



# Pathfinder

*"If everyone is thinking alike, then somebody isn't thinking."  
- George S. Patton*

## Teamwork Matters

A message from  
the City Manager



JASON STILWELL

**At the State of the City address on October 22<sup>nd</sup>, the Mayor and I spoke about what's going right in Santa Maria – which is, a lot. We are blessed by having a good workforce, a low unemployment rate, lower crime, more jobs, more business and residential growth. We thanked residents who voted for extending and enhancing the Measure U local sales tax, and noted our challenges.**

What I would like to emphasize is that each of you, as City employees, have a big impact every day by providing quality service to the public. Safe water, public safety, a commitment to upgrading our parks system, our conscious efforts to expand our communication with our Spanish-speaking residents, numerous events including Downtown Fridays, enhanced technology, and creating better roadways are just part of a long, long list.

To provide all of our employees – you – with a roadmap to success, we are continuing forward with our Alignment Project. This next step of the process is updating all of our job descriptions and Human Resources processes – all while we continue our daily HR duties. Another way to say this is, we're basically changing the engines on the plane, carefully, while we are flying.

I encourage all employees to read and understand the [Alignment Project materials posted on the Intranet](#), under the HR INFO tab.

We have developed competencies for various classes of employees, and are now building those competencies into job descriptions. The competencies will be integrated into all our human resources systems. As a reminder, individual employees were asked to validate their own competencies and the front-line supervisor, middle managers, and Department Directors also have a say in the competencies desired for each position.

Currently, job descriptions are being distributed to selected employees for feedback. Human Resources staff aims to finish the updates by early November. This will lead to how we hire, how we manage performance, evaluate, and how we provide training and the type of training that is provided in the future.

Our mutual goal is assisting employees in being more successful, so that they can move to the next level (beyond their technical skills). Better, more effective conversations among supervisors and employees, explaining here is what I need you to do, and here is a training that will help. Our City Slickers Toastmasters club, for example, is great for polishing competencies of verbal communication. Also, Directors are encouraged to use the competencies they want on their team, when they are doing recruiting.

Through this Alignment Project, we identified the competencies desired in each position, and are incorporating the competencies into job descriptions. This leads to recruiting aligned to competencies, training aligned to competencies, and promoting aligned to competencies. Our customers benefit from employees who enjoy what they do and understand the importance of their work.

*Jason*