

## Attachment A

### Project Culture Shock Team Biographies

**Holly Eskridge** serves as Assistant to the City Manager in Rock Hill, South Carolina. She manages the Public Policy and Sustainability Division in the City Manager's Office which is responsible for researching, writing and managing over \$15 million in federal and state grant awards, coordinating energy conservation strategies and working on public policy development and implementation. She also oversees Healthy Homes and other sustainability initiatives, which provide neighborhood stabilization support to neighborhoods hit hardest by the downturn in the economy. Holly serves as Rock Hill's Legislative Advocate where she works with local, state and federal elected officials in the development of policy that supports local government and its community members. In her role she coordinates grassroots education and outreach efforts to encourage citizen engagement and involvement and serves on the City's Budget Team. Holly has a Bachelor of Social Work from the University of North Carolina at Charlotte and Master Degrees in Community and Organizational Social Work and Public Administration from the University of South Carolina.

**Victor Lauria** is the Assistant Chief of Police with the City of Novi, Michigan. He is responsible for the Operations Section (Patrol and Investigations) which includes 58 sworn personnel. Assistant Chief Lauria researches, analyzes and prepares reports on a wide variety of issues and concerns including: department performance; strategic planning and goal setting; execution of department and individual goals, as well as tying them to the City's overall strategic plan; interdisciplinary projects; budgeting; community oriented policing; public relations; special/capital projects; labor relations and contract negotiations. Throughout his career he has received numerous departmental citations, commendations, and awards. Victor received his BA degree (Criminal Justice) from Northern Michigan University and an MS degree (Technology Studies) from Eastern Michigan University.

**Eric Ellwanger** is the Strategic Services Manager for the City of Colleyville, Texas with responsibility for overseeing the City's budget, performance management initiative and strategic planning efforts. He is also responsible for franchise and agency contract management as well as program administration of the Capital Improvement Program, intergovernmental affairs and legislative monitoring. Eric holds a Bachelor's of Business Administration from the University of Houston and a Master of Public Administration degree from the University of North Texas. Prior to his position with the City of Colleyville, Eric spent six years with the City of Plano, Texas as a budget analyst and as a manager in the Customer and Utility Services department. He also has experience in the private sector working in the accounting field.

**Jennifer Reichelt** is the Deputy City Manager for the City of Great Falls, Montana where she is responsible for overseeing the human resources department, the City clerk's office, the City's budget process and the community's neighborhood councils. She also serves as the City's public information officer and helps departments effectively communicate the City's message to the media and the community. In her role she works closely with the City Commission and is responsible for the City's agenda process. Jennifer relocated from the City of Glendale, Arizona during the summer of 2010 where she worked for the past ten years, most recently serving as the City's Deputy Marketing Director. She has experience serving as a media spokesperson and played an integral role in mega-event planning for events such as the 2008 Super Bowl, WrestleMania XXVI, BCS Championship game, Tostitos Fiesta Bowls and Spring Training. Jennifer managed the Glendale Centerline project, the City's downtown redevelopment initiative. Jennifer graduated from Northern Arizona University with a Bachelor's of Science degree in Business Administration and a Master's of Public Administration.

## Attachment B

### Palo Alto Site Visit #1: Culture Assessment Questions

#### Opening Statement:

**Describe the purpose of our visit and interview. Provide the following guidance around the definition of culture.**

“Culture is made up of the values, beliefs, underlying assumptions, attitudes, and behaviors shared by a group of people. Culture is the behavior that results when a group arrives at a set of - generally unspoken and unwritten - rules for working together. We would like to speak with you today about your perception of the organizational culture here in the City of Palo Alto.”

- Do you agree with this definition?
- Is there anything you would like to add before we begin?

#### Questions to Guide Conversation

##### *General Culture Questions*

- How would you best describe your organization’s culture?
- What three words would you use to describe the City of Palo Alto, as an organization?
- How has the organization’s culture changed or shifted over the past few years?
- Does your organization have a code of ethics and/or printed set of values?
- Why do you feel an organization’s culture is important?
- Were you aware of the City’s internal culture before you became an employee? Did this influence your decision to apply for a job?
- Do you believe leadership and front-line employees have the same general understanding of the organizational culture?
- Do you feel there is a difference in the way different generations perceive the culture?
- Do the citizens know about your internal culture? Do you think it's important to let them know?
- Tell us anything else that will help us understand this organization’s culture.
- How is Palo Alto’s culture communicated to employees?

##### *General Organizational Questions*

- What would you tell a friend about your organization if he or she was about to start working here?
- What do you feel is Palo Alto’s biggest asset and challenge?

## **Attachment B**

- Who do you feel is a hero/mentor in this organization and why?
- Describe the type of individuals who would be successful in your organization.
- Describe the type of individuals that would not be successful in your organization.
- What do you like most about your organization?
- What is the one thing you would most like to change about your organization?
- If you could ask only one question of a candidate interviewing for a position in Palo Alto, what would it be and why?
- What other methods would you like to see your organization implement or use to improve communication?

## Attachment C

### IDEO/Ideation Brainstorming Exercise

#### **How can we help new employees feel welcome?**

- Invites to lunch (3)
- Email introduction to all (3)
- Neighborhood walks (3)
- New best friends (1)
- Companionship (1)
- Beers after work (1)
- Walk around introducing (1)
- Welcome gifts/baskets with coupons and things specific to PA (1)\*
- Employee mixers \*
- Ideas on how to pack the most activities into a day for \$10 or less
- Activities for new and existing hires
- City Manager for a day
- Home
- Be conscious about smiling
- \$5 to Fraiche (or other local eatery)
- Engagement – high community engagement
- High-5's
- Community “Road Posts” at work – talking about who we are as a community work place
- New employee journals
- Interview with mayor and city council members
- Collect employee quotes for future employees
- Signs yours adapting to PA (poke fun at the culture)
- Top ten things to do in PA
- Flowers
- Say hello
- Pictures with mayor and city manager at first council meeting
- Intro to all departments
- Desk organized
- Intro to PA starts during recruitment
- Feedback survey

#### **How do we help new hires feel part of Palo Alto as a whole?**

- City tours (6)\*
- 101 for new hires (PA, pay area, people, locations) (3)
- Video bios (2)
- Buddy system (2)
- Inventory of skills or interests (1)
- Jim Keene Fireside chat (1)
- Go to El Palo Alto with Dave Doctor City Arborist (1)
- Police Fire Ride along (1)
- FAQs (1)
- Design thinking workshop as part of orientation (1)
- You ain't crazy package!

## Attachment C

- Visit with all departments
- “Ask me” buttons
- New employee blog
- Joke lunch hour
- Dog Walking
- Do midnight fun run
- Scavenger hunt
- Connections to outside groups (volunteer day)
- Institute a volunteer mentor program where you’re paired with a peer not in your department
- Chalk board in bathroom “welcome Stacy!”
- Meeting with city manager
- 2 truths and a lie activity
- Collection the secret finds in PA, best cookie, best dog park, yogurt, etc.
- Develop an interactive orientation session to help answer questions
- No republicans and no democrats in PA
- Everyone is right
- Silicon Valley who’s Who – facebook, Google, Apple
- Required Reading – two weeks before starting works or the 1<sup>st</sup> two weeks about the city
- Into the Neighborhood Associations
- History Lesson
- Sit through a Council Meeting
- Get new hires together
- Welcome email to all staff about the new hires
- Shadowing
- Story time about the city
- New employee lunch hour invites
- Individual volunteer help

### **How do we help make new hires part of shaping the organizational culture?**

- Picture email for each new employee sent to the organization to help speed recognition (3)
- Idea/Suggestion Box\*
- Newest Hire/Oldest Hire – show how they are different and similar (2)
- Work on cross functional team (1)
- Pre-letters and post letter (1)
- Bag of tricks (1)
- They list their impressions of Palo Alto prior to starting (1)
- Job rotations (1)
- Debrief on their prior organization – what was good, etc
- Letter for when I retire (lessons learned, exit)
- Strengths and interests intro (email)
- Hidden talent
- New hire talent show
- First impression Mirror
- Anonymous wish list
- Open houses at other departments
- Job awareness unity
- Begin writing your own retirement resolution

## Attachment C

- Sustaining the “we”
- List of their aspirations – what they want to accomplish
- Require that everyone’s facebook is logged on all day to encourage friendship
- Employee time capsule
- Talk about “we” from the beginning vs “them” etc
- Lunch meetings at diverse restaurants

### **How can we encourage risk taking and trying new things?**

- Set aside time in meetings for new ideas (4)
- Capture learning’s from failures (2)
- Award for staying out of the way (2)
- Up-front explanation of possibility of failure (2)
- Just do it (1)
- 20% of time should be used for creativity (liked at Google)(1)
- Tightrope walking (1)
- Innovation sessions outside of work environment (1)
- Identify roadblocks and remove them
- Low fidelity experiments – start small, ask for feedback
- Leverage community entrepreneurs
- Focus groups for evaluation of perception
- Provide culture shift brainstorm opportunities
- Require Failures/Plan to Fail
- Community – Council Connection – to Innovation purpose in local government
- How to build/how to sketch (creativity)
- Put a Face on govt/web email etc.
- Definitions of risk taking – individualize
- Recognition of ideas at council
- Lead by example! Have Jim talk about share examples

\*These ideas were used as examples and acted out in the implementation exercises at IDEO.

\*\*The number in parenthesis next to the idea demonstrates the number of “dots” the idea received by the group. Each group member was given dots to place next to their favorite ideas.

**Attachment D**

Census 2010 Data  
City of Palo Alto



DP-1

Profile of General Population and Housing Characteristics: 2010

2010 Demographic Profile Data

NOTE: For more information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2010/profiletd.pdf>.

GEO: Palo Alto city, California

| Subject            | Number | Percent |
|--------------------|--------|---------|
| <b>SEX AND AGE</b> |        |         |
| Total population   | 64,403 | 100.0   |
| Under 5 years      | 3,506  | 5.4     |
| 5 to 9 years       | 4,379  | 6.8     |
| 10 to 14 years     | 4,411  | 6.8     |
| 15 to 19 years     | 3,599  | 5.6     |
| 20 to 24 years     | 2,325  | 3.6     |
| 25 to 29 years     | 3,831  | 5.9     |
| 30 to 34 years     | 3,801  | 5.9     |
| 35 to 39 years     | 4,470  | 6.9     |
| 40 to 44 years     | 5,057  | 7.9     |
| 45 to 49 years     | 5,612  | 8.7     |
| 50 to 54 years     | 4,782  | 7.4     |
| 55 to 59 years     | 4,094  | 6.4     |
| 60 to 64 years     | 3,530  | 5.5     |
| 65 to 69 years     | 2,898  | 4.5     |
| 70 to 74 years     | 2,209  | 3.4     |
| 75 to 79 years     | 1,916  | 3.0     |
| 80 to 84 years     | 1,743  | 2.7     |
| 85 years and over  | 2,240  | 3.5     |
| Median age (years) | 41.9   | ( X )   |
| 16 years and over  | 51,145 | 79.4    |
| 18 years and over  | 49,324 | 76.6    |
| 21 years and over  | 48,224 | 74.9    |
| 62 years and over  | 13,109 | 20.4    |
| 65 years and over  | 11,006 | 17.1    |
| Male population    | 31,490 | 48.9    |
| Under 5 years      | 1,822  | 2.8     |
| 5 to 9 years       | 2,197  | 3.4     |
| 10 to 14 years     | 2,293  | 3.6     |
| 15 to 19 years     | 1,839  | 2.9     |
| 20 to 24 years     | 1,232  | 1.9     |
| 25 to 29 years     | 2,078  | 3.2     |
| 30 to 34 years     | 1,916  | 3.0     |
| 35 to 39 years     | 2,129  | 3.3     |
| 40 to 44 years     | 2,400  | 3.7     |
| 45 to 49 years     | 2,778  | 4.3     |
| 50 to 54 years     | 2,359  | 3.7     |
| 55 to 59 years     | 2,082  | 3.2     |
| 60 to 64 years     | 1,680  | 2.6     |
| 65 to 69 years     | 1,339  | 2.1     |
| 70 to 74 years     | 970    | 1.5     |
| 75 to 79 years     | 857    | 1.3     |
| 80 to 84 years     | 727    | 1.1     |
| 85 years and over  | 792    | 1.2     |



| Subject  | Number | Percent |
|--|--------|---------|
| Median age (years)   | 40.5   | ( X )   |
| 16 years and over  | 24,686 | 38.3    |
| 18 years and over  | 23,769 | 36.9    |
| 21 years and over  | 23,192 | 36.0    |
| 62 years and over  | 5,671  | 8.8     |
| 65 years and over  | 4,685  | 7.3     |
| Female population  | 32,913 | 51.1    |
| Under 5 years  | 1,684  | 2.6     |
| 5 to 9 years   | 2,182  | 3.4     |
| 10 to 14 years   | 2,118  | 3.3     |
| 15 to 19 years   | 1,760  | 2.7     |
| 20 to 24 years   | 1,093  | 1.7     |
| 25 to 29 years   | 1,753  | 2.7     |
| 30 to 34 years   | 1,885  | 2.9     |
| 35 to 39 years   | 2,341  | 3.6     |
| 40 to 44 years   | 2,657  | 4.1     |
| 45 to 49 years   | 2,834  | 4.4     |
| 50 to 54 years   | 2,423  | 3.8     |
| 55 to 59 years   | 2,012  | 3.1     |
| 60 to 64 years   | 1,850  | 2.9     |
| 65 to 69 years   | 1,559  | 2.4     |
| 70 to 74 years   | 1,239  | 1.9     |
| 75 to 79 years   | 1,059  | 1.6     |
| 80 to 84 years   | 1,016  | 1.6     |
| 85 years and over  | 1,448  | 2.2     |
| Median age (years)   | 43.1   | ( X )   |
| 16 years and over  | 26,459 | 41.1    |
| 18 years and over  | 25,555 | 39.7    |
| 21 years and over  | 25,032 | 38.9    |
| 62 years and over  | 7,438  | 11.5    |
| 65 years and over  | 6,321  | 9.8     |
| <b>RACE</b>  |        |         |
| Total population   | 64,403 | 100.0   |
| One Race   | 61,706 | 95.8    |
| White  | 41,359 | 64.2    |
| Black or African American                                      | 1,197  | 1.9     |
| American Indian and Alaska Native                              | 121    | 0.2     |
| Asian  | 17,461 | 27.1    |
| Asian Indian   | 2,776  | 4.3     |
| Chinese  | 9,680  | 15.0    |
| Filipino   | 581    | 0.9     |
| Japanese   | 1,319  | 2.0     |
| Korean   | 1,791  | 2.8     |
| Vietnamese   | 401    | 0.6     |
| Other Asian [1]  | 913    | 1.4     |
| Native Hawaiian and Other Pacific Islander                     | 142    | 0.2     |
| Native Hawaiian  | 16     | 0.0     |
| Guamanian or Chamorro  | 12     | 0.0     |
| Samoan   | 20     | 0.0     |
| Other Pacific Islander [2]                                     | 94     | 0.1     |
| Some Other Race  | 1,426  | 2.2     |
| Two or More Races  | 2,697  | 4.2     |
| White; American Indian and Alaska Native [3]                   | 166    | 0.3     |
| White; Asian [3]   | 1,752  | 2.7     |
| White; Black or African American [3]                           | 230    | 0.4     |
| White; Some Other Race [3]                                     | 152    | 0.2     |
| Race alone or in combination with one or more other races: [4] |        |         |
| White  | 43,815 | 68.0    |
| Black or African American                                      | 1,559  | 2.4     |
| American Indian and Alaska Native                              | 371    | 0.6     |

| <b>Subject</b>                                   | <b>Number</b> | <b>Percent</b> |
|--|---------------|----------------|
| Asian  | 19,492        | 30.3           |
| Native Hawaiian and Other Pacific Islander       | 295           | 0.5            |
| Some Other Race                                  | 1,711         | 2.7            |
| <b>HISPANIC OR LATINO</b>                        |               |                |
| Total population                                 | 64,403        | 100.0          |
| Hispanic or Latino (of any race)                 | 3,974         | 6.2            |
| Mexican  | 2,265         | 3.5            |
| Puerto Rican                                     | 113           | 0.2            |
| Cuban  | 82            | 0.1            |
| Other Hispanic or Latino [5]                     | 1,514         | 2.4            |
| Not Hispanic or Latino                           | 60,429        | 93.8           |
| <b>HISPANIC OR LATINO AND RACE</b>               |               |                |
| Total population                                 | 64,403        | 100.0          |
| Hispanic or Latino                               | 3,974         | 6.2            |
| White alone                                      | 2,307         | 3.6            |
| Black or African American alone                  | 66            | 0.1            |
| American Indian and Alaska Native alone          | 56            | 0.1            |
| Asian alone                                      | 57            | 0.1            |
| Native Hawaiian and Other Pacific Islander alone | 7             | 0.0            |
| Some Other Race alone                            | 1,172         | 1.8            |
| Two or More Races                                | 309           | 0.5            |
| Not Hispanic or Latino                           | 60,429        | 93.8           |
| White alone                                      | 39,052        | 60.6           |
| Black or African American alone                  | 1,131         | 1.8            |
| American Indian and Alaska Native alone          | 65            | 0.1            |
| Asian alone                                      | 17,404        | 27.0           |
| Native Hawaiian and Other Pacific Islander alone | 135           | 0.2            |
| Some Other Race alone                            | 254           | 0.4            |
| Two or More Races                                | 2,388         | 3.7            |
| <b>RELATIONSHIP</b>                              |               |                |
| Total population                                 | 64,403        | 100.0          |
| In households                                    | 63,820        | 99.1           |
| Householder                                      | 26,493        | 41.1           |
| Spouse [6]                                       | 13,975        | 21.7           |
| Child  | 17,716        | 27.5           |
| Own child under 18 years                         | 14,603        | 22.7           |
| Other relatives                                  | 1,995         | 3.1            |
| Under 18 years                                   | 368           | 0.6            |
| 65 years and over                                | 758           | 1.2            |
| Nonrelatives                                     | 3,641         | 5.7            |
| Under 18 years                                   | 97            | 0.2            |
| 65 years and over                                | 211           | 0.3            |
| Unmarried partner                                | 1,167         | 1.8            |
| In group quarters                                | 583           | 0.9            |
| Institutionalized population                     | 378           | 0.6            |
| Male   | 177           | 0.3            |
| Female   | 201           | 0.3            |
| Noninstitutionalized population                  | 205           | 0.3            |
| Male   | 152           | 0.2            |
| Female   | 53            | 0.1            |
| <b>HOUSEHOLDS BY TYPE</b>                        |               |                |
| Total households                                 | 26,493        | 100.0          |
| Family households (families) [7]                 | 16,477        | 62.2           |
| With own children under 18 years                 | 8,359         | 31.6           |
| Husband-wife family                              | 13,975        | 52.7           |
| With own children under 18 years                 | 7,051         | 26.6           |
| Male householder, no wife present                | 659           | 2.5            |
| With own children under 18 years                 | 327           | 1.2            |
| Female householder, no husband present           | 1,843         | 7.0            |
| With own children under 18 years                 | 981           | 3.7            |

| Subject   | Number | Percent |
|---|--------|---------|
| Nonfamily households [7]                        | 10,016 | 37.8    |
| Householder living alone                        | 7,982  | 30.1    |
| Male  | 3,368  | 12.7    |
| 65 years and over                               | 872    | 3.3     |
| Female  | 4,614  | 17.4    |
| 65 years and over                               | 2,413  | 9.1     |
| Households with individuals under 18 years      | 8,624  | 32.6    |
| Households with individuals 65 years and over   | 7,889  | 29.8    |
| Average household size                          | 2.41   | ( X )   |
| Average family size [7]                         | 3.04   | ( X )   |
| <b>HOUSING OCCUPANCY</b>                        |        |         |
| Total housing units                             | 28,216 | 100.0   |
| Occupied housing units                          | 26,493 | 93.9    |
| Vacant housing units                            | 1,723  | 6.1     |
| For rent  | 697    | 2.5     |
| Rented, not occupied                            | 90     | 0.3     |
| For sale only                                   | 233    | 0.8     |
| Sold, not occupied                              | 79     | 0.3     |
| For seasonal, recreational, or occasional use   | 265    | 0.9     |
| All other vacants                               | 359    | 1.3     |
| Homeowner vacancy rate (percent) [8]            | 1.5    | ( X )   |
| Rental vacancy rate (percent) [9]               | 5.6    | ( X )   |
| <b>HOUSING TENURE</b>                           |        |         |
| Occupied housing units                          | 26,493 | 100.0   |
| Owner-occupied housing units                    | 14,766 | 55.7    |
| Population in owner-occupied housing units      | 39,176 | ( X )   |
| Average household size of owner-occupied units  | 2.65   | ( X )   |
| Renter-occupied housing units                   | 11,727 | 44.3    |
| Population in renter-occupied housing units     | 24,644 | ( X )   |
| Average household size of renter-occupied units | 2.10   | ( X )   |

X Not applicable.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six percentages may add to more than 100 percent because individuals may report more than one race.

[5] This category is composed of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households. "Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

Source: U.S. Census Bureau, 2010 Census.

# Attachment E

## Website Examples

shapeyourworld.com.au

# SHAPE YOUR WORLD

With a career in Local Government

- Home
- School to Work
- School to Study
- Key Role Types
- Working with Us
- Application Process
- Helpful Resources
- Job Search

## Shape Your World with a Career in an SA local Council

Give yourself the power to change the world you live in - from the streets and parks you use to events, facilities and services your community enjoys. Local Government provides great conditions and empowers you to put your ideas into action.

Through a wide and diverse range of services across the State, we offer an extensive array of career options and pathways for everyone.

With more than 9,000 people working in 68 Councils, we're one of South Australia's largest employers. Our Councils have from 10 to 600 staff and range from fast-paced metropolitan environments to rural and coastal regions, offering something for every personality.

### Shape Your World - 1st steps

This is an initiative of the Local Government Association of South Australia (LGA) to help meet the workforce needs of Councils by providing accredited training through registered training organisations to job seekers who are seriously considering a career in Local Government. Click on [Shape Your World - 1st steps](#) for more information and how to apply.

For a complete list of all Councils in South Australia [click here](#). For Council area maps [click here](#).

View interviews with people experiencing great careers in SA Councils:

- [Cherie Olah - Planning Officer Campbelltown City Council \(13.9MB\)](#)
- [Arron Treloar - Horticulturalist Port Augusta City Council \(15MB\)](#)
- [Norman Scott - Civil Designer City of Salisbury \(16.4MB\)](#)
- [Celine Luya - Community Development Officer City of Unley \(16MB\)](#)

- Meet our People
- Send to a Friend
- Bookmark this Site
- 1st Steps Program
- Apply
- Download a Doodle
- Contact Us



#### QUICK JOB LINKS

- [Job Openings](#)
- [How to Apply for a Job](#)
- [Job Descriptions](#)
- [Status of Current Openings](#)
- [About the City of Glendale](#)
- [Application Process](#)
- [Benefits](#)
- [Contact HR](#)
- [Department Links](#)
- [Directions to HR](#)
- [Diversity Program](#)
- [Education Assistance](#)
- [HR FAQs](#)
- [Legal Postings](#)
- [Recruitment Status](#)
- [Sign Up For Job Updates](#)
- [Volunteer Opportunities](#)
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#### OFFICE OF THE MAYOR



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### Job Openings

[Click here](#) to review the current job openings at the city of Glendale.  
[Click here](#) for the recruitment status report.



### City Recognized as a Mature Worker Friendly Employer

The city of Glendale has received its Mature Worker Friendly Certification by the the Governor's Advisory Council on Aging and the Arizona Department of Commerce. The Mature Worker Friendly Employer Certification provides special recognition to employers who commit to creating a workplace environment that values experience and skills that mature workers exhibit, and also assists employers in attracting and retaining those mature workers.  
[Arizona Mature Worker Certification Brochure \(pdf\)](#)



### AARP Names City of Glendale a 2009 'Best Employer for Workers Over 50'

The City of Glendale has been named by AARP to its 2009 list of Best Employers for Workers Over 50. The City joins an impressive list of 50 honorees announced today by AARP CEO Barry Rand. [Read more](#)



### Why We Love Working Here!

AARP recently named the city of Glendale a 2009 Best Employer for Workers Over 50. Find out what makes Glendale shine from some of the many employees over 50 who are part of the Glendale team. Read about them now, [click here](#).



### Inside the Job

Want to know what it's like to work for Glendale? Find out from these Glendale employees. Read about what they do and why they do it!  
[Read more](#)



### The Good Life: The Glendale Life

From football frenzy to signature festivals filled with family fun, unique culinary flavors, holiday splendor and more—when it comes to lifestyle, Glendale's got you covered.  
[Read more](#)



Main human resources page – includes testimonials from staff, staff/job features and a narrative on the City of Glendale

<http://glendaleaz.com/jobs/index.cfm>





### Why We Love Working Here!

AARP recently named the city of Glendale a 2009 Best Employer for Workers Over 50. The city joins an impressive list of 50 honorees announced by AARP CEO Barry Rand. Find out what makes Glendale shine from some of the many employees over 50 who are part of the Glendale team.



#### QUICK JOB LINKS

- [Job Openings](#)
- [How to Apply for a Job](#)
- [Job Descriptions](#)
- [Status of Current Openings](#)
- [About the City of Glendale](#)
- [Application Process](#)
- [Benefits](#)
- [Contact HR](#)
- [Department Links](#)
- [Directions to HR](#)
- [Diversity Program](#)
- [Education Assistance](#)
- [HR FAQ's](#)
- [Legal Postings](#)
- [Sign Up For Job Updates](#)
- [Volunteer Opportunities](#)
- [Jobs Home Page](#)

#### OFFICE OF THE MAYOR

- [Mayor's Bulletin](#)
- [In the Community](#)
- [Home Page](#)

#### CITY COUNCIL

- [Council Members](#)
- [District News](#)
- [Home page](#)

#### CITY MANAGER

- [Meet Ed Beasley](#)
- [Executive Team](#)
- [Home Page](#)



"I've been with the city for the past 18 years. The people I have worked with have made it a pure joy. The fact that I get to do my job outside, especially when the weather is nice, is an added bonus. My job provides me the opportunity to interact with people from nearly every department within the city. In supporting the various city events, I pretty much encounter people from every walk of life. I like to think the small part I play in it all makes a difference."

- Charles Wade, Support Services Supervisor, Parks and Recreation



"I have been with the city for five years, and each year it gets better and better. City employees and our Glendale STAR Volunteers are the most dedicated and wonderful people I have ever had the pleasure of working with! Glendale is a shining star in Arizona. It is an exciting time for the city, employees and volunteers as Glendale grows and moves progressively forward. We are proud of winning the AARP Best Employer award!"

- Sylvia Charters, Human Resources Program Coordinator



"The 24 years I have spent with the city of Glendale have been amazing. I am so pleased to be associated with the city during this period of growth and development. I deeply appreciate the opportunities that have been afforded me while working here. I have particularly enjoyed working with the staff and have met some remarkable people along the way. I have learned to always have humor in my life. I share that with my co-workers, and it helps when we are faced with hard times. I also keep in mind that each day is a gift; that the destination of where I am going is not as important as the journey."

- Sylvia Jaquez, Senior Secretary, Transportation



"Working in the Engineering Department as the City Engineer since 2001, and prior to that as Assistant City Engineer since 1988, has provided the opportunity to see Glendale grow from a community of 40,000 to more than 250,000. Because the Engineering Department is responsible for implementing all of the Capital Improvement Programs for the city, it has been personally fulfilling to see the many city projects come to fruition to support this growth. These projects support vibrant and growing city, and it's very satisfying to be a part of this progress and to work for such a great organization."

- Larry Broyles, City Engineer





"Working for the City of Glendale provides me with the opportunity to service my community and its needs. I have worked for the city for five years, and there has always been the desire to promote a 'together we can' attitude with its employees, citizens and business involvement."

- Sandra Adams, Traffic Education Program Manager

Testimonial Page – a way for job seekers to get a “feel” for organizational culture



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## Glendale, AZ - Inside Job

Want to know what it's like to work for Glendale? Find out from these Glendale employees. Read about what they do and why they do it!



**Name:** Lacey Tolbert  
**Job:** Police Officer  
**How long have you been with the city?** Four years  
**Favorite thing about working for the city of Glendale?** The people!  
**Favorite spot in the city?** Westgate City Center  
**Insider tip about Glendale?** Don't lie to the police!  
**Best part of your job?** My job offers variety, excitement and a chance to work with great people.  
**Favorite food:** BBQ chicken and pazookies (that's a pizza cookie with ice cream, and everyone should try one!).

**How do you take your coffee?** No coffee for me, but I do enjoy sweet tea.  
**Favorite movie:** "Braveheart"  
**Favorite book:** My intelligent answer: "To Kill a Mockingbird" - my real answer: the "Harry Potter" series.  
**Proudest moment:** Winning a state basketball championship, graduating college and graduating from the Police Academy.



**Name:** Brian Griego  
**Job:** Laboratory Technician – Water Quality Lab  
**How long have you been with the city?** I have been working in the water quality lab since Feb. 2001 and have been with the city since July 2002.  
**Favorite thing about working for the city of Glendale:** The people I work with.  
**Best part of your job:** Same as above!  
**Favorite spot in the city:** Westgate City Center  
**Insider tip about Glendale:** The Western Area Regional Park (83rd Avenue/ Bethany Home Road) will eventually have a fishing lake, and I am looking forward to doing some fishing there when it is done.

**Favorite food:** Mexican  
**How do you take your coffee?** Black  
**Favorite movie:** "Goodfellas"  
**Favorite song:** "El Paso" – Marty Robbins  
**Favorite book:** "A Field Guide to Western Reptiles and Amphibians"  
**Proudest moment:** Standing on a US Navy ship cruising into the harbor of San Diego after being away in the Persian Gulf and seeing all the yellow ribbons showing how many people were supporting us while we were over there - that really made me feel proud.

Highlights employees and jobs – another way to encourage culture and community within the organization – and allow job seekers to learn more about the organization





- QUICK JOB LINKS**
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### Glendale, AZ - About the city of Glendale

Bone-crunching tackles, 50-yard field-goal returns and glorious power plays—if it's the fast-paced world of professional sporting excitement you seek, Glendale's got your game. Or maybe you want to slow things down a bit with a leisurely stroll through unique boutique shops under a blanket of millions of twinkling holiday lights, breathtaking views from a hike through nearby mountain scapes or a late-night glass of wine at a fine restaurant. Well, we can handle life at that pace, too.

#### Welcome to Glendale, Ariz.

We cater to all types—from hungry, roaring football fans and fun-seeking families to active adventure seekers to the successful single looking for non-stop entertainment and hip eateries. Here are just a few ways you can enjoy the Glendale life.

#### Sports and Entertainment

If you're the face-painting, jersey-wearing type, Glendale is most definitely your home base. As the home of the Coyotes and the Arizona Cardinals, Glendale is a place where sports fans can get their game on year round. Head to the award-winning Glendale Arena to watch the Coyotes take on their opponents. Spend your falls and winters counting Cardinals first downs in the NFL's newest stadium. And enjoy our splendid spings with a few afternoons at the old ballgame thanks to the new Major League Baseball homes of the Los Angeles Dodgers and Chicago White Sox, all right here in Glendale.

Glendale is also the home of several championships. The host of the 2008 Super Bowl, the city also is the home of the Tostitos Fiesta Bowl and major related events as well as the BCS National Championship game.

Music more your style? You'll have yet another reason to love the Glendale Arena, which has been heralded by headline performers like U2, Bruce Springsteen and Paul McCartney and named best new major concert venue by Pollstar magazine, a major concert industry publication. Showcasing state-of-the-art video technology, a pulsating sound system and seating arrangements that guarantee clear views from all points, the facility has been an ideal host for everything from intimate, rare acoustic performances to chart-topping, televised concert extravaganzas.

Complete your ultimate entertainment experience with a full slate of nearby shopping and dining options thanks to Westgate and Zanjero's retail and restaurant offerings, all within walking distance of the big game. Quench your thirst with a micro brew from Gordon Biersch or satisfy your cravings (no matter what they may be) at one of the many other nearby eateries serving up everything from mouthwatering cheeseburgers and fries to hearty-but-healthy salads and sandwiches.

#### Festivals, Shopping Treasures and Family Fun

Historic Downtown is renowned for its incredible array of festivals that draw more than one million visitors annually. These crowds enjoy special events that celebrate everything from the sweet taste of chocolate to one of Arizona's largest holiday light displays that blanket the entire downtown area. Experience the warm glow of Glendale Glitters right after the game with a trip to downtown, and don't forget to mark your calendar with festivals happening throughout the year.


While we've got you downtown, we have a few more things you might want to check out (and by few, we mean dozens). For starters, the area happens to be home to a world tour of culinary flavors. Glendale's Downtown Dining District boasts an array of tasty menus featuring everything from traditional Polish, Mexican and German fare to unique Asian and American dishes. If you're looking for something a bit lighter, you'll be glad to know the district has a host of teashops, too, so a light snack is never out of the question.

Historic Downtown Glendale incorporates two distinct neighborhoods that are home to more than 90 specialty and antique shops. Although the area is seamless to tour on foot, the difference in neighborhoods is revealed in the red-brick, main-street-style buildings of Old Towne versus the bungalows-turned-shops of Catlin Court that will have you wishing you could move right in. Start your stroll at the Glendale Visitor Center and pick up a handy map. Although the area was named one of the 40 best places to visit in the nation by both USA Today and Sunset Magazine, the area still


A community profile or narrative allows those outside the area, to learn more about who you are and what your community has to offer. Goes back to the "Live First, Work Second" philosophy.



Official Website of the City ... Internet Explorer cannot displa... MSN.com



**Rock Hill Pulls Its Weight!**  
 2010 Winning Community in America's Promise  
 100 Best Communities for Young People Competition



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How Do I ...


Departments

Employment

Calendar

Community Links

Search



## Human Resources

Department Home | Overview & Mission | Department News | Department Contact | Department Forms

---

**Employment:**

**As an added customer service to Rock Hill citizens during these difficult economic times, the City of Rock Hill is providing a listing of some positions in the Rock Hill area that may be of help to those seeking employment.**

[Local Job Announcements](#)

*If you're like most visitors to this page, we hope the following information will answer some important questions for you in regards to seeking employment with the City of Rock Hill:*

*If you are selected for an interview, you will be contacted usually within four to six weeks by telephone, mail or e-mail.*


*Due to the large volume of applicants for multiple positions, we regret that we are unable to notify persons who are not selected for an interview.*

*It will not be necessary for you to phone us to check on your application. We will contact you if you are a finalist.*


*You may monitor the available positions online, on our T.V. station Channel 19 or through the Jobs Available Hotline at 803/329-5573 to receive updated information on positions.*


***Thank you for your interest in employment with the City of Rock Hill!***

---

[Learn About the Rock Hill Community](#) 

[Apply Online](#)  
**We look forward to reviewing your application. If you are selected for an interview, you will be contacted, usually within four to six weeks by telephone, mail or e-mail. You can monitor our website or Jobs Available Hotline at 803-329-5573 to receive updated information on positions. Thank you for your interest in employment with the City of Rock Hill.**

**Application (in English)**  (1000 KB)

**Application (en Español)**  (32KB)

<http://www.ci.rock-hill.sc.us>

On Rock Hill's human resources page, job seekers can watch a video to learn about the community



# Welcome to The City of Beverly Hills

HOME

SEARCH  GO

- Job Opportunities
- Internal Job Opportunities
- Part-Time Job Openings
- Job Descriptions
- Job Notification Form

## Job Opportunities



Saturday, June 11, 2011

### Welcome to the City of Beverly Hills!

**Under the leadership of the City Manager, Jeff Kolin, Beverly Hills City employees aspire towards a performance environment of excellence and innovation. The ultimate goal is to provide unparalleled municipal services by being "the Best of the Best."**

We invite you to join our team of skilled and dedicated employees by applying for one of the jobs listed below. Click on the title of any position that is of interest to you for details of the position. To apply for the selected position click the "Apply" link. First time applicants must create an account in order to gain access to the online application form. You will need a username, password and working email address to create your account.

The first application created will be saved and can be used for subsequent positions you wish to apply for. Your application is the primary tool used to evaluate your job qualifications. Collect details about your education and employment history before creating your application. Please complete the application in its entirety making sure you give detailed information on all relevant areas as a poorly completed application can be a disadvantage to meeting the minimum qualification for a position. Additionally an incomplete application will disqualify you. You may attach a resume however this is not mandatory.

If you plan on spending more than 30 minutes applying, please be certain to click on the save button as you go along. Failure to do so will result in loss of your information. **DO NOT** click submit until you are certain you have completed the application. Once you click submit you will no longer have the option to update. You may print a copy of the job bulletin and your application for future reference. A confirmation will be generated following submission. Keep this confirmation as proof.

Be sure to copy the following email address into your address book so you can receive emails regarding the positions you are applying for:

[info@governmentjobs.com](mailto:info@governmentjobs.com)

If our current openings do not include jobs you are interested in at this time, you may complete a **job interest notification request form** located in the top left column.

The City is an Equal Opportunity Employer. Consistent with Federal law, California law, and the City's Municipal Code, the City does not discriminate in employment decisions based on race, color, religion, political affiliation, marital status, sex, age, disability, sexual orientation or any other similar discriminatory basis recognized by Federal or California law.

Thank you for your interest in employment with the City of Beverly Hills.

**Online applications are stored on a secure site. Only authorized employees and hiring authorities have access to the information submitted.**

<http://agency.governmentjobs.com/beverlyhills>

The Beverly Hills human resources page includes a welcome from their city manager and a clear branding message of their cultural values



# tucsonaz.gov

- Government
- Neighborhoods
- Business
- City Facts
- Departments
- A-Z Answers
- Search



**CITY OF TUCSON**  
WINS DIGITAL CITIES AWARD

## 12) TUCSON12.TV VIDEO



**Dare the Darkness!**  
This weekend thousands of people will fill the streets for 2nd Saturdays Downtown.



Watch 12 Live Watch 12 On Demand

### I WANT TO...

- + Apply, Sign up, Register
- + Contact Someone
- + Get Information
- + Make a Payment
- + Report Something to the City
- + Schedule or Reserve

- City News Feeds
- Mayor & Council Podcasts
- City E-Mail Lists
- City Calender

Follow us on: [Twitter](#) [Facebook](#)

### TOP REQUESTED

- Proposed Fee Changes
- Pay Water & Garbage
- 10 Accomplishments in 2010
- Downtown Projects
- Property Info
- Boards & Commissions
- Contract Opportunities
- Business License Application
- A-Z Answers
- Jobs
- Rio Nuevo
- TCC Events
- Contact Us
- Recovery
- Codes & Ordinances
- Crime Stats
- Courts
- Budget
- Maps

Someone searching for a job on the City of Tucson's site who wanted to learn about the organization and the community would be able to find city facts and watch a from the home page as well as the human resources page.

## Attachment F

### Sample Recruitment Ads



This is the weapon our police  
officers rely on most.

In Decatur, Georgia, police work means much more than protecting the community. It means playing an active role in it, too.



[www.decaturlpolicejobs.com](http://www.decaturlpolicejobs.com)

Notes: \_\_\_\_\_

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## About the City of Decatur

Located just minutes east of Atlanta, the City of Decatur is one of the most densely populated urban cities in Georgia. The City is 4.2 square miles with approximately 20,000 residents. The population expands 24,000 during business hours.

The City of Decatur is well known in the metropolitan area as a “City of Excellence”. The City is a leader in developing progressive programs and is currently stressing sustainability, active living and maintaining and creating physical infrastructure that is attractive and practical. The corporate culture stresses respect and integrity in all business activities. Its strong sense of community can be seen by the high participation of residents in special events and volunteer programs. [Read More](#) about the city’s awards and recognitions.

## About the City of Decatur Fire Department

Established in 1909, with eight people, the department currently consists of a diverse staff of thirty-six who work a 24-hours on/48-hours off shift. The department also includes administrative staff consisting of a Fire Chief and two Assistant Fire Chiefs.

The department emphasizes fire prevention and education, and conducts classes for schools, high-rise residential homes, business groups, civic groups, and childcare providers in addition to currently maintaining an ISO Class Two Fire rating. The department operates two fire stations equipped with pumper trucks, a quint, a rescue truck, and an air-and-light truck.



## About the Position

The successful candidate must have the core competencies and qualifications stated below:

### Core Competencies:

- **Strategic Leader** - must demonstrate the ability to coach/mentor staff and work collaboratively to define and implement programs to sustain the future of the Fire Department; must have the ability to think strategically and maintain accountability while seeking departmental input, create a shared vision, and translate these ideas into reality; must be creative in seeking new revenue sources, partnerships, and new ways to continuously improve or deliver current fire services.
- **Communications Skills** - must have strong listening skills and the ability to articulate and negotiate well in verbal and written formats, including using electronic media; must be able to speak clearly and confidently and maintain confidentiality.
- **Change Management** - must have the ability to support organization-wide initiatives and communicate changes in a way to engage the staff and gain buy-in.
- **Interpersonal Skills** - must have the ability to create and maintain effective working relationships with departmental staff, city management team members, and the general public; must be able to build and facilitate high performing teams and lead and command effectively in emergency situations; must be professional and ethical.
- **Independent Administrator** – must have the ability to work independently with little supervision and direction; must be able to complete routine and complex administrative tasks including producing correspondences, memorandums, reports, spreadsheets, etc. with little administrative assistance; must lead by doing and have limited need for expecting respect through title and rank.

### Qualifications:

- A bachelor's degree from an accredited college or university in public administration, business administration, management or related field is highly preferred; however, an associate's degree from an accredited college with major coursework in fire science, fire administration, public or business administration, or related field and extensive experience is acceptable.
- Possession of, or the ability to possess, the following or similar certifications: GA State Fire Fighter certification, EMT certification, NPQ Hazmat Technician, Fire Instructor Certification, Arson Investigation Certification, Fire Inspection Certification, management/leadership training, and a valid State of Georgia drivers' license
- A minimum of 10 years of progressively more responsible fire service experience with at least 5 years in a supervisory / leadership capacity.



## Why Work for the City of Decatur?

The City of Decatur offers a highly competitive employee benefits program including medical, dental, vision, employer paid short term disability and life insurance benefits, tuition assistance, training opportunities, a defined benefit retirement program, generous paid sick and vacation leave, comp time, and paid holidays.

The City also offers a variety of voluntary benefits including employee paid supplemental and dependent life insurance, long term disability, flexible spending account programs, 457 Deferred Compensation Retirement Program, and a Roth IRA.

The City offers flexible work schedules and provides the opportunity for dedicated employees to thrive.

Starting Annual Salary: \$72,259 - \$83,803 DOQ

## Application & Selection Process

Due to the numerous applications that are received, the City will only contact the most highly suitable candidates to be invited to the next phase of the selection process. Possession of the minimum qualifications does not guarantee advancement in the selection process.

Please submit a cover letter, resume, and completed application (following pages) to: City of Decatur Personnel Office,  
PO Box 220, Decatur, GA 30031.

***The deadline to submit application materials is Friday, September 12, 2008.***

Prior to any offer of employment, a thorough background check will be done (including a fingerprint check), pre-employment physical and drug screen, and the selected candidate must be able to provide proof of legal right to work within the United States.

Position to be filled by early January 2009

The City of Decatur values its diverse workforce and is an equal opportunity employer.



# IS THE DREAM STILL IN YOU?

Join the Glendale, AZ Police Department



\$48,069 to \$68,418\*

Tiered starting salary available based on experience.

\*\$49,992 upon successful completion of the police academy.

Shift differential & bilingual pay available.

Glendale is an Equal Opportunity Employer.

623-930-COPS (2677) • [GlendalePoliceJobs.com](http://GlendalePoliceJobs.com)

# ¿AÚN TIENES AQUEL SUEÑO?

Únete al Departamento de Policía de Glendale, AZ

De \$48,069 a \$68,418\*

Salario inicial escalonado disponible en base a su experiencia.

\*\$49,992 Al completar exitosamente el curso de la Academia de Policía.



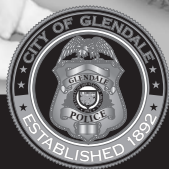
Diferencia en pagos tomando en cuenta turnos de trabajo y capacidades bilingües.

Glendale es un empleador con igualdad de oportunidades.

623-930-COPS (2677) • [GlendalePoliceJobs.com](http://GlendalePoliceJobs.com)

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623-930-COPS (2677) • [GlendalePoliceJobs.com](http://GlendalePoliceJobs.com)



**GLENDALE'S  
GOT  
GAME** ARIZONA

## READY TO JOIN THE BEST?

With the Super Bowl coming to town, everyone in Glendale has football spirit. But Glendale's not only a great place to play – it's a great place to work too! We offer competitive pay, outstanding benefits, the opportunity for career advancement and a world of career choices.

Check out [GlendaleAZ.com/jobs](http://GlendaleAZ.com/jobs) today to join our team!

**Attachment G**

**Sample Employee Orientation Checklist**

| <b>Prior to the employee's first day...</b>  |                                    |                            |
|--|------------------------------------|----------------------------|
| <b>Action</b>  | <b>How Will We Customize This?</b> | <b>Who is Responsible?</b> |
| Provide access to the company's website  |                                    |                            |
| Provide a benefits video and package   |                                    |                            |
| Send a Welcome Letter that explains the orientation process  |                                    |                            |
| Activate the workspace setup process (computer, phone, office supplies, etc.)                                    |                                    |                            |
| Activate the internal security process (User IDs, parking, security badge, security entrance requirements, etc.) |                                    |                            |
| Set up the employee on the payroll system  |                                    |                            |
| Send any orientation information the new employee's supervisor may need  |                                    |                            |

| <b>On the employee's first day...</b>   |                                    |                            |
|---|------------------------------------|----------------------------|
| <b>Action</b>   | <b>How Will We Customize This?</b> | <b>Who is Responsible?</b> |
| Greet new employee and acquaint them with security access to the building   |                                    |                            |
| Meet new work peers   |                                    |                            |
| Conduct facility tour   |                                    |                            |
| Complete all forms and legal requirements   |                                    |                            |
| Provide any safety training and/or point out safety stations and fire extinguishers                                 |                                    |                            |
| Assist the employee in navigating the company's intranet, computer network, and accessing e-mail for the first time |                                    |                            |
| Assist the new employee with the selection of benefits as needed  |                                    |                            |
| Take the new employee to lunch and/or provide other ways to help the employee feel welcome within the new workgroup |                                    |                            |

**Attachment G**

**Sample Employee Orientation Checklist (Cont.)**

| <b>In the first weeks or first month on the job...</b>  |                                    |                            |
|---|------------------------------------|----------------------------|
| <b>Action</b>   | <b>How Will We Customize This?</b> | <b>Who is Responsible?</b> |
| Provide an Orientation workshop   |                                    |                            |
| Provide job-specific training (i.e. customer service, systems, etc.)  |                                    |                            |
| Provide a mentor, sponsor, or buddy for the new employee  |                                    |                            |
| Provide the structure for the new employee to meet with leaders and key contacts within the organization      |                                    |                            |
| Provide management orientation (or executive onboarding) to new employees in leadership positions             |                                    |                            |
| Provide performance goals and acquaint the new employee with the performance appraisal process and philosophy |                                    |                            |
| Provide any application training guides, employee handbooks, etc. for reference                               |                                    |                            |

| <b>In the first 90 days on the job ...</b>  |                                    |                            |
|---|------------------------------------|----------------------------|
| <b>Action</b>   | <b>How Will We Customize This?</b> | <b>Who is Responsible?</b> |
| Obtain onboarding feedback from the new employee for continuous improvement to the onboarding process |                                    |                            |
| Provide 90-day performance feedback to the new employee (this may be formal or informal feedback)     |                                    |                            |
| Ensure all 90-day training requirements have been completed   |                                    |                            |

Attachment G

Sample Employee Orientation Checklist (Cont.)

| <b>In the first year on the job...</b>  |                                    |                            |
|---|------------------------------------|----------------------------|
| <b>Action</b>   | <b>How Will We Customize This?</b> | <b>Who is Responsible?</b> |
| Obtain onboarding feedback from the employee at the one-year anniversary point to measure the engagement level of these employees |                                    |                            |
| Provide additional job-specific training to the employee as needed  |                                    |                            |
| Ask the one-year employee to serve as a buddy or mentor to a newly hired employee   |                                    |                            |

## Attachment H

### The Buddy Program – A Briefing Document

Use this text template to create an introductory letter to the new Buddies

#### 1. Overview

[Company] has decided to implement a Buddy Program to assist new employees in the early months of their employment with us.

This document is primarily designed to brief those who will be the new employee's Buddies, but it will also help new employees and the managers of both to understand more fully what the Buddy Program is and what is expected of each party involved in the Buddy relationship.

#### 2. The Orientation Program

The Buddy Program is an integral part of the companies orientation program for new employees. It is strongly recommended that you read this document in that context. Please refer to:

[List other available materials here that will give an understanding of the wider context of the orientation program.]

Buddies will be expected to occasionally attend the company's other orientation activities, including the associated classroom training, to give an overview of the program to new employees. You will be contacted by [coordinator's name] regarding this in due course.

#### 3. Outline of the Buddy Program

The Buddy Program matches new employees with employees who have been with the company for some time, for a period of six months, with two goals:

- To provide the new employee with a point of contact for general queries regarding day-to-day operational issues [such as location of facilities, information processing requirements, and relevant company policies].
- To help the new employee integrate with the company by providing access to someone who is familiar with our culture, attitudes and expectations.

The program is coordinated by [name of coordinator] and supported by the line managers.

#### 4. Goals and Objectives of the Buddy Program

By providing such a relationship, it is intended that:

- The new employee will feel more at home with the company, in a shorter period of time.
- Relatively straightforward queries regarding basic operational issues will be dealt with in a timely and non-bureaucratic manner.
- The initial confusion and uncertainty faced by all new employees will be lessened.
- Other orientation activities, such as classroom and on-the-job training, can be related to real-world activities, and the resulting queries can be resolved.

Reference: Sims, Doris, SPHR and Julie Wilson, Impact Consulting Partners' Organizational Development Consultant and Coach. *Creative Onboarding Programs: Tools for Energizing Your Orientation Programs*, United States: McGraw-Hill Co, Inc., 2010.



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- Our new employees find out how to best manage us, the company, in a supportive and risk-taking reduced environment.
- Manager and supervisor time with new employees is freed up to deal with added-value issues.
- The new employee begins to add value more quickly, leading to increased confidence and self-esteem.
- You, the Buddy, are actively involved in making this a better place to work and making our new employees more productive.

### **5. Selection and Pairing of Buddies**

Employees are nominated as Buddies by department managers on the basis of two criteria:

- The employee's interpersonal skills, and
- The employee's understanding of and commitment to the company's vision and values.

Additionally, at the end of the Buddy relationship, you will have the opportunity to nominate as a Buddy the new employee with whom you have been working, if you feel he or she fulfills these criteria.

The Program Coordinator will allocate nominated Buddies to new employees. When possible, Buddies will be matched with new employees in their own departments.

### **6. The Role and Responsibility of the Buddy**

The primary aspects of the Buddy's role and responsibilities are detailed in number 4. Please review that section now. The continue on to read about the role of a Buddy versus that of a manager, coach or mentor.

The role of a buddy must be distinguished from that of a manager, mentor or coach:

A mentor is someone who is typically a more experienced employee or manager, and is involved with the all-around development of the individual.

You are not being asked to act as your new employee's mentor. You are not responsible for his or her growth or development as an individual, and it is not part of the role of Buddy to take on such a responsibility. You not be assessed on your success as a Buddy by whether or not the new employee you work with develops as an individual during the next six-month period.

A coach is someone tasked with developing an individual's job-specific skills. You are not being asked to act as your new employee's coach. Although your role as Buddy may involve explaining some simple job-related issues or straightforward procedures, it is not your job to replace formal training processes. If you feel your new employee's queries are too detailed or specialized for you to answer, direct them to the supervisor or manager.

Reference: Sims, Doris, SPHR and Julie Wilson, Impact Consulting Partners' Organizational Development Consultant and Coach. *Creative Onboarding Programs: Tools for Energizing Your Orientation Programs*, United States: McGraw-Hill Co, Inc., 2010.

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You are not the new employee's manager or supervisor. Your role as Buddy does not mean you will be held responsible for your new employee's performance. If queries arise regarding performance, disciplinary or policy matters, while you are free to give your opinion and advice on how to approach the matter, you are not in a position to adjudicate or resolve the matter. The new employee must be directed to the manager or supervisor for resolution of the relevant issue(s).

### **7. Meeting with Your Buddy**

After you have been notified of the name and other relevant information regarding the new employee you will be working with, it is up to you to make contact at the earliest available opportunity. This may be on the employer's first day on site; or if orientation training occurs on day one, you may wish to arrange to meet the employee for lunch or otherwise that day.

### **CONTENT OF MEETINGS AND DISCUSSION**

Your first meeting with your new employee should be introductory in nature. Show the person around your department, make introductions to their colleagues, and provide directions as to where the employee will be working. Explain the operation of any equipment or systems needed in order to commence work. Be familiar with the content of the orientation training so you do not duplicate any training being provided there.

Explain how the new employee can contact you during the day, and make it clear that you are available as needed, but that the employee should use discretion at all times. Explain that you will be meeting regularly and that non-urgent issues should be left until those times, but emphasize that anything that is materially hindering work or performance can be discussed with you immediately.

Explain the difference between a mentor, a coach, and a manager to the new employee to set clear expectations, and clear any ground rules regarding contact outside working hours. Ask if he or she has any initial queries or issues, and deal with them. Then leave the new employee to get on with the assignment! Remember, your role is to help new employees get on with the task at hand-not to prevent them from doing so!

### **FREQUENCY AND TIMING OF MEETINGS**

You should aim to meet regularly for at least 30 minutes, once a week during their first month and at least once a month thereafter. This meeting (often best held over lunch or in an informal setting) should be used to discuss any non-urgent issues the new employee may have.

During the working day, it may be reasonable to expect as many as four or five brief queries a day from the new employee in the first few days, tapering down to one or two a day thereafter. Although all new employees are different, after two to three months, you may hear little or nothing on a daily basis. This is a good sign. If you are still getting a large number of urgent

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queries after the first month, then the Buddy program is not working, and you should speak to the Program Coordinator for advice.

Within the parameters above, it is expected that you and the new employee meet within working hours. (Your manager will let you know if you are spending too much time on this.) Some Buddies and new employees agree to meet on a social basis, outside working hours. This is an entirely discretionary matter between you and the new employee. It is up to you to indicate to the new employee how you feel about being contacted regarding work-related issues outside of working hours.

The company has no policy on this. Many Buddies have felt happy being contacted when necessary outside working hours, up to about 9 p.m. on weeknights, but not on weekends. This is entirely up to you.

### **8. Expectations of the Relationship**

Your relationship with the new employee should be open, confidential, positive and supportive.

Discussions between you and the new employee should be confidential. The company has no interest in knowing the details of any discussions between you and the new employee, and we are not involved in monitoring Buddy relationships. We simply ask that you be supportive of the company and your coworkers. We discourage gossip and speculation within a Buddy relationship, particularly as many new employees are not in a position to form opinions on most issues during their early months with us.

### **9. Available Support**

If you are having any trouble with the interpretation of these guidelines, or with any aspect of the Buddy relationship, contact [name of Program Coordinator], who will be happy to give you guidance.

Making Your Buddy a Buddy-We would like to see the new employee you are working with become a Buddy in turn after being with the company for a while. If you feel he or she could fulfill such a role, find time in the last two months of the relationship to share with the employee any tips or techniques you think would help in performing such a role.

Give the name to your manager, and suggest the employee be considered as a Buddy.

### **10. Termination of the Relationship**

The Buddy relationship between you and the new employee will be terminated if either:

- Six months pass, or
- Either party requests it.

Reference: Sims, Doris, SPHR and Julie Wilson, Impact Consulting Partners' Organizational Development Consultant and Coach. *Creative Onboarding Programs: Tools for Energizing Your Orientation Programs*, United States: McGraw-Hill Co, Inc., 2010.

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The Buddy relationship operates under a no-fault termination mechanism. This means that if either the Buddy or the new employee so requests, the Buddy relationship immediately ends. The new employee is allocated another Buddy, and the Buddy is allocated to a different new employee.

*No reasons will be sought or proffered, no discussion will ensue, no blame will be apportioned.*

Contact the Program Coordinator if you wish to trigger the Buddy relationship.

Note: Many buddies form separate, social relationships with new employees that continue beyond the formal Buddy program. This is entirely a matter for the employees.

### **11. Review of the Relationship**

At the termination of the Buddy relationship, the Program Coordinator will ask you to fill in a brief questionnaire aimed at improving the Buddy program. It does not involve the issues discussed between you and the new employee.

#### ***Other Topics You May Include in Your Buddy Program Introduction Document***

- FAQ-containing frequently asked questions regarding the Buddy Program
- FAQ-containing questions frequently asked by new employees
- An intranet site address containing discussion group used by Buddies

## **Attachment I**

### Measurements for Becoming an Employer of Choice

#### **Measures of Attraction**

- ✓ Ratio of employment applicants to open positions
- ✓ Percentage of applicants considered "A" candidates
- ✓ Average days to fill vacancies
- ✓ Ratio of acceptances to offers
- ✓ Applicant drop out
- ✓ Number of recruiting sources used
- ✓ Percentile rank of total compensation versus talent competitors
- ✓ Percentage of new hire referrals who stay at least six months
- ✓ Average monthly percentage of open positions

#### **Measures of Selection**

- ✓ First-year voluntary turnover rate
- ✓ First-year involuntary turnover rate
- ✓ First-year performance results
- ✓ First-year performance evaluation by managers
- ✓ First-year absenteeism rate
- ✓ First-year employee engagement scores
- ✓ Percentage of candidates hired using behavioral interviewing
- ✓ Percentage of selection decisions based on competency analysis

#### **Measures of Engagement**

- ✓ Percentage completing comprehensive orientation process
- ✓ Percentage completing "entrance interview"
- ✓ Percentage coached by buddy or mentor
- ✓ First-year employee engagement scores
- ✓ Percentage of new hires considered "outstanding" performers
- ✓ First-year voluntary turnover rates
- ✓ Employee survey results of first-year employees
- ✓ Percentage whose supervisors leave or are reassigned in first year

#### **Measures of Sustaining Engagement**

- ✓ Voluntary turnover rate
- ✓ Top performer voluntary turnover rate
- ✓ Performance/quality results
- ✓ Absenteeism rates
- ✓ Employee engagement scores
- ✓ Training hours per employee
- ✓ Ratio of internal to external hires
- ✓ Percentage of employees completing individual development plans
- ✓ Percentage of re-hires among all hires