Your Panel

Presider
Karen Pinkos
City Manager, El Cerrito

Bill Avery
President, Avery & Associates

Valerie Barone
City Manager, Concord

Lori Sassoon
Deputy CM, Rancho Cucamonga
Special Thanks to:

ICMA
INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

WLG
Women Leading Government

THE LEAGUE
of Women in Government
The Business Case for Diversity & Inclusion

- Key drivers of creativity and innovation
- Crucial for attracting & retaining talent
- Enhances communication with (and understanding of) your constituents
The Business Case for Diversity & Inclusion

- Multiple voices encourages out-of-the-box thinking for improving City services, programs & processes

- More diversity in your leadership:
  - Better problem-solving
  - Higher levels of inter-team trust
  - Greater collaboration and support
  - More mentoring opportunities
Report: Obstacles for Women in Local Government Leadership Remain After 30 Years
ICMA statistics reflect status of Full and Affiliate ICMA members only.
Executive Recruiting Insights

- Application diversity usually isn’t an issue.
- Modern recruitment is gender-blind.
- The CM role ultimately goes to the most experienced and talented individual.
  - For many reasons, women tend to have less experience.
- Question: who/what are your Councils asking cities to find in new City Managers?
3 Questions to Ask Ourselves

1. Who/what are your Councils asking cities to find in new City Managers?

2. What do we mean by “City Manager experience”?

3. What do we mean by “City Manager talent”?
pathways TO CITY MANAGER

- US Peace Corps - Community Development Specialist
- City of Milpitas – Associate Planner, then Director of Planning, Rec & Neighborhood Services
- City of Walnut Creek - Community Development Director
- City of Concord - Assistant City Manager, then Interim CM, then CM
pathways TO CITY MANAGER

- City of Walnut - Intern
- City of Glendale - Administrative Analyst, Public Works
- City of San Bernardino - Assistant City Manager
- City of Villa Park - City Manager
- City of Rancho Cucamonga - Deputy City Manager, Administrative Services
6 Things City Managers Can Do

1. Encourage women to lead high-profile projects.
2. Treat female counterparts & subordinates as peers, not “protecting” them or altering responsibilities because of unconscious biases.
3. Accommodate involvement and/or volunteer work with organizations or groups such as Women Leading Government.
4. Demonstrate support for women in the workplace through fair practices and policies that eliminate discrimination.
5. Supplement required programs such as sexual harassment training and ethics training with diversity and unconscious bias trainings.
6. Establish a mentorship program for women in your agency.
Managing “Unconscious Bias”

https://www.youtube.com/watch?v=7nJq6des4jg
Managing “Unconscious Bias”

- Start with the Search
- Standardize your resume review process
- Train staff on common biases
  - Especially anyone interviewing candidates
- Use structured interview & candidate evaluation
- Define “fit” for your organization
Hiring Isn’t the Final Step

Promote a culture that serves all employees

• Mentoring / sponsoring
• Career development opportunities
• Accommodating parenthood
“You Can’t Be What You Can’t See”
Audience Q&A
Thank You!
Full presentation is available on
www.cacities.org

For more info about CCMF:
www.cacitymanagers.org

LEAGUE
OF CALIFORNIA
CITIES

CMF
CALIFORNIA
CITY MANAGEMENT FOUNDATION