Talent 2.0 -- Hiring and Retaining Good People

3:00 - 4:00 p.m. PT, Thursday, March 5, 2009
DIAL 646-519-5883 [callers' PIN 7592#] or new live audio via the web [powered by Granicus] at www.cal-icma.org/coaching "Live Audio and Archives."
[Target audience: local government professionals, managers, and HR support]

Panelists:

* Michele Carr, HR Director, Huntington Beach
* Mark Danaj, HR Director, San Jose
* Eric Middleton, Partner, Alliance Resource Consulting
* Jan Perkins, Partner, Management Partners

Panel Discussion Questions:

1. How do we structure our hiring practices to fulfill the mission of the organization?
2. What are fundamental best practices to have in place?
3. What obstacles do we need to overcome to be more effective?
4. What are low cost or free items that can boost hiring and retention?

We encourage callers to ask questions during the panel discussions. If you prefer, you may submit questions anonymously via email to cal-icma@donmaruska.com either in advance or during the panel discussion. As moderator for the sessions, Don Maruska will pose the emailed questions.

Post-Call Group Discussions

Many agencies are organizing groups to listen to the calls (live or recorded) and discuss the topics among themselves after the calls. 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.

Follow Up Topics:

1. What’s working in our organization to hire and retain good people?
2. Where do we face particular challenges?
3. How can we incorporate some of the best practices to improve our effectiveness?

Panel Call Etiquette

* Please put your phone on mute, except when you are asking a question or making a statement.
* Do not put the call on hold, especially if you have music or a message that plays and will disrupt other callers.
* Kindly disable call waiting or other phone features that will interrupt your participation in (and others listening to) the call.

There is no charge to participate in the telephone panel discussion, but callers will bear the costs charged by their carriers to reach the conference number. Alternatively, you can listen via live audio on the web [powered by Granicus] at www.cal-icma.org/coaching "Live Audio and Archives."

The Cal-ICMA Coaching Program receives funding through the generosity of: ICMA, California City Management Foundation, Municipal Management Association of Northern California, Municipal Management Association of Southern California, the County Administrative Officers Association of California, California Communities Joint Powers Authority, California Redevelopment Association, Bob Murray & Associates, CPS Human Resource Services, Granicus, Pacific Gas and Electric Company, Piper Jaffray, the Public Agency Retirement Services, and Keenan & Associates.

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. These include listings of future Telephone Panels, recordings of past sessions (including a free subscription to podcasts), the expanded "Dear eCoach" offering (that invites you to ask questions anonymously--check out some of the hot topics), expanded One-to-One Coaching opportunities, and complimentary, confidential management style profile reports to be more effective and fulfilled in your work.

SIGN UP FOR FREE NEWSLETTER--Subscribe to the Cal-ICMA Coaching Program email list to receive updates on events and the availability of recorded sessions. Go to www.cal-icma.org/coachingList.

Enjoy the resources and support to thrive in local government.

Don Maruska, Master Certified Coach
Director, Cal-ICMA Coaching Program
See "Coaching Corner" at http://www.cal-icma.org/coaching
Use Technology: PDAs, wikis, wireless connections and on-line access to all sorts of information are the norm in daily life. Today’s employees—particularly younger ones—expect to have fast, reliable, and constantly improving technology as part of the workplace.

Transferring Institutional Knowledge: Create ways to document and impart knowledge of retiring employees to others. This can include creating an internal wiki.

Vacation Leave: Provide more time off for new employees while reducing the time limits to accrue vacation hours.

Cafeteria Plans: Allow employees to tailor their benefits to their needs. Some employees need benefits to enable them to care for elderly family members (flexibility to care for aging parents, referral services, etc.), while others have small children and need nearby childcare and scheduling flexibility to attend to family responsibilities.

Life/Work Balance: Provide a variety of flexible scheduling options (e.g., 9/80, 4/10), depending on the needs of employees and their work groups. Allow telework opportunities and provide appropriate technical support. Offer resources (such as in-office referral) and encourage self-help support groups to employees regarding child care, elder care, grief support, and other family support needs.

Employee Self-Service: Create self-service applications so employees can log in on their own benefits modifications, tax withholding, beneficiaries and other personal changes.

Employee Orientation or “Onboarding”: Use the orientation to immediately impress. This is the first opportunity to impress upon the new employee what the culture is of the organization. Orientations should not be rushed and should include the organizational values, challenges and opportunities along with pathways for involvement.

Preventative Healthcare Programs: Individuals respond positively to organizations that embrace the total health and well-being of employees. Preventative care programs not only reduce costs, but also result in more healthy and productive employees.

Systematic Innovation: Consider ways to intentionally incorporate initiative and innovation in the workplace. Allow a certain amount of time per week that employees can use to develop new programs and services even outside of their department.

Agency Information: Consider the implementation of an ethics program that emphasizes the ideal values for an employee at your organization.

Values-Based Ethics Programs: Members of emerging generations, especially, are more accustomed to the positive consequences of doing the right thing, rather than the negative consequences of doing the wrong thing. Consider the implementation of an ethics program that emphasizes the ideal values for an employee at your organization.

Further Reading:
Generation F Thriving (and Surviving) With Generation F at Work by Peter Sheahan, Hardie Grant Books, 2006

Further Information:
For more information... Contact any of the local government resource people listed in this brochure, and check out the Cal-ICMA website at www.cal-icma.org. For more information about any of these best practices, please contact Jan Perkins, Partner, at perkins@managementpartners.com, 959.202.8870 or visit www.managementpartners.com

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Many of the best practices can be implemented incrementally, in stages or as part of the best practice.
Programs and participation are based on an assessment of learning needs. Programs range from leadership development to career pathways in local government, with a focus on developing and retaining young talent.

- **Career Pathways:** Provide examples of career pathways in local government on your HR website. Younger individuals, specifically, are interested in making decisions with an end goal in mind.

- **Ongoing Skills-Based Tests:** Regularly and repeatedly held skills-based tests (Word, typing, proofreading, numeric entry). Participants are then ready when a specific job becomes available.

- **Flexible Job Classifications:** Create job classifications that enable people early in their careers, help them grow and develop, and then promote them to higher levels as they increase their skills and capability.

- **Quick Turnaround:** Get Xers and Millennials to apply for a job and be moved through the process quickly. Web-based technology can streamline your practices to cut recruitment time by 50–70%.

- **Open Until Filled:** Accept applications for vacancies without a deadline, and when sufficient applications are received (based on the quality of candidates), proceed with candidate screening and assessment.

- **Employee Referral Program:** Pay a bonus to existing staff for referring a candidate who is ultimately hired into a newly designated “hard to fill” position.

- **Electronic Signatures for Position Requisition Sign-Off:** Speed the approval process by allowing required signatures to be done electronically. Also, consider electronic distribution of eligibility list and applications.

- **Hiring Plan:** Create a plan for each step in the process of filling a vacancy—from recruitment and outreach, to candidate assessment, to keeping in touch with candidates, to background checks, final offer, and first day on the job. Use the hiring plan as a way to move the process along quickly and keep the candidates in the forefront.

- **Position Specific Hiring:** Recruit for each vacancy, as soon as the decision is made to fill the position, rather than waiting to recruit for an entire classification.

- **Re-conceptualize the Role of Senior Managers:** Modify expectations of your senior staff to include an essential responsibility, the professional development of their staff to help them grow in their jobs and prepare for higher positions. Evaluate and reward your senior managers for their success in growing their staff.

- **Internships:** Create structured jobs for college students or recent graduates. Create a focus on keeping talented people once they complete their internships. More candidates and hires are coming through website marketing than from newspaper ads. Where do talented jobseekers look? Facebook, Monster.com, jobscma.org, CALOPPS.org, and even YouTube are being used as new marketing tools to attract a wider market.

- **Hiring for Talent:** Redefine the concept of “most qualified.” HR departments typically translate the merit rule to hire the “most qualified” to rigidly mean the “most qualified” in the organization and community. Resources: Bob Bell, HR Director, Redwood City, bbell@redwoodcity.org; ken.pulskamp@santa-clarita.com; Mark Danaj, HR Director, City of San Jose, mark.danaj@sanjoseca.gov

- **Leadership Development:** Pair an employee with a senior manager as a mentor to provide career advice. Leaders in your organization in cross-departmental teams to address important problems. This enables emerging leaders to learn new skills and discover hidden talents. Resources: Russ Carlsen, HR Director, City of Palo Alto, russels.carlsen@cityofpaloalto.org

- **One-Year Management Assistant or Clarita:** With the potential to provide career advice.

- **View/Silicon Valley Regional Training Consortium:** kathy.farrar@mountainview.gov; Allison Picard, Human Resources Director, Kings County, allison.picard@co.kings.ca.us (contact for MPA programs only)

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Best Practices in Local Government Hiring & Employee Retention

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Employee Self-Service: Create self-service applications so employees can log in to their own benefits modifications, tax withholding, beneficiaries and other personal changes.

Ability to be part of a team

Ability to use own initiative and judgment

Technologically savvy workplace

Flexible work environment

Continuous learning

Alignment with personal values

Diverse workforce

Ability to be part of a team

Many of these best practices can be implemented inexpensively, indicating low or no cost for the best practice.

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Environmental Responsibility: Show a commitment to the environment and sustainability by creating programs to address these issues. Examples include an interdepartmental Sustainability Team and incentives for using alternative transportation.

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Further Reading

- Generation F: Thriving (and Surviving) With Generation F at Work by Peter Sheehan, Hardie Grant Books, 2006

Resources: Carol McCarthy, Deputy City Manager, City of Palo Alto, 855-428-6002 | joan@ihurd.com

Cal-ICMA would like to thank Management Partners for its contributions in identifying best practices and developing this brochure.
Professionals of Color: Where are They?

By: Troy Brown, Anton Dahlerbruch, Marcia L. Godwin, and Julie C.T. Hernandez

2008 is the 100th anniversary of the City Management profession. As we look back to see how it has evolved and celebrate the accomplishments of the Council/Manager form of government, we all can be proud. The legacy of our past and current leaders is profound. We, as current local government managers, have the opportunity to contribute to the continuous positive evolution of our profession. To do so requires an examination of the future of the local government management profession and a commitment to addressing the priority issues identified.

History shows that “resting on our laurels” results in ultimate failure. In turn, then, we cannot assume that all the existing models, strategies and paradigms for managing local government will work in the future and that the future will mirror the past. We need to be thinking about what’s next and how to get there. Where will the practice of local government management be 100 years from now, or just 10 years from now, and how will we raise to the challenge? Why is this important now? It is important because public administrators today will affect who will manage professional local government tomorrow.

The Preparing the Next Generation (PNG) Committee’s Diversity Subcommittee, a committee of the Cal-ICMA Coaching Program, recently conducted a survey of members of local government professional organizations to obtain information on the demographics of local government staff. Data compiled over the past several years by academicians, consultants and practitioners that demonstrate a large gap in “next generation” professionals to fill positions being vacated by “baby boomers”. Our survey confirmed these projections, finding that over 60% of those responding to our survey were members of the traditional and baby boom generations (born before 1965) and that only a few members of the Generation Y or Millennial generation have entered the local government workplace.

Furthermore, people of color will be the growth component of the workforce of the future. This trend is especially pronounced in California, which has had an increasingly diverse population and is projected to have a majority Hispanic/Latino population by 2050.

**Figure 1. California Population by Race/Ethnicity**

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>2006 (actual)</th>
<th>2050 (projected)</th>
<th>Change (as percentage of population)</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>44.4%</td>
<td>26.4%</td>
<td>-18.0%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>34.9%</td>
<td>52.1%</td>
<td>17.3%</td>
</tr>
<tr>
<td>Asian/Pacific Islander</td>
<td>12.3%</td>
<td>13.8%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>6.4%</td>
<td>4.5%</td>
<td>-1.9%</td>
</tr>
<tr>
<td>American Indian</td>
<td>0.3%</td>
<td>0.7%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>1.7%</td>
<td>2.4%</td>
<td>0.6%</td>
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</tbody>
</table>
However, upon examination of the demographics of the current local government management workforce, professionals of color make up a disproportionately low percentage of local government management in proportion to their growing numbers within the national and statewide workforce, particularly in executive level positions.

Figure 2. California Local Government Professionals by Race/Ethnicity, 2007-08

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>All Survey Responses</th>
<th>Executive Management Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>74.4%</td>
<td>81.6%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>10.0%</td>
<td>5.9%</td>
</tr>
<tr>
<td>Asian/Pacific Islander</td>
<td>7.0%</td>
<td>5.3%</td>
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<td>1.8%</td>
</tr>
<tr>
<td>Total:</td>
<td>100.0%</td>
<td>100.0%</td>
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To fill this upcoming gap, the survey results suggested the need for targeted, purposeful action in order to engage professionals of color into local government management. The past emphasis on encouraging people of color and women to fill positions in local government because it was “the right thing to do” is no longer the best approach. Knowing that a large gap in “next generation” professionals will occur in the future necessitates the education and training of professionals of color to be the administrators of government in the future. Therefore, it is incumbent upon all local government managers to do more for assisting professionals of color to succeed in executive positions. These survey results are a wake-up call to all public administrators. They challenge us to: 1) proactively infuse the concept of inclusion and diversity as a core competency for existing managers; 2) include and value training for young professionals within the corporate culture of organizations; and 3) embrace mentoring the “next generation” to affect the future and leave a positive legacy.

The remainder of this article will focus on ways to participate in this effort and will provide specific recommendations.

1. **Proactively infuse inclusion and diversity as a core professional competency** - Having an understanding of diversity, being aware of challenges facing professionals of color and having an orientation toward inclusiveness are essential aptitudes and behaviors for managers that successfully incorporate the “next generation” into the future of local government management. These represent
core competencies that are essential for embracing the changing environment of local government management. Local governments can build and/or incorporate these competencies in a variety of ways:

- First and foremost, management training throughout the organization is important and strategic.
- Second, local governments can also incorporate diversity into hiring practices by identifying its importance in job announcements and interview questions; in annual evaluations of the hiring goals for their managers; and by hiring recruitment firms with proven track records of successful placement of professionals of color with diverse management styles.
- Third, local governments and the ICMA University can work together to create standards for manager competency in sensitivity to a multi-ethnic and multi-cultural society.
- Fourth, reconceptualize the role of managers so it includes talent development. This can include challenging young professionals with stretching job assignments that provide experience and exposure to new and different projects and environments.

2. **Include and value training for young professionals** - For organizations to be successful in this new, evolving environment, it will be essential for cities and counties to institute a corporate culture that embraces training in the very largest sense of the word. The incorporation of an ethic of training and talent development will expose staff at all levels to the environment of the “next generation.” For students, it can include an internship program and/or implementing a government program at the local high school. Internally, performance evaluations can address the time set-aside for subordinates to receive training, and as well as a manager’s educational goals; the organization’s assignment of a mentor for early career employees; and the creation of an internal training program for staff. Position classifications can list, as a desirable quality, the willingness to serve as a mentor to early career professionals, and the willingness to facilitate match-ups. Organizations can also institutionalize the celebration of employee training and educational accomplishments. In the end, training takes all shapes and forms; the critical point is to fully integrate it into an organization’s corporate culture.

3. **Embrace mentoring to leave a positive legacy** - Mentoring, as noted earlier, is an essential strategy for embracing the “next generation.” It is also the best way to leave a positive legacy for our profession and for local governments everywhere. Due to its importance, it warrants specific attention for its value. While mentoring can be fun, need not take much time, and can be a fulfilling endeavor for all involved, it is specifically an investment into the future. It provides assistance and guidance to help another succeed. Concurrently, it provides the mentor with another’s knowledge, insight and perspective. The mentor/mentee relationship can be symbiotic - mutually beneficial to both parties. Many reasons were given in the survey results for not being a mentor; however, upon further examination, these concerns can be mitigated once mentoring is embraced as a core competency for being a professional manager. In the survey, respondents stated that significant barriers to mentoring were the limitation of time, inability to find a mentor or the challenge of finding a mentor within the employee’s agency. However, by mentoring, it is easily learned that these barriers are an excuse for not trying. Mentoring programs are easy to implement; they can be structured to be informal (e.g., a telephone conversation) and minimizing the time involved; and tools available from the Cal-ICMA Coaching Program make it simple to match mentors with mentees. In summary, mentoring is easier than one thinks.
Figure 3. Top Reasons Why Local Government Professionals are not Involved in Mentoring Programs

- Lack of time, programs, or organizational support
- Not asked to participate as mentor or mentee
- Need training or guidelines
- Too new or lack experience to be a mentor
- Not sure where to find information or a mentor
- Mentor retired or left organization
- Looking for specific qualities in a mentor
- See mentoring as needed only when seeking a promotion

Source: *California Preparing the Next Generation Survey, 2007-08.*

Organizations have created and implemented measures to affect the changes demanded and made necessary by diversity. Tools such as one-to-one coaches, discussion panels, webinars on career issues including diversity in the work place have all been successful. Best practices can also be borrowed from organizations that have successfully addressed diversity. The City of Santa Ana, California is one such organization. Cathy Standiford, Assistant City Manager, explains that the City has had a bilingual recruitment policy for the past 10 to 15 years for all front-line positions at all levels, from line to management. Over time through promotions, front-line staff who represent people of color have elevated to manager and supervisor positions. Another best practice utilized by the City of Santa Ana is particularly advantageous to the City’s Department Heads who, as part of their annual evaluation, are evaluated on the diversity of their employees. A specific performance measure is included in the Department Head evaluation that ties a manager’s evaluation and associated compensation to their individual contribution to diversity at the City. She states that “it is an organic process” in how it has evolved, but it illustrates how the diversity through hiring has slowly emerged to an exemplary practice.

To affect the future, build on successes of the past, and leave an impactful legacy, the “next generation” of professionals should be embraced *today* by individuals in management and executive positions. In support of the “next generation,” organizations need to value diversity as a core competency of staff, institute a corporate culture of training and actively support mentoring and training. It will make a difference! The question is, are you and your organization prepared to embrace this challenge of the future?

The Cal-ICMA Coaching Program offers free and low cost tools to support your endeavors. You can find them at: [www.cal-icma.org/coaching](http://www.cal-icma.org/coaching). We hope you will take this challenge.

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**Box (if space permits)**
The following represent a summary of the Cal-ICMA PNG Diversity Subcommittee survey findings and recommendations. Readers interested in more information about this information can contact Subcommittee Chair, Troy Brown at tbrown@elkgrovecity.org

<table>
<thead>
<tr>
<th>Finding</th>
<th>Description</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barriers</td>
<td>There are a number of perceived barriers that continue to prevent qualified coaches and participants from engaging in the coaching process.</td>
<td>Simplify the process and make it less intimidating.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Coach Range Riders to provide support for mentors.</td>
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<tr>
<td>No Urban Response</td>
<td>Respondents by large tended to be suburban. This may be due to a possible lack of participation in professional organizations by large urban cities and counties.</td>
<td>Encourage ethnic professional groups to host coaching events like speed coaching.</td>
</tr>
<tr>
<td>Low Hispanic and Asian Response</td>
<td>This may be a result of the overall lack of response from urban areas.</td>
<td>Work with partners, women, and minority associations to include the Cal-ICMA Coaching Program mentoring program into their conferences and/or workshops.</td>
</tr>
<tr>
<td>Ethnic Breakdown</td>
<td>The survey identified an overall lack of current ongoing mentoring across all ethnicities. Cultural norms may also play a role within the African American, Asian, and Latino communities.</td>
<td>Gather a roundtable of organizations to discuss mentoring.</td>
</tr>
<tr>
<td>Redefine Manager/Supervisor Role</td>
<td>Redefine the primary functions of managers and supervisors from production and overseeing staff to talent development and coaching.</td>
<td>Support diversity training and broader management focusing on the function of talent development.</td>
</tr>
<tr>
<td>Generation X/Millennial Mentoring Needs Are Not Met By Professional Organizations</td>
<td>Younger generations are less likely to have their mentoring needs met by a professional organization. This age group is also less likely to have mentored or coached in the past or present. Given the lack of participation in mentoring they may be less likely to understand the value of coaching and not seek such opportunities.</td>
<td>Develop a mentee resource kit that can also be utilized by Human Resource Departments and championed by organizational leaders.</td>
</tr>
<tr>
<td>Finding</td>
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<tr>
<td>Unfamiliarity with PNG</td>
<td>Many respondents lacked familiarity with PNG even though it continues to partner and collaborate with a variety of professional organizations. This may be due to the lack of a defined message and easily communicated talking points. PNG may also want to consider utilizing best practices learned by other professional organizations such as CPRS.</td>
<td>Define PNG as a resource to collaborative organizations&lt;br&gt;Add coach/participant sign up to PNG and partnering organizations' materials.&lt;br&gt;Incorporate the coaching program into phone panels.&lt;br&gt;Create a multi-cultural focused marketing campaign.&lt;br&gt;Develop coaching and mentee tool kit that can be utilized by Human Resource Departments and championed by organizational leaders.</td>
</tr>
<tr>
<td>Define Mentoring (Formal/Informal)</td>
<td>There is a disconnect between the reality of coaching and how respondents perceive the commitment and overriding personal value. Mentoring can be as simple as an email, a monthly phone call, or quarterly lunch meeting. Moreover, mentoring is a part of one's overall professional development and makes people three (3) times more satisfied. It is important that PNG defines mentoring, both formal/informal, so that potential coaches understand what is involved and how beneficial it is to their own careers.</td>
<td>Submit an article in PM and Western City magazines to illustrate the need for coaches of color and address concerns: (1) no organizational support/programs; (2) no time; (3) too new to position/lack experience; and (4) not interested.</td>
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<td>Finding</td>
<td>Description</td>
<td>Recommendation</td>
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<td>Restructure Programming</td>
<td>Programming should be easily accessible and leverage high tech and/or high touch techniques that allow for more informal and in-person matching.</td>
<td>Identify face-to-face and informal ways for coaches and mentees to meet.</td>
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<td>Develop excellencethroughdiversity.org website that includes a link to PNG coaches of color, accessibility to profiles by specific categories, and a social network.</td>
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<td>Engage PNG Recruitment Subcommittee to make personal contact/phone calls to recruit coaches of color.</td>
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<td>Update website to reach target audience and create links by region and other searchable categories.</td>
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<td>Invite Range Riders to serve as coaches.</td>
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<td>Establish an award for coaching and research possibility of minority focus.</td>
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<td>Improve General Outreach</td>
<td>Look at ways to enhance entry into the talent pipeline and reach out to minorities and women that do not participate in ethnic or gender based associations.</td>
<td>Incorporate coaching program into phone, conference, and event panels.</td>
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<td>Contact and collaborate with diversity clubs at universities and colleges.</td>
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Marcia L. Godwin, Ph.D. is Assistant Professor of Public Administration at the University of La Verne (mgodwin@ulv.edu) and has worked for several local governments in California.

Troy Brown is the Budget Director for the City of Elk Grove, California and current Chairperson of the PNG Diversity Subcommittee.

Julie C.T. Hernandez is a consultant with Management Partners, Inc.

Anton Dahlerbruch is City Manager with the City of Rolling Hills, CA and former Chairperson of the PNG Diversity Committee.
A seasoned Human Resources professional, Ms. Carr has nearly 20 years (combined) of private sector, higher education, and local government experience. Ms. Carr has also served in the position of Assistant City Manager, and Risk Manager in the public sector.

Ms. Carr’s professional knowledge includes the full complement of human resources services, including, but not limited to; benefits administration, classification and compensation, recruitment and selection, training, workers’ compensation and liability claims administration, labor relations and contract administration.

Ms. Carr holds a Bachelors degree in Business Administration from the University of Michigan and a Masters degree in Business Administration from California State University-Bakersfield.

Ms. Carr is member of several professional associations including; CalPELRA, IPMA-HR, SHRM, PIHRA and others.
Mark’s passion is working for an organization that values and strategically leverages its human capital in order to align employee commitment and behavior with desired business objectives. He currently serves as the human resources director of the City of San José, which is consistently ranked as one of the best managed cities and regularly earns professional awards for innovation and results—with 6,800-plus employees and an annual budget of $3 billion. In addition, Mark acts as the team lead of the Strategic Support City Service Area (CSA), facilitating the service-delivery outcomes, performance measures and budget development of five city departments, including: Human Resources, Finance, General Services, Information Technology and Public Works. He is also a member of the Cal-ICMA Preparing the Next Generation Committee.

Prior to San José, he held positions of HR, risk management and communications director and assistant county administrator in the suburban Chicago area. Mark holds an MBA in Finance from the University of Notre Dame, and a Bachelor of Arts in both Economics and Political Science from Marquette University.

He lives is San José with his wife Kate, and their boisterous boys Gabriel and Joshua.
Eric Middleton

Eric Middleton began his career in executive search in 1999 with MAXIMUS. He is currently the Managing Partner of Alliance Resource Consulting LLC. Prior to his career in executive search, Mr. Middleton spent 13 years with the County of Los Angeles and the City of Los Angeles working in various administrative positions with the Chief Administrative Office, the Los Angeles Sheriff's Department, the Los Angeles County District Attorney's Office, the Department of Public Works and the Probation Department. While with the Probation Department, Mr. Middleton was instrumental in drafting legislation creating the 1996 Repeat Offender Prevention Project (AB 2447) an intervention and prevention program targeting at-risk youth. Immediately prior to joining MAXIMUS, he was the Senior Legislative Deputy to a Los Angeles City Council Member and served on the staff of the City's Public Safety Committee.

Mr. Middleton has also served as a member of the Los Angeles County Bar Association Juvenile Court Task Force, as legislative staff to the Chief Probation Officers of California, and as a community member of the Public Safety Advisory Committee to then Assembly Member Robert Hertzberg. In 1993, Mr. Middleton was recognized as a Los Angeles County Volunteer of the Year for his civic involvement. Mr. Middleton also served as a Vice President of the Los Angeles Metropolitan Chapter of the American Society for Public Administration (ASPA). Mr. Middleton is currently a member of IPMA-HR, and serves on the Board of Directors of the University of Southern California City/County Manager Fellowship Foundation.

Mr. Middleton has been engaged in over 300 recruitments in most areas of general local government (e.g., City and County management, Public Safety, Community and Economic Development, Social Services, Public Works, Finance, Transportation, etc.). Mr. Middleton has also conducted numerous City Manager recruitments, including the California cities of San Jose, Long Beach, Carlsbad, Yorba Linda, Diamond Bar, Redlands, West Hollywood, Martinez, Marina, Millbrae, Duarte and Huntington Beach. Mr. Middleton has also been involved in the recruitments for Police Chiefs in the City of Chicago (IL), Glendale (CA), San Diego (CA), and San Jose (CA).

Mr. Middleton received a Master of Public Administration degree from the University of Southern California, and a Bachelor of Arts degree in History from California State University at Northridge.
Messaging with Values, City of San José

Environmental Services Department,

*Take Action*: Save the Planet, Make a Difference, Change For the Future
New Website!

Students: From Campus to City Hall

Welcome, Students: From Campus to City Hall

Welcome to the City of San José: an employment destination for diverse, up and coming talent

Welcome, students, to the City of San José!

As the Capital of Silicon Valley, we are home to nearly one million residents who expect a progressive, innovative local government. In order to maintain our leading-edge reputation, the City strives to have the best and brightest putting their creative ideas to work on behalf of the community.

The City seeks to attract and develop the next generation of public sector leaders, so we are dedicated to providing fun and substantive learning opportunities for YOU! We hope this website will inspire you to give back to the community—and even consider a career in local government.

Please enjoy our new website designed by students for students... Students: From Campus to City Hall! Whether you are in junior high, high school, college or graduate school, there's a place for you to get involved!

Come take a look... we can't wait to see what innovative work you can do at the City!

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City of San José Facebook Page

• Modern, Interactive Civic Engagement Tools
• Recruitment: Fellows Program
• Re-imaging City Government
• Shows Diversity, Action, and Excitement of Local Government
Jan Perkins serves as a Senior Advisor for the International City/County Management Association, conducting ethics training for cities, counties and professional associations. She is also a partner in the local government consulting firm Management Partners, serving local government clients. Jan facilitates strategic planning, goal setting and teambuilding processes, manages organizational assessments and analytical studies, facilitates executive performance evaluation processes, and provides an array of assistance to local government leaders. Jan is an ICMA Credentialed Manager and has an MPA from the University of Kansas.

In her 30 years in local government, she served as City Manager of Fremont and Morgan Hill, and as Assistant City Manager of Santa Ana, California, Deputy City Manager of Grand Rapids, Michigan, and Assistant City Administrator and Community Development Director of Adrian, Michigan.

She was President of the California City Management Foundation, served on the Executive Committee of the League of California Cities City Managers’ Department, and chaired numerous committees for the International City/County Management Association. She serves on the Cal-ICMA Preparing the Next Generation Committee. Jan has authored a number of articles on ethics, leadership and executive performance evaluations.