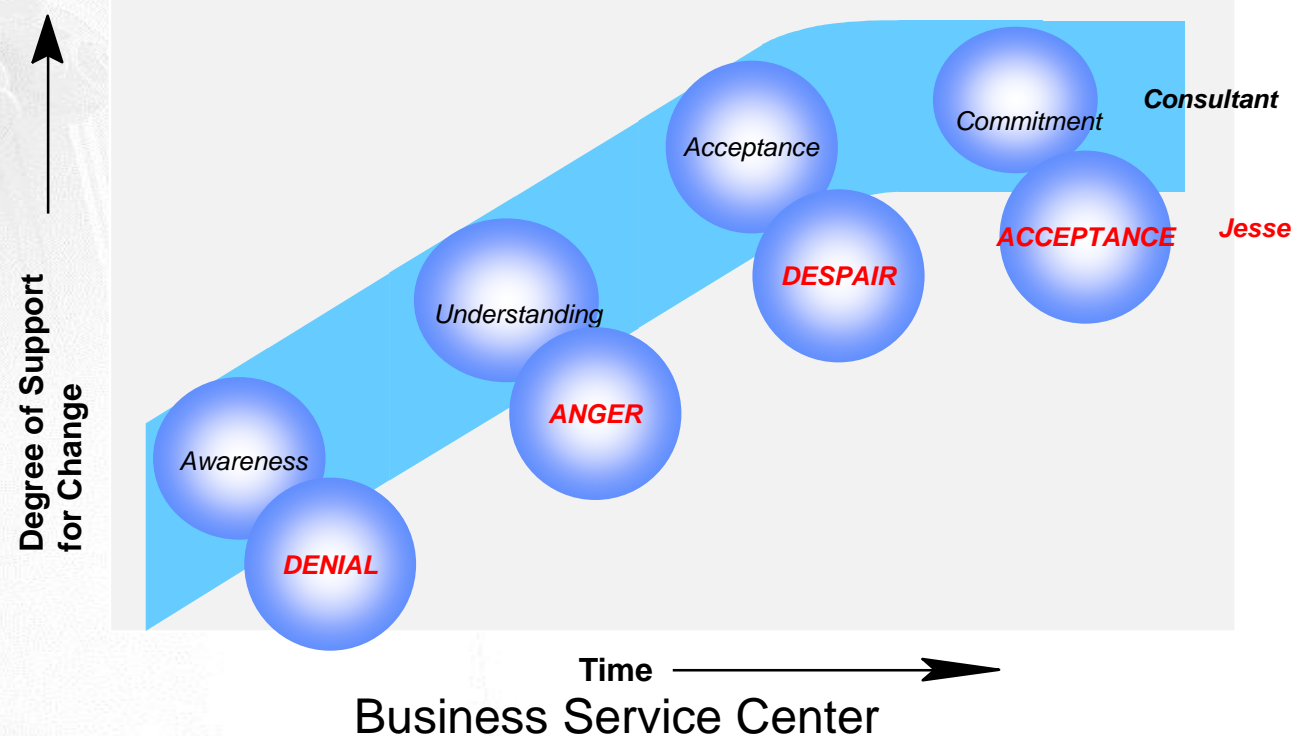
Into the Future: A Dynamic Shared Services Delivery Model
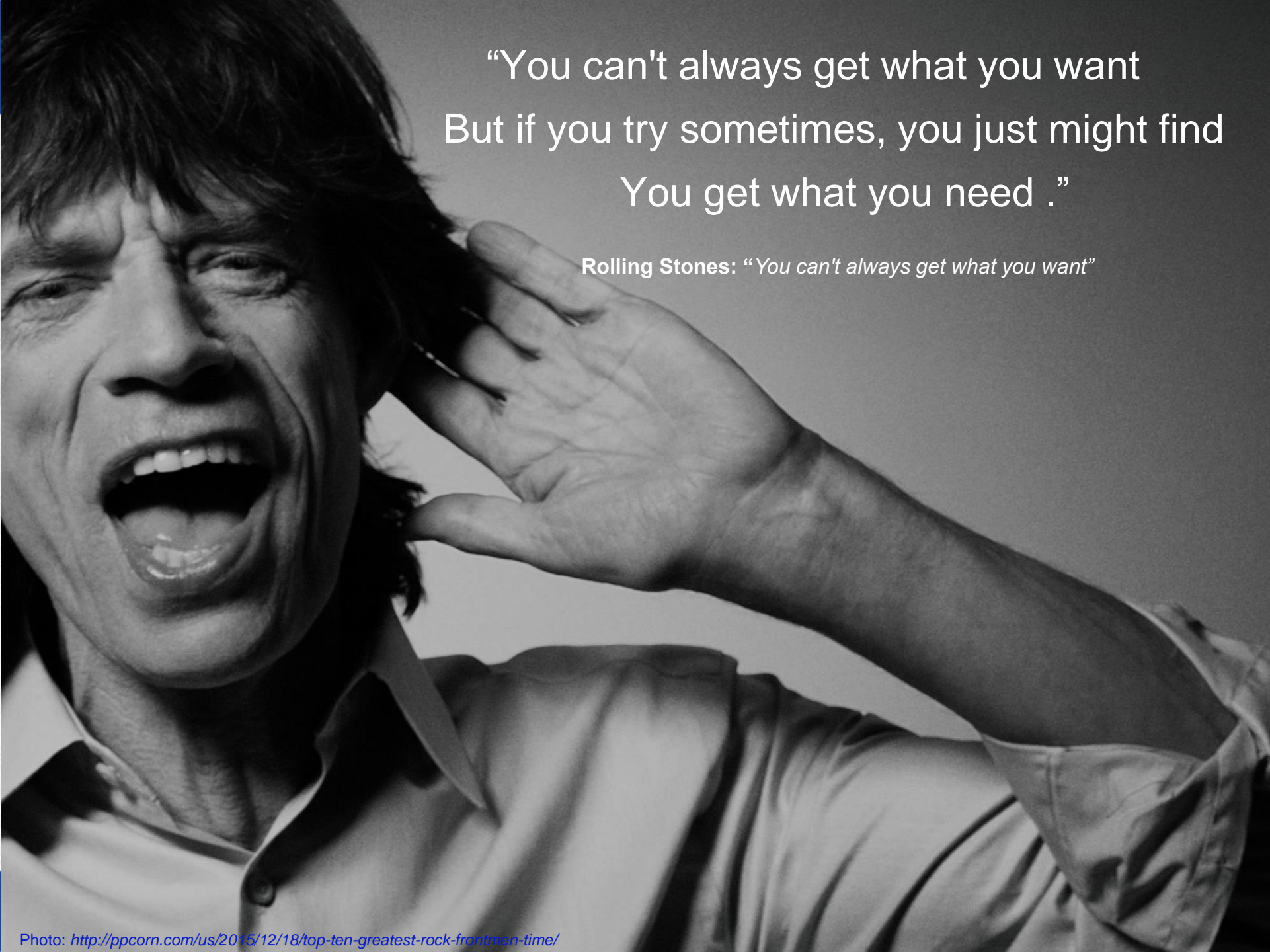
Current State of Shared Services Delivery

Provider
- Insufficient funding for the entire delivery "stack"
- Governance challenges impact providers' long term viability

Data
- Data is not standardized across providers
- Transition costs are high as a result

Platform
- Providers own and manage their platform instances
- Multiple instances of same platforms owned across government lead to cost inefficiencies

Infrastructure
- Each provider owns and manages their own, siloed infrastructure
- Investments needed to keep infrastructure up to date are significant and growing

"You can't always get what you want
But if you try sometimes, you just might find
You get what you need ."

Rolling Stones: "*You can't always get what you want*"

Photo: *http://ppcorn.com/us/2015/12/18/top-ten-greatest-rock-frontmen-time/*

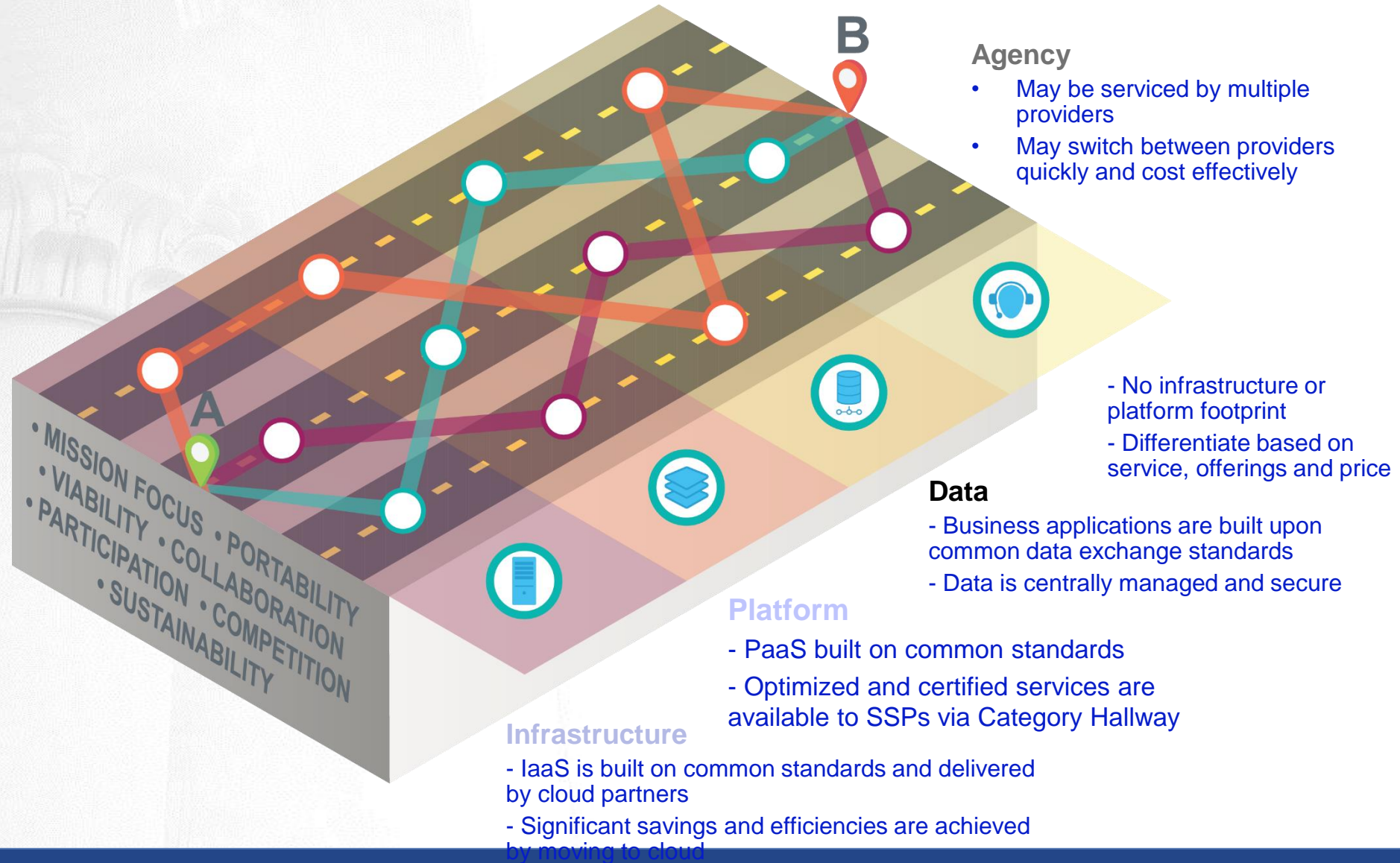# Future State of Shared Services Delivery

Agency
- May be serviced by multiple providers
- May switch between providers quickly and cost effectively

- No infrastructure or platform footprint
- Differentiate based on service, offerings and price

Data
- Business applications are built upon common data exchange standards
- Data is centrally managed and secure

Platform
- PaaS built on common standards
- Optimized and certified services are available to SSPs via Category Hallway

Infrastructure
- IaaS is built on common standards and delivered by cloud partners
- Significant savings and efficiencies are achieved by moving to cloud

• MISSION FOCUS • PORTABILITY
• VIABILITY • COLLABORATION
• PARTICIPATION • COMPETITION
• SUSTAINABILITY

- "Software as a Service" key to success

- Government and industry thinking aligned

- Investment to be provided by private sector

- OpEx replaces CapEx

- Need to set schedule and recognize and mitigate risk in tech, people, process, policy migration

- In terms of SLAs, measure what is important and set achievable savings targets

- Executive sponsorship is critical to success; enterprise governance mitigates confrontations

- Continually improve -- change culture focused on quality, transparency and customer service

- You can do more than you think -- the more educated you are, the better the outcome
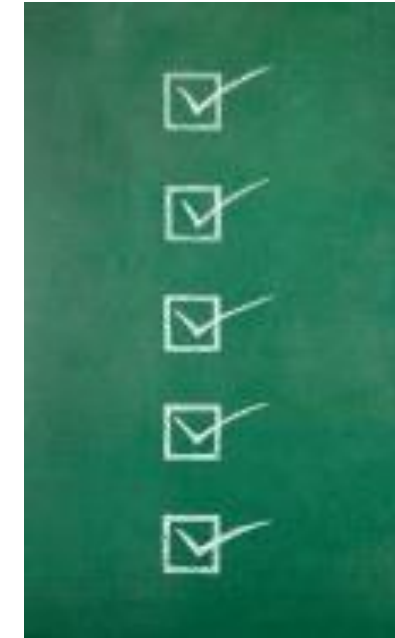
COUNTIES FUTURES LAB NACo | NCCAE | NATIONAL COUNCIL of COUNTY ASSOCIATION EXECUTIVES

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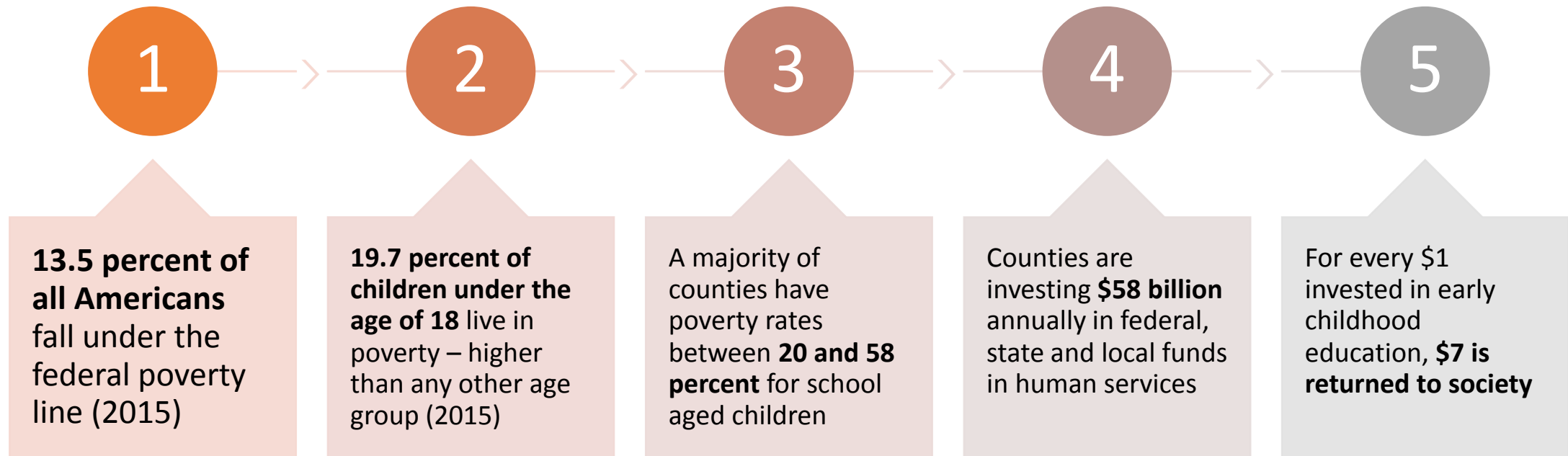# SERVING THE UNDERSERVED
COUNTIES ADDRESSING POVERTY

The Role of Counties: Poverty in America

Commissioner Roy Charles Brooks – Tarrant County, Texas
2017 NACo President

- This year's Presidential Initiative is Early Childhood (ages 0-3) Development

- Initiative builds on existing NACo efforts:
  - Incarcerating those suffering from mental illnesses
  - Substance abuse disorders (including the opioid epidemic
  - Recovery from the latest economic downturn

2017 – 2018 NACo Presidential Initiative

NATIONAL
ASSOCIATION
of COUNTIES NACo

Three main components of initiative:

1. Raising awareness of the critical county role in breaking the cycle of poverty

2. Advocating for federal policies that support county efforts to expand opportunity for all

3. Providing tools to increase counties' capacity to combat poverty as we build healthy, vibrant, safe counties across the country
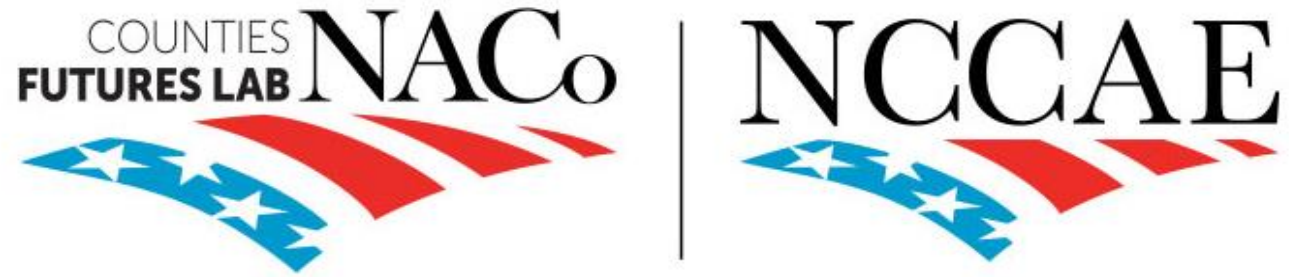
2017 – 2018 NACo Presidential Initiative

NATIONAL ASSOCIATION of COUNTIES NACo

Rural Deployment of Broadband

Joshua Seidemann

August 29,2017

Rural Broadband Deployment: Challenges and Opportunities in Building Network Values

Joshua Seidemann
NTCA-The Rural Broadband Association

NACo-NCCAE Knowledge Management Forum
Washington, DC – August 29, 2017

Outline

– **Introduction to NTCA and U.S. Rural Broadband**

– **Broadband as an Economic Generator**

– **Interdependencies Among Rural and Urban Places**

– **Smart Rural Community^{SM} Case Studies**
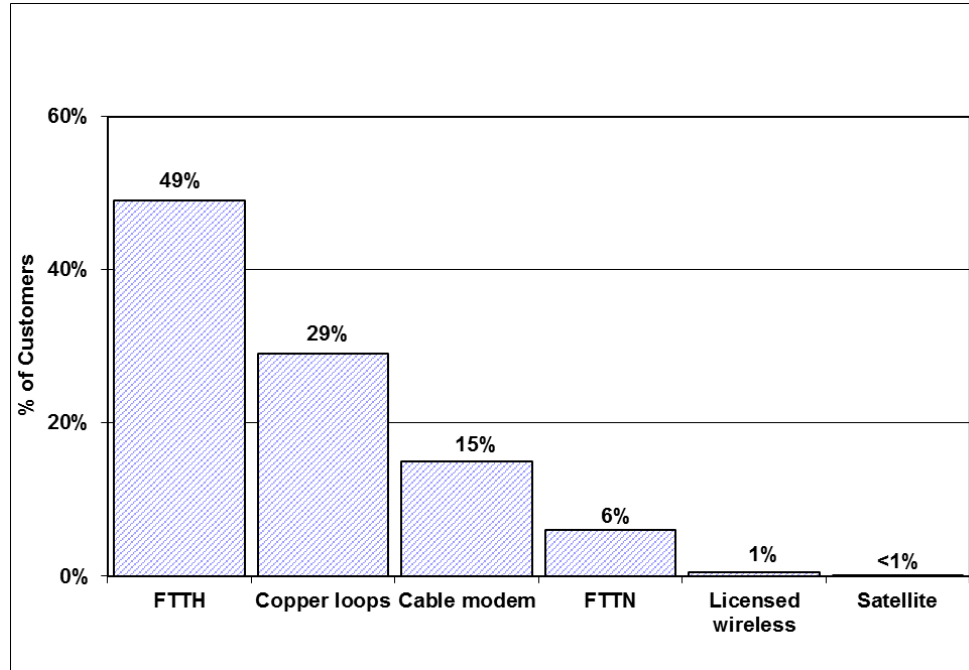
– **Discussion**

Questions Presented

- Does broadband stimulate economic activity?

- Does rural economic activity affect urban regions?

- How do counties identify their potential impacts?

Introduction

- NTCA-The Rural Broadband Association

- Members provide:
  - Wireline and wireless voice
  - Broadband
  - Video

NTCA 2016 Annual Survey

Factors in Rural Deployment

- Capital intensive network

- Population density

- Geography and terrain

- Regulatory inputs

"In the global economic competition, we really need to make sure that we play with our full team . . . And the only way they will be able to do that is if they have access to broadband access."

Norman Jacknis, ICF

Broadband as a Generator

- Direct and indirect impacts
- Expands supply networks, customer bases, access to information
- Difficulties in quantifying

Broadband as a Utility*

" . . . in the long-run, public infrastructure investment is positively correlated with input demands and output supply."

Richard A. Krop

* literally, not legally

Metcalfe's Law
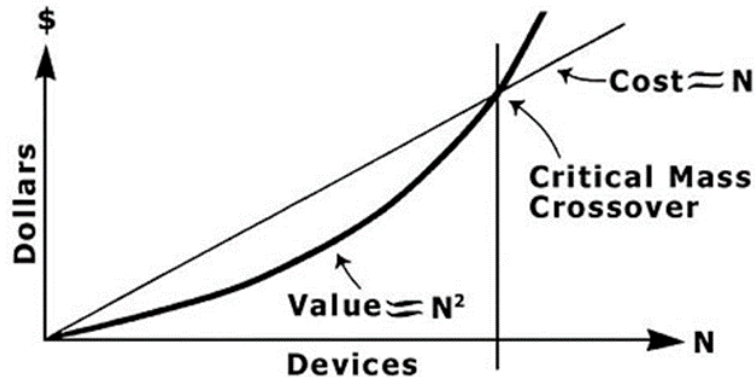
Image: Andrew Chen
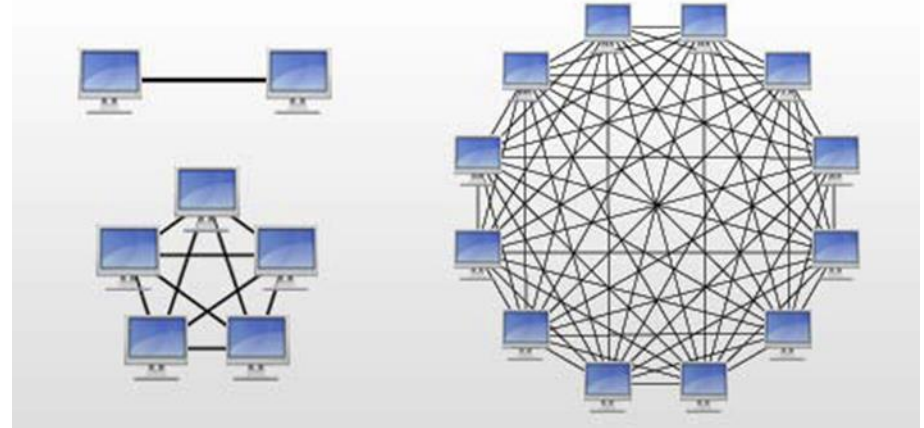
Image: tingilinde.typepad.com

Quantification

- Nascent industry, rapid geographic expansion

- Separate impact of broadband from other factors

- Percentage point increase in state deployment yields 0.2 – 0.3 employment growth (Crandall)*

QED Approach

- Quasi-Experimental Design

- Used for: airport, highways, military base impacts

- USDA: selected 228 rural counties for treatment, and a "twin" for each (Stenberg)

Analysis (USDA ERS)

- Farm sector: mostly unaffected, but broadband embedded in productivity

- Growth in construction and wholesale trade

- Growth in private income

Findings

"Wage and salary jobs, as well as the number of proprietors, grew faster in counties with early broadband access."

USDA ERS (2014)

Other reports

- Whitacre, Gallardo, Strover (2015)
  - Reviewed "economic health variables"
  - Causal positive effects to income and causal negative effects to unemployment
  - Adoption is crucial to obtaining results

Other numbers

- Broadband/ICT contributed $945.5B to U.S. private industries in 2014 (Hassett)

- Spillovers calculated to be $692B (Hassett)

Some more numbers

- Impact on smaller firms takes longer to measure because they need to restructure (ITU)

- 10 percent increase in broadband penetration associated with 3.6 percent increase in efficiency (Thompson and Garbacz, Ohio U., 2008)

"[W]hile broadband will not bring immediate transformation to rural America, regions that lack broadband will be crippled."

Center for Rural Strategies (2011)

"Businesses that depend on information technology largely avoid being in areas where they cannot get what they need."

Center for Rural Strategies (2011)

" . . . purchasing ICT is not the only requirement for increasing productivity. In fact, both management and economic literature have shown that it is necessary to modify business practices in order for information technology [to] impact firm efficiency. Accordingly, independent from the pace at which ICT is being adopted, the impact on efficiency and productivity is driven by what has been called 'accumulation of intangible capital'"

- ICT (fn. 19)

Beyond GNP

- Does GNP impart well-being?

- Stiglitz and GNH (Gross National Happiness)

- Education, health care, community (stay tuned!)

Recap

- The economic impact of broadband can be measured quantitatively

- The difficulty of early measurements has been mitigated by QED approach

U.S. stats

- 1970-2000 – US pop +38 percent

- Projecting to 2030: +29 percent from 2000

- 1910 – 2010 – rural population steady, but proportion to total U.S. population decreases from 54.4% to 19.3%

1990 –50 percent of Americans live in metropolitan areas > 1M

1992 –Majority votes for president cast from suburban districts

1994 –Suburban reps occupy top five positions in the U.S. House

1996—76 of the 435 Congressional districts predominantly rural

2001 –Census shows that America in a suburban nation

Stauber, Karl, "Why Invest in Rural America – And How? A Critical Public Policy Question for the 21st Century," Economic Review, Second Quarter 2001, Federal Reserve Bank of Kansas City (2001).

State economic studies

- Undertaken in 2011 to address proposed changes to Federal regulations

- Conducted by academic institutions

- Measured direct and indirect impacts

Rural telecom impact

- CO: $45.5M direct, $18.2M indirect

- ND: $18M Fed tax revenues; $31M state

- KS and NM examined adverse impacts of reduced investment

National impact study

- Varying definitions of rural, yet acknowledgment that rural is different
  - Including various definitions among Federal agencies
- Different types of rural

An evolving national relationship

"Breadbasket of the world"

Third stage: broadband

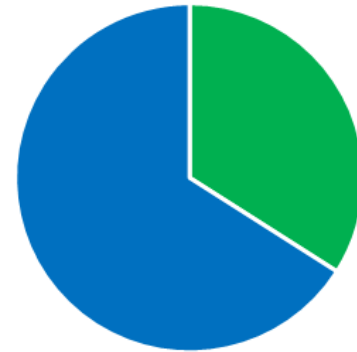- Rural broadband supports $24.1B U.S. activity

    - $8.2B in rural areas (34%)
    - $15.9B in urban areas (66%)

Hudson Institute (2016)

U.S. Economic Activity
(2015)

■ Rural ■ Urban

Employment and e-commerce

- Rural broadband supports
  - 69,595 jobs
    - 46% rural (32,013)
    - 54% urban (37,582)
  - $100B e-commerce

    Hudson Institute (2016)

69,595 jobs (2015)

■ Rural ■ Urban
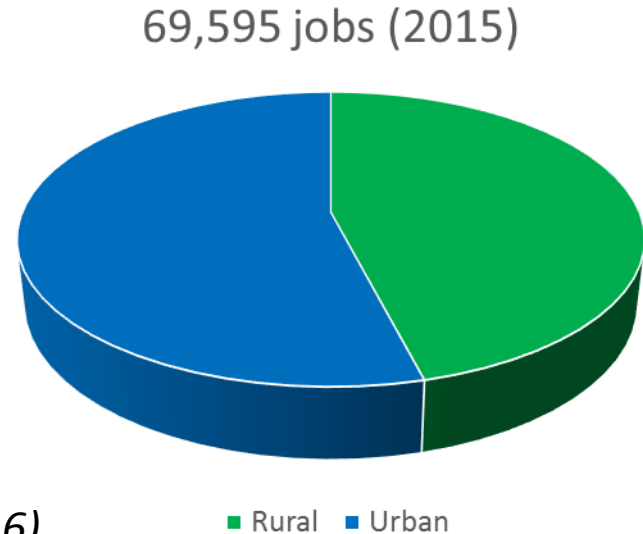
Smart Rural Community^{SM}

- Rural broadband to support:
  - Commerce
  - Education
  - Health care
  - Public utilities

Case studies

- Perham, MN: mobile app for fire department

- Alpine, TX: optical telescope and U.S. border security

- Hawkinsville, GA: connected school health cart

Telehealth

- National telehealth savings projections (per facility, annually):
  - Travel expense: $5,718
  - Lost wages: $3,431
  - Hospital costs: $20,841
  - Increased local and pharm revenues: $11,523 - $46,121

ANTICIPATING ECONOMIC RETURNS
OF RURAL TELEHEALTH

March 2017

Rick Schadelbauer
Manager, Economic Research and Analysis
NTCA–The Rural Broadband Association

Conclusions

- Broadband/ICT is an economic generator

- Relationships among urban and rural spaces enable benefits to cross "borders"

- Broadband enables opportunities to secure rural and, therefore, regional urban futures

Next steps

- Community inventory

- Finding the best assistance

- www.partnersinbroadband.com

Contact Information

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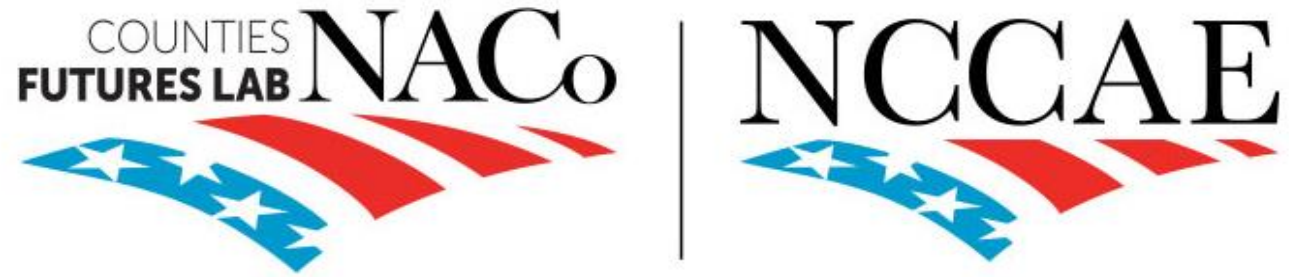
Managing a Retiring Workforce

Howard Risher

August 29,2017

First the Facts . . .

- Baby boomers born before 1964 – 75 million

- Generation X to 1981 – 55 million

- Millennials born by 1998 – 66 million

  - ✓ Two workers exit the workforce for each new worker who begins his/her career

First the Facts . . .

- Total employed workforce – 151.4 million

Government workforce

- Federal – 2,654.7 million (excluding USPS)

- State – 2,187.4 million

- Local – 5,380.0 million (excluding schools and hospitals)
  - Public hospitals – 654.9 thousand
  - Public education – 6,120.7 million

First the Facts . . .

- The government workforce is older.
  - 44% of the nongovernment workforce is over age 45
  - 51% of the public school workforce is over age 45
  - 53% of the public administration workforce is over age 45
    - ✓ But when the "justice, public order, and safety activities" workers are backed out – the percentage jumps to 59%.
- The total public administration workforce includes almost 1.2 million workers age 55 or older.

First the Facts . . .

- Its been reported that "about three quarters of individuals approaching retirement . . . would like to keep working in some capacity . . ."

- The age 65 -— initially it was age 70 -- was introduced by Bismarck in the late 1800s.

- Studies show people who find work satisfying and continue working live longer.
  - ✓It's the money plus socialization, sense of achievement, and identity as a valued individual.

Using the Facts in Planning

- Workforce planning should be done annually.

- Its easy to identify employees approaching the age when they can retire.

  - ✓ It might be somewhat more difficult to identify those management wants to retain.

- The planning should include projecting the skills that will be needed over the next 3 – 5 years.

- The final step is determining if the skills are available locally.

Plus Its Costly to Replace a Solid Contributor

Direct costs, including:

- Separation costs such as exit interviews, severance pay, and higher unemployment taxes

- The cost to temporarily cover an employee's duties such as overtime for other staff or temporary staffing

- Replacement costs such as advertising, search and agency fees, screening applicants, including physicals or drug testing, interviewing and selecting candidates, background verification, employment testing, hiring bonuses, and applicant travel and relocation costs

- Training costs such as orientation, classroom training, certifications, on-the-job training, uniforms, and informational literature

- HR staff involved in recruiting, hiring and onboarding

Indirect costs, including:

- Lost productivity by managers and employees for time devoted to discussing job equirements with HR, interviewing candidates

- Lost productivity for the departing employee who may spend their last days on the job writing exit memos or with reduced morale

- Lost productivity for temporary, less productive replacements and for the immediate supervisor and individuals who work with replacements

- Coping with a vacancy or giving additional work to other employees

- Costs incurred as the new employee reaches competence in his or her job, including reduced productivity, lower quality, errors, and waste

- Reduced morale among co-workers

- Lost clients / lost institutional knowledge

So Where Do We Go From Here?

Here are a few ideas . . .

- Create a culture of knowledge sharing.
  - Regular sessions for executives, managers and co-workers to meet with in-house experts provide opportunities for everyone to increase knowledge of newer practices and methods.
  - The sessions can also include vendors as well as organizations/individuals served by government.
  - Session leaders enjoy the recognition

Here are a few ideas . . .

- Engage employees in focus groups to discuss how their work experience can be improved.
    - This is consistent with an empowered workforce and with the idea of shared governance .
    - It will raise engagement levels and independent of the ideas that surface raise performance levels.
    - Creating a more positive work experience benefits both the organization and employees.

Here are a few ideas . . .

- Review the employee performance management system to confirm criteria and competencies are job specific and required for good performance.
  - Those old systems with vague, almost abstract performance criteria cannot be defended and serve no useful purpose.
  - High performers in a job family know what's required for successful performance.

Here are a few ideas . . .

- Analyze personnel actions – ratings, promotions, pay increases, bonus awards and disciplinary actions – for evidence of bias or discrimination.
  - It starts with communication from leaders making fairness a priority.
  - HR needs to have top management's commitment.
  - Review of supporting information is typically the answer.
  - A possible new practice is use of calibration committees.

Here are a few ideas . . .

- Provide training for managers and supervisors to help them understand and deal with issues related to an aging workforce.
  - Managers should be trained to understand and deal effectively with differences in demographic groups.
  - The sessions give managers a chance to share experience and seek advice.
  - Input for planning the sessions should be invited from older workers.

Here are a few ideas . . .

- Review and give new emphasis to practices to recognize and reward accomplishments.
  - Everyone wants to have their value recognized.
  - The book, 1000 Ways to Reward Employees, has been popular since it was published in 1993. Now its 1500!
  - Most reward recognition practices have minimal cost.
  - Employee groups can take the lead.

Here are a few ideas . . .

- Review job descriptions to eliminate words or phrases that suggest age is relevant.

  - The older format for job descriptions with statements like "minimum 10 years of experience" cannot" be defended and should be rewritten to focus on required knowledge and skills.

  - Education requirements are also suspect and difficult to validate.

Here are a few ideas . . .

- Offer older workers the time to develop proposals for ideas to improve unit performance.

  - Allowing workers to take an hour or two to develop a proposal is generally a worthwhile investment.

  - Providing the opportunity sends the message the are valued.

  - If it results in savings or increased productivity, the developed should be rewarded (as with gain sharing).

Here are a few ideas . . .

- Allow older workers to retire, start their pensions, and return to work part-time.
  - This may not be possible or practical with some jobs or under some public pensions but it's a simple solution.
  - Its likely to be less costly than recruiting, hiring and training replacements.

Here are a few ideas . . .

- Adopt a deferred retirement option plan (DROP)
  - DROP plans are an incentive to keep working for employees who have reached the maximum under the qualified pension.
  - Providing a deferred pension supplement can make sense but it experts argue it should be planned to be actuarially neutral. That is the cost should be the same as added years under a qualified pension.
  - There are better ways to retain valued employees.

Here are a few ideas . . .

- Define formal mentoring and coaching roles to give older workers a reason to share what they have learned.
  - There is heightened emphasis on mentoring and coaching
  - Older workers generally enjoy the opportunities.
  - It recognizes their expertise and provides learning opportunities for younger workers.

Here are a few ideas . . .

- Create groups that involve older and younger workers to discuss operating problems.

  - Both groups can benefit since younger workers are often more comfortable and proficient in using new technology and methods.

  - Younger workers develop a better appreciation for the knowledge of their older co-workers.

Here are a few ideas . . .

- Offer caregiver support for employees who are struggling with problems related to young as well as older family members.

  - Caregiving can be a burden that distracts employees and can become a serious barrier to good performance.

  - Giving them time off, flexible hours or allowing them work at home can alleviate the stress.

  - Most workers have to deal with the issue at some point.

Here are a few ideas . . .

- Create a wellness program that benefits all employees.
  - The program could provide for health screenings, health risk appraisals, smoking cessation programs, weight loss programs or counseling, health coaches and stress management counseling.
  - Public health specialists can play an obvious role.
  - It will reduce health care costs.

Here are a few ideas . . .

- For workers who have a disability, consider modifying their job and work environment to enable them to remain productive.

  - Generally employees who develop a disability will be grateful for the opportunity and become the most committed workers.

Here are a few ideas . . .

- Create a group of retired workers with recognized expertise and use them as consultants.

  - The group is best kept small to retain credibility.

  - If they are true experts, its best to retain them as full time or part time employees.

  - The rate of compensation should be fair relative to other consultants and agreed at retirement.

Final Thought

- The best performing companies rely on a still new employee relations philosophy –
  - Employees and their job knowledge are assets, not costs, and the goal should be encourage full use of the assets.

- Public employers need to rethink employment practices to compete for talent.

- For the near term retaining proven talent in productive roles should be the goal.

NACo-NCCAE Knowledge Management Forum

August 28-29, 2017

NACo-NLC Conference Center