Key Skill Sets for the 21st Century -- what's changed and how you can respond

Webinar 1:00 – 2:30 p.m. PT, Thursday, November 14, 2013

Cal-ICMA Coaching Program in partnership with ICMA State Associations
Colorado, Illinois, Michigan, Minnesota, Oklahoma, and Oregon

*** Advance registration required for this no-charge webinar:
https://www1.gotomeeting.com/register/572924664

Topics:
1. What are the fundamental drivers of change for the way we work in local government?
2. What alternative futures do we need to consider?
3. As local government professionals, what do we need to be doing to stay at the top of our game?
4. How can the profession lead and support needed changes?
5. What's a good Top 10 list for up and comers to succeed in the future?

Presenters:
* Bob O'Neill, Executive Director, ICMA
* Pat Martel, City Manager, Daly City, CA
* Skip Noe, City Manager, Aurora, CO

Audience: all employees

1. Register in advance for the webinar:
There is no charge for participating in the webinars, but each requires advance registration.
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2. Connect with the webinar and audio:
Use your logon information from the email confirmation you receive via email from GoToWebinar. We recommend the Telephone option dial-in number provided by GoToWebinar for sound quality. Depending upon your internet connection, VOIP option for audio (computer speakers) can have delays or sound quality issues.

3. Ask questions:
You may submit questions anonymously via email to Cal-ICMA@DonMaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters’ presentation materials:
We post these with the agenda at “Live Audio & Archives” tab of www.cal-icma.org/coaching. The PPT will be available about 2 hours before the webinar.
After a webinar occurs, a digital recording along with the PowerPoint materials and results of the polling questions will be available after 24 hours at the "Live Audio & Archives" tab of www.cal-icma.org/coaching.

Post-Webinar Group Discussions

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Cal-ICMA Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. What's changing in our environment and how is that affecting the skills our team members need?
b. What can we do to ensure that our agency has the needed skill sets?
c. How can we use the ideas and resources from this webinar to help us?

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list to keep informed of future sessions and resources at www.cal-icma.org/coachingList.

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Platinum Sponsors: CA Communities Joint Powers Authority, Chevron, and Pacific Gas and Electric Company
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Enjoy the resources and support to thrive in local government.

Don Maruska, MBA, JD, Master Certified Coach
Director, Cal-ICMA Coaching Program
Author of “Take Charge of Your Talent” www.TakeChargeofYourTalent.com
Bob O'Neill, Executive Director, ICMA

Robert J. O'Neill, Jr., is executive director of ICMA, the International City/County Management Association. Prior to joining ICMA in November 2002, O'Neill served as president of the National Academy of Public Administration (NAPA) from January 2000 to November 2002. From May through September of 2001, O'Neill was on temporary assignment at the Office of Management and Budget as counselor to the director and deputy director on management issues.

Between 1997 and 2000, O'Neill served as Fairfax County executive, where he oversaw Virginia’s largest general-purpose local government and is credited with developing a series of successful community and commercial revitalization strategies. O'Neill’s “reinvention” of the government of Hampton, Virginia, where he served as city manager between 1984 and 1997, was widely recognized by organizations such as the National League of Cities and Public Technology, Inc.

In the early 80s, O'Neill served as director of management consulting Services for the Virginia offices of Coopers & Lybrand, one of the former “big six” accounting firms. Previously he served as regional manager for the Management Improvement Corporation of America, providing financial analysis and organizational restructuring support for cities and counties throughout Virginia.

O'Neill graduated summa cum laude from Old Dominion University with a bachelor’s degree in political science in 1973. He received his master’s in public administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University in 1974, and in 2001, he received the institution’s highest honor, The Spirit of Public Service award. He is a 1984 graduate of The Executive Program of the Colgate Darden Graduate School of Business at the University of Virginia. In 1996 he was named recipient of the prestigious National Public Service Award presented by NAPA and the American Society for Public Administration. O'Neill was elected as a NAPA Academy Fellow in 1997 and was awarded an honorary doctorate of laws from Old Dominion University in 2000.

Pat Martel, City Manager, Daly City, CA

Patricia E. Martel is the City Manager of Daly City, the largest and most diverse full-service community in San Mateo County. Ms. Martel was appointed City Manager in May, 2005. As City Manager, Ms. Martel also serves in the capacity of General Manager of the North San Mateo County Sanitation District.
During more than twenty-five years working in local government, Ms. Martel has held executive management positions with several California municipalities including the cities of Inglewood, South San Francisco and Daly City where she previously served as the Assistant City Manager from 1995-2001. In 2001, she was appointed by then Mayor Willie L. Brown to serve as the General Manager of the San Francisco Public Utilities Commission with responsibility for managing the Hetch Hetchy water delivery system which serves 2.4 million people in the Bay Area in addition to the sewer and power systems serving the City and County of San Francisco.

The San Francisco Business Times acknowledged Ms. Martel's professional accomplishments in 2003 by naming her one of the 100 Most Influential Business Women in the Bay Area. In 2002, she was also cited among the Top 100 Women Business Leaders in the Bay Area by the business journal.

A graduate of the University of Southern California, Martel holds a B.S. degree in Public Affairs and a Master's degree in Public Administration.

Skip Noe, City Manager, Aurora, CO

George K. “Skip” Noe has been engaged in public service for over 35 years holding local government management positions in Texas and Colorado. After completing his Bachelor of Arts degree from St. Mary's University in San Antonio, Texas and a brief stint as a high school social studies teacher, Noe began his public service career as an Administrative Assistant in the City Council Office in San Antonio. Over the course of the next 32 years, Noe would hold management positions with the cities of San Antonio, Texas; Kingsville, Texas; Fort Collins, Colorado, College Station, Texas and Corpus Christi, Texas including the City Manager's position in Kingsville, College Station and Corpus Christi. Noe was selected to lead the City of Aurora after a nation-wide search. He was sworn in on December 20, 2010. As City Manager, Noe is responsible for overseeing the city's $615 million budget and 2,676 full-time employees and managing the City's day-to-day operations under Council direction.

During his career, Noe has been involved in a number of significant programs including budget management, economic development, performance measurement, application of information technology, development and implementation of significant capital improvements and public-private joint ventures. He has been recognized at the state and national levels for the creative use of technology to improve services and the implementation of innovative management techniques such as the 'balanced scorecard'.

Noe has been involved in a number of professional organizations and groups. Noe is active in the Colorado City Management Association and the International City
Management Association and was named City Manager of the Year by the Colorado organization. He has also been active with the Public Technology Institute. He is married to the former Laura Spear Smith and has three grown children.
Key Skill Sets for the 21st Century
what’s changed and how you can respond

November 14, 2013

Cal-ICMA
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A State Affiliate of ICMA
Coaching Program: 10th year
Preparing the Next Generation Committee

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Overview of Session

1. What are the fundamental drivers of change for the way we work in local government?
2. What alternative futures do we need to consider?
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5. What's a good Top 10 list for up and comers to succeed in the future?

- **Bob O’Neill**, Executive Director, ICMA
- **Pat Martel**, City Manager, Daly City, CA
- **Skip Noe**, City Manager, Aurora, CO

- **Don Maruska**, Director, Cal-ICMA Coaching Program

…and polls and questions along the way.
Polling Question #1

How many people are listening on your line?

4
Public Leader Skills for the Future

Robert J. O’Neill, Jr.
ICMA Executive Director
“Key Skill Sets for the 21st Century” Webinar
November 14, 2013
local government

demographics
polarized politics
technology and social media
have-have-nots
economic crisis
2011-2020

the decade of local government
6 practices*

1. add value to the quality of public policy and produce results that matter to their communities.
2. take a long-term and community-wide perspective.
3. commit themselves to ethical practices in the service of public values.
4. help build community and support democratic and community values.
5. promote equitable, fair outcomes and processes.
6. develop and sustain organizational excellence and promote innovation.

*Nalbandian, et al; PM Magazine, 3/07
facilitators of vision
community builders
designers
voice in policy
ethics + values
reformers + reformed
What We Know About Leadership of Organizations in Turbulent Times

• Leadership Matters

• We are not talking about the few people at the top

• Great organizations focus on anchoring around values and attracting the right people
Jim Collins on Our Role

• Level 5 & Legislative Leadership

• Who First Then What

• The Role of the Manager in the Flywheel

• The Resource Engine
Jim Collins on Our Role (cont)

- Big Goals – Practical Strategies
- Values & Practices
- The Stockdale Paradox
- Exciting a New Generation
The Whole New Mind by Daniel Pink

- Design
- Story
- Empathy
- Play
- Meaning
- Courage
transparency
engagement
performance
accountability

trust
Polling Question #2

Which of these elements need attention to boost trust and results?
Greatness requires endless change and adaptation while preserving core values and purpose.

Good to Great
Jim Collins
IF PERFORMANCE MATTERS, THEN LEADERSHIP AND MANAGEMENT COUNT
thank you
KEY SKILL SETS FOR THE 21ST CENTURY- WHAT’S CHANGED AND HOW CAN YOU RESPOND?

Patricia E. Martel
City Manager,
Daly City, CA
November 14, 2013
Adapting Your Skills for 21st Century Leadership and Management

• Disruptive Forces and Challenges Facing Local Government Organizations
• Adaptive Leadership Skills Required to Successfully Address the Changing Environment
• Critical Competencies That Will Provide the Edge
Disruptive Forces
And Challenges
A Disruptive World

- Volatile
- Uncertain
- Complex
- Ambiguous
Local Governments Are

• Overwhelmed with accelerating and discontinuous change
  – Economic, demographic, and technological

• Challenged by complex, difficult to solve, emotion-laden and divisive problems
  – Demands for services and diminishing resources

• Unable to solve major problems without crossing sectors and collaborating
  – Sharing services with community partners
Challenges Created By Uncertainty

- Confronting an era of permanent fiscal crisis and diminished capacity to respond
  - Downsizing and Restructuring
- Citizens have lost confidence in all institutions, including government
  - City of Bell and Pension Reform
- Experimenting and learning are key factors to adapting in this environment
The Nature of the Challenges

• **Technical** i.e. “Tame”
  – Solutions are known and can be addressed through management

• **Adaptive** i.e. “Wicked”
  – Solutions are unknown and require leadership at all levels
  – Can only be addressed through changes in people’s priorities, beliefs, habits and loyalties
Adaptive Leadership Skills are Key
Adaptive Leaders

1. Willing to experiment—challenge the status quo
2. Take calculated risks and encourage innovation
3. Focus more on exploiting innovative opportunities than challenges
Polling Question #3

Where would you like to develop or have more support?
Adaptive Skills

- Are more interpersonal than technical
- Require a willingness to challenge the status quo and question your own priorities
- Force you to move away from what you know how to do well and risk moving beyond your sense of competence to respond adaptively to new demands
Mastering Adaptability

• Be Open to Experimenting and Learning
  – there are no right or wrong answers

• Sharpen Emotional Intelligence
  – self-awareness (an accurate picture of strengths and weaknesses)
  – self-management (how you deal with change and uncertainty and the resulting stress)
  – social awareness (understanding how to put the needs of the team ahead of your own)
  – relationship management (build and maintain solid working relationships inside and outside your organization; mend relationships that have broken)
Mastering Adaptability- cont.

• **Do Whatever It Takes**
  – perseveres in the face of obstacles (take risks and be open to learning from others to support the team and organization)

• **Help Lead Change By Example**
  – engage others in change initiatives by supporting group effort rather than individual accomplishment
Critical Competencies That will Provide the Edge
Competencies of Adaptive Leaders

- Active Futures Orientation - focus on possibilities
- Boundary Crossing and Partnering Skills
- Learning Agility - assess and evaluate from every possible angle
- Resiliency - work through failures and keep going
- People Skills - tell stories and inspire
The Importance of People Skills

80 percent of management failure is related to poor people skills
Polling Question #4

Which competencies would you like to develop further?
WHAT WOULD HELP YOU DEVELOP THESE ADAPTIVE LEADERSHIP COMPETENCIES??
Resources

- Good to Great and the Social Sectors, Jim Collins, 2005
- “Leadership in a Permanent Crisis,” Heifetz, Grashow and Linsky, HBR, July-August 2009
- “Making the Connection-Leadership Skills and Emotional Intelligence,” LIA, Nov/Dec 2001
QUESTIONS?
Profile of Aurora, Colorado

- Located on the eastern edge of the Denver-Aurora metro area
- Third largest city in Colorado, second largest in metro area
- Largest council-manager form of government in Colorado
- Known as an affordable, family-oriented community
- Economic drivers are:
  - Aerospace and defense
    - (Buckley AFB)
  - Health care and bioscience
  - Transportation/logistics
  - Renewable Energy
Profile of Aurora: People

- 340,000 residents
- 56th largest city in US
  Larger than St. Louis and Pittsburgh,
  Just behind Anaheim and Honolulu
- One of the most diverse large cities
  28.7% Hispanic, 15.7% Black/African-American, 4.9% Asian, 61.1% white
- Media household income of $50,468
- 61% homeownership rate
- Poverty rate of 16.5%
Profile of Aurora: City Government

- Full-service city including public safety, water utility, parks, libraries
- 2013 Total budget: $532.9 million ($251.3 M General Fund)
- 2,678 employees (FTE)
  - 670 sworn police
  - 311 sworn fire
  - Ambulance services contracted
The Aurora Story

- Organizing for the Future: Core 4 and the Transformation Process
- The Impact of Disasters and Incidents of Mass Violence
Environmental Factors

- Demographics and generational differences
- Diversity
- Structural Budget Deficit
- Good organization but not “great”
  - Silos
  - Inconsistent connection to customer
  - Risk avoidance
  - Slow to change
Cultural Transformation Initiative

- Core Values
  - Core 4 – Integrity, Respect, Professionalism and Customer Service
- Internal marketing and use of stories
- Organization-wide training initiative
  - Servant Leadership, Good to Great, Great by Choice
- Institutionalizing the Core 4
- Management Team and employees are energized
  - Challenges are “in the middle”
Polling Question #5

Which of the following cultural transformation elements are of interest for your agency?
Disasters and Incidents of Mass Violence: Impact on the Organization and Community

- Increasing number of incidents of natural disaster and acts of mass violence in communities across country
- Expectations of local government are growing in the face of these tragedies
- Two phases of incidents – immediate response and long-term recovery
- Immediate response is part of traditional “tool kit”
- Long-term recovery in many instances requires a new set of tools
The Aurora Theater Shooting Incident
The Initial Response

Police response impacted by the Summer Initiative. Public Safety response to scene:

First Police Officer arrives in 83 seconds, 2nd Police in 85
52 cars in 21 minutes
First Ambulance in 3 minutes
First Fire unit in 5 minutes
Chaos of scene and emergency response
Joint Police and Fire training including active shooter training
All victims off site to hospital in 55 minutes
Every victim that left the scene alive survived
Emergency Operation – 24 hours

Century Theatre – Identification of 10 victims left in theatre and process crime scene

Gathering and support of victims and family at high school

Paris Street Operation
   Booby trapped apartment
   Evacuation
   Second command post

Inter-jurisdictional operation
FBI, APD, AFD, ATF, local law enforcement agencies
Managing Recovery: Not part of our Basic Tool Kit

- Supporting our community
- With Aurora Mental Health, established 24-hour hotline and mental health operation to provide response to community trauma
- Mytrauma.com website to facilitate help for those that may not come for help in person
- Managing the need for people to give
- Outpouring of offers of funds, fundraising and in-kind support
- Donations for victims and victims families
Supporting Our People

- Trauma of the incident on first responders
- Police Officers had access to police psychologist and peer support both individually and as a group
- Firefighters got substantial support from FDNY and IAFF
  - Used the incident to create a more robust, ongoing peer support program
- Aurora Mental Health and our EAP provide on site support for Dispatch and other civilian employees
- Support continues on, particularly at key “trigger” events
Long-term Resiliency Initiative

- Need for all to understand the grieving process and impact of trauma
- Provided direct support through victim services for those directly impacted
- Established and staffed through AMH a “Resilience Center” to serve as a focal point for services to all those impacted
- Recognize the importance of commemorating in an appropriate way the incident
  - Victims first philosophy
  - Anniversaries
  - Permanent Memorial
- Remember
  - Everyone is grieving and must be allowed to grieve
- Put the victims first
Key Qualities and Skills for Future Managers

- Communication
- Creativity
- Collaboration
- Flexibility
- Empathy
Post-Webinar Discussion Questions

a. What’s changing in our environment and how is that affecting the skills our team members need?

b. What can we do to ensure that our agency has the needed skill sets?

c. How can we use the ideas and resources from this webinar to help us?
Polling Question #6

How was the webinar of value to you?
Resources and Feedback

Go to “Live Audio & Archives” tab at website for recordings of this webinar and other professional development resources.

www.cal-icma.org/coaching

Please complete the follow up survey, including your suggestions for webinar topics and presenters in 2014.
Contacts for Today’s Session

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CITY OF AURORA
COLORADO

OUR MISSION
We unify diverse communities.
We are a leader in creative outcomes.
We are an innovator in economic development.
We partner with public and private research institutions.
We have water, land and other valuable resources.
We provide the full range of quality municipal services.
We invite active citizen participation in our government.
We will implement the city’s vision.

AURORA WILL BE AN INNOVATIVE LEADER
IN THE NATION DELIVERING
Sustainable, vibrant, interconnected neighborhoods with a range of housing choices.
Responsible environmental stewardship.
Award-winning public safety services.
Exceptional infrastructure and facilities.
Multi-modal transportation options.
Quality parks, recreation, open space, cultural, educational and community activities for our citizens.
Support for cultural diversity and efforts to assist assimilation into the community.
Support and protection of Buckley AFB as an active installation.
Dynamic health, science and research opportunities.
Economic diversity, growing a solid commercial revenue base and plentiful business opportunities.

OUR GOALS
Assure a safe community for people.
Serve as leaders and partner with other governments and jurisdictions.
Ensure excellent infrastructure that is well maintained and operated.
Create a superior quality of life for residents making the city a desirable place to live and visit.
Be a great place to locate, expand and operate a business and provide for well-planned growth and development.
Provide well-managed and financially strong city.
Sergeant Joe Young
Aurora Police Department

Sgt. Joe Young feels that the concept of integrity is often over-complicated. To him, integrity means doing the right thing. It's just that simple. Young and the 12 men and women working in the Crimes Against Children Unit (CAC), are often called to make difficult decisions. It requires them to keep integrity at the forefront. Young doesn't like to receive accolades for these decisions. He just tries to do what's best for the victims, for team members and for citizens. Sgt. Young is well respected throughout the law enforcement community and is known for his passion for the work he does. Throughout his many years in law enforcement, CAC is his favorite assignment because he helps to protect those he sees as being the most innocent victims.

Sheila Anthony
Senior Recreation Specialist
Parks, Recreation & Open Space Department

Sheila Anthony serves an important segment of the active adult population in Aurora. At the Aurora Center for Active Adults she coordinates a group of volunteers who are given the opportunity to make a meaningful contribution and serve others. Anthony treats each person with respect and dignity. Each year she serves as the coordinator for the Veterans Salute, honoring the men and women who have served, and currently serve, the country through military service. Her respect for these community members is so widespread that others want to join her on the planning committee, a large community group of varied ages, talents and interests. The esteem she displays toward veterans has gained Anthony a widespread reputation for professionalism and earned her multiple awards for her dedication.

Dawn Jewell
Engineer
Aurora Water

The Core 4 Value of professionalism is obvious when you enter Dawn Jewell's workspace. Her organized file drawers are filled with essential paperwork and archived documents. Many in Aurora Water depend on her when they need to reference the details of archived water cases. Jewell has implemented file sharing practices, streamlined document storage and opened lines of communication. She is known as helpful, thorough and a good communicator. Jewell currently serves on Service Aurora, the Summer Splash Planning Committee, the GERP Board and is the department’s Safety Officer. As part of her dedication to these groups, she reports back to coworkers on best practices and standards learned, offering valuable information. Professionalism is forefront in her day-to-day activities, and that benefits her peers, supervisors and senior management in Aurora Water.

Phillip Challis
Circulation Supervisor
Library & Cultural Services

Challis’ passion for superior customer service drives him to promote customer friendly policies and procedures. He works within the “spirit of the rules” and utilizes excellent judgment in making exceptions for unusual circumstances. Challis is always willing to talk to customers and to understand their specific needs, and then determine what he can do for them. His approach to service allows customers to always have a real person to reach out to when the need arises. The circulation staff members appreciate Challis for his willingness to handle difficult situations, and customers appreciate the individual contact.
Ron Moore
Manager
Neighborhood Support

Ron Moore lives the Core 4 values every day managing the Neighborhood Support Division with both external and internal customers. Moore’s team works with neighborhoods to meet city codes, ensuring a high quality of life in Aurora. He consistently balances the needs of the community, his staff, and City Council. The nature of code enforcement includes dealing with angry residents daily. Moore must weigh his considerations between those residents and businesses that don’t meet city regulations and those who want more enforcement. Not only is Moore known for his integrity and his professionalism, his customer service is also top notch. He is respectful to all and treats everyone with dignity. His standards are high for the division and his use of innovative technology has supported an efficient, customer service-oriented staff.

The crew of Fire Station 10, Shift C, was returning from a call when they saw a stalled car on the ramp. A young woman and her son were driving home when their car overheated. The crew stopped and cooled the radiator but saw that the radiator hose was broken. Breaking down into tears, the mother said that her husband had planned to fix it but he had unexpectedly died a few days earlier. She even had the new radiator hose he had planned to use in the car. The vehicle was pushed into the station bay so that repairs could be made. Burgan also noticed a problem with one of the tires, so he changed it. He also took the time to teach the teenage son how to change to the spare so he could help his mom in the future. Rockwell went to the auto parts store and purchased a new hose, clamps and radiator fluid out of his own pocket, and Stuft made repairs. Bloomfield assisted by attending to the family’s needs while the work was being done. The crew’s actions exemplified the spirit of service that embodies the Core 4 values.

Cindy Cross
Payroll Administrator
Finance

Customer service extends not just to residents, but also to fellow coworkers. The Aurora Fire Department (AFD) recently rejoined the state’s Fire and Police Pension Plan. Initially, no one truly understood how time consuming this was going to be. In addition to her regular duties as payroll administrator, Cindy Cross became the point of contact for entire rejoining process. This involved working with budget and AFD to set up new codes and general ledger accounts to track expenditures. Cross oversaw every payroll conversion, handling necessary detailed paperwork. She also acts as a go-between for firefighters and the state. Her only concerns are with the integrity of the pensions and what is best for each person. With a positive and friendly manner, Cross converted all 300 firefighters, even when it meant working during firefighters’ 24 hour schedules. Cross’ knowledge, expertise and genuine concern for “getting it right” are what the Core 4 values are all about.

Susan Ivie
Telecommunicator Specialist
Public Safety Communications

Integrity means making the correct option when faced with a choice between right and wrong. It encompasses adherence to ethics, morals and honesty. Ivie personifies integrity through her job performance. She takes the honest approach because it’s the right thing to do, and she does not deviate from it. Ivie takes on any task without question, and displays devotion from start to finish. Her finished product is thorough and always meets a deadline often coming in ahead of schedule. Ivie is a person you can count on for consistency and continuity. Her coworkers know they can trust her opinion and judgment. This is a vital part of her role as a trainer where she leads by example. Ivie’s integrity drives her to do her best, care for the customer and look for the best options to get the job done with excellence.

Customer Service RESPECT
Professionalism integrity CITY OF AURORA
Name _______________________________________________________
Employee ID# ___________________________________________________
Department ______________________________________________________
Classification Title _______________________________________________

1 INTEGRITY
• Tells the truth
• Is consistent
• Does the right thing even when nobody is looking

2 RESPECT
• Values the worth of others
• Honors diversity and differences
• Practices the Golden Rule

3 PROFESSIONALISM
• Treats others equally
• Embraces best and safe practices
• Uses data to help make decisions and do their work

4 CUSTOMER SERVICE
• Goes the extra mile
• Exceeds customers’ expectations
• Is responsive, courteous and fair
• Delivers quality, efficient and cost effective services

OVERALL RATING
EXCEEDS [ ] ACHIEVES [ ] BELOW [ ]

LEADERSHIP
EXCEEDS [ ] ACHIEVES [ ] BELOW [ ]
• Lives and inspires the Core 4 values
• Is humble, authentic and courageous
• Enables, listens and encourages employees to exercise empowerment
• Is a player rather than a victim
• Aligns with and supports management decisions

STRENGTHS & ACCOMPLISHMENTS
________________________________________
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OVERALL PERFORMANCE ASSESSMENT
________________________________________________________________________________________
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**PERFORMANCE EVALUATION**

**CURRENT OBJECTIVES**

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<th>ACHIEVES</th>
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**FUTURE OBJECTIVES**

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**PERFORMANCE ENHANCEMENT OPPORTUNITIES**

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**WHAT CAN MY SUPERVISOR DO TO HELP ME BE SUCCESSFUL?**

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Employee Signature ______________________ Date ________________

Supervisor ______________________ Date ________________

Next Immediate Supervisor ______________________ Date ________________

IF NEEDED, PLEASE ATTACH ADDITIONAL DOCUMENTATION.