

THE ORGANIZATIONAL NETWORK, A DIVISION OF THE COUNSELING TEAM INTERNATIONAL, INC.

City of Carson, California

Prepared for: Kenneth Farfing City Manager and Dr. Jim Hart
Assistant City Manager

Background:

Jim Hart, Assistant City Manager met with Consultant Wayne McAfee to discuss a series of issues within the Department of Public Works. The Consultants conducted a series of meetings with employees from Public Works. Data was collected and a Critical Factor Survey was provided illustrating variances of opinions and styles and also some unity and common ground. This led to a series of Public Works Supervisor work sessions. Over the past few months, by most metrics things have improved. Both the City Manager and Assistant City Manager would like to see continued progress with a slightly adjusted intervention strategy. In addition the City will be making some critical hiring decisions in 2018. The value of adding a job matching strategy is invaluable. This validated reliable data received from this assessments helps narrow down variances and differences among candidate in a quantifiable way. Twenty-five percent (25%) of the hiring decision should be made based on this information.

Recommendations for 2018

Supervisors Employee Development

Continue the Team Building work sessions for the Public Works Supervisors and begin assisting with the Community Services Department. This has proven extremely valuable in working through some of the interpersonal and team issues. Employees actually want to continue this process started a few months ago.

Consultants recommend work sessions focusing on leadership and communication using actual proven skill building methods.

Coaching Individuals leadership team members

Management will select some employees to participate in individual coaching session where individual attention is necessary. Coaching session provide valuable outside feedback with proven professionals who understand the Public Works duties and responsibilities. Great insight will be gained.

Cost estimates for supervisor work sessions, Community Services Department and individual coaching sessions, including assessment tools, data collection and analysis, consulting not to exceed \$34,000.

Job Matching Final Candidates for the

1) City Manager Job Match

Consultant will work with the current City Manager, Mayor and City Council to develop the ideal profile for the critical position of City Manager. Consultant will meet with the City Council and develop a high performing profile position. Once established top candidates will complete a validated assessment tool with multiple reports being provided to the City Council for review and comment. This validated highly reliable tool is the finest "onboarding tool" for selection of high level challenging positions. This will be in addition to the other selection

processes that the Council will utilize.

2) **Human Resources Director**

Consultant recommends Job matching the final candidates prior to the final selection interview process. City Manager will create the ideal performance pattern for the City of Carson.

3) **Assistant City Manager**

Consultant recommends job matching the final candidates prior to the final selection interview. City Manager will create the ideal performance pattern for the City of Carson.

Job Matching Process

Consultant will meet The City Council Members, The City Manager and complete a Job Analysis Survey (JAS) for the position of City Manager. The data will be reviewed and an ideal high performing job profile will be created. Selected candidates will be asked to go on-line and complete a job matching assessment. Three reports will be generated for the City Council review prior to final interviews.

Similar processes will be used for the Human Resources Director and Assistant City Manager positions.

Costs: Multiple reports will be generated for each candidate for the three positions listed above to be job matched. Data collection analysis, supporting documents and consultations. Estimated at \$16,900.

Company Profile: Since 1984

The Organizational Network, a Division of
The Counseling Team International

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