

SOLANO COUNTY LISTENING TOUR THEMES

SOLANO COUNTY
2025

AGENDA

- What is a Listening Tour? Why do it?
- Overview of Responses to Three Questions:
 - As a Solano County employee do you feel included?
 - (valued, celebrated, respected, have access to same opportunities as everyone else, are being treated fairly or the same as everyone else)
 - How does that compare with your previous employer(s)?
 - What are your recommendations on enhancing the employee experience, recruitment, development, retention?
- Listening Tour Themes
- Benchmarking and Best Practice
- Enhancing Employee Experience Workshops Overview
- Sample Leadership Accountability Performance Goals
- Next Steps
- Timeline

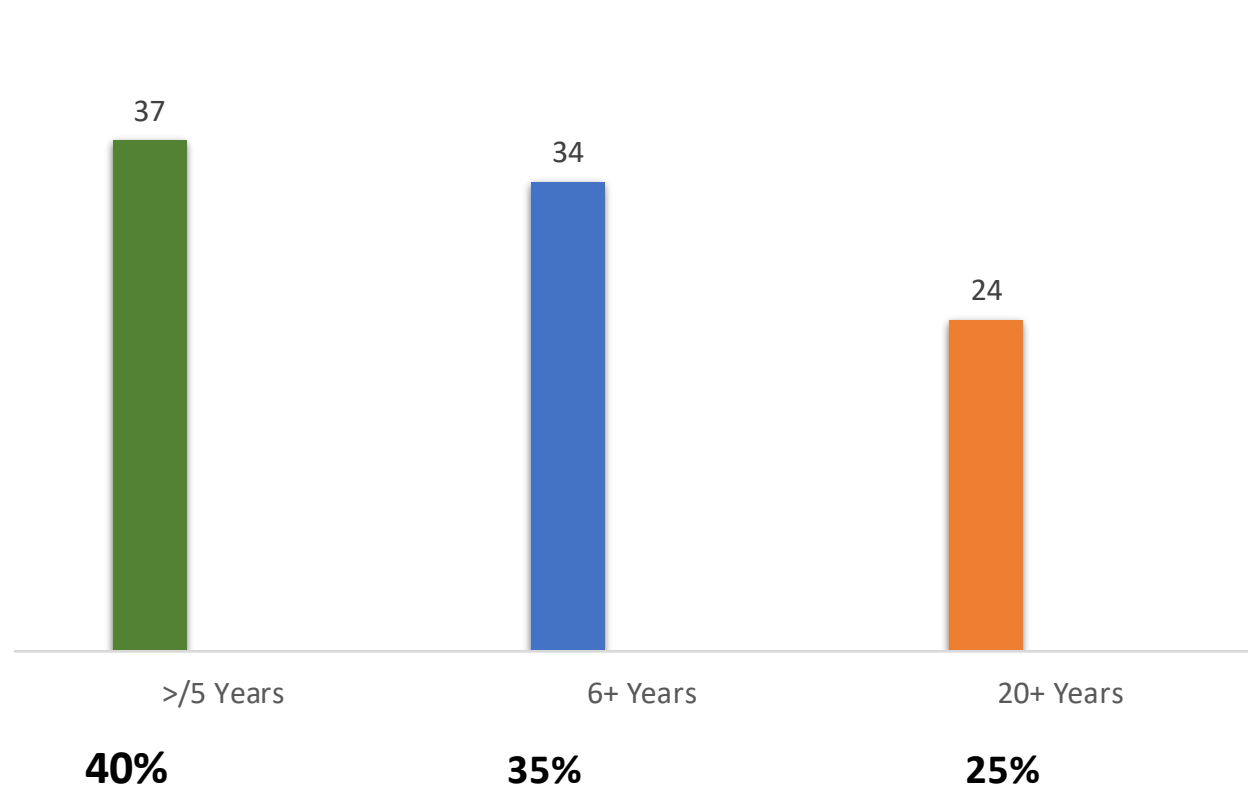
Why a Listening Tour?

- **Understand** employee experiences at Solano County
- **Gain perspective** on multiple points of view
- **Seek input** on expectations for employee experience related to recruitment, development, engagement, retention going forward

Listening Tour Demographics

95 interviews With colleagues with **Multiple Years Tenures**

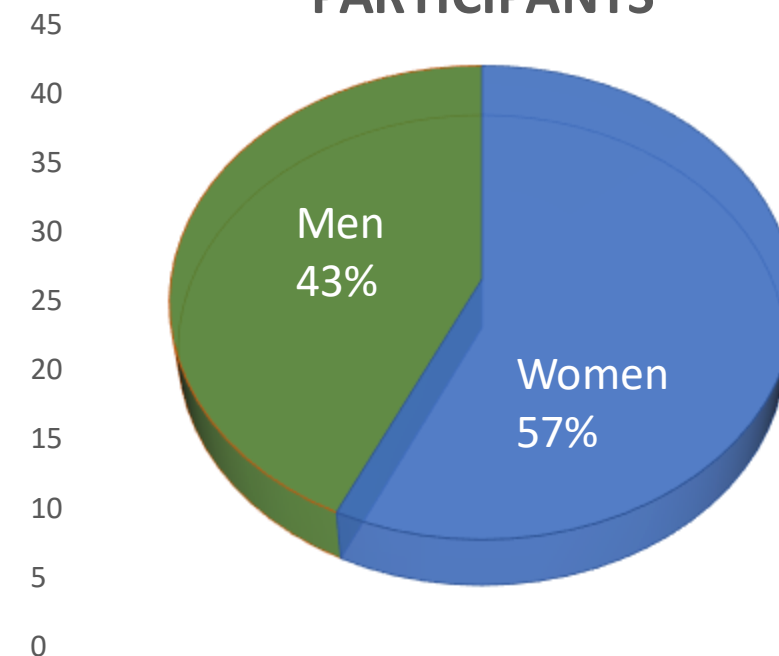
Solano County Listening Tour Participation



Representation

Employees from the majority of Solano County departments and Unions participated in the Listening Tour.

PARTICIPANTS

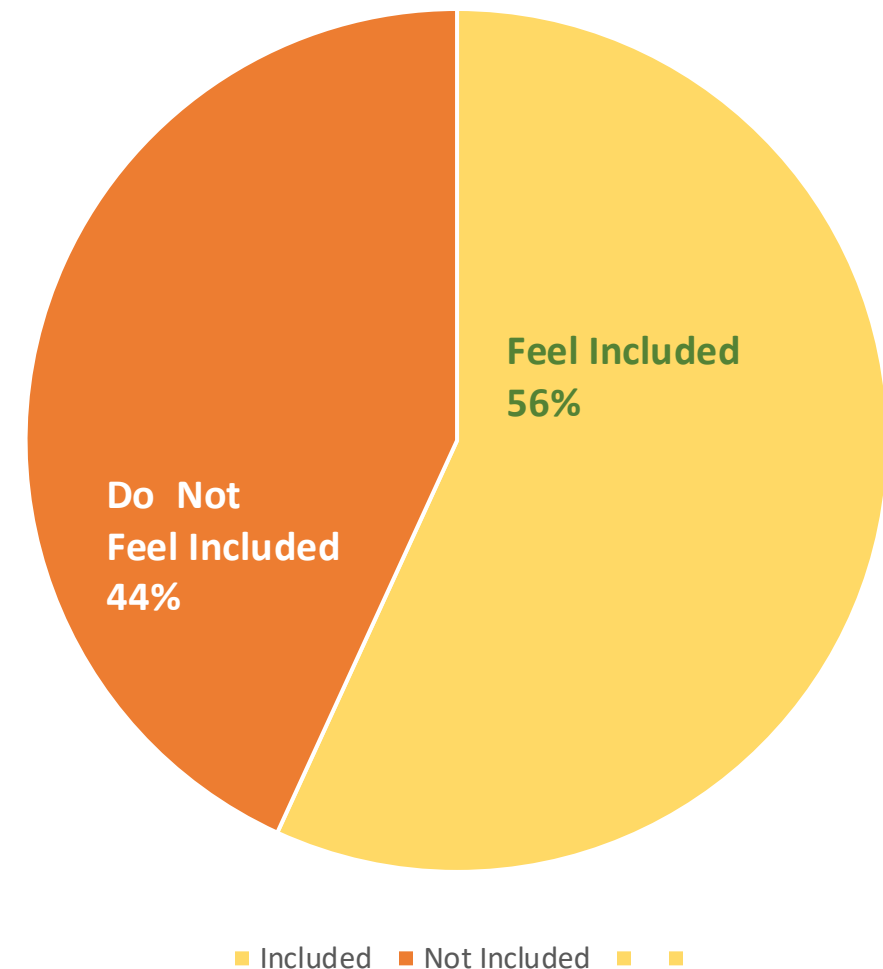


Three Questions

- What is your perception of the employee experience at Solano County?
- How does that compare with your previous employer(s)?
- What recommendations do you have to improve the employee experience?

Listening Tour Overview

- Overall, employees expressed appreciation that the county launched this initiative.
- Over half of the participating employees (56%) feel included in their departments
- Employees with less than 5 years tenure were the majority of those feeling included
- 44% of participating employees do not feel included in the organization
- Most employees felt the county has a family-oriented culture, with good jobs
- Retirement pension and healthcare benefits were the most cited factors for staying
- Despite feeling included, the majority of employees had recommendations for improving the employee experience



#1 – What are your Perceptions of the employee experience?

Majority Felt Included	Leadership Visibility & Access	Promotions Decisions	More Communication
Career Opportunities	Management Accountability	Desire More Training	Department Silos
Employee Retention	Budget Underfunded	Future workforce	Workload & Role Inconsistencies
Challenges with Remote Work	Staffing Shortages	HR Capacity	Workforce Engagement

#2 – How does that compare to your previous employer?

Varied by Sector

Uniform Standards

Career Pathing

Communications

Environment

#3 – What are some Employee Experience Recommendations you would like in Solano County?



Benchmarking/ Best Practices

Hiring & Promotions	Accountability	Communications	Leadership Visibility
Remote Work	Standardization	Community Involvement	Focus on Multiple Generations

WHY THIS MATTERS

- A massive labor shortage is anticipated by 2030.
- The labor market shortage is anticipated to continue for the next few decades
- It will be an environment where employers must compete for talent and where employees can leverage their scarcity

This means organizations can increase their hiring pools by:

Removing **barriers to entering** the workforce

Offering innovative **benefits**

Participating in **second-chance hiring**

Providing **opportunities** for **new and existing staff** to be **upskilled and reskilled on the job**

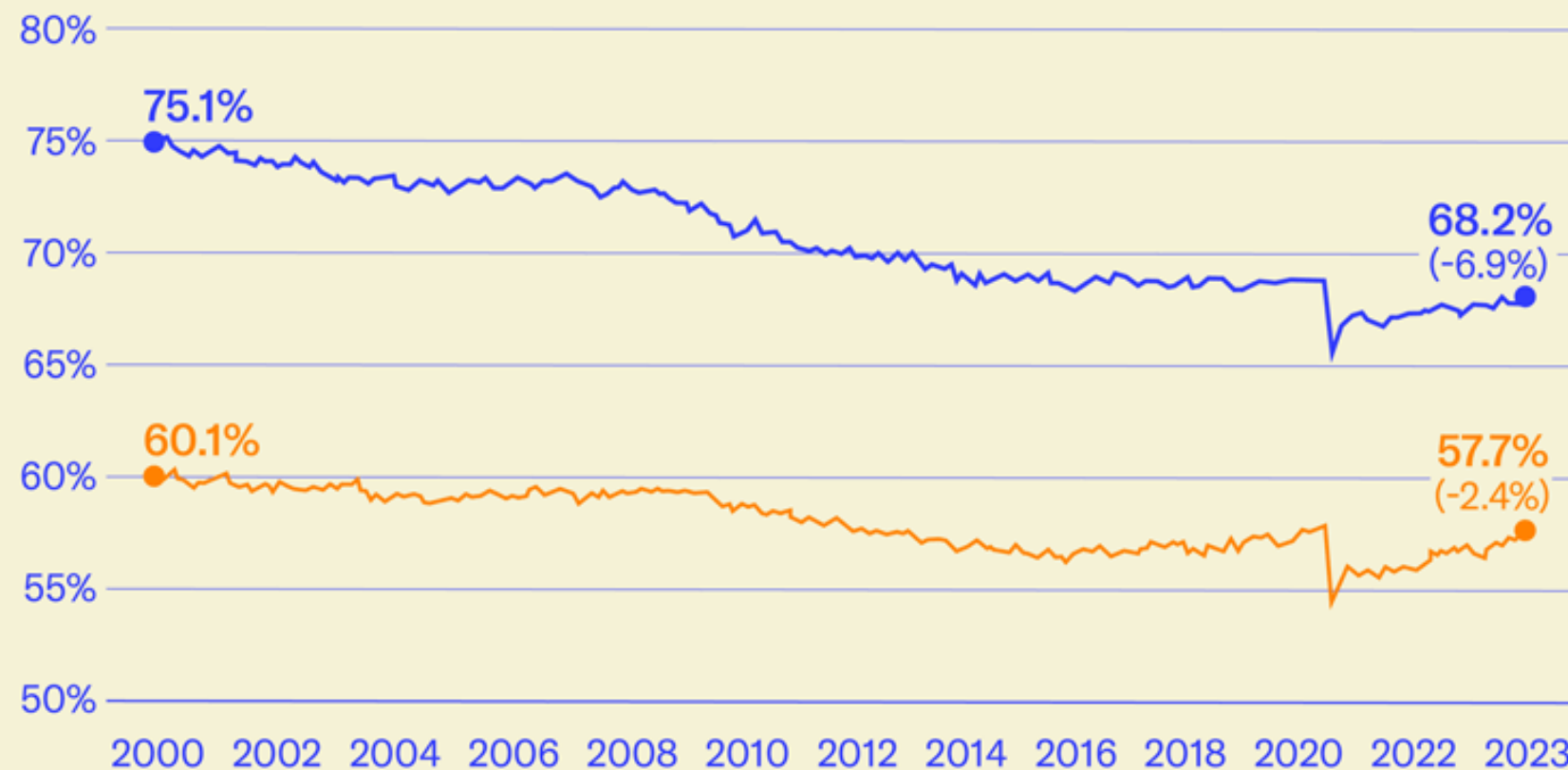
Men are leaving the workforce at a faster rate than women



Labor force participation rate

Source: U.S. Bureau of Labor Statistics

■ Men ■ Women



WHY THIS MATTERS

Solano County Needs to focus on

Leadership, Innovation, Employee Experience and Business Impact.

This means prioritizing:

Employee Engagement

Growing & developing the talent pipeline, and cultivating community relationships.

Executive Development

Focusing on executive development, mentorship, and upskilling that drives business outcomes.

Building Future Leaders

Highlighting leaders' role in developing the next generation of county leaders.

Driving Business Results

Using workshops and case studies to show how positive employee experience correlates with stronger business performance, retention, innovation, and customer service

WHY – The Business Imperatives

Workforce Trust & Confidence

Secure workforce confidence and trust, reinforcing that enables maximum performance and productivity.

Employee Development & Retention

Do the work to retain, engage and develop all employees to ensure ongoing productivity, performance, innovation and patient centrality.

Customer & Community Trust

Maintain trust with customers, residents and community partners by maintaining a workforce that is representative of the communities we serve.

Stakeholder Relationships

Continuously engage key stakeholders—the very customers, partners, and employees that companies depend on.

Business Performance Impact

A company's ability to retain a highly skilled and productive workforce directly impacts customer experience, business performance, reputation and revenue.

Mutual Commitment

Employees and organizations demonstrate commitment, enabling the highest performance.

Progress To Date

- Communicated to all employees the commitment to evaluate the Solano County employee experience with the goal of actively engaging employees, hearing their feedback, and developing actionable workforce practice recommendations
- Engaged external consultant
- Launched Listening Tour of employees across the County workforce
- Gathered employee perceptions of the employee experience
- Gathered benchmarked employee experience Best Practices
- Presented findings to leadership and discussed path forward

Next Steps

- Implement short term action plan to immediately prepare leaders to address findings via employee experience leadership workshops
- Implement leadership accountability process to enable ongoing focus on enhancing the workplace experience of current and future employees

QUESTIONS???

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