



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** David Sykes

**SUBJECT:** SEE BELOW

**DATE:** November 15, 2018

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

## **RECOMMENDATION**

Adopt a Statement of Policy and City Council Questions related to the selection of a prospective Human Resources Director 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 the selection of a Human Resources Director in compliance with City Charter provisions.

## **BACKGROUND**

In compliance with City Charter Section 411.1, the City Council has adopted a process for City Council confirmation of department director appointments. The process requires that the City Council adopt a statement of policy for the department involved, 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 during a Closed Session meeting. If the City Council confirms the City Manager's nominee, the appointment is formally announced at that afternoon's City Council meeting.

## **ANALYSIS**

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 2018-2019 Adopted Operating Budget.

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**Subject: Adoption of Statement of Policy/Questions - Director of Human Resources**

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The proposed City Council Questions (Attachment 2) reflect those adopted for recent department director hiring processes, as well as ones specific to this position. 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 the recommended candidate during Closed Session.

### **EVALUATION AND FOLLOW-UP**

Once identified, the recommended candidate will be brought forward to the City Council for confirmation during a Closed Session meeting.

### **PUBLIC OUTREACH**

This memorandum will be posted on the City's website for the November 27, 2018, 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 Human Resources Director, as well as an understanding of the challenges and opportunities facing the Human Resource Department. Those stakeholders include Human Resources Department employees and Senior Staff members.

### **COMMISSION RECOMMENDATION/INPUT**

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

### **CEQA**

Not a Project, File No. PP17-010, City Organizational & Administrative Activities resulting in no changes to the physical environment.

A handwritten signature in black ink, appearing to read 'D. Sykes', with a long horizontal line extending to the right.

DAVID SYKES  
City Manager

For questions, please contact Jennifer Maguire, Assistant City Manager, at 408-535-8185.

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.*

The key operational services to carry out this Core Service include:

- Deferred Compensation
- Dental Benefits
- Medical Benefits
- Other Benefits

**2. Employment Services**

*Facilitate the timely hiring of excellent employees, and maintain the City's classification and compensation systems.*

The key operational services to carry out this Core Service include:

- Classification Services
- Recruiting/Hiring

**3. Health and Safety**

*Provide services that promote employee health, safety, and well-being.*

The key operational services to carry out this Core Service include:

- Employee Health Services
- Employee Safety
- Workers' Compensation Administration

**4. Training and Development**

*Provide relevant and accessible programs to employees.*

The key operational services to carry out this Core Service include:

- Employee Training and Development

**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 2018-2019 Adopted Operating Budget.

**CITY COUNCIL QUESTIONS - HUMAN RESOURCES DIRECTOR**

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 2018-2019 Adopted Budget. Please describe, in general terms, your planned approach to these issues.
3. What are the major challenges you see for the Human Resources Department? Please describe your planned approach to dealing with them.
4. The City of San José's service delivery success is dependent on creating a diverse, talented, and engaged workforce. Please describe your approach to filling vacancies and creating a long-term recruiting pipeline as well as strategies to support employee retention, engagement, and advancement through training and development programs.
5. 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?
6. How would you create a partnership with the City departments to provide Human Resources services that would allow them to achieve their goals? What standards would you put in place to measure the performance of the Human Resources Department in providing timely, efficient, and informative service to its customers?
7. What is your plan for ensuring that you maintain good communication with the Mayor and City Councilmembers? What is your plan for maintaining good communication with other stakeholders, including the City Manager, City departments, employees, and the public?
8. How would you deal with a recommendation on a program or service that, in your professional judgement should be made, but which you know may be controversial?
9. Given ongoing constraints in budgetary resources, please describe your approach to employee team building as well as fostering innovation and continuous improvement in the delivery of Human Resources Department services.
10. The City of San José is currently operating under a single leadership model over both the Human Resources Department and the City Manager's Office of Employee Relations. Please describe what you believe to be the advantages and challenges of such a model, both internally to both departments and to stakeholders. How would you overcome or mitigate any identified challenges?
11. Is there anything else that you would like us to know about you?