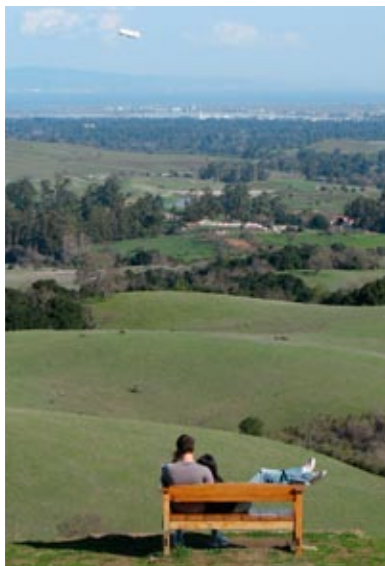
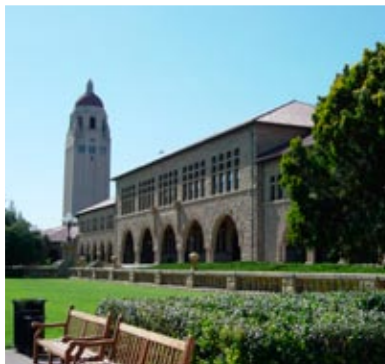




CITY OF
**PALO
ALTO**

is accepting applications for the position of
Chief People Officer



“What is the city but the people?” Shakespeare



Innovation, People,

The Opportunity

We are in an era of tremendous change, where the structures and practices and organization of government must evolve. Traditional resources (money and staff) will be constrained. The government of the future must attract, retain, and grow talent; create new, more pliable organizational structures focused on participation and results; and foster an environment where collaboration, co-production, and shared responsibility are the norms. The boundaries between jobs, departments, the city, and the community will be much less rigid. Interdependence and mutuality will guide behavior. This means a significant culture change in government organizations must take root, as radical as the civil service reforms of a century ago.

Our new Chief People Officer (CPO) will be a key player in the transition to a new governmental future and will help guide the change in organizational culture, already underway, that must take place. While directing the various functions of the Department of Human Resources, the new CPO will also serve as a strategic consultant to the City Manager and the organization.

The CPO will join an Executive Leadership Team committed to innovation, creativity, and transforming local government

through leading ideas and practices. The City Manager is looking for a new CPO who will serve as a key designer, promoter, motivator, and catalyst for the alignment of culture with organizational values. The Chief People Officer will possess these values and help leadership achieve the City's goal of being the best high performing city in the United States.

This individual will be a bridge builder, forging effective relationships with employees at all levels in the city, the Manager and the Executive Leadership Team, the City Council, and the community. This will require an individual who is empathetic, calm under pressure, open and flexible, creative, ready for a challenge, accountable, friendly, and able to articulate a vision for human resources in the 21st century. To be effective, the new Chief will quickly gain trust, credibility, and respect within the organization.

If you want to help lead Palo Alto to the forefront of American cities in its use of organizational best practices, technology and engagement with employees and citizens, please apply.

The Position

The Chief People Officer is an at-will, management level position reporting to the City Manager and serving as a contributing member of the Executive Leadership Team. As the Human

Resources department head, this individual will manage a staff of 16 employees and an operating budget of approximately \$2.9 million. The Department provides a wide range of employee services for the City including recruitment, new employee welcome and orientation, training, staff development, benefits administration, employee safety, and labor relations. In addition, the Department provides support services to City departments related to employee relations, compensation, performance evaluations, job classification, risk management, and organizational development and training.

Like most organizations today, the City of Palo Alto is in flux, with many recent and anticipated future retirements and staff turnover, with the resultant loss of institutional knowledge. At the same time, many new people are entering the organization, bringing new possibilities to the City and challenges, such as the integration of generational perspectives into the workplace. Concession bargaining and greater employee benefit cost sharing, along with personnel cost containment is a departure from the past and, as such, is another change for current employees to absorb.

The Department will play a key role in helping the organization adapt successfully to this environment. The CPO must

Culture, Performance

be sensitive to the challenges this brings to the organization as well as the necessity for programs that allow the City to attract and retain talent, to train, teach, and develop employee and organizational capacity, and increase operational efficiency and value. Currently, the Department includes both employee relations and labor relations. The City would be interested in candidates' viewpoints on how to reconcile potential conflicts in this area in a time of concession bargaining.

The Organization

Palo Alto is a Charter City and has a Council-Manager form of government. The nine-member City Council is elected at-large. The Mayor position rotates among the Council each year. The Mayor and Council appoint the City Manager, the City Attorney, the City Clerk, and the City Auditor. The City Manager is responsible for strategic direction and day-to-day operations of the City government, which is organized into 16 departments/offices employing 1,000 staff. Departments/offices include Administrative Services, City Attorney, City Auditor, City Clerk, City Council & Mayor, City Manager, Community Services, Emergency Services, Information Technology, Library, Planning & Community Environment, Police, Fire, Public Works, Utilities, and Human Resources. The City has an FY 2012 operating budget of

\$463 million (General Fund is \$146 million) and a Capital Budget of \$72.9 million.

This is an outstanding opportunity to join an organization that views "Human Resources" as playing a transformative and re-generative role in the shift to a local government model focused on the gifts of employees and citizens

Palo Alto is an award winning City recognized nationally as innovative and well managed, one of a small number of California cities with a AAA bond rating. City services and performance receive high marks from citizens in the annual citizens survey conducted each year by the national research center in Boulder, Colorado. Many Palo Alto citizen ratings put our programs and services in the highest percentiles among benchmark cities in the survey. (See Service, Efforts, Accomplishments Report [SEA] at www.cityofpaloalto.org Visit City Auditor Home Page)



The Community

Located 35 miles south of San Francisco and 14 miles north of San Jose, Palo Alto is a community of approximately 65,000, excluding Stanford. The City is known as the "Birthplace of Silicon Valley" and continues to be the creative innovation engine of Silicon Valley. It is home to more than 7,000 businesses employing more than 98,000 people. Well-known companies and research facilities headquartered or having regional offices in Palo Alto include: Amazon, A9.com AOL, Aricent, Better Place, Hewlett-Packard, IDEO, Palantir Technologies, Palo Alto Medical Foundation, Palo Alto Research Center, Space Systems/Loral, Tesla Motors, Varian Medical Systems, VMware and Stanford University.



Complementing its exciting and innovative business community are Palo Alto's highly educated, politically aware, and culturally sophisticated citizens. An abundance of local pride and numerous neighborhood organizations contribute to Palo Alto's beautiful, historic, and desirable residential areas. Education is the foundation for Palo Alto. Home to Stanford University, Palo Alto's school district is also excellent, ranking at the top of public school systems in California. The City's two public high schools are ranked in the latest U.S. News and World Report's Top 100 High Schools in the nation. More than 40% of Palo Alto residents over the age of 25 have a graduate degree or better. The city has many recreational opportunities, great shopping and dining, excellent health care facilities, theater and the performing arts, film festivals, and sports. The city has wonderful neighborhoods, tree lined streets, great weather, and active citizens with a strong environmental concern. Various business and shopping districts, from the Stanford Research Park to California Avenue to University Avenue and Palo Alto's vibrant downtown join with Palo Alto's neighborhoods and its smart citizenry to make Palo Alto an extraordinary place.

The Ideal Candidate

The ideal candidate for this position must be oriented toward problem solving and generating creative solutions. The City is looking for a bright, articulate, diplomatic, personable, collaborative leader. The desired candidate will get things done, value timeliness, results, and accountability; be able

to break down organizational silos and barriers; and be resilient and committed to the success of the organization. A Bachelor's degree in organizational development, public administration, human resources, or a related field is required; a Master's degree is desirable. In addition, qualified candidates will possess at least five years' experience in either business or government, particularly in the areas of organizational development and broad human resources services to a complex organization. Leadership experience is important.



Compensation

The current salary range for this position is competitive, and appointment will be dependent upon the qualifications of the selected candidate. Details regarding the benefits package may be found at www.peckhamandmckenney.com.

The Recruitment Process

To apply for this outstanding career opportunity, please send your resume and cover letter electronically to:

Peckham & McKenney

apply@peckhamandmckenney.com

Please do not hesitate to call Bobbi Peckham toll-free at (866) 912-1919 if you have any questions regarding this position or recruitment process.

Search Schedule

Resume Filing Deadline	December 19, 2011
Preliminary Interviews.....	January 2-6, 2012
Recommendation of Candidates	Mid-January, 2012
Final Interview Process.....	Late-January 2012

These dates have been confirmed, and it is recommended that you plan your calendar accordingly.