

# Memorandum

TO: RULES COMMITTEE

FROM: Councilmember Donald Rocha

SUBJECT: WORKFORCE MANAGEMENT

DATE: May 20, 2013

Approved

*Don Rocha*

Date

*5/20/13*

## RECOMMENDATION

Agendize a presentation and discussion of the City Manager's approach to recruitment of executive positions and her continuing efforts to develop our workforce management plan in August 2013, for Council direction and approval.

## ANALYSIS

I have concerns with both our need for a comprehensive workforce management plan and with the process that was followed for the recruitment of these two positions, as well as many other executive-level positions over the last two years. During our Strategic Support CSA budget study session, the City Manager stated that it is her intention to begin a strategic workforce management process, and I believe the Council should support and provide direction this initiative as it develops.

I think that it is important to note that since 2011, 11 of our 14 department director positions\* have become vacant. Seven of our 11 vacancies have been filled by internal appointments leaving only five of the 11 vacancies to be filled by open recruitments; four of those searches are ongoing at this time. (See table on page 2) While this is a strong concern of mine, I in no means intend to convey that I don't appreciate our employees or their commitment to serving our residents – nothing could be further from the truth. Having said that, I have been continually concerned by our organization's repeated choice to only promote internal candidates without initiating an external recruitment process. I understand and appreciate that it is not this Council's responsibility to be involved in managing the organization on a departmental level, and I have no interest in such a role. However, I do see it as my minimum oversight responsibility to oversee the work of the City Manager and to understand the decision-making criteria she has established internally for when external recruitments are appropriate.

To my mind, a department manager or director should be a strong voice for the department and should come with a significant amount of experience, as well as an interest in service delivery levels beyond what is already being offered. The most troubling question for me to answer is not whether or not our employees are qualified – it's whether or not we have conducted a search of a caliber to find the best candidate for the job. Without an open recruitment, neither the City Manager nor I – or even the candidate themselves – can know for sure that they are the most qualified person to serve our residents in that capacity. We owe it to our residents to ensure that the most qualified employees are directing the services that they fund with their tax dollars. Many have said that open recruitments may discourage or stifle the morale of existing employees

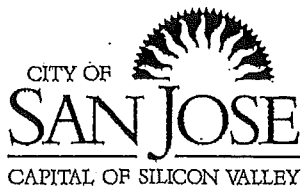
eligible for promotion to the open position. Instead I would offer that the City's choice to pursue an open recruitment should never preclude our internal staff from applying for the position, and should enhance their credibility as an expert in their field, should they be selected.

Again, I think it is appropriate for the City Manager to use the discretion that is properly afforded to her through the City Charter, to effectively manage this organization. My interest is in having the City Council understand the criteria she uses for determining the use of recruitments to produce candidates for executive appointments and her intentions in scoping and developing a workforce management plan. Without that understanding, I don't believe I can properly fulfill my role of evaluating her performance as the leader of our organization, or have complete confidence that we are reaching or exceeding our potential as a public organization.

Finally, I want to reiterate my appreciation for all of our employees – management and non-management – for their continued service to our city, which is greatly appreciated by myself and our residents.

\*This figure includes the planned retirement and recruitment for our Airport Director position.

Department	Vacant Permanent Director Position since 2011	Method of selecting new director
Airport	Announced Retirement	Open Recruitment
Environmental Services	Yes	Appointment
Finance	Yes	Appointment
Fire	No turnover	
Housing	No turnover	
Human Resources	Yes	Open Recruitment
IT	Yes	No recruitment currently in progress
Library	Yes	Open Recruitment
Parks	Yes	No recruitment currently in progress
Planning, Building, Code	No turnover	
Police	Yes	Open Recruitment
Public Works	Yes	Appointment
Retirement Services	Yes	Open Recruitment
Transportation	Yes	Appointment



# Memorandum

**TO: RULES AND OPEN  
GOVERNMENT COMMITTEE**

**FROM: Debra Figone**

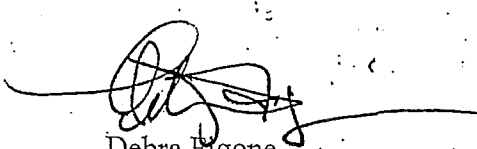
**SUBJECT: Request for Deferral of  
"Workforce Management"  
Discussion**

**DATE: May 24, 2013**

Councilmember Don Rocha has asked the Rules and Open Government Committee at its meeting on May 29 to consider agendaing a Council discussion regarding the City's approach to senior management recruitments. Because I will be out of town next Wednesday on City business, I request that the Rules Committee defer this consideration until its meeting on June 5.

In addition, I want to clarify the record of our recent department director recruitments and appointments. Over the past three years, we have conducted open, national recruitments for nine directors, and I have made four promotional appointments without recruitments. This chart provides additional information.

Department	Date of Appointment	Recruitment Method
Airport	In process	National recruitment
Environmental Services	September 2012	National recruitment
Finance	December 2012	National recruitment
Fire	June 2010	National recruitment
Human Resources	In process	National recruitment
Information Technology	May 2013	Promotional appointment
Library	April 2013	National recruitment
PRNS	May 2013	Promotional appointment
Police (2011)	February 2011	National recruitment
Police (2013)	In process	National recruitment
Public Works	September 2011	Promotional appointment
Retirement Services	December 2013	National recruitment
Transportation	March 2011	Promotional appointment

  
Debra Figone  
City Manager