TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Norberto L. Dueñas

SUBJECT: SEE BELOW

DATE: July 25, 2017

SUBJECT: ADOPTION OF STATEMENT OF POLICY AND QUESTIONS FOR THE
PROSPECTIVE DIRECTOR OF HUMAN RESOURCES

RECOMMENDATION

Adopt a Statement of Policy and City Council Questions related to the selection of a prospective
Director of Human Resources as described in this memorandum, in compliance with City
Charter Section 411.1.

OUTCOME

The results of this action will be City Council input to the City Manager regarding his selection
of a Director of Human Resources in compliance with City Charter provisions.

BACKGROUND

The City Council has adopted a process for City Council confirmation of department director
appointments in compliance with City Charter Section 411.1. The process requires that the City
Council adopt a statement of policy for the involved department, along with proposed questions
for the City Council to present to the City Manager’s recommended candidate for the
appointment. This step is done prior to the City Council’s meeting with the candidate.

At my direction, staff has retained Koff & Associates to aid in our recruitment and selection for
this position. City Council adoption of the Statement of Policy and Questions will both help the
recruitment and the City Council’s consideration of my nominee.

ANALYSIS

Koff & Associates is conducting a nationwide recruitment for qualified candidates for our
Human Resources Director. During this month, the Administration will conduct an interview
process guided by the input provided by the City Council through its adoption of the attached
policy and questions, as well as other stakeholder feedback. I will then present my recommended candidate for Director of Human Resources to the City Council for confirmation in a closed personnel session, along with the written answers to the questions adopted as part of this action. If the City Council confirms my nominee, the appointment would be formally approved at that afternoon’s City Council meeting.

The proposed Statement of Policy (Attachment 1) contains the broad goals, objectives, and aspirations for the department as reflected in the department’s mission, core services, performance measures, and resource allocation as part of the City Manager’s 2017-2018 Proposed Budget.

The proposed City Council Questions (Attachment 2) reflect those adopted for recent department director hiring processes, as well as ones specific to this recruitment. The City Council may modify, add, or subtract from this list of suggested questions at this time. City Councilmembers will be able to ask additional questions of my recommended candidate during the personnel session.

**EVALUATION AND FOLLOW-UP**

The Administration will bring the final candidate forward to the City Council.

**PUBLIC OUTREACH**

This memorandum will be posted on the City’s website for the August 8, 2017, City Council agenda. In addition, the Administration is convening discussions with stakeholders to gather feedback on the knowledge, skills, and abilities that should be considered for the selection of the Director of Human Resources, as well as an understanding of the challenges and opportunities facing the Human Resource Department. Those stakeholders include City Councilmembers selected Human Resource Department employees, and others within the Administration.

**COMMISSION RECOMMENDATION/INPUT**

This item does not have input from a board or commission.
CEQA

Not a Project, File No. PP10-069(b), Personnel Related Decisions.

For questions, please contact Julie Edmonds-Mares, Deputy City Manager, at (408) 535-8155.

Attachments
STATEMENT OF POLICY
HUMAN RESOURCES DEPARTMENT

Department Mission

To attract, develop and retain a quality workforce.

Department Core Services

1. Employee Benefits
   Provide benefit programs that best meet the needs of employees, retirees, their dependents, and the City, and assist participants in effectively utilizing their plans.

2. Employment Services
   3. Facilitate the timely hiring of excellent employees, and maintain the City’s classification and compensation systems.

4. Health and Safety
   Provide services that promote employee health, safety, and well-being.

5. Training and Development
   Provide relevant and accessible programs to employees.

Department Performance Goals

Department performance goals are reflected in the Human Resources Department’s performance measures and its resource allocation in the City Manager’s 2017-2018 Proposed Operating Budget.
CITY COUNCIL QUESTIONS- DIRECTOR OF HUMAN RESOURCES

1. Please describe your education, experience, and accomplishments, and explain how they have prepared you for this position.

2. The Statement of Policy for the department contains the broad goals, objectives, and aspirations for the department as reflected in the department’s mission, core services, performance measures, and resource allocation approved by the City Council as part of the 2017-2018 Adopted Budget. Please describe, in general terms, your approach to managing these issues.

3. What are the major challenges you see for the department? Please describe your approaches to dealing with them.

4. What is your plan for maintaining good communication with the Mayor and City Councilmembers? How would you deal with a recommendation that, in your professional judgement should be made, but which you know may be controversial?

5. What experience would you draw on to build a human resource team that is effective at collaborating with one another to address critical City challenges and opportunities? How do you foster creative thinking and innovation among staff?

6. Known as the “Capital of Silicon Valley,” San José enjoys a broad economic base, tremendous diversity, and one of the lowest big city crime rates in the country. What is unique about a human resource department’s role in supporting a diversity rich community in a local government context like San José?

7. Providing access to affordable and high quality health care is a topic of national conversation and a priority for the City of San José. However, the City is facing a challenge with over enrollment in one plan. What strategies would you put in place to ensure that the City of San José can maintain multiple competitively priced plans?

8. The City of San José has a self-insured worker’s compensation program. Describe your experience with worker’s compensation systems and maintaining legal compliance. How would you approach this service worker’s compensation at the City of San José?

9. How would you create a partnership with the City departments, to provide Human Resource services that would allow them to achieve their goals? What standards would you put in place to measure the performance of the department in providing timely, efficient, and informative service to its customers?
10. The City of San Jose is in a multi-year recovery from some significant budget challenges and thus has a significant opportunity to rebuild its workforce and fill more than 700 vacancies. What short and long term strategies have you used to attract, retain, and grow a talent pipeline?

11. Is there anything else that you would like us to know about you?