



Memorandum

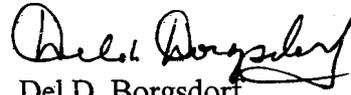
TO: RULES COMMITTEE

FROM: Del D. Borgsdorf

**SUBJECT: REPORT ON "BUILDING
CAPACITY TO MAINTAIN A
STRONG LEADERSHIP TEAM
FOR THE CITY OF SAN JOSE"**

DATE: May 25, 2004

The enclosed report summarizes the City's current efforts, new programs, and future strategies for developing our current City staff into the next generation of the organization's leaders, and ensuring that we continue to have a diverse, culturally competent senior management team. The report responds to a referral from the Rules Committee meeting of March 17, 2004.


Del D. Borgsdorf
City Manager

Enclosure



Connections to
different
communities

Faith / religion

Ethnicity

Nationality

Job skills

Language

Professional
experience

Building Capacity to Maintain a Strong Leadership Team for the City of San José

Actual or perceived
gender identity

Analytical and
problem-solving
style

Age

Educational
experience

Gender

Physical ability

Cultural knowledge

Communication style

Sexual orientation

Report by
Del D. Borgsdorf,
City Manager
May 26, 2004

INTRODUCTION

The City's workforce represents the organization's greatest resource, and the only resource with unlimited potential, provided we continue to invest in the staff's professional development. The City must develop and maintain a diverse, talented, and highly skilled workforce, and must promote the inclusion of its members in our work. We know that succeeding in doing that will help us continue to provide excellent services to the residents and businesses of San José. This report summarizes the City's current efforts, new programs, and action plans for the future to further these goals.

Our review indicates that the City of San José is creating a work environment that supports diversity and promotes inclusion. Based on input we have received from our employees and community leaders, we will make improvements to existing programs and launch some new ones to develop our current staff into the next generation of the organization's leaders. This report is organized to:

- Summarize and describe our current accomplishments, efforts and strategy
- Describe new programs that are under way
- Identify strategies for future actions

FRAMEWORK

On March 11, the City Manager submitted a report regarding Senior Staff Hiring to the Mayor and Council that was considered by the Rules Committee on March 17. A copy of that memo is included in this report as Attachment A. The report details the Police Chief and Fire Chief recruitment and selection processes, a comparison of practices employed by other jurisdictions, and analysis of a proposed standing citizen based task force for post-selection evaluations.

Our efforts to build capacity to maintain a strong leadership team are guided by the City's priorities. All of the efforts described in this report are designed to ensure that the organization succeeds in meeting the community's expectations on these priorities.

Mayor and Council Priorities

The Mayor, with the support of the City Council, has articulated six priority goals for San José:

- Drive a strong economy
- Safest big city in America
- Build better transportation
- Help all children achieve
- Build strong neighborhoods
- Make government work better

Corporate Priorities

The City Manager has established six corporate priorities for the City organization. Below is a brief explanation of each priority.

- **Support for effective Council policy-making**
This focuses on the agenda process, bringing clear and comprehensive reports to Council, improving responsiveness, understanding the policy environment, and supporting Mayor/Council priorities.
- **Performance-driven government**
This emphasizes the importance of performance measures and accountability. A key element is the move to a performance-based budget.
- **Neighborhood-focused service delivery**
This involves advancing the Strong Neighborhoods Initiative and using its philosophy of building partnerships with neighborhood residents and focusing on neighborhood needs in delivering all City services.
- **Customer service**
In order to improve customer service throughout the organization, we are encouraging staff to look at services through the eyes of their customers. The goal is to move beyond simply handling calls and following up, to determining how to reduce the number of calls by designing services based on customer needs.

- **Employer of choice**

In this area, efforts are focused on offering competitive salaries and benefits, providing training that enhances employees' professional development as well as improving productivity, and creating a collaborative, supportive work environment.

- **Effective use of technology**

This priority focuses on effectively managing major system implementation and maintenance, and ultimately using technology to improve efficiency and service delivery.

INPUT AND FEEDBACK

In developing this report, we met with the community leaders who served as members of our Police Chief and Fire Chief interview panels. Twelve panelists, who provided input on their impressions of the hiring processes, and their ideas on ways for the City to promote diversity and inclusion, attended this meeting. The participants were:

Imam Tahir Anwar, South Bay Islamic Association
Aurora Cepeda, MACSA
André Chapman, Unity Care Group
Bryan Do, Vietnamese community
Ashu Kalra, Santa Clara County Public Defender's Office
Aaron Resendez, East Valley-680 neighborhood
Jagmohan Singh, Sikh community
Wiggys Sivertsen, San José State University/BAYMEC
Timothy Tom, San José Youth Commission
George Trevino, Alviso community
Jim Weston, Office of State Senator John Vasconcellos
Joel Wyrick, Silicon Valley Black Chamber of Commerce

Key points the panelists made regarding the hiring processes and on promoting diversity and inclusion are included in the appropriate sections of this report. The panel was very complimentary of the flexibility of the process in terms of allowing them to develop and ask questions of interest to them, and in terms of making their input a central part of hiring decisions.

The panelists were complimentary of the City's efforts. Imam Tahir Anwar, in a follow-up e-mail, told us that he appreciated the meeting, and appreciated the City involving the community in the hiring process and holding the meeting to gather more feedback. He closed the e-mail by saying, "Thank you very much on behalf of myself and the community I represent."

We are also meeting on May 25 with a representative group of City employees for the purposes of developing a greater understanding of the variety of perspectives they bring to these issues, and involving future City leaders in the development of our strategies. We plan to continue meeting with this group, and to hold focus group meetings with other interested employees to gather as much input as possible.

One of our goals in these discussions is to define diversity as it exists in San José. It is clear that our rich diversity has many dimensions, including:

- Nationality
- Age
- Sexual orientation
- Ethnicity
- Faith/religion
- Gender

- Actual or perceived gender identity
- Language
- Physical abilities
- Cultural knowledge
- Communications style
- Analytical and problem-solving style
- Life experiences
- Connections to different communities
- Job skills
- Professional experience
- Educational background

The key point often made is that people representing different groups within these elements of diversity all blend together in San José, rather than exist separately but alongside each other the way they do in many American cities.

It is also important for us to remember that only some of these attributes are visible, but many are not. Our goal is to help City employees learn about all of these diverse attributes of their co-workers, and to make sure that everyone feels comfortable bringing all of those attributes to bear in doing their jobs. The better we incorporate and build on our tremendous diversity through developing our workforce, the greater our potential to deliver better service to our residents.

BUILDING THE BENCH EFFORTS

We believe the best way to develop diverse and inclusive leaders for the City is to develop the employees we already have. The City has a number of programs in place to train employees and prepare them to advance within the organization, and to increase their understanding of diverse perspectives and of the City's values related to diversity and inclusion. We are also launching some new training programs to improve these opportunities for our employees, and have future strategies in place to continuously improve those opportunities.

Current Programs

- Leadership & Supervision Academy

This class is designed for new supervisors in the City. It builds leadership and supervisory skills in the areas of corporate priorities, problem solving, communication and interpersonal skills. It uses behavior modeling through city focused examples to help trainees learn and practice in areas such as conducting performance appraisals, correcting performance problems and misconduct, and promoting a safe and harassment-free workplace.

The list of past graduates from the class (included as Attachment B) is testament to the diversity of the City's workforce, and especially the diversity of employees who are beginning to assume leadership roles in the organization.

- Monthly Management Meeting

At the April 30 meeting of all City managers, we invited Sylvia Allen, Senior Director of Worldwide Diversity, Ethics and Philanthropy for Cisco Systems, to make a presentation entitled "The Business Case for Diversity." Sylvia reviewed Cisco's efforts related to its vision that focuses on inclusion, and mission to create an inclusive culture that helps produce excellent service to customers. A copy of her presentation is included as Attachment C.

Diversity and inclusion issues will be included as a regular topic in these monthly meetings.

New Programs

- Pilot Mentoring Program

This program will pair a senior, experienced manager with a new manager in a mentoring relationship for a six-month period. Mentors and mentees will schedule bi-weekly meetings that will be designed to cover a wide range of topics, from interpersonal relationships and vision to everyday management challenges. Half-day meetings of all program participants will also be held during the mentorship. Both participants will write

reports about the experience at the end of the term, in order to capture lessons learned and knowledge gained, as well as to inform the Employee Services Training Division about how to continue to make the program better.

- The Art and Practice of Leadership (advanced leadership training)

This program will be open to City employees who have displayed a dedication to their own professional development and have exhibited qualities that indicate a future potential for leadership. A series of ten class sessions will focus on topics such as:

- Leadership in a public sector environment, specific to San José
- Personal development planning
- Communication and temperament styles
- Team effectiveness strategies
- Collaborative communication and persuasion
- Approaches to leading change
- Strategic planning and problem solving tools
- Enabling diversity and inclusion
- Ethics
- Managing relationships with customers and the community
- Facilitation of a team project that benefits the City

These classes are designed to help prepare our high skill employees to compete successfully for senior leadership positions in the long term, but will also help arm more employees with improved skills in performing their current jobs in the short term.

Our Police and Fire panelists felt these new programs would be very helpful. The group emphasized that the City should consider it a compelling interest to increase diversity in its upper ranks, and felt that the City should create policies with real incentives for managers to actively encourage their employees to participate in classes like these to prepare them for promotional opportunities.

Future Strategies

We plan to work closely with the Employee Team that meets on May 25 to evaluate the current training and the new training courses described above. In addition, this group will discuss other opportunities for training, changes in management approaches, and other programs to help develop San José employees as future leaders, and to continue to improve the City's ability to promote diversity and inclusion in its services and activities.

We will also be working with this group to develop ways to effectively measure the success of Building the Bench efforts, and consider integrating those measures into the performance measures for the Training and Development core service in the Strategic Support CSA.

The Police and Fire panelists offered to participate as needed as instructors in City training classes like those described above. Another of their suggestions was to develop programs that reward employees for active involvement in City neighborhoods.

The International City/County Management Association (ICMA) recently produced a report entitled, “Preparing the Next Generation: A Guide for Current and Future Local Government Managers.” The report focuses primarily on preparing people to become City Managers and Assistant City Managers, and can serve as a useful resource for our employees who aspire to those positions. It also includes an Appendix (included in this report as Attachment D), which summarizes best practices from various cities, including San José, regarding local government programs related to training and succession planning.

DEPARTMENT HEAD SELECTION

Current Programs

Attachment A details the processes used in the hiring processes for Police Chief and Fire Chief. These processes will serve as models for future department head hiring processes in the City. While some elements might be scaled back, depending on the position and the level of community interest, the basic elements will remain the same.

Briefly, our current process includes the following steps:

- Council Approval of Statement of Policy and Council Questions

In accordance with the City Charter, at the beginning of each department head selection process, the Council approves a Statement of Policy and a set of written questions. The Statement of Policy delineates the department mission and core services, along with the Council's key priorities for the department. The written questions (some of which have been standardized for all departments, and others that are added related to a specific department) are presented to the City Manager's recommended candidate, whose answers are included in the packet produced for Council review for its Closed Session meeting with the recommended candidate.

- Consultant selection

A consultant is selected based on their qualifications to conduct a particular search, such as experience with recent searches for similar positions in other cities, and track record in previous searches with San José or other jurisdictions. In the case of Police Chief and Fire Chief, we used a panel of community leaders and City staff to recommend selections to the City Manager.

- Stakeholder input

In this phase of the process, the City Manager's Office and consultant work together to gather input from the community, the Mayor and City Councilmembers, community and business leaders who deal frequently with the department, and staff from the department. The goal is to develop a profile of the ideal candidate based on this input.

In our meeting with the Police and Fire panelists, they suggested that interview panelists for the position be selected at this point, so that they could provide input regarding the candidate profile at this stage. They felt this would help guide the consultant's recruitment process and therefore improve the chances to develop the most qualified and diverse pool of candidates possible.

A key element the group suggested should be consistently included in candidate profiles were a true and deep understanding of San José and its diversity, which they referred to

as cultural competency (which encompasses all the elements of diversity, not just cultural elements). They further emphasized that candidates should have a proven track record of actions proving their cultural competency, not just mentions of it in their resumé.

- Recruitment and Screening

The consultant then produces advertisements, recruiting letters, and other notices in order to attract candidates to apply for the position. These efforts are very broadly focused in order to cast as wide a net as possible, and always include advertisements in publications aimed at diverse audiences.

Consultants typically target people of whom they are aware in the field based on nationwide networks they have built. This allows us to present the job opportunity to a diverse group of professionals who may be happy in their current positions and are not necessarily actively looking for a new job.

Once applications are received, the consultant works closely with the City Manager to screen the candidates based on their fit with the candidate profile, and a small number of candidates are selected to be interviewed.

- Interviews

Interviews are then conducted with the finalist candidates. We typically assemble panels of community leaders, key stakeholders, City staff, and subject matter experts (often people from other cities in similar positions). In the Police and Fire Chief processes, we had two panels, a community panel and a management panel. The Police and Fire panelists suggested that the two-panel approach be used for all department head hiring processes.

A key element of that process that was strongly supported by the panelists is that, while suggested questions are provided to the panelists prior to the interviews, they are encouraged to develop their own questions so that they are able to get information on issues that they feel are most important.

Upon the conclusion of the interviews, the City Manager meets with panelists to debrief. It is the City Manager's decision as to which candidate is ultimately recommended to the Council, so panelists typically do not rank the candidates, but instead discuss in detail their impressions of the strengths and weaknesses of each candidate.

- Selection of recommended candidate and Council review

Based on all of the input provided by the panel, the City Manager typically conducts one-on-one interviews with the top candidates. Depending on the results, other follow-up efforts may also be undertaken, such as visits to the jurisdictions where outside candidates are working, reference checking, and research on candidates' performance.

The City Manager weighs all of this input in selecting a recommended candidate for Council review. This candidate meets with the Council in Closed Session, and the Council is able to ask any questions they may have, then votes on confirming the recommendation.

New Programs

The Police and Fire panelists volunteered to meet with the Police Chief and Fire Chief after they had been on their jobs for one year, to monitor progress toward goals (especially ones related to diversity and inclusion) they mentioned in their interviews, and to explore ways to assist the Chiefs in achieving them. These follow-up interviews will be conducted in early 2005.

New ideas presented by the panelists mentioned in describing the various elements of the current process will be incorporated into future hiring processes.

Future Strategies

The Police and Fire panelists, in looking at how to create the most diverse workforce for the City that would then help produce the most diverse senior leadership team, suggested that the City's entry level recruitment efforts include outreach to San José high schools. They emphasized that the City's representatives in such recruiting should be employees who seek out the opportunity to do so, will look and talk like the students do, and can speak honestly and directly about what it's like to work for the City. The ICMA report mentioned above emphasizes the importance of articulating the rewards of a public service career, and we would like to ensure that these recruitment efforts emphasize that as well.

We will also be working with our Employee Team to get their input on how to improve recruitment and selection processes, with the goal of maintaining a highly qualified, diverse and inclusive team of senior leaders for San José.

In summary, our efforts will continue to be focused on:

- Building skills and opportunities for City staff
- Working with the community to ensure that recruitment and selection processes for senior leaders reflect their priorities
- Delivering great services to the people of San José.

ATTACHMENT
A



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Del D. Borgsdorf

SUBJECT: SENIOR STAFF HIRING

DATE: March 10, 2004

RECOMMENDATION

Accept report on various matters related to senior staff hiring under the City Manager's responsibility.

BACKGROUND

The Rules Committee, in its meeting of February 25, approved a memorandum from Councilmembers Dave Cortese and Ken Yeager. The Committee directed the City Manager to present a report at its meeting of March 17 on the following:

1. Current selection process for senior staff appointments, using the recent searches for the Police Chief and Fire Chief positions as case studies.
2. Examples of practices employed by other jurisdictions.
3. An analysis on the potential value of establishing a standing citizen based task force to perform post-selection evaluations on City Manager appointments.

ANALYSIS

Section 1 - Current Selection Process

The positions of Police Chief and Fire Chief are among the most complex and demanding jobs in the City's senior staff. The combined staff of more than 2,600 and the combined budget of more than \$300 million, coupled with the 24/7/365 decentralized operations of these departments require each Chief to bring extensive experience and qualifications to the position.

Because of this, the selection process began with the development of a position profile which delineated these qualifications. At every step of the process, community members and stakeholders were involved. More than 200 people participated.

This report provides information on the approach to the recruitment, and includes the names of the search firm selection panelists, stakeholder focus group participants, and interview panelists, all of which show our commitment to involving a diverse mix of people in terms of gender,

ethnicity, sexual orientation, religious background, age, income, education, geography, education, and profession. The key steps of the recruitment process are detailed below:

- **Council approval of Statement of Policy and Council Questions** – In accordance with the City Charter, at the beginning of the selection process for a department head position, the Council approves a Statement of Policy for the department. The Statement of Policy delineates the Council’s key priorities for the department, which are then used in the development of recruiting materials. The priorities listed in the Statements of Policy adopted for Police and Fire included timely and effective emergency response, building excellent relationships with the diverse community the departments serve, ensuring that capital projects are on time, on budget, and reflect the community’s needs, and ensuring that the departments are well-managed and make the best use of their budgeted resources. Council also adopts written questions to be answered by the City Manager’s recommended appointee in writing. These are included in the packet provided to Council for the Closed Session discussion of the Manager’s recommended candidate. One of the Council adopted questions asked how the candidate supports the “City’s tremendous diversity.”
- **Consultant selection** – The City Manager’s Office invited eight leading executive recruitment firms to make proposals on these recruitments, based on the City’s prior experience, a review of leading firms, and suggestions from the La Raza Roundtable. Five responses were received, and four firms were selected for interviews, based on their qualifications and price proposals. On August 7, 2003, a panel (listed below) interviewed the four firms.

Consultant Selection Panel	
Rick Callender (SCV Water Dist./NAACP)	Alex Gurza (CSJ Ofc. of Empl. Relations)
Mark Danaj (CSJ Employee Services Dept.)	Avo Makdessian (CSJ Mayor’s Office)
Akemi Flynn Do (The Cornerstone Project)	Kathy Thibodeaux (Tri-County Apartment Association)
Victor Garza (La Raza Roundtable)	Kay Winer (CSJ City Manager’s Office)

Based on the panel’s advice, Maximus was selected to provide assistance with the Police Chief search, and The Oldani Group was selected for the Fire Chief search.

- **Councilmember input** – The City Manager’s Office met with Councilmembers during September 2003 in order to review the process and elements of the profile of a successful Police Chief and Fire Chief. Input from these meetings was included in recruiting material and a profile document given to the interview panels to guide them in their discussions with the finalists. Some of the most important attributes discussed included leadership ability, strong management skills, excellent communication skills, appreciation and understanding of the value of diversity, ability to connect to the community, and experience building good relationships with labor. During these meetings, staff received suggestions on potential panelists to ensure a diverse interview panel that would understand the issues facing the City. Stakeholder suggestions were also received.
- **Stakeholder focus groups** – A list of key community leaders was compiled, and the leaders were invited to meetings to provide their input on the selection of the Police and Fire Chief.

In five facilitated sessions, attended by a total of 23 community leaders (listed below), the groups were asked (regarding both the Police Chief and Fire Chief positions):

- What are the most important issues that you would like the new Chief to address?
- What experience and track record should the new Chief have?
- What are the most important skills and characteristics the new Chief should have?

Stakeholder Focus Group Participants	
Jim Bower (Law Foundation of Silicon Vly.)	Olivia Mendiola (MACSA)
Andre Chapman (Unity Care Group)	Thuan Nguyen (Vietnamese C of C)
Oscar Dace (Bible Way Christian Center)	Mario Paz (Catholic Charities)
Elvira de la Vega (Filipino C of C)	Michael Pritchard (Pathway Society)
Gerry DeYoung (Ruth & Going)	Scott Render (American Red Cross)
Akemi Flynn Do (The Cornerstone Project)	Socorro Reyes-McCord (Human Rights Commission)
Tom Fulcher (ESO)	Fernando Romero (La Raza Roundtable)
David Ghilarducci (Santa Clara County Emergency Medical Services Agency)	Amor Santiago (formerly of AACI)
Bob Hines (Tri-County Apartment Assn.)	Wiggys Sivertsen (SJSU/BAYMEC)
Leslie Kelsay (San Jose Medical Center)	Steve Speno (Gibson Speno)
Bob Kieve (Empire Broadcasting)	Cora Tomalinas (community leader)
Kathleen Krenek (Next Door Solutions to Domestic Violence)	

- **Commission meeting** – City Manager’s Office staff also attended the October 16 meeting of the Human Rights Commission and received input from the Commission on the Police Chief and Fire Chief recruitment approach and candidate profile. Based on the Commission’s request, two Commissioners served on panels, one for the Police Chief process and one for the Fire Chief process.
- **Community meetings** – From September 26 through December 3, a series of eleven community meetings were held (listed below). More than 120 residents attended these meetings. Representatives from the City Manager’s Office and the Councilmember’s office in whose district the meeting was held attended each meeting. City staff facilitated the meeting, asking the same three questions used in the focus group sessions. Notes from the meetings were then used in compiling the profile of each position for the interview panels.

Community Meetings	
September 26	Moreland Community Center (District 1)
September 29	Southside Community/Senior Center (District 2)
October 6	Leininger Center (District 7)
October 6	Cambrian Community Council (District 9)
October 8	George Mayne Elementary School (District 4)
October 9	Almaden Winery (District 10)
October 15	Mexican Heritage Plaza (District 5)
October 20	Berryessa Community Center (District 4)
October 22	Monroe Middle School (District 6)
October 23	First United Methodist Church (District 3)
December 3	District 8 Community Round Table (District 8)

- **Web site survey** – A survey was posted on the City’s web site, asking respondents to provide input on the key issues for the two departments, and the most important experience, skills, and characteristics for the jobs. Seventeen responses were received.
- **Meetings with staff** – Seven meetings were held with staff from the two departments. These were attended by staff at all levels of the departments and from all divisions, both sworn and non-sworn. More than 80 employees attended these meetings. The same three questions used for the community meetings were used for staff meetings.
- **Profile development** – For both positions, a qualifications and characteristics profile was developed based on the input from Councilmembers, the stakeholder focus groups, community meetings, and meetings with staff and management. These profiles were distributed to interview panel members in advance, and were used as the key document in the evaluation discussion. Interview panelists were instructed to compare finalists to the profile, rather than to each other, and the debrief discussions focused on candidates’ assets and liabilities as compared to the profiles.
- **Recruitment** – The recruiting firms used various methods to attract candidates to apply for the positions. Among these methods were advertisements in various publications and web sites, including professional journals and job announcement publications and services. Listed below are the publications and web sites used in the searches:

Police Chief Search	Fire Chief Search
California Peace Officers Assn. web site	Asian Pacific Careers
Careers in Government (web site)	Black Careers
International Association of Police Chiefs Magazine & web site	Hispanic Hotline
Jobs Available	International City Managers’ Association Newsletter
Latin American Police Assn. web site	Jobs Available
Law Enforcement Jobs web site (also provides access to online job centers for: <ul style="list-style-type: none"> ▪ Hispanic American Police Command Officers Assn. ▪ Nat’l Organization of Black Law Enforcement Executives ▪ National Latino Peace Officers Assn. ▪ National Asian Peace Officers Assn. ▪ National Black Police Assn. ▪ Women in Federal Law Enforcement) 	On Scene (newsletter of the International Association of Fire Chiefs)
National Assn. of Women Law Enforcement Executives web site	Public Sector Job Bulletin & web site
The Police Executive web site	Western City
Police Exec. Research Forum web site	Women in the Fire Service newsletter
Public Sector Job Bulletin & web site	
Western City	

The search consultants also developed an announcement/brochure, which provided a detailed description of the city, the department, and the job, reflecting the profile. Both brochures

made numerous references to the importance of diversity to San José and to the positions. Such references were included in the description of the city, the description of the positions, and in the profile of the ideal candidate. The announcements were distributed to anyone who indicated interest in the position.

Finally, and most importantly, each consultant contacted people currently in the field, using nationwide networks they have built. In this way, the job opportunity was presented to people who may have been happy in their current positions and would not otherwise have been looking for another job. The Police Chief consultant, Maximus, spoke directly with every non-white major city Police Chief in the country. The Fire Chief consulting firm, The Oldani Group, used its connections built through membership on the Corporate Advisory Council of the National Association for Black Public Administrators and involvement in the creation of the Hispanic Network, which have contributed to its record of placing approximately 50% women and minority candidates in its searches over 25 years of business.

Upon the closing date for the recruitment, the consultants evaluated the applications, making an initial cut based on qualifications. This “semi-finalist” list was reviewed with the City Manager, and the consultants then conducted initial interviews with the candidates, either in person, by phone, or by teleconference. Based on these interviews, the consultant recommended as finalists those candidates who best matched the profile.

- **Semifinalist pool** – The semifinalist pools for both positions were diverse. The Police Chief pool included female, African-American, Asian, and Latino candidates. There were African-American and Latino candidates for Fire Chief. Both positions had multiple non-white finalists.
- **Finalist interview process** – Police Chief interviews were held December 12 and 15. Two panels, a management panel and a community panel (members are listed below), each interviewed all six finalists. Suggested interview questions were provided, but the panelists were encouraged to develop their own questions, or to ask questions that occurred to them during the interviews based on candidates’ responses.

The management panel focused its questions on professional and technical knowledge and skills. The panel evaluated areas such as management experience and depth, leadership skills, labor/management relations experience, and ability to lead a large department.

The community panel focused primarily on community involvement, the ability to work effectively in a diverse community, and experience with diversifying the workforce. The panel looked very closely at each candidate’s understanding of and commitment to diversity. The broad diversity of the panel produced a variety of questions from many different viewpoints and values. The panel was particularly interested in the candidates’ beliefs, values, and actual track record regarding diversity.

At the conclusion of the interviews, the members of both panels reconvened, joined by the City Manager. Panelists were asked to review their assessment of the pros and cons of each candidate as compared to the profile, rather than ranking the candidates. Based on the discussion, four candidates were selected for follow-up interviews with the City Manager.

Police Chief Interview Panels	
Community Panel	Management Panel
Victor Arrañaga (SBC)	Ric Abeyta (SJSU Police Chief)
Mark Atlas (Senior active in Almaden area)	Don Demers (SJPOA)
Aurora Cepeda (MACSA)	Joe Guerra (Mayor's Office)
Bryan Do (Vietnamese community)	Sara Hensley (PRNS)
Paul Fong (Evergreen Community College)	Jerry Lance (ex-Long Beach Police Chief)
Tom Fulcher (ESO)	Jose Villarreal (S.C. Cty. Public Defender)
Josephine Hawkins (AACI)	Kay Winer (City Manager's Office)
Jim Holgersson (City Manager's Office)	Esperanza Zendejas (East Side UHSD)
Ashu Kalra (Human Rights Commission)	
Madison Nguyen (Vietnamese-Amer. Ctr.)	
Aaron Resendez (East Valley-680 NAC)	
Fernando Romero (La Raza Roundtable)	
Steve Speno (Gibson Speno)	
Timothy Tom (Youth Commission)	
George Trevino (Alviso community)	
Jim Weston (Office of Sen. Vasconcellos)	
Joel Wyrick (Silicon Valley/Santa Clara County Black C of C)	

At the conclusion of the first day of interviews, Marsha Noble of Maximus, the search consultant, said that the community panel was the best one she had ever seen, both in terms of its make-up and the way that it functioned.

Panel members have also praised the process. At a recent Human Rights Commission retreat, the two members who served on panels (one for Police Chief and one for Fire Chief), stated that they were impressed with the process, felt that their input was considered and valued, and suggested that it would be helpful for the community to know exactly how the process worked, in that it placed a particular emphasis on the candidates' commitment to our diverse community, rather than simply looking at candidates' ethnic backgrounds.

Fire Chief interviews were held January 16. Again, we had a management panel and a community panel (members are listed below), and there were five finalists interviewed. The process was the same as was used for the Police Chief. In this case, however, in order to gather more information about the finalists, additional work was done. A delegation from the City (Jim Holgersson, Randy Sekany, and Michael Smith) visited the home city of one of the finalists, and Jim Holgersson visited the city of another finalist. These visits included meetings with a wide variety of city and community leaders who had contact with the candidate in their positions in those cities, in order to learn more about the candidates and their fit against the profile.

Fire Chief Interview Panels	
Community Panel	Management Panel
Tahir Anwar (South Bay Islamic Assn.)	Adonna Amoroso (Police Department)
Victor Arrañaga (SBC)	Rebecca Dishotsky (Mayor's Office)
Andre Chapman (Unity Care Group)	Kevin Duggan (Mountain View City Mgr.)
Autumn Gutierrez (Washington NAC/InnVision)	David Ghilarducci (Santa Clara County Emergency Medical Services Agency)
Jim Holgersson (City Manager's Office)	Randy Sekany (IAFF Local 230)
Olivia Mendiola (MACSA)	Michael Smith (Fairfield Fire Chief)
Fernando Romero (La Raza Roundtable)	Kay Winer (City Manager's Office)
Jagmohan Sahni (Sikh business owner)	
Wiggys Sivertsen (SJSU/BAYMEC)	
Quinn Tran (Vietnamese-American Council)	
George Trevino (Alviso community)	

- **Recommended candidate selected** – Input from all of these efforts was carefully weighed, and the City Manager ultimately made recommendations to the Council of the candidate for each position who best matched the profile, and could best do the job for San José. As the Council knows, these candidates were then reviewed and interviewed in Closed Session, and the Council agreed with the recommendation to appoint them to the positions.

Section 2 - Examples of Practices Employed by Other Jurisdictions

We researched the practices of other jurisdictions for filling senior staff positions. Five of the eleven largest cities in the country have Council-Manager forms of government, including San José, so we felt it would be useful to learn the practices of the other four. These are summarized in the table below:

Senior Staff Hiring Practices	
Dallas	<p>Department head appointments are made by the City Manager, without a requirement for Council review. The city regularly advertises in publications aimed at minority job seekers, and all recruitments have the goal of developing as diverse a pool as possible.</p> <p>Police and Fire Chief recruitments include community meetings to gather input on the candidate profile, and also have a community panel as part of the interview process. Other department head processes involve stakeholders appropriate to the services of the department.</p> <p>Although the city has a commitment to diversity and is intentionally inclusive in selecting providers for any executive programs it presents, budget considerations have prevented it from offering any specific diversity initiatives over the last few years.</p>

Senior Staff Hiring Practices	
Phoenix	<p>Department head appointments are made by the City Manager, without a requirement for Council review. The city puts a strong emphasis on developing diverse candidate pools, which is accomplished through targeted advertising and recruitment. This was described as the key method the city uses to ensure diverse department head appointments.</p> <p>Recruitments for positions with heavy neighborhood contact (like Police, Fire, Neighborhood Services, Planning, etc.) typically involve community panels. In rare cases, the community is involved in helping develop candidate profiles. In other department head recruitments, stakeholders related to the department's services are included in interview panels.</p> <p>The city does not have a formal training program for internal staff to develop them for department head positions, but many departments have rotation programs for mid-managers and deputy directors, with the goal of broadening their experience base and preparing them for different types of higher management positions.</p>
San Antonio	<p>Department head appointments are made by the City Manager, without a requirement for Council review. Efforts to develop diverse candidate pools are done through recruitment processes, which are sometimes conducted through consultants and sometimes handled by City staff.</p> <p>The city generally has not included community meetings as part of its hiring processes, nor does it typically include community members in interview panels.</p> <p>The city does not have any specific diversity programs in place, but is committed to promoting diversity in its workforce.</p>
San Diego	<p>Department head appointments are made by the City Manager, subject to confirmation by the City Council. The City's commitment to diversity is communicated to search consultants, who are expected to recruit broadly and develop diverse candidate pools.</p> <p>Community meetings are used for Police Chief and Fire Chief to gather input for candidate profiles. Interviews either have a separate community panel or significant community representation on a combined panel. For other department head recruitments, the extent of community involvement depends on the nature of the position.</p> <p>The City includes diversity as an element of employee orientations, and is in the midst of developing a Leadership Development Program, which will be aimed at helping managers gain hands-on experience in areas to which they may not have been exposed as a way to round out their skills.</p>

Research on other cities was consistent with the four listed above. We found that, particularly for Police and Fire Chief recruitments, most cities use a process similar to ours, wherein initial input is gathered through community meetings and other means, community members are involved in the interview process, and provide advice to the appointing authority.

Several cities have instituted programs to support diversity. Phoenix is a representative example, although particular elements of the program may not apply to San José, since state law differs. A Diversity Task Force, composed of City staff from throughout the organization, went through a process of meetings with department staff, a review of current city programs, and identification of barriers and issues. Their recommendations, which have since been implemented, included enhancing outreach, ensuring that interview panels are diverse, emphasizing career development, and making valuing diversity a part of performance evaluations.

The common theme in our research was the importance of sending a clear message to the organization and the city's residents that the city administration believes that maintaining and improving the diversity of its workforce at all levels is one of its most important goals.

Section 3 - Analysis of a Standing Citizen Based Task Force to Perform Post-Selection Evaluations

While the appointment of a standing citizen based task force to perform post-selection evaluations offers some potential benefits, it presents some significant disadvantages. It is recommended that an alternative approach be used that could still offer many of the benefits of such an approach without its disadvantages.

Key considerations of establishing a citizen based task force for post-selection evaluations include:

- The nature of the work of such a task force would be retrospective. Its work could inform future processes, but would not offer an opportunity to immediately implement a program that would proactively influence hiring processes for particular positions before they begin, or while they are in process.
- The work of the task force could compromise the confidentiality of our hiring processes, which is very important to candidates from other cities who may be happy in their positions, but decided to explore an opportunity in San José. The knowledge that their participation in our process could be disclosed might discourage well-qualified candidates from applying. A procedure to provide candidate anonymity could be developed.
- Proposition 209, according to the City Attorney, does not prohibit race- or gender-based analysis after hiring decisions are made. However, the City Attorney said that it "may be problematic" if the results of that analysis could produce "any preferential treatment on the basis of race or ethnicity including targeted recruitment efforts."

Focusing our efforts on ensuring that our processes emphasize the importance of diversity and on providing excellent career development support for our existing workforce is an approach that can produce both short-term and long-term benefits for the City. These kinds of efforts will continue to produce strong, well-qualified candidate pools, and will create a sustainable model for producing well-prepared department heads who both reflect and value San José's rich diversity.

Hiring Processes

As documented in Section 1 of this memo, the city's department head hiring process places a strong emphasis on the city's commitment to diversity and the expectations for department heads' support of its value. In order to further strengthen future processes, we plan to reconvene the members of the Police Chief and Fire Chief interview panels in a brainstorming session to discuss ways for us to ensure that our processes continue to include extensive efforts to attract the most diverse candidate pool possible, and continue to offer an environment that is absolutely fair to all candidates. Secondly, we plan to create an in-house employee task force to look internally at our structure to help us identify any barriers that might be removed or restructured to improve access to management positions.

Career Development

One of the best ways for us to create a better opportunity to appoint department heads who reflect the diversity of the city is by nurturing our existing staff, which is already remarkably diverse. We are already in the planning stages of launching an initiative that begins by making the "business case" for diversity. The key elements of the business case include:

- Diversity enables the City to better keep pace with the social and demographic changes of the community we serve
- A diverse workforce is better equipped to serve our diverse residents, neighborhoods, and businesses
- A workforce with different backgrounds and perspectives is more creative and productive, because of the synergy of different ideas and solutions
- A diverse employee base will create a stronger pool of candidates for future promotional opportunities
- The workforce becomes more flexible, as people adapt to new situations and learn from people who are different from them
- Diversity helps create an inclusive environment that stresses collaboration over organizational silos, and supports the vision for City government to speak with one voice

Several initiatives are planned to further this effort. They include:

- Incorporating the business case and other diversity topics into the curriculum of employee orientations, the leadership and supervision academy, and a new planned graduate public management course in conjunction with San José State University aimed at preparing employees to become department heads
- Making diversity a central topic in at least one citywide monthly management meeting per year, and including a diversity column in *CityLine*, the on-line employee newsletter
- Including diversity management measures in the annual performance plan and evaluations for managers

As part of this program, it would be useful to create a citizen-based advisory panel to review the City's efforts, suggest improvements, and provide a liaison with the community.

HONORABLE MAYOR AND CITY COUNCIL
SUBJECT: **SENIOR STAFF HIRING**
March 10, 2004
Page 11

COORDINATION

This memorandum was coordinated with the City Attorney's Office.

/s/

Del D. Borgsdorf
City Manager



**ATTACHMENT
B**

Leadership and Supervision Academy Graduates

Name	Department
Lee Abercrombie-Carswell	Police
Dorothy Abeyta	Transportation
John Adams	Police
Lupe Aguinaga	Redevelopment Agency
Ilyas Ahsan	Environmental Services
Joseph Albayalde	PRNS
John Alden	General Services
Jan Alford	Police
Nancy Alford	City Clerk
David Altstadt	PBCE
Joe Alvarado	Police
Maria Angeles	Public Works
Lillian Arenas	PRNS
David Arroyo	General Services
Charlie Atkins	PRNS
Steve Au	Transportation
Juan Avila	PRNS
Aurelia Bailey	PRNS
Charles Baker	IT
Martin Baron	PRNS
Ben Belfrey	General Services
Chuck Berry	Environmental Services
Richard Bertalan	IT
Bruce Biordi	Public Works
Jim Bittner	Transportation
Chris Blair	Airport
Steven Blake	Public Works
Steven Blum	Public Works
Danielle Bone	PRNS
Tom Borden	Public Works
Joan Bowlby	Library
Connie Bowles	Environmental Services
Tim Bowman	General Services
Georgie Branham	Police
Ross Braver	City Manager
Janine Bray	PRNS
Alan Briscoe	PRNS
Mark Brogan	Finance
John Brosnan	Environmental Services
Vikki Brown	Transportation
Diane Buchanan	PBCE
Rich Buikema	PBCE
John Burchfiel	Transportation
Jason Burton	Transportation
Donna Busse	Retirement
Dianna Butcher	Transportation

Name	Department
Britta Buys	PBCE
Debbie Bybee	PRNS
Greg Cajina	PRNS
Gina Camacho	Transportation
Michele Campos	PBCE
Patty Cannon	Public Works
QueenAnn Cannon	PRNS
Hai Cao	Library
Anita Caramella	Police
Rosemary Carlyon	CAE
Marybeth Carter	Public Works
Mark Casterson	Environmental Services
Robin Castillo	PRNS
Gordon Castro	PRNS
Gretchen Catron	Airport
Rich Chaffino	Transportation
Ron Chapman	PRNS
Victor Chen	Public Works
Rick Cheney	Finance
Lisa Cheung	Environmental Services
Ron Cheung	Public Works
Deanna Cho	PRNS
Helena Choi	Public Works
Dirk Chubbic	Airport
Angela Cipperly	OED
Jodie Clark	PBCE
Cameron Cleland	IT
Deriek Clemmons	PBCE
Sharon Clute	PRNS
Gavin Coffing	PRNS
Chris Coggins	OED
Allan Collett	Police
Heather Cook	City Council
Yolando Cooksey	Police
Ron Coquia	IT
Joe Corrales	PRNS
Linda Crabill	Transportation
Andrew Crabtree	PBCE
Mark Crain	PBCE
Maria Crescini	Environmental Services
Katie Crowder	PRNS
Tom Curren	PRNS
Larry Daeumler	PBCE
Mark Damey	Transportation
Akoni Danielsen	PBCE
Mitch Daugherty	Public Works

Name	Department
John Davidson	PBCE
Kenneth Davies	Environmental Services
Chris Dayley	Airport
Gerry DeGuzman	Public Works
Mario DeLeon	Public Works
Araceli Delgado	PRNS
Dave DeLong	Retirement
Inder Dhillon	Finance
Anh Doan	Library
Karen Domerchi	Public Works
Robert Dominguez	Police
Rebeca Dominguez	PRNS
Ellen Donnelly	City Attorney
Mike Duffy	Public Works
Monte Duran	CAE
Andrew Dyer	Fire
Desiree Embry	Library
Karla Enany	Transportation
James Ervin	Environmental Services
Deborah Erwin	Library
Elia Escobar	Transportation
Jesse Estolano	Public Works
Karen Evans	City Manager
Patricia Fay	Police
Andrea Finley	Library
Mary Follenweider	Public Works
Gary Fones	Public Works
Mike Foresee	Airport
Thomas Fortin	Library
Tim Frazee	Environmental Services
Vivian Frelix-Hart	Housing
Ernie Garcia	Transportation
Robin Garcia	Police
Sam Garcia	PRNS
Steve Garcia	General Services
Flanoy Garrett	Fire
Harsh Gautam	Public Works
Jones George	Housing
Mark Gerhardt	PBCE
Lori Gibson	IT
Paula Gienger	Library
Gloria Gill	Employee Services
Pam Gill	Finance
Mark Giovanetti	General Services
Monica Gomez	Airport
Liza Gonzales	Transportation
Al Gonzalez	Transportation
Sally Griffin	Airport

Name	Department
Karen Grove	City Manager
Dori Guerreiro	Redevelopment Agency
Maria Guerrero	Finance
Francis Guevarra	Public Works
Richard Guimmond	PRNS
Zahir Gulzadah	Transportation
Marcos Gutierrez	PRNS
Christopher Haas	Airport
Chuck Hagenmaier	Environmental Services
James Ham	Police
Mike Hannon	PBCE
Mark Hansen	Environmental Services
Russ Hansen	Transportation
Earl Harris	IT
Theresa Hayes	Housing
Barbara Hayman	IT
Mary Heidler	PRNS
Jane Hemeon	PRNS
Frank Hernandez	Transportation
Petra Hernandez	PRNS
Ricardo Hernandez	General Services
Richard Hicks	PBCE
Joe Ho	Library
Ray Ho	Transportation
Mary Hoang	Environmental Services
John Holcomb	Finance
Jennifer Holmboe	Airport
Mike Horning	Environmental Services
Ellen Horstman	PRNS
Iris Hosaka	Finance
Heather Hoshii	Airport
Roy Hovey	Fire
Paul Hsu	Public Works
Kelly Hubbard	Library
Pak Hung	City Manager
Colleen Hy	Retirement
Mike Imanaka	Transportation
Jeffrey Jaeger	Airport
Angel Jara	PRNS
Julie Jennings	PRNS
Carolyn Johnson	PRNS
Cynthia Johnson	Airport
Rebekah Johnson	Public Works
Eric Joslin	Fire
Ashwini Kantak	Public Works
Anil Kar	Environmental Services
Brenda Katai	PRNS
Alo Kauravlla	Environmental Services

Name	Department
Terrence Keeley	Airport
Linda Keirstead	Library
Robert Keith	Transportation
Ted Kerber	Public Works
Tricia Kerkhof	PRNS
Lisa Kho	Public Works
Sandra Kiley	PRNS
Youngkyu Kim	IT
Marina Kipnis	PRNS
Steven Klass	Fire
Carmen Kliatchko	Environmental Services
Eva Klingler	Redevelopment Agency
Noelle Knell	Airport
Ernest Kong	Police
Doris Krahn	Library
Sal Kumar	Public Works
Maria Kung	Airport
Claudia Kwok Chang	City Manager
Monica LaBossiere	Redevelopment Agency
Jean LaDuc	General Services
Diane Lai	Library
Victor Lam	IT
Carolyn Landon	General Services
Linda Landreth	Transportation
Erik Larsen	PRNS
Amanda Le	IT
Sharon LeBaudour	Environmental Services
Nick Ledesma	Transportation
Brenton Lee	PRNS
Eva Lee	PRNS
Henry Lee	Public Works
Jeff Lee	Public Works
Phil Lee	Transportation
Yolanda Lee	OED
Rosemarie Leon-Monday	Library
Valentine Lewis	PRNS
Laura Ley	Public Works
Sharlene Ligons	PRNS
Lily Lim-Tsao	Transportation
Richard Linan	General Services
Jessica Ling	Finance
Paul Lippert	Housing
Allen Lo	Airport
Morgan Loatfi	Public Works
Samantha Logan	Transportation
Diane Longoria	Library
Claudia Lopez	PRNS
Fernando Lopez	PRNS

Name	Department
Jessica Lopez	Library
Fred Lovato	General Services
Don Ludwig	Housing
Marty Luis	Police
Eduardo Luna	City Auditor
Jennifer Luong	IT
Marsha Lynch	IT
Paul Ma	Transportation
Cay Denise MacKenzie	PRNS
Lee Ann Magoski	Fire
Tracy Malak	Public Works
Mansour Malek	Transportation
Robert Mandanici	Public Works
Gerard manuel	PRNS
Naguib Manzur	Environmental Services
Margaret Marquez	PRNS
Angelica Martinez	PRNS
Augustine Martinez	Environmental Services
Joe Martinez	Transportation
Laura Martinez	Environmental Services
Paula Martinez	City Manager
Lorena Mata	Library
Lili Matthews	Public Works
Ed Matthias	Public Works
Tess McClendon	Retirement
Ray McDonald	OED
Phil McGinnis	Environmental Services
Rich McIntosh	Airport
Bridget McKay	PRNS
Scott McMillan	Fire
Gloria Meeks	Public Works
Simeon Mercado	Public Works
Jeannette Meyer	PRNS
Diane Milowicki	Transportation
Ralph Mize	Transportation
Craig Mobeck	Public Works
Xochitl Montes	PRNS
Betty Montoya	PRNS
Cristina Morales	Environmental Services
Alex Mordwinow	Transportation
David Moreno	City Auditor
Matt Morley	General Services
Andre Morrow	PRNS
Malene Mortenson	Public Works
Carolyn Mosby	PRNS
Amy Mou	Public Works
Rick Murray	General Services
Simon Ng	Airport

Name	Department
Agatha Ng	Public Works
Dennis Ngo	Public Works
Anh Nguyen	PRNS
Joe Nguyen	PRNS
Julia Nguyen	Transportation
Mathew Nguyen	Transportation
Alex Niles	PRNS
Sarah Nunes	Employee Services
Jenny Nusbaum	PBCE
John Oberg	Environmental Services
Maria Oberg	Finance
Darryl Okamoto	CAE
Amy Olay	Transportation
Jim Olson	CAE
Mary O'Meara	PRNS
Sim Ong	Environmental Services
Christina Ortiz	Finance
Rich Ortiz	General Services
Rufino Ortiz	Transportation
Steve Osborn	Environmental Services
Valerie Osmond	Public Works
Jan Palajac	Public Works
Cora Pamintuan	Public Works
Ravi Parimanam	Airport
Larry Peng	Transportation
Raul Perez	PRNS
Servando Perez	PRNS
David Persselin	Finance
Hai Pham	PBCE
Larry Pharr	General Services
Ruth Phebus	Library
John Raaymakers	Transportation
Amanda Ramos	IT
Melissa Ramos	PRNS
Teri Reeve	PRNS
Jeffrey Rhoads	Finance
William Rich	IT
Morris Ridgeway	Airport
Philip Ringenberg	PRNS
Jaime Rodriguez	Transportation
Joe Rodriguez	CAE
John Rodriguez	Transportation
Raquel Rojo	Library
Andrew Romero	Airport
Rafael Romero	OED
Joel Roque	Transportation
Bernie Rosales	PRNS
Victor Rouhani	Transportation

Name	Department
Sharona Rozario	Environmental Services
Jaime Ruiz	General Services
Steve Ryan	PRNS
Fredrick Sabour	Public Works
Sue Sakai-McClure	Fire
Jimmy Salandanan	IT
Ray Salvano	Transportation
Vijay Sammeta	IT
Dana Sasscer	Public Works
Rhonda Schmidt	Employee Services
Brian Schultz	PRNS
Moses Serrano	Airport
Robert Sgambati	Transportation
Farid Shahrivar	Public Works
Jessica Sheldon	PRNS
Melvin Shepherd	Public Works
Art Shinagawa	IT
Alex Shkouratoff	Public Works
Craig Simon	Airport
Carl Simpson	PBCE
Betty Sims	OED
Raj Singh	IT
Al Smith	Public Works
Jamie Smith	Airport
Ed Solis	PRNS
Sergio Soria	Airport
Tom Stack	General Services
Joseph Staples	Airport
Steven Stender	PBCE
Sandra Stewart	Library
Thomas Stoflet	Airport
Debi Stollman	PBCE
Sheila Strand	PRNS
Kisten Struve	Environmental Services
Mike Sung	Employee Services
Curtis Susuki	Housing
Edna Swilley	Police
Lisa Taitano	Finance
Laura Talavera	PRNS
Julia Tasi	Finance
Henry Templeman	Police
Stephen Teraji	IT
Jay Terrado	PRNS
Pete Testa	Public Works
Nancy Thome	PRNS
Lawrence Thoo	CAE
Edward Tolentino	Fire
Ruben Torres	Environmental Services

Name	Department
Tony Torres	PRNS
Irving Tosk	Airport
Patti Trantow	Employee Services
Corsina Trevias	Environmental Services
Domingo Trinidad	Public Works
Ben Tripousis	Transportation
Jim Trotter	Transportation
Danny Tsao	Public Works
Mike Underwood	General Services
Joe Vafa	Public Works
Lisa Valerio	Library
Peggy Vallecilla	Police
Michael Valverde	Police
James Van Dusen	PRNS
Frank Vargas	Transportation
Gilbert Villagomez	Environmental Services
Luke Vong	Transportation
Kelley Walsh	PRNS
Susan Walsh	PBCE
Agnes Wan	Public Works
Bob Wandro	Environmental Services
Charles Wang	Environmental Services
Michelle Wang	Library
Debi Warkentin	Retirement
Kenn Warren	IT
Melissa Whatley	Housing
Blynthia Williams	Environmental Services
Jon Williams	IT
Olympia Williams	PRNS
Yolanda Wilson	Transportation
Tina Wong-Erling	PRNS
Kristen Woolever	Library
Jeremy Worrall	Airport
Betty Yang	IT
Laurie Yarwasky	PRNS
Albert Yeong	Public Works
Bhavani Yerrapotu	Transportation
Jessica Zadeh	Environmental Services
Teresa Zagalo	Fire
Margie Zamora	IT
David Zolezzi	Airport

**ATTACHMENT
C**



DIVERSITY: WHAT IS THE REAL BUSINESS CASE

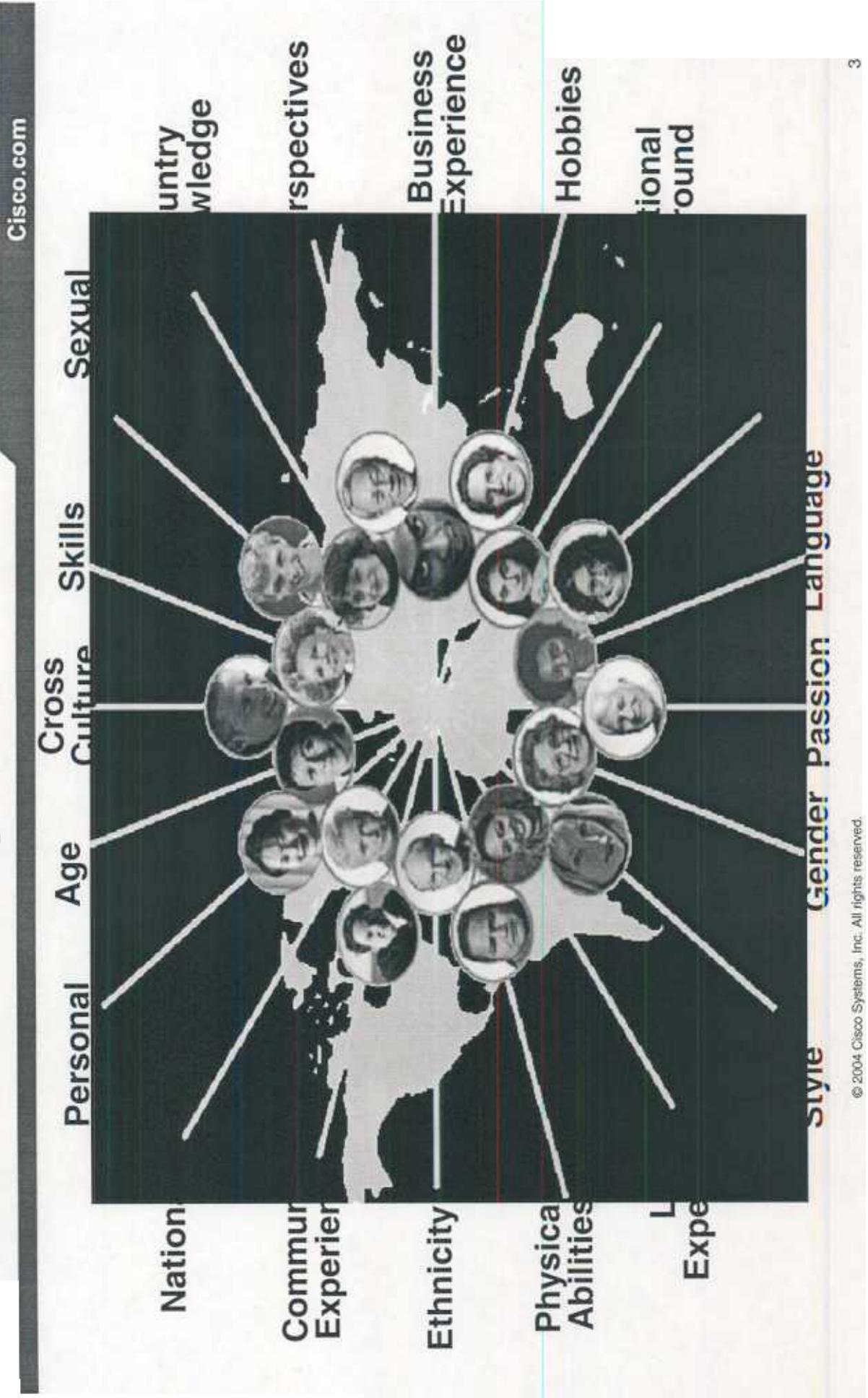
**Sylvia Allen
Worldwide Leader, Diversity, Philanthropy & Ethics
Cisco System, Inc**

Objectives

Cisco.com

- **Review a Business Case Approach & Drivers for change**
- **Cisco's Journey**
Measurements Process
- **Provide an appendix for references & research**

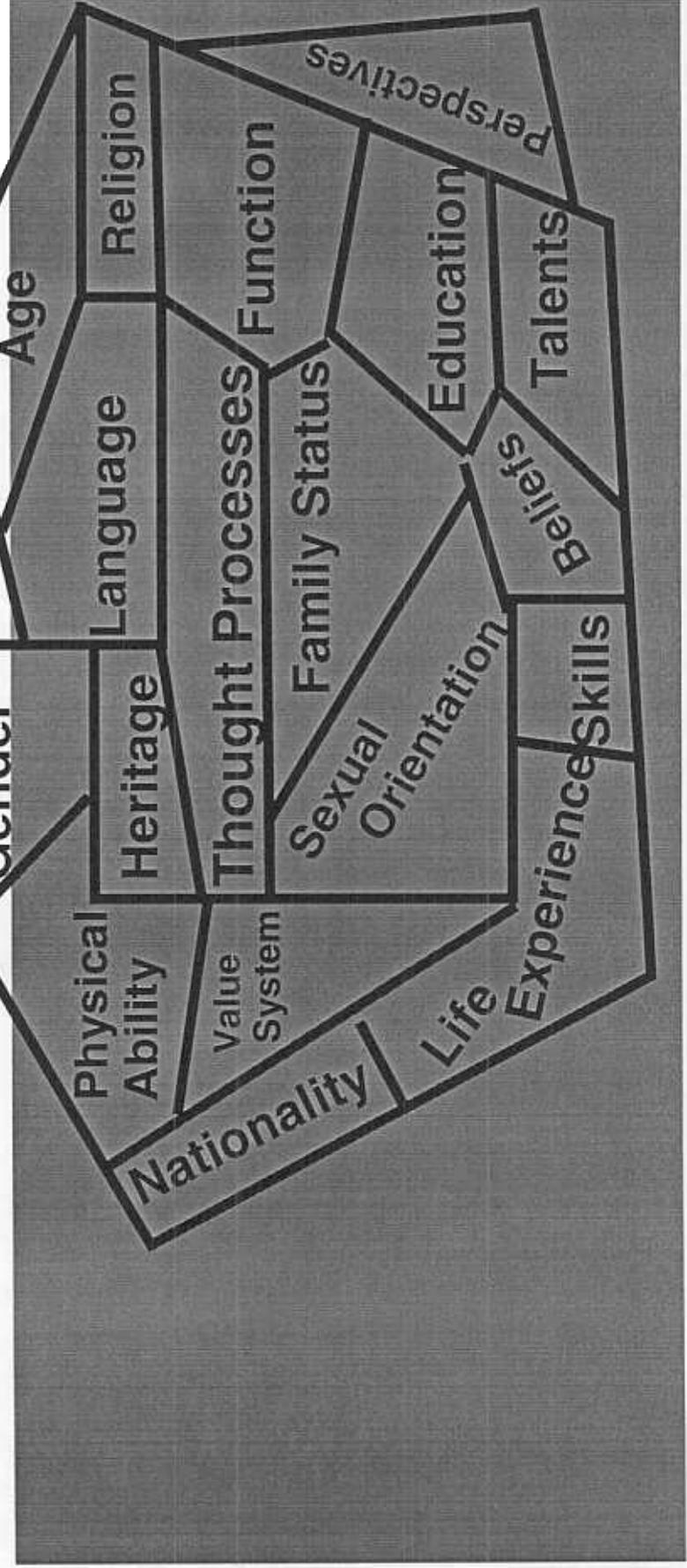
What is Diversity?



It's Not Just What You See

Cisco.com

Waterline of Visibility



Is There a Business Case?

Cisco.com



“...diversity can cut both ways. Simply matching a company’s workforce to its market is unlikely to increase the odds of success.”

**MIT Sloan Management Review
Spring 2003**

“Although extensive academic studies show that there is little evidence to support the business case for diversity, the business community has not embraced the literature. Instead, there have been a lot of superficial analyses of how diversity works in organizations.”

**Thomas Kochan
Workforce Magazine, April 2003**



More on the Business Case

Cisco.com



“Indeed, at least one-third of the Valley's scientists and engineers are immigrants. They come from Europe, Latin America, the Middle East, and, in particular, Asia. Since 1980, Chinese and Indian immigrants alone have founded 2,700 companies, which in turn employ 58,000 people. If you subtracted that, the valley would collapse.”

**Fast Company
July 2000**

“Diversity can enhance business performance, but only if the proper training is in place and the climate and culture support it. If companies can't do this, they will lose the opportunity that diversity represents. There could be backward movement, and the negative consequences of diversity could predominate.”

**Workforce
April 2003**

The Business Case: Gaining a Competitive Advantage

Cisco.com

- **Diverse employees can understand your customers, identify their needs, and suggest potential new markets.**
- **An inclusive culture is a winning culture that fully harnesses all the resources, talents and skills of our employees, business partners & customers**
- **A truly global company requires “culturally literate” employees who can integrate a global perspective into all business processes and systems**
- **Our customers and employee candidates often look to see if their values and culture are reflected in our workplace and corporate culture**

Examples of Business Applications

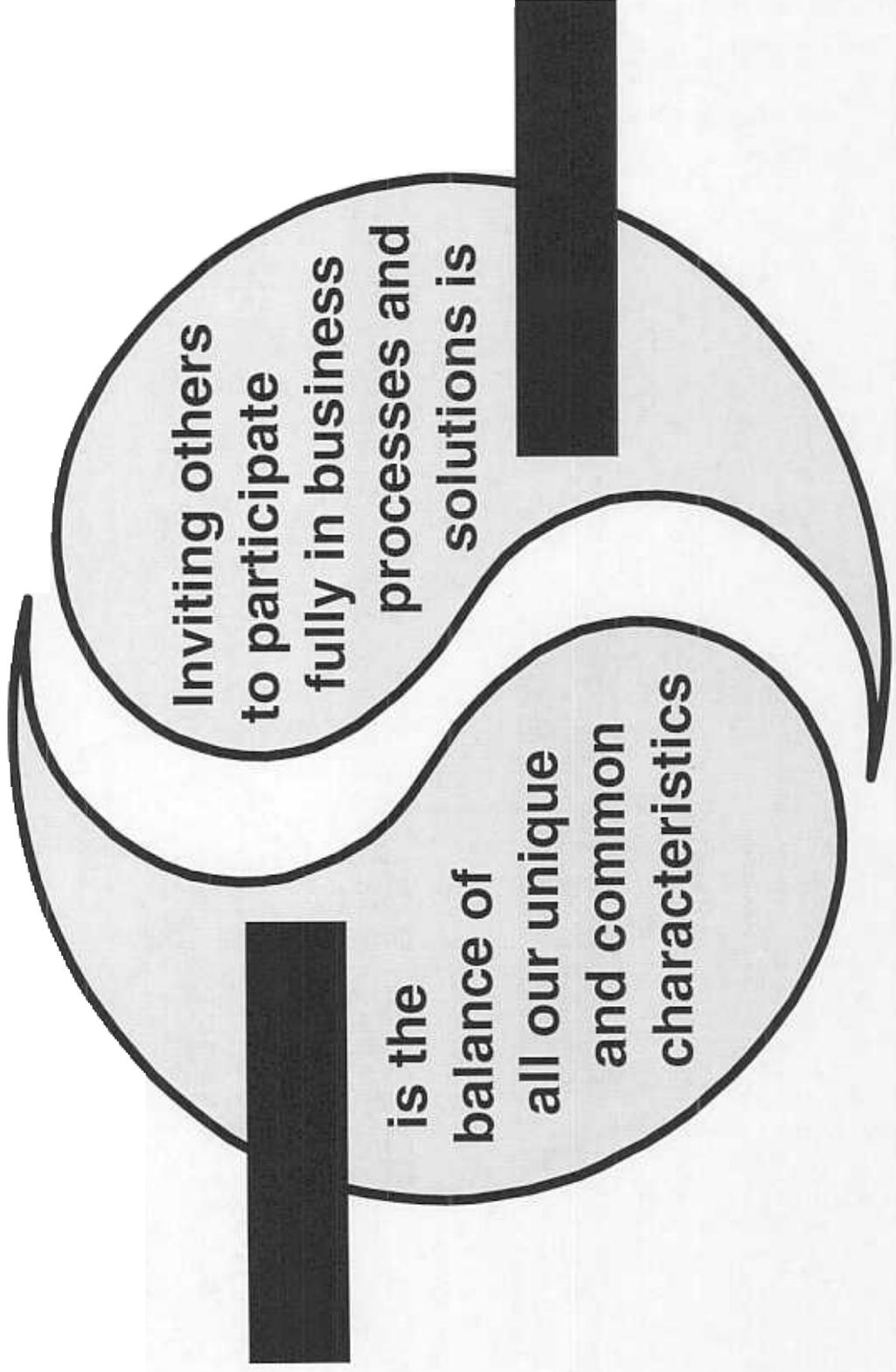
Cisco.com

- **MGM – Las Vegas “The Lion”**
- **Gerber Baby Food – South Africa**
- **The NOVA Car – In Mexico**



Diversity AND Inclusion are Important

Cisco.com



Stages of Diversity

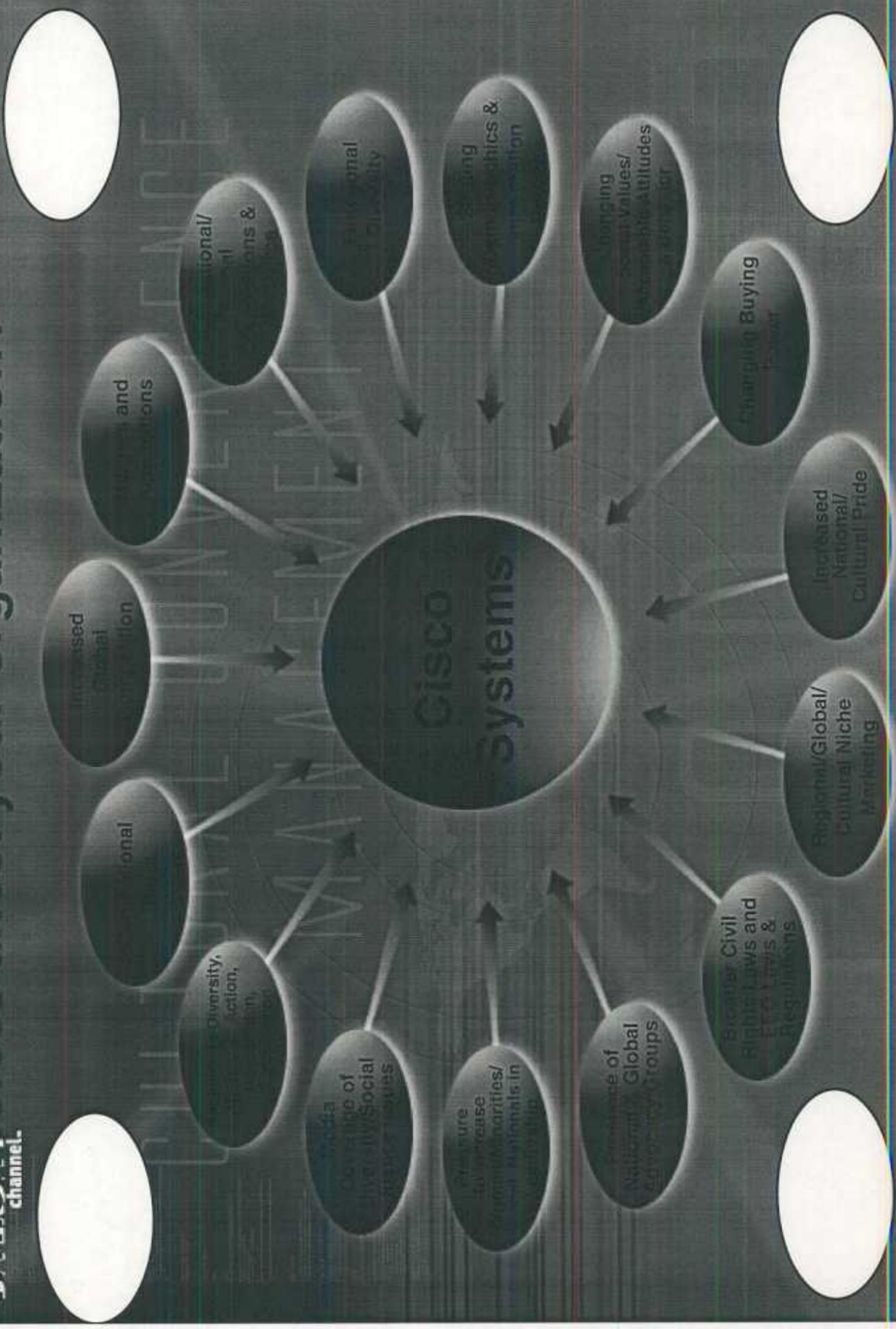
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Compliance

What forces affect your organization?

the
WIKES
channel.



Cisco's WW Diversity Vision and Mission

Cisco.com

Vision

Changing the way we work, live, play and learn through the power of inclusion...now.

Mission

To provide tools and solutions that generate an inclusive culture that optimizes the unique diverse talents of our global workforce to maximize customer and employee satisfaction and business profitability.

The Marketplace as a Driver

Cisco.com

40% of Cisco sales are generated overseas & 30% of our workforce lives overseas

The combined African-American, Hispanic-American and Asian-American buying power is more than \$750 billion dollars

Women owned businesses in the US generate \$817B in sales

By 2010, the Asian-Pacific Region will drive nearly half of the world's telecom market

Customers	Employee Retention
Team Dynamics	Leadership

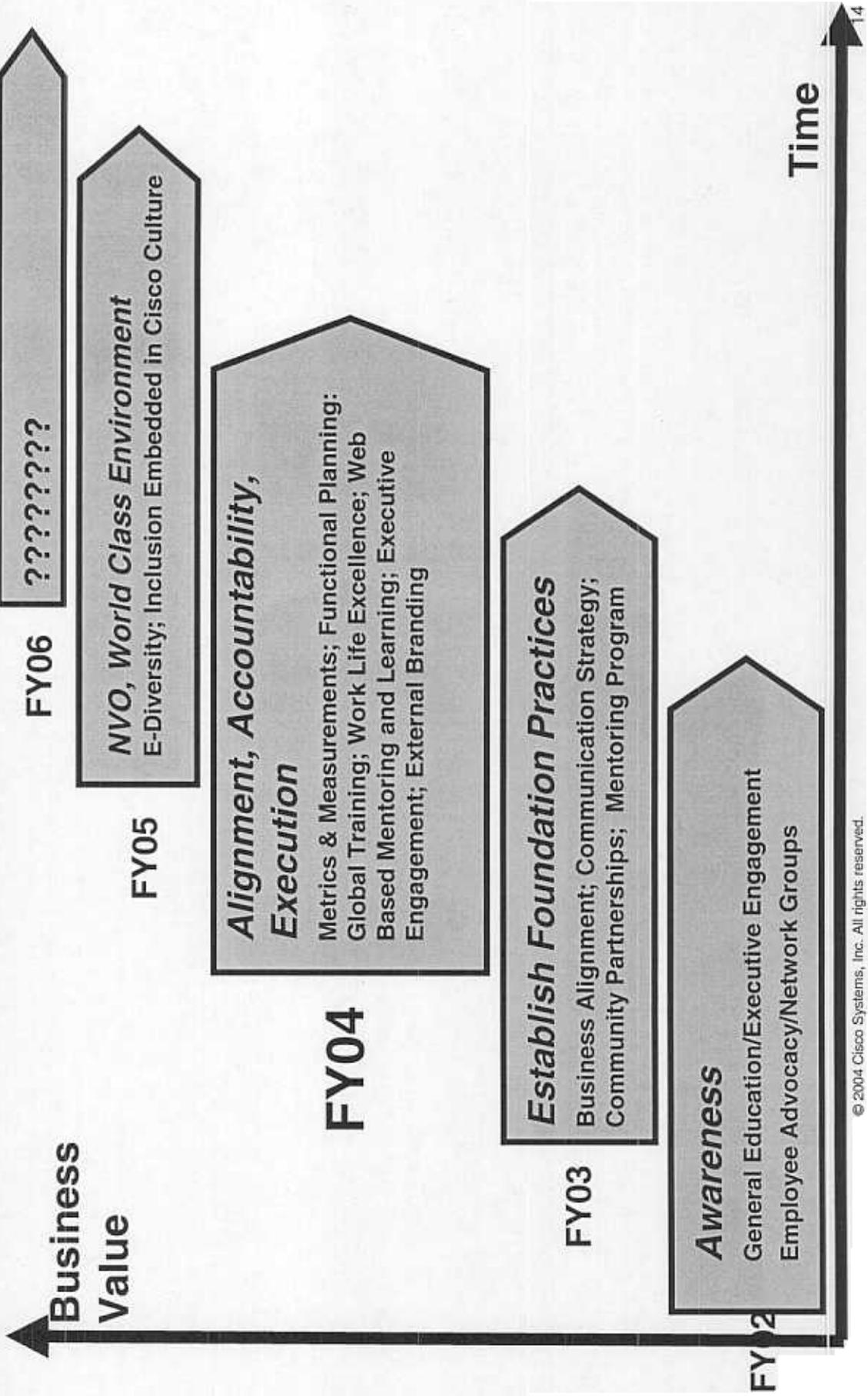
Diversity practices determine Cisco's eligibility for \$billions worth of contracts with our gov't customers & channel partners

In Asia, 35% of small & medium sized enterprises are run by women

U.S. Census Bureau reported that minority owned firms grew 4X faster than national average

Cisco's Goals for WW Diversity

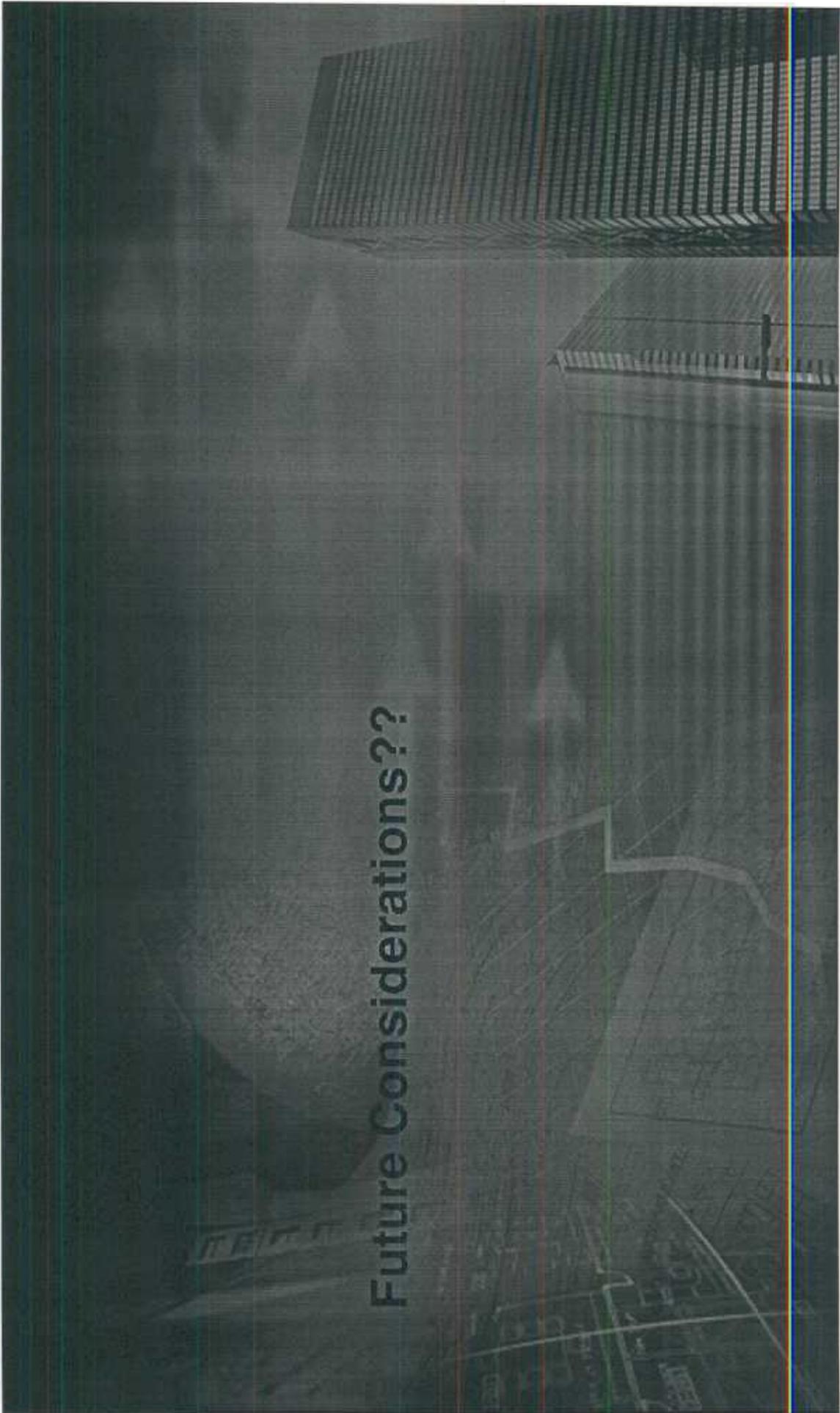
Cisco.com



Measurements & Accountability

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Future Considerations??



Communications Example

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Worldwide Diversity

[Home](#) | [Search](#) | [Index](#) | [Support](#) | [Feedback](#) | [Directory](#) | [GC](#)

www.Diversity.Nginx

CEC | CCO | SEARCH | INDEX | SUPPORT | FEEDBACK | DIRECTORY | GC

Welcome Roxanne Bisby Davis (rbisby) | 23-JAN-2004

WW Diversity Calendar

Inside: [CPEA](#) - [Conexion](#) - [GLBT](#) - [Women's Initiatives](#)

January 2004

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Logon: [Format](#) | [Help](#)

A Statement from John Chambers & Kate D'Camp




Cisco Systems' vision is to change the way we work, live, play, and team. Our mission is to shape the future of the internet in ways that empower individuals to participate fully in our vision.

This powerful shared vision and mission is what we all have in common at Cisco. Equally compelling is the broad spectrum of unique skills, perspectives, values and behaviors that influence how we each like to work, live, play and learn. This is what defines Cisco's diversity.

[More >>](#)

October is Disability Awareness Month!



Real Audio



Win Media

Recorded: 4 October, 2003 3 PM

Please select Real Audio or Win Media to launch the Morning Call

Site Navigation

- [WW Diversity Home](#)
- [Employee Networks](#)
- [Global Education Resources](#)
- [Diversity Career Development](#)
- [Outreach](#)
- [Business Case](#)
- [Affirmative Action and Compliance](#)
- [Diversity Team & Partners](#)
- [Frequently Asked Questions](#)
- [WW Diversity Calendar](#)
- [Submit News and Events](#)
- [Feedback](#)
- [How Do I?](#)

Diversity Learning

DIVERSITONS



Where can I learn more about diversity?

What's New

- [Well-Known People With Disabilities](#) 21-OCT-2003
- [Disability Awareness: Fact or Myth? Test Your Knowledge Quiz](#) 16-OCT-2003
- [VIDE @ Cisco - New Affinity Group](#) 13-OCT-2003
- [Disability/Etiquette: Do's & Don'ts](#) 13-OCT-2003

[View More What's New](#)

Video on Demand

- [John Chambers: Diversity in Leadership](#)
- [Sylvia Allens: Diversity Makes Good Business Sense](#)
- [Sheridan Walker: Disability Awareness Workshop](#)
- [Muslims in the Work Place](#)
- [Women's Network Video Summary FY03](#)

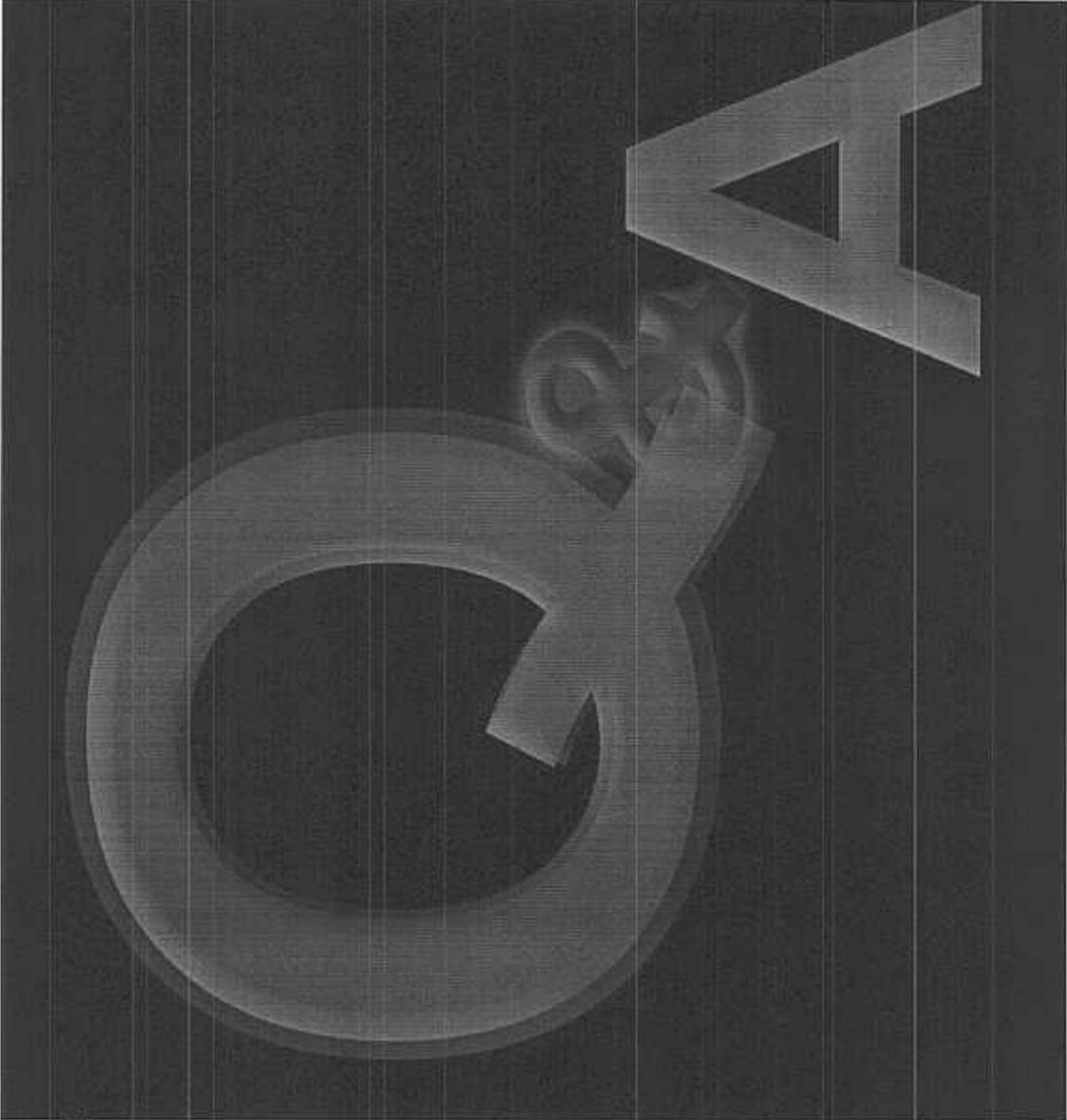
Questions – Building Your Business Case

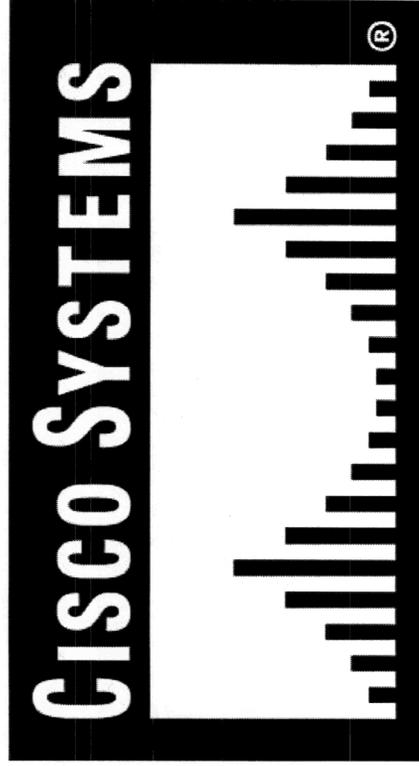
Cisco.com

- What is the readiness of the leadership team?
- What are your business drivers
- Where is the pain?
- What is the match to your organization's culture?
- What are the sweet spots or quick wins?
- What are the challenges or roadblocks for your client group in becoming more diverse and inclusive in their actions?
- **NEXT STEPS**

References

- The Managing Diversity Survival Guide, by L. Gardenswartz and A. Rowe (1994)
- The Global Diversity Desk Reference, Managing an International Workforce, by L. Gardenswartz, A. Rowe, P. Digh, M. Bennett (2003)
- Measuring Diversity Results, vol 1; E.Hubbard (1997)
- The 10 Lenses Your Guide to Living & Working in a Multicultural World, by M. Williams (2001)
- Cracking the Corporate Code The Revealing Success Stories of 32 African-American Executives by P. Cobbs and J. Turnock (2003)
- Redefining Diversity by R. Thomas, Jr. (1996)
- Meritocracy Responding to the Myth by M. Hyter (2003)
- Diversity in Engineering Managing the workforce of the Future, by National Academy of Engineering (2002)
- Creating Women's Networks A How-To Guide for Women and Companies Published by The Jossey-Bass Business & Management Series (1999)
- Women and Diversity WOW! Facts 2003, published & Produced by BWN, DBP, iVillage





**ATTACHMENT
D**

Appendix

A

Case Studies of Local Government Programs

MEMORANDUM

SUBJECT: "Preparing the Next Generation of Managers"—A Call for Case Studies

A large number of baby-boomer city managers will be retiring in the next five years. Yet there are fewer Generation X managers who are willing and ready to take their place. Consequently, the working group on "Preparing the Next Generation of Managers," sponsored by the League of California Cities City Managers Department, is developing a resources guidebook to assist city and county executives in better developing their successors and other aspiring managers.

The resource book on "Preparing the Next Generation of Managers" will include a number of case studies from local governments that have consciously developed or prepared "replacement talent." We would like your organization to submit a case study on your organization's formal or conscious effort to develop and promote aspiring managers. These case studies will then be published as part of the resource book.

Examples of formal programs or other structured efforts include:

- Establishing an internal supervisory or management academy
- Offering an internal "management certificate" program
- Rotating management assistants through departments
- Developing time-limited special assignments in different departments and filling those assignments with designated up-and-comers
- Bringing management assistants together from the various departments and providing a quarterly seminar
- Developing a standard practice of assigning up-and-comers to interim- or acting-manager positions in departments
- Rotating management assistants from the departments into the assistant to the city manager position
- Implementing a formal succession plan
- Periodically trading management assistants with a neighboring local government

The deadline for returning the completed form is January 30, 2003.

Thank you,

Frank Benest, City Manager
City of Palo Alto, California

Anaheim, California

1. *What is the name of your program or structured effort to better develop and prepare aspiring managers?*

We have three leadership development programs:

- Leadership Scholarship Program
- Degree programs on-site
- Anaheim LEADS.

2. *Why did your local government develop the program or structured effort?*

Of Anaheim's top managers, 93 percent are retiring or will be eligible to retire in the next 10 years.

3. *Please briefly describe the program or structured effort to develop aspiring managers and help prepare them for senior management positions. Who was the targeted group of participants? What are some key elements of the program or effort?*

The city provides scholarships for high-potential managers to attend one-week executive leadership programs at such places as Harvard University, Center for Creative Leadership, and Columbia University. Scholarships are typically in the range of \$4,000–\$8,000, including tuition, transportation, and room and board. The city awards two or three scholarships per year.

Anaheim offers on-site degree programs, including a bachelor's degree program in organizational management and a master's degree program in organizational leadership. The city does have a tuition reimbursement program.

The city offers a 43-hour leadership academy called Anaheim LEADS. The curriculum covers such leadership practices as systems thinking, change management, and servant leadership. Approximately 140 people have graduated from the program in two years.

The target audience for these programs is high-potential managers. The intent is to prepare internal staff to be ready to move into department and division manager positions as they become available.

4. *What were the results? To what extent was the effort successful?*

We used Leadership Practices Inventory (Kouzes and Posner) for pre- and post-assessment on Anaheim LEADS, and we saw significant increases in scores in both self ratings and ratings by observers. There has been extremely positive feedback (qualitative data), especially about the city as an "employer of choice," because of its investment in leadership development.

5. *Are there any lessons learned on things your organization would do differently in developing such a program or effort?*

The important lessons learned were to offer more than one type of program for leadership development depending on schedules, personality, and previous training/education of the individual. Also, putting many people through the program in a short period of time has huge payoffs for the organization in terms of creating synergy around key leadership concepts and moving toward a learning organization.

6. *Who is the contact person for more information:*

Connie Phillips, Senior HR Development Specialist; phone, 714/765-5256; e-mail, cphillips1@anaheim.net

Jurisdiction information

Population: 328,000

Number of employees: 2,000 (full-time)

Operating budget: \$980 million

CCMF, MMASC, and MMANC

1. *What is the name of your program or structured effort to better develop and prepare aspiring managers?*

Future City Managers' Workshop

2. *Why did your local government develop the program or structured effort?*

To provide individuals interested in becoming city managers with an opportunity to discuss issues with city managers; issues include obtaining a city manager position, council/manager relations, negotiating a

city manager contract, and the effect the city manager position has on one's personal life.

- 3. Please briefly describe the program or structured effort to develop aspiring managers and help prepare them for senior management positions. Who was the targeted group of participants? What are some key elements of the program or effort?*

The Future City Managers' Workshop is an intensive weekend workshop led by five city managers. The workshop is structured to encourage in-depth discussions on several specific topics as outlined in the syllabus but also enables the participants to add topics of interest for discussion. In addition, meals are structured to ensure each city manager has an opportunity to join a different group of participants. The target group for this workshop is limited to assistant city managers, assistants to city managers, and department heads who are within two years of applying for a city manager position.

The key elements of this program center on the candid, open discussions that occur throughout the workshop and the fact that the participants are all facing similar issues as they contemplate the next step to city manager. As a result, the discussions are very pointed, applicable, and honest.

- 4. What were the results? To what extent was the effort successful?*

Three workshops have been held over the past three years. Each workshop was limited to 20 participants. The follow-up surveys indicated the participants found the workshops extremely beneficial for answering numerous questions on becoming a city manager as well as discovering that their colleagues were grappling with many of the same issues regarding their career decisions.

- 5. Are there any lessons learned on things your organization would do differently in developing such a program or effort?*

The workshops have been very successful. Minor adjustments have been made after each workshop, but overall the program format has been effective.

- 6. Who is the contact person for more information?*

Glenn Southard, City Manager, City of Claremont; phone, 909/399-5441; e-mail, Gsouthard@ci.claremont.ca.us

Jennifer Phillips, Assistant to the City Manager, City of Fullerton; phone, 714/738-6760; e-mail, JenniferP@ci.fullerton.ca.us

Elk Grove, California

- 1. What is the name of your program or structured effort to better develop and prepare aspiring managers?*

We use a program called the Executive Development Review (EDR).

- 2. Why did your local government develop the program or structured effort?*

The program was created as a development tool to enhance the skills of employees to prepare them for internal promotion.

- 3. Please briefly describe the program or structured effort to develop aspiring managers and help prepare them for senior management positions. Who was the targeted group of participants? What are some key elements of the program or effort?*

Basically, the city leadership team meets once a year to evaluate the strengths and developmental needs of all of its management employees or up-and-comers in any position. We then rate promotability and color code each person reviewed. A green dot is RN (ready now); a blue dot is P1, P2, or P3 (promotable in 1, 2, or 3 years); a yellow dot means well-placed; and a red dot is AR (action required). The results are viewed by employees' departments to ensure the right people get the appropriate training to enhance their future worth.

- 4. What were the results? To what extent was the effort successful?*

Based on last year's evaluations and training efforts, four employees were promoted.

5. *Are there any lessons learned on things your organization would do differently in developing such a program or effort?*

No, staff are very pleased with the current program.

6. *Who is the contact person for more information?*

Terry Fitzwater, Assistant City Manager;
phone, 916/478-2280

Jurisdiction information

Population: 90,000

Number of employees: full time, 27; additional contract employees

Operating budget: \$25 million

Fremont, California

1. *What is the name of your program or structured effort to better develop and prepare aspiring managers?*

City of Fremont Leadership Academy

2. *Why did your local government develop the program or structured effort?*

As is the case with many other organizations, several of the city's executive managers will be retiring in the coming two to five years. In an effort to be proactive rather than reactive, the city created its own leadership academy in anticipation of these upcoming organizational changes.

3. *Please briefly describe the program or structured effort to develop aspiring managers and help prepare them for senior management positions. Who was the targeted group of participants? What are some key elements of the program or effort?*

The City of Fremont Leadership Academy is a multifaceted program designed to make leaders out of strong managers, a critical step in ensuring the long-term vibrancy of an organization.

Preference in the academy is given to those managers who possess relatively strong management skills, demonstrate leadership ability, and have the potential to move into upper level/executive management positions in this organization.

The leadership academy has several key elements:

- **Assessment**—To give participants a better understanding of their areas of strength and areas of opportunity, we offer an assessment that includes management-style profiles, in-basket exercises, group activities, and one-on-one interviews.
- **Core curriculum**—After consulting with a number of cities, universities, and Fortune 100 companies to find out what they consider essential for leadership development, with assistance from outside consultants we designed the courses on the following topics: exploring the role of a leader, creating a shared vision, ethics/values, systems thinking and strategic planning, building a winning team and developing inclusive partnerships, futures forecasting and analysis, and what drives political and administrative decision making.
- **Mentoring**—To provide support and assistance to participants as they progress through the academy, we pair them with mentors from our executive management team.
- **Practical application/activity days**—To ensure that the academy meets the needs of those enrolled, participants are given an opportunity to identify the key challenges they face on a day-to-day basis. Workshops are then developed to address those challenges (e.g., solving performance problems, coaching, taking action as a leader, managing up and outwards, leading people through change). Panels of our own executive managers, other city managers, and private industry executives are also set up to broaden the perspective of the participants.
- **Problem-solving projects**—To augment the experiential activities, participants form teams to work on projects of significant importance to our organization, develop recommendations, and present action plans.
- **Presentation skills**—So that participants can better represent their departments and the city, they attend the Dale Carnegie high impact presentation course.
- **Reinforcement**—To assist participants with applying what they learn in the acad-

emy, one-on-one meetings are held with participants after the academy ends to review progress made on their professional development plans.

4. What were the results? To what extent was the effort successful?

Evaluations of speakers and course content are done after every session so that modifications can be made, as needed. Midsession evaluations are completed by participants to assist with the design of future training. Final evaluations are completed by participants and our executive management team to determine the overall value of the academy.

Our first academy began in January 2002, with graduation in October 2002. From the executive management team's perspective, those who went through the academy:

- Demonstrate a greater citywide perspective, not just a departmental perspective
- Take more ownership in the issues on which they are working
- Act like partners with the executive management team rather than subordinates
- Focus more on coaching and mentoring those they supervise rather than being hands-on managers
- Have a better understanding of and play an active role in spreading Fremont's unique organizational culture.

From the participants' perspectives, the academy helped them:

- Gain a bigger-picture perspective of the organization, its values, and what is expected of leaders
- Manage for results by developing individual work plans with their employees
- Maximize the potential of their employees through coaching and mentoring
- Be more action oriented, balancing the need for solid research with consolidated time frames.

Of the 15 managers enrolled in the first academy, three have been promoted internally: one to police captain, one to senior

manager, and one to a deputy director. Three accepted promotional opportunities elsewhere: one as a police chief, another as a public works director, and another as a deputy director of recreation and administrative services.

5. Are there any lessons learned on things your organization would do differently in developing such a program or effort?

We learned a number of lessons from our 2002 academy, many of which have been factored into the design of our second academy:

- There was a wider-than-expected variation in the skill levels of the participants. For that reason, the focus of our next academy will be to provide a broad, results-oriented knowledge base first. After that base is established, participants can move on to leadership principles and practices.
- Given existing workloads, the time commitment of two days per month of classroom involvement plus outside work on the special projects was too burdensome. Although the projects have significant value, they are not part of the second academy and instead may be incorporated into follow-up training.
- Given the characteristics of the next target audience, the assessment component has been modified to better meet those needs. Rather than an assessment center, there will be more use of individual written instruments and a debriefing workshop with the group as a whole.
- There was an expressed need for individual coaching; therefore that is included in our next academy.

6. Who is the contact person for more information?

Cynthia King, Project Manager; phone, 510/284-4013; e-mail, cking@ci.fremont.ca.us

Jurisdiction information

Population: 203,500
Number of employees: 888
Operating budget: \$107 million

Long Beach, California

1. *What is the name of your program or structured effort to better develop and prepare aspiring managers?*

Management Assistant Program

2. *Why did your local government develop the program or structured effort?*

The program was initiated in 1980 to attract the best and brightest individuals to the organization. The program serves as a recruiting source for future career professionals and managers.

3. *Please briefly describe the program or structured effort to develop aspiring managers and help prepare them for senior management positions. Who was the targeted group of participants? What are some key elements of the program or effort?*

Management assistants—two or three are selected each year from a pool of approximately 50 applicants—receive one-year appointments; during this time they gain experience through four department rotations of three months each. Candidates are drawn from graduate schools, local agencies, and professional organizations. Applicants must possess at least a master's degree, and they often have had some professional experience or an earlier internship.

The program is budgeted and coordinated in the office of the city manager. The assistant city manager is the program executive, and day-to-day coordination is managed by the human resources department.

Proposals to host a management assistant are requested from all city-manager departments, and other departments are encouraged to submit proposals as well. Rotation assignments are designed to develop assistants' writing, research, and analytical skills as well as their skills in areas such as special projects. Day-to-day assignments provide exposure to a wide array of municipal services.

Management assistants attend key staff meetings and are mentored by the director of their department, alumni of the Management Assistant Program, and the program coordinator.

4. *What were the results? To what extent was the effort successful?*

The city has benefited from fresh perspectives and new ideas generated by management assistants; and a number of former assistants now hold analytical and management positions throughout the city, including acting deputy city manager. In addition, former management assistants around the country remain dependable professional resources.

5. *Are there any lessons learned on things your organization would do differently in developing such a program or effort?*

The city has learned that for the program to work there must be:

- Executive management support and buy-in—executive management and supervisors must be included in all facets of the program
- A formal support structure—a top-level executive program manager, a day-to-day coordinator, a mentoring program, and an alumni advisory committee are necessary
- Meaningful work assignments—review of proposals, feedback from management assistants, and flexibility within rotations based on interest and department needs
- Meaningful professional exposure—attendance at executive management meetings, training and professional development opportunities, hands-on experiences with department practitioners, membership in professional organizations
- Continuous improvement and evaluation—ongoing updates of recruitment contacts and resources, orientation and rotation evaluation, regular substantive meetings with assistant city manager and program coordinator, and alumni advisory committee assessments and recommendations
- Mentoring—department director provides an organizational perspective, alumni advisers advise on program implementation and city operational issues, and the program coordinator serves as an informal mentor.

6. *Who is the contact person for more information?*

Kevin Boylan, Human Resources Director;
phone, 562/570-6475

Jurisdiction information

Population: 461,500
Number of employees: 6,000
Operating budget: \$368 million (general fund)

Naperville, Illinois

1. What is the name of your program or structured effort to better develop and prepare aspiring managers?

Naperville Employee University (NEU) opened its doors in January 2002 to offer a wider variety of learning events, including skill enhancement for supervisors, managers, and directors.

2. Why did your local government develop the program or structured effort?

A learning track for our leaders was developed within NEU because:

- We believe that in most organizations, including ours, employees are promoted to supervisory positions on the basis of their technical skills. Although technical skills are important, the new supervisor now has a very different responsibility and needs to be trained in the appropriate skills for this new leadership role
- To fill the gaps created when current leaders leave, this organization must aid in succession planning efforts by offering both skill-building events and leadership events such as rotating supervisory opportunities.

3. Please briefly describe the program or structured effort to develop aspiring managers and help prepare them for senior management positions. Who was the targeted group of participants? What are some key elements of the program or effort?

Within NEU we have several concurrent programs:

- **Leadership Certificate Program**—In the fall of 2002, one manager or supervisor from each department was enrolled in this

program. To acquire the certificate, each participant must attend and successfully complete three graduate-level courses taught on campus by North Central College staff. This cohort group of ten moves through each class together. In teams, they also must complete a year-long research project that leads to information or conclusions that benefit our city. The final piece of the certificate is to attend six city council meetings and the learning sessions that follow.

- **IG School for Leadership and Change**—We currently have two project teams enrolled in the Illinois school run by the Innovation Groups (IG). We believe this effort will allow for teams to explore the scope of an identified initiative within the city, will allow participants to learn facilitation skills they can use back on the job, and, finally, allows participants to network with other organizations and receive feedback on their projects.
- **Leadership Learning Labs**—In the spring of 2003 we will offer special Leadership Learning Labs for our managers and supervisors. Each department will identify one person who could benefit from the experience. The three labs are day-long events and cover three areas of leadership development. Before the lab, each participant receives preparatory work as well as the goals of the workshop and then brings a concern or project to work on during the session.
- **NEU courses**—Twice a year, NEU distributes a curriculum brochure offering a variety of learning experiences for leadership development. Offerings this term include "Situational Leadership," "Emotional Intelligence at Work," "Performance Management," "Talent Selection" (interview training), and a course we call "What Every Leader Needs to Know"—this topic changes annually to address and inform leaders about city policies and procedures.
- **Rotating supervisory positions**—Several departments offer rotating supervisory positions, which permit a number of employees the opportunity to lead and to learn from that experience.

4. *What were the results? To what extent was the effort successful?*

The first three items mentioned are very new learning initiatives. We have set goals and expectations for each, and these will need to be met in order for the programs to continue.

Item four—NEU courses—has been in place for several years. Through needs-based assessment activities, the classes vary each term, with some classes continuing as requested.

Rotating supervisory positions has also been in place for several years and has proved so successful that other departments have replicated the experience. A rotating format allows the employee to not only gain leadership experience but also receive feedback on developmental needs. An experienced, well-rounded future leader can emerge from this practice.

5. *Are there any lessons learned on things your organization would do differently in developing such a program or effort?*

So far, two lessons are worth noting:

- With the rotating format, the employee must receive feedback on performance; otherwise it was just an experience—not necessarily a learning and growth experience.
- Employees who participate in programs such as the Leadership Certificate Program or the IG School for Leadership and Change must have opportunities to use these new skills. Those opportunities need the support of city leaders and should, to some extent, be put into place before the program starts and be included in the annual performance goals.

6. *Who is the contact person for more information?*

Sharon Adams, Learning and Performance Supervisor; phone, 630/548-1114; e-mail, adamss@naperville.il.us

Jurisdiction information

Population: 128,000

Number of employees: 1,000

General fund-operations, FY03: \$85 million

Palo Alto, California

1. *What is the name of your program or structured effort to better develop and prepare aspiring managers?*

Palo Alto Police Department Succession Plan

2. *Why did your local government develop the program or structured effort?*

We recognized the need to ensure leadership continuity through a structured program of employee development.

3. *Please briefly describe the program or structured effort to develop aspiring managers and help prepare them for senior management positions. Who was the targeted group of participants? What are some key elements of the program or effort?*

The plan is an aggressive program consisting of:

- A review of minimum entry requirements for each sworn rank
- Identifying the knowledge, skills, and abilities required for promotion to each rank
- Identifying all eligible candidates for promotion to each rank
- Identifying specific developmental actions to prepare every eligible candidate for promotion to the next rank
- Annual career planning meeting
- Biannual promotional coaching classes, open to all personnel and presented by top command staff; the current program targets sworn personnel although we have recently embarked on a similar program for civilian personnel.

4. *What were the results? To what extent was the effort successful?*

The program has been in place for less than a year, so it's too soon to tell how successful it will be in the long term. It was well received and conveyed the department's concern for each employee's personal development in a very positive way.

5. *Are there any lessons learned on things your organization would do differently in developing such a program or effort?*

Creation of a working group composed of representatives from throughout the department helped generate enthusiasm and credibility. Wide distribution of the plan, which names every sworn employee, was also very effective.

6. Who is the contact person for more information:

Pat Dwyer, Police Chief; phone, 650/329-2555; e-mail, pat_dwyer@city.palo-alto.ca.us

Jurisdiction information

Population: 58,500

Number of employees: 1,200

Operating budget: \$320 million (general fund and all utilities)

Plano, Texas

1. What is the name of your program or structured effort to better develop and prepare aspiring managers?

Management Preparation Program of Plano

2. Why did your local government develop the program or structured effort?

The city of Plano developed its Management Preparation Program of Plano (MP3) in response to a need to address the upcoming attrition of a large percentage of its management staff within a five-year period. A valued component of the program is its dual capacity to enhance the managerial skill sets of participants within their current positions and to prepare them to compete successfully for future promotional opportunities.

3. Please briefly describe the program or structured effort to develop aspiring managers and help prepare them for senior management positions. Who was the targeted group of participants? What are some key elements of the program or effort?

The MP3 provides an experiential learning opportunity for members of the city's management staff who meet established educational and tenure guidelines. The participants are matched with selected development

coaches (at the executive level) who work with them in an academic and experiential setting for one year. Some key elements of the program are that specific courses are designed for participants, and participants must compete to be involved. However, all participants understand this to be a preparatory program and not a guarantee of promotion. The goal of the program is to provide participants with the tools to compete successfully and improve their current managerial skills.

4. What were the results? To what extent was the effort successful?

The first MP3 class commenced in January 2003. Thus far, the reception and participation are good, and excellent programs and interactive learning experiences are in place. The results of the selection process were good, and we believe that good results will follow as the program is completed in December 2003.

5. Are there any lessons learned on things your organization would do differently in developing such a program or effort?

At this point, we know we will need to expand the manner in which we advertised the program to ensure all potentially eligible participants know of application deadlines. We will also expand our preparation training for coaches; they need to understand the full scope of what they are being asked to do. As we proceed, we are open to suggestions and will use the quarterly evaluations from development coaches and participants to make modifications to enhance the results of the program.

6. Who is the contact person for more information?

LaShon Ross, Director of Human Resources; phone, 972/941-7422; e-mail, lashonr@plano.gov

Jurisdiction information

Population: 222,000

Number of employees: 1,931 (full-time)

Operating budget: \$300 million

San José, California

1. *What is the name of your program or structured effort to better develop and prepare aspiring managers?*

Building the Bench is the name of the overall effort, and the Leadership and Supervision Academy is the major element now under way.

2. *Why did your local government develop the program or structured effort?*

For two principal reasons:

- To improve middle managers' and supervisory employees' leadership and management skills and knowledge in their current positions
- To prepare them to be successful in obtaining and performing in senior management positions.

San José's initial citywide employee survey (conducted in 2001) showed that 22 percent of respondents felt that management skills could be improved and 17 percent asked for better communication between managers and employees. While San José has provided leadership training in various forms since the mid-1980s, the survey results indicated a need for a more comprehensive approach, enabling us to reach a larger percentage of supervisors and managers to enhance their skills and improve practices in these areas.

In addition, it was seen as critical to more proactively develop leadership, management, and promotional opportunities to help achieve one of San José's corporate priorities: to be the "best public employer." Finally, we were seeking additional opportunities to promote staff's awareness and application of San José's five other corporate priorities: performance-driven government, customer service, neighborhood-focused service delivery, support for effective council policymaking, and effective use of technology.

3. *Please briefly describe the program or structured effort to develop aspiring managers and help prepare them for senior management positions. Who was the targeted group of partici-*

pants? What are some key elements of the program or effort?

The goal of the Leadership and Supervision Academy (LaSA) is to ensure that new supervisors are well equipped to handle the added responsibilities that come with a move to management. Initially, attendance will be mandatory for all new supervisors and those existing supervisors who have never attended any city supervision training. After this group completes the program, it will be opened to nonsupervising "lead workers" as a further opportunity to "build the bench" and develop these skills throughout the organization.

Begun in April 2002, the new academy was developed in-house by a team of employees from the employee services department and the city manager's office. The 10-week (40 hours total) training academy is delivered entirely by city staff.

Major subject elements are:

- **Leadership and management training**—leadership theories and application to the San José environment; introduction to San José's corporate priorities and its customer-focused, results-based service delivery framework; and managing for results—how to use data to improve services and allocate resources
- **Interpersonal effectiveness**—communication skills, including proactive listening and timely feedback, and conflict resolution
- **City policies and procedures**—how to handle harassment, discrimination, and performance problems; also information on resources available to assist supervisors in a number of procedural areas when needed.

4. *What were the results? To what extent was the effort successful?*

To date, the LaSA has graduated approximately 190 supervisors and midlevel managers in three academies. Feedback from both participants and their supervisors has been positive—the overall rating by participants is 4.2 on a 5-point scale—with constructive suggestions that are assisting us in improving the experience as we plan subsequent

sessions. Within the next two years, the goal is to have all current supervisors graduate from the academy, which will enable us to open the program to other employees as a building-the-bench opportunity.

We also now track the ratio of internal to external appointments to senior and executive staff position vacancies. Since January 2001, 26 of 42 appointments (or 62 percent) went to internal candidates. We will continue to track these numbers as part of the evaluation of our overall building-the-bench efforts.

5. Are there any lessons learned on things your organization would do differently in developing such a program or effort?

Overall, the model is working well, but, because the academy trainers are all in-house employees, the commitment to training must be balanced against performing other job duties and functions. However, we believe that there is a significant long-term benefit to using in-house trainers instead of using the services of outside consultant trainers for this particular program. As the academy progresses, we will have the opportunity to expand our pool of trainers by engaging former graduates to deliver portions of the training. In making such a commitment to a large number of employees, it is important to create and maintain a strategy to deliver training over the long term.

For the future, it will be important to keep the academy subjects relevant and responsive to the needs of both students and their managers. Data from the employee survey and focus groups will be important to maintain and sustain the value of this training, making changes to the curriculum as necessary.

6. Who is the contact person for more information?

Brooke Myhre, QUEST Program Manager;
phone, 408/277-5861; e-mail,
brooke.myhre@ci.sj.ca.us

Jurisdiction information

Population: 895,000

Number of employees: 7,187

Operating budget: \$733 million

Santa Ana, California

1. What is the name of your program or structured effort to better develop and prepare aspiring managers?

The Public Business Academy has three programs:

- Public Business Concepts, Theories, and Practices (PBC)
- Public Business Management (PBM)
- Advanced Leadership Development (ALD)

In addition, the city also sponsors an internship program for high school, college, and graduate school students.

2. Why did your local government develop the program or structured effort?

The Public Business Academy was developed in 1993 as the next step in the city's plan to become a learning organization with a total quality service (TQS) philosophy. In response to a continuously changing environment, the city invested in the academy program to enhance employees' ability to make significant contributions within the city or other public entities. The program is intended for our leaders of today and potential leaders of tomorrow. It is a visionary program with the intention of teaching employees how to conduct business in an entrepreneurial manner, how to plan strategically, and how and when to take risks. The program focuses on employee empowerment, critical thinking, creativity, and innovation. Throughout, the program aids in creating a quality-focused organization that is responsive to change and helps build commitment and a common language and culture among city employees.

The internship program is designed to attract, develop, and mentor innovative individuals interested in pursuing a career in the public sector. The program recognizes the need to provide rewarding and career-oriented work experiences for young people in the hopes of retaining participants after graduation.

3. Please briefly describe the program or structured effort to develop aspiring managers and help prepare them for

senior management positions. Who was the targeted group of participants? What are some key elements of the program or effort?

Public Business Academy

- PBC is designed for all city employees and requires eight weeks to complete. The intent of the program is to ensure participants gain a fundamental base of knowledge on the overall picture of the organization, important operational systems, and a better understanding of themselves and others.
- PBM is designed for supervisors and managers and takes 13 weeks to complete. PBM's intent is to provide an arena to network, to teach the nuts and bolts of running a public business, and to enhance employees' ability to accurately focus their work effort in a manner consistent with city direction. It does this by focusing on seven learning modules that, taken together, provide managers with the theory and skills needed to achieve success.
- ALD is designed for employees who are currently leaders or who are on their way to becoming leaders, and it requires 14 weeks to complete. ALD offers seven learning modules designed to provide the opportunity to explore concepts and techniques that keep the city on the cutting edge of progressive local government administration. This is accomplished through a graduate school seminar format.

Internships

The city classifies interns into six categories:

- Student interns—High school juniors and seniors
- Administrative interns—College freshmen and sophomores
- Senior administrative interns—College juniors and seniors
- Management interns—Graduate school students
- Engineering interns—College juniors and seniors in engineering-related fields
- Budget interns—College juniors and seniors in finance-related fields.

Interns are recruited for and placed within divisions to best match the departments' needs and students' interests. Interns meet on a quarterly basis for training, informational seminars, and networking opportunities.

4. What were the results? To what extent was the effort successful?

Public Business Academy

To date, approximately 600 employees have graduated from the PBC program and 200 each have graduated from the PBM and ALD programs. In addition, the Public Business Academy has provided the following benefits:

- Enhanced leadership and management skills among managers and supervisors
- Increased capacity to identify and implement long-range goals consistent with city's social, political, legal, and practical realities
- Increased communication among departments
- Better working relationships between managers and supervisees
- Clearer understanding of the city's goals and objectives.

Internships

The city consistently maintains approximately 55 interns across all departments. The internship program has helped to identify and retain highly motivated and skilled young talent. Graduates of the program have gone on to successful careers as professionals and managers in a variety of public service agencies.

5. Are there any lessons learned on things your organization would do differently in developing such a program or effort?

Public Business Academy

The city initially developed the PBM and ALD modules. From the outset it would have been beneficial to develop a complete program that included all employees. In addition, the city has recognized the need for ongoing training. In response to this need, the city has developed seminars for upper-level and midlevel managers to update skills, offer information on new and relevant topics, and provide

forums for continuous interaction among managers. Examples of recent seminar topics include "Managing the Generation Mix" and "Teamwork Is an Individual Skill."

Internships

The internship program has enjoyed much success. However, the city may wish to explore cross-departmental training, provide more group activities in addition to the quarterly meetings, and incorporate a job-shadowing component.

6. *Who is the contact person for more information?*

Alma Flores, Senior Management Assistant; phone, 714/647-6989; e-mail, aflores@ci.santa-ana.ca.us

Jurisdiction information

Population: 338,000

Number of employees: 1,748

Operating budget: \$180 million (general fund)

Santa Clarita, California

1. *What is the name of your program or structured effort to better develop and prepare aspiring managers?*

The city has two programs. The first program is referred to as the Management Analyst Team (MAT). The second program is a formal mentoring program.

2. *Why did your local government develop the program or structured effort?*

For several reasons:

- To provide the skills and competencies of aspiring analysts who sought to be managers
- To provide opportunities to gain broad-based experience in the various areas of municipal management
- To gain insight on higher-level policy matters and decision-making processes through interaction with executive managers
- To develop a next level of managers to fill critical management positions—bench strength, in other words

- To attract and retain talent to the organization.

3. *Please briefly describe the program or structured effort to develop aspiring managers and help prepare them for senior management positions. Who was the targeted group of participants? What are some key elements of the program or effort?*

MAT

The MAT reports to the city manager; however, on a day-to-day basis MAT members are assigned to the operating departments, and they report to the department head.

Several elements have been used:

- **Core competency training program**—On the basis of ICMA-identified core competencies, a formal training program was developed with sessions on negotiation skills and public-speaking skills.
- **MAT special projects**—The team is often called to conduct organizational analysis and/or management audits. This provides every analyst the opportunity to work on broad-based policy issues that extend beyond their own departments and expose them to assignments that require big-picture thinking.
- **Assignments to interim management positions**—On several occasions the organization has drawn from the MAT to fill critical management positions such as department heads, division heads, and assistant to the city manager.
- **Job rotations**—Management analysts are rotated among operating departments approximately every two or three years.

Mentoring program

Formal one-year program for all employees that matches a mentor and a protégé in an effort to provide a structured learning environment. The program provides an initial training program and follow-up quarterly meetings to gauge the efforts and successes of the relationships. The program also includes applicable materials on topics such as leadership and communications. The city manager contributes support in the form of training sessions. Participants meet at least

monthly to discuss an agreed work plan. There are also opportunities for special projects outside the protégé's normal work.

4. *What were the results? To what extent was the effort successful?*

The MAT program has produced positive results:

- Several management analysts have been promoted to management positions
- Retention of key talent in the organization
- Positive reputation of the city manager as one who develops and promotes aspiring managers
- Future attraction of talent
- Analysts with greater skill sets who can work on the multitude of issues with a big-picture perspective
- Higher-quality analysis and program development
- Greater pool of talent to work on complex analytical projects and politically sensitive projects with higher comfort level.

The mentoring program also produced positive results:

- Individual growth on the parts of both the mentor and protégé
- More engaged employees who are focused on their development
- Opportunities to find talented people who may not have been identified previously.

More in-depth analysis will be conducted at the end of the one-year program.

5. *Are there any lessons learned on things your organization would do differently in developing such a program or effort?*

MAT

- Provide more consistency and structure to ensure long-term stability of program.

Mentoring program

- Evaluate selection process to ensure appropriate relationships
- More training so that participants have a clear idea of what mentoring means
- Provide a recommended template on how to develop a work plan and methods to stay on track.

6. *Who is the contact person for more information?*

Ken Pulskamp, City Manager; phone, 661/255-4905; e-mail, kpulskamp@santa-clarita.com

Jurisdiction information

Population: 151,000

Number of employees: 338

Operating budget: \$53 million (general fund)

Sarasota County, Florida

1. *What is the name of your program or structured effort to better develop and prepare aspiring managers?*

RoadMaps to Learning

2. *Why did your local government develop the program or structured effort?*

For three reasons:

- **Succession planning**—Sarasota County has been a longevity-based, central hierarchy for several decades. Past performance and loyalty were the key drivers used to evaluate a potential manager. It was apparent that we were always looking outside for new managers. This fact led to a degree of introspection and analysis that supported the need to define expectations for each management class and to create an environment where we could grow the managers that we needed and public service demanded.
- **Performance management**—As part of the overall assessment effort, it was also revealed that we had created nothing more than a class of "super employees" and called them managers. Responsibility and accountability had been delinked, with accountability absorbed by layers of the organization detached from where outcomes were to be achieved. All 125 management-level positions were placed in a management class and now serve at the will of the county administrator. At the same time we understood that these managers were "victims" of previous promotional decisions. Expectations for outcomes and the skills and competencies required had never been articulated for the

vast majority. Many of these people were set up to fail in an environment where the bar had been raised significantly. RoadMaps to Learning represents a conscious decision to invest in our existing people resources, their success and their succession.

- **Change management**—To promote rapid, wide-scale change and ensure accountability at all levels of the enterprise, Sarasota County launched a focused effort to drive strategic alignment. While we have been actively engaged in a number of continual improvement activities over the past five years, we struggled to bring alignment throughout the enterprise. It became clear that we needed to establish a streamlined approach that linked all key activities to our vision, mission, values, and strategic initiatives.

3. Please briefly describe the program or structured effort to develop aspiring managers and help prepare them for senior management positions. Who was the targeted group of participants? What are some key elements of the program or effort?

The RoadMaps to Learning program is unique in several aspects. In July 2002, core competencies and specific performance expectations were established at the chief officer, executive director, manager, supervisor, and employee levels. While the identification and development of core competencies are already used in some organizations, we also linked the balanced scorecard principles into our competency descriptions. To that end, defined core competencies include: customer and community champion, financial manager, process improver and capacity builder, and continuous innovative learner. Because alignment was critical to our success, core competencies at all levels of the enterprise were designed in a cascading manner. Our aspiring leaders throughout the organization now have a clear path to future success. All learning and development activities have been designed to support advancing levels of competency within each of the balanced scorecard perspectives. To ensure overall success, these same competencies operate as

the foundation for all hiring and selection practices and the performance management system (a pay-for-performance model). This consistency has helped to promote alignment, create shared expectations, and launch opportunities for continued professional growth across the enterprise.

Another key feature of this program is its emphasis on freedom and choice in exchange for accountability. A concentrated effort to include blended learning options has been launched. Managers have a variety of growth options, including:

- Accelerated learning techniques within the classroom setting
- An extensive computer-based training library
- Team learning options
- Mentoring opportunities
- A repository of leadership books, videos, and audios
- Practical toolkits.

Because the performance management system and individual development plans are designed to support business plan objectives, accountability is automatically woven into the process through clear performance measures.

The target audience in the RoadMaps to Learning program includes executives, general managers, managers, supervisors, and employees. While it is critical to invest in leadership development, we also believe that the employee education is essential to the future success of the enterprise. As we help our existing leaders advance their skill sets, we also provide numerous opportunities to grow future leaders.

Additional elements have also contributed to the success of our learning and development programs. Redeploying several full-time staff into the organizational and employee development business unit has offered new opportunities to improve both leader and team effectiveness. A unique assessment process and carefully designed intervention processes have been implemented across the enterprise. This alternative form of learning has played a significant role toward improving manager and group effectiveness.

We are also very excited about our progress toward improved alignment. To date, our business plans, budget, performance management practices, and learning and growth programs work in synergy to support strategic initiatives. The learning and growth programs now serve as fuel to promote success in the other areas of the balanced scorecard. Since Sarasota County government's organizational changes have been rapid and comprehensive, special efforts to communicate the scope of our programs have been launched. To ensure clear understanding on all levels of the enterprise, a product entitled RoadMaps to Learning was also developed. This tool reflects both the big picture and detailed views of diverse learning opportunities.

4. What were the results? To what extent was the effort successful?

We have used both Kirkpatrick's model and the balanced scorecard to measure results. Internal customer satisfaction with the overall learning experience indicates an average rating of 4.7 on a 5.0 Likert scale. All (100 percent) of our learning activities are now aligned to identified core competencies. Participants also report a greater than 50 percent improvement toward the stated learning objectives. The team-learning format has illustrated an even higher percentage of progress toward identified objectives. More specifically, a 70 percent gain in knowledge/insight has been reflected through the group-learning environment. Baseline team assessment measures were collected last year. Follow-up studies are also under way (incoming reassessment data reflect measurable improvement). This year, we will begin linking our learning and development data to the newly developed corporate scorecard. This scorecard will enable us to create clearer linkages to improvements in customer service, financial management, and process improvement.

It is also interesting to note the financial aspects of our RoadMaps to Learning program. By increasing the ratio of internal to external trainers, engaging in facilitator

negotiations, and developing an internal organizational development specialist role, the organizational and employee development business unit has helped our internal clients avoid \$280,000 in external facilitator fees during the past fiscal year. In addition, we have been successful in significantly expanding the breadth and depth of our organizational development and education services. This has been accomplished without adding to our training expenditure line item. Costs per leader and costs per employee remain significantly below benchmarking data of the American Society for Training and Development. Participation levels in learning activities have also increased dramatically. To date, we are facing wait lists for many of our classes.

5. Are there any lessons learned on things your organization would do differently in developing such a program or effort?

Our program was designed to ensure a broad scope and increased opportunity at all position levels. To that end, we did not clearly label our overarching program as "Leadership Development." Because many of our existing managers have concrete, linear learning preferences, we have experienced some branding issues. Simply put, some of our managers were still looking for the traditional management development program. In the months ahead, there are plans to add quarterly leadership development seminars to supplement existing opportunities.

6. Who is the contact person for more information?

Sue Marcinko, General Manager,
Organizational and Employee Development;
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Jurisdiction information

Population: 326,000
Number of employees: 3,717 (BCC plus elected officials)
Operating budget: \$474,771,158 (general fund plus special operating funds and districts)