



MEMORANDUM

TO: Mayor and City Council

FROM: Joya Hayes, Human Resources and Civil Service Director

DATE: February 7, 2017

SUBJECT: Agenda Item #29 for February 9, 2017 – City Manager Recruiting (Late Backup)

The purpose of this memorandum is to provide you with information requested during the January 31, 2017 work session.

The items attached are provided as backup for Agenda Item #29: *Authorize negotiation and execution of a contract with RALPH ANDERSEN & ASSOCIATES, GovHR and TRANSEARCH, or RUSSELL REYNOLDS to provide recruiting services for the selection of a new City Manager.*

During the January 31 meeting, you were presented with information and possible options for engaging services to conduct an executive search for a City Manager. At the conclusion of the discussion, additional information was requested from each of the firms. Staff provided the questions to the firms discussed and requested written responses. Attached are the written responses provided by:

- Ralph Andersen & Associates
- GovHR/Transearch (Joint proposal)
- Russell Reynolds Associates, Inc

Please let me know if you would like any additional information. I am available to answer any questions you may have.

cc: Elaine Ware, Interim City Manager
Mark Washington, Assistant City Manager



CITY OF AUSTIN HUMAN RESOURCES DEPARTMENT
2017 City Manager Recruitment Information Request
(Ralph Andersen & Associates)

1. How would you describe to prospective candidates the issue that arose last spring in Austin regarding Transportation Network Companies (TNCs) and the Council's role?

While most know the background between the City of Austin and the ridesharing companies Uber and Lyft, some candidates may not be aware of the underlying policy issues and what has transpired since. Candidates would be educated on the difference between name-based and fingerprint-based background investigations of drivers, as well as the fact that the issue was ultimately decided by the citizens of Austin by a ballot proposition. The Council's role, ultimately was to place the issue on the ballot to let the voters decide on the issue. By an overwhelming 12% margin, the citizens of Austin supported the fingerprint-based background checks.

As the Council's recruiter, we would also educate the candidates on what has transpired since the election. Not only did Uber and Lyft discontinue service in Austin, but a number of other companies have emerged and are willing to comply with the public policy decision regarding fingerprint-based background checks.

Additionally, we would educate candidates on the effects on the City Council. Former Council Member Zimmerman filed suit against the Mayor over this divided issue. It is extremely important for candidates to be aware of all aspects of the City Council, both positive and negative. Every Council has interpersonal dynamics, along with their many positive attributes. Candidates must come prepared for their new environment in order to be effective.

2. How would you describe to prospective candidates the issue(s) regarding Code Next and the adoption of the new code?

Having recently completed the Public Works Director recruitment for the City of Austin, the Project Director is familiar with CodeNEXT. It was a topic discussed throughout the recruitment, from the initial meetings with city officials, and later with top candidates.

CodeNEXT is a bold and sweeping rewrite of the land development code for the City of Austin, and the first such rewrite in 30 years. Uniting Austin's zoning codes with its long-term growth plan, it aims to streamline, pull-together, and update decades of incremental changes. Austin today bears little resemblance to itself when the prior code was written. Land use codes are often controversial, as they can shape important aspects of cities, and such is the case in Austin.

The issues stemming from such a rewrite are significant and varied. They include density, neighborhood preservation, gentrification, and affordable housing among others. The next City Manager will enter midstream into the process, with much of the work on CodeNEXT having



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already been completed, but during a period of intense public input and public policy discussions as the Council hopes to first consider the new code in December of 2017.

3. Please provide information reflecting the diversity of your team that will be directly involved in this recruitment. Please list the names and information to reflect their diversity, including race/ethnicity, age and gender. You can also attach resumes.

The Ralph Andersen & Associates Project Team will consist of the following 6 members. Bios from members of the Project Team are attached.

Name	Gender	Race/Ethnicity	Age
Greg Nelson	Male	Caucasian	Over 40
Heather Renschler	Female	Caucasian	Over 40
Diana Haussmann	Female	Hispanic	Over 40
Briana Ham	Female	Caucasian	Over 40
Julie Wall	Female	Caucasian	Over 40
Hillari Bynum	Female	Caucasian	Under 40

4. Please provide a listing showing the success of your efforts to recruit diverse talent over the past 5 years (2012 to present).

To Ralph Andersen & Associates, diversity is inclusive, not exclusive. A successful search is one that fields the best candidates, regardless of ethnicity or gender. We understand and believe an equally important measure of our success is whether the Austin City Council has a choice among men and women of various ethnic backgrounds on the list of finalist candidates.

Ralph Andersen & Associates is very proud of our track record with women and minority placements. Over the past five years (2012 to present) we have completed 421 recruitments. Out of this number, 171 (40.6%) were filled with a woman or minority candidate. A complete listing of the women and minority placements by Ralph Andersen & Associates since 1972 is included with our proposal.

We are also very proud that, just in the past 6 months, Ralph Andersen & Associates recently placed the first African American City Manager in the history of Charlotte, North Carolina and our firm just placed the first female Police Chief in the history of the Oakland, California Police Department.



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Bios of Project Team (previously submitted in Ralph Andersen & Associates' proposal):

Mr. Greg Nelson, Project Director

Mr. Nelson is a Senior Consultant with Ralph Andersen & Associates, following a career of over 20 years in the public sector, working primarily in municipal government where he was known for his progressive and principled leadership. Under his tenure, the city increased employee engagement, citizen satisfaction (amongst the highest in a national survey), and made drastic improvements in the labor-management climate. He created public-private partnerships that allowed for superior levels of service during budget shortfalls, while enhancing relationships with stakeholders in the community. Additionally, he has provided expert testimony for state and local legislative bodies.

Mr. Nelson was a co-founder of a municipal Human Rights Committee, engaging businesses and citizens in workshops and community dialogue on diversity and social equity issues, in and out of the workplace. Mr. Nelson also has extensive education and experience in Information Technology and has demonstrable experience leveraging it in public sector environments.

Mr. Nelson holds a Master's degree in Public Administration from the University of Illinois-Springfield with a graduate certificate in Public Sector Labor Relations. He is a member of the National Public Employers Labor Relations Association, and the Society for Human Resource Management. Mr. Nelson is an adjunct faculty member for Nova Southeastern University in Ft. Lauderdale, Florida.

Ms. Heather Renschler, President/CEO

Ms. Renschler is the President/CEO of Ralph Andersen & Associates. Ms. Renschler has been with Ralph Andersen & Associates for more than 31 years. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 19 years and as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working in the field of city management and a wide range of other executive-level positions in the public sector. She is well versed in working with elected officials including city councils, county commissioners, and special districts in the recruitment and selection process. Her network of contacts and potential candidates is extensive and on a national scale. Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in the areas of construction management, health care, and public accounting.

Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism. After working as a consultant to the public sector, Ms. Renschler later obtained a Bachelor's degree in Public Administration from the University of San Francisco.



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Ms. Brianna Ham, Manager of Research & Quality Control

Brianna Ham is a Manager of Research & Quality Control and Consultant with Ralph Andersen & Associates and has nine years of experience with Ralph Andersen & Associates in addition to over fifteen years of human resources consulting experience with other firms. Ms. Ham serves on a variety of project consulting teams and provides analytical support for the firm's recruitment and human resources consulting practices, including in the areas of candidate sourcing and identification, background analysis, and other research activities.

Ms. Ham holds a Bachelor's degree in Speech Communication from Northern Arizona University and completed her graduate level coursework at the University of California, Davis. Her course work emphasized business administration, human resource management, and organizational communication.

Ms. Diana Haussmann, Senior Recruitment Coordinator

Ms. Diana Haussmann joined Ralph Andersen & Associates in 1998 and currently serves as a Senior Recruitment Coordinator. Ms. Haussmann provides administrative and technical support to the Executive Search team, and is involved with the recruitment process from start to finish, working closely with the firm's clients and candidates. Prior to joining Ralph Andersen & Associates, Ms. Haussmann provided administrative support to the legal profession and also worked in the fast-paced world of title and escrow. Ms. Haussmann has more than 25 years of executive level administrative experience and holds an Associate of Arts degree in Legal Office Administration.

Ms. Julie Wall, Research Assistant

Ms. Julie Wall joined Ralph Andersen & Associates in 2016 and currently serves as a Research Assistant. Ms. Wall provides administrative and research support to the Executive Search team including the areas of candidate sourcing and identification, background analysis, and other research activities. Prior to joining Ralph Andersen & Associates, Ms. Wall provided administrative support to the finance and legal professions for over five years. Ms. Wall is currently pursuing her Bachelor's in Business Administration from Arizona State University.

Ms. Hillari Bynum, Social Media & Creative Services Coordinator

Ms. Hillari Bynum is a Social Media & Creative Services Coordinator with Ralph Andersen & Associates. She has more than seven years of graphic design experience, and has provided design services to international clients and, on the domestic side, has provided design services to develop a billboard campaign for a nonprofit to raise awareness about sex trafficking in California. Ms. Bynum attends Sierra College and is working towards an Associate's degree in Multimedia Design with plans to transfer to the University of California, Sacramento for a Bachelor of Art's degree in Graphic Design.



CITY OF AUSTIN HUMAN RESOURCES DEPARTMENT
2017 City Manager Recruitment Information Request
(HRGov USA & Transearch)

1. How would you describe to prospective candidates the issue that arose last spring in Austin regarding Transportation Network Companies (TNCs) and the Council's role?

In December 2015, the Austin City council passed an ordinance requiring Transportation Network Companies (TNCs) to undergo the same background checks as taxi companies undergo, including fingerprinting. The purpose of the ordinance was to ensure, as much as possible, the safety of TNC riders. (A less restrictive temporary ordinance had been in place for a year). This permanent ordinance was passed after extensive public comment and discussion. The ordinance would have given the TNCs until February of 2017 to comply. In response, Uber and Lyft gathered 65,000 signatures to put the issue (called Prop 1) on the ballot for a vote by Austin residents on May 7, 2016. They also launched a multi million dollar campaign in favor of Proposition 1 which requested the City return to the less restrictive temporary ordinance. Uber and Lyft both threatened to leave the City if the vote did not go in their favor. Fifty-five (55%) of the voters opposed Prop I effectively telling the TNCs that they should comply with the same safety regulations as the taxi companies. In response, Uber and Lyft chose to leave the City. It should be noted that the City offered a compromise that would have given Uber and Lyft drivers an option to voluntarily undergo the background check and then have access to certain zones like the airport. Additionally, the City of Houston had imposed similar regulations, including fingerprinting and Uber and Lyft complied with those and continued to operate in Houston. The City of Houston supported the City of Austin's efforts indicating they discovered several applicants for TNC driver's licenses had passed the TNC background check process but when subjected to the City's process, were found to have criminal histories. Uber has indicated an interest in working with the City of Houston, in part due to the City's hosting of the upcoming Super Bowl. All parties are watching the evolution of recent state legislation that has been introduced that would limit cities' ability to regulate TNCs. The City of Austin supports TNCs – the City is committed, however, to taking measures that protect riders as they have done with taxi companies.



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2. How would you describe to prospective candidates the issue(s) regarding Code Next and the adoption of the new code?

In 2012, the Austin City Council adopted the Imagine Austin Comprehensive Plan after extensive community engagement. The Imagine Austin Comprehensive Plan laid out a vision that can guide the City of Austin as it responds to the pressures and opportunities of a growing, modern City. The Imagine Austin Comprehensive Plan included numerous reports on all aspects of City life including the City's natural environment, land use and zoning, economic development, housing and neighborhoods, transportation, parks and recreation, historic preservation and urban design and form.

In order to realize this vision, the City's outdated Land Development Code must be updated to help achieve the goals outlined in the Imagine Austin Comprehensive Plan. The existing Land Development Code was written nearly 30 years ago when Austin's population was half of what it is now. The Code needs to be updated to address critical issues such as diminishing natural resources, household affordability and access to healthy lifestyles. The City Council and City staff are encouraging active participation by all stakeholders in the community. To facilitate this, they have established a Land Development Code Advisory Group that has a dedicated website <http://www.austintexas.gov/content/land-development-code-advisory-group> which will provide information on meetings, reports, topics under discussion and outline ways in which anyone interested in this issue can participate.

The Land Development Code will likely be a contentious issue as it regulates development and establishes and revises zoning which could impact residents, businesses and other stakeholders in the City. It is critical to engage the community in the discussions and continue to move forward in the adoption of a new code that reflects the vision of Imagine Austin and provides an understandable, streamlined code for all who utilize it.



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(HRGov USA & Transearch)

3. Please provide information reflecting the diversity of your team that will be directly involved in this recruitment. Please list the names and information to reflect their diversity, including race/ethnicity, age and gender. You can also attach resumes.

Both GovHRUSA and Transearch are certified woman owned businesses. GovHR is certified by the State of Illinois and Transearch is certified in the State of Texas and with the City of Houston, Texas. The following is a breakdown of the team that will be working on this recruitment. We want stress that while we have administrative support for this recruitment, the Austin Mayor and City Council along with any stakeholders involved in the process and the candidates will only interact with Heidi Voorhees and Marie Guillot.

GovHRUSA

Heidi Voorhees, Project Co-Leader -- white female
Cristina Cram, Recruitment Coordinator, white female
Diane Doner, Reference Specialist, white female

Transearch

Marie Guillot, Project Co-Leader – white female
Jolene Whittaker, Principal, white female
Lydia Perez, Research and Administrative staff member, hispanic female

4. Please provide a listing showing the success of your efforts to recruit diverse talent over the past 5 years (2012 to present).

The representation of women and minorities in executive level positions in both the public and private sectors is extremely low – typically hovering between 10 and 15% at the most senior levels. Ms. Voorhees has spoken and written extensively about this with respect to the representation of women of all races and ethnicities in senior local government positions. In 2015 she co authored the cover story for Public Management magazine entitled “Women Leading Government– Why so Little Progress in 30 years?” This led to a popular campaign called



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#13percent which reflects the representation of women in the top positions in city and county management. In addition, GovHR has taken the following steps to further the recruitment and selection of women and minorities in the public sector:

- Served as a sponsor and attended the dinner of the National Forum for Black Public Administrators and International Hispanic Network dinner in 2015 in Seattle, putting us in contact with emerging leaders in both of these organizations.
- Served as the first ever sponsor of the International Hispanic Network's reception at the 2016 ICMA conference, providing a forum and networking opportunity for IHN members and other stakeholders.
- Sponsored and attended the International Hispanic Network's conference in Austin, Texas in November 2016. Ms. Voorhees was on a panel of speakers addressing the topic "Recruiting and Selecting Rock Stars."
- Ms. Voorhees was a founding member of the Legacy Project, a statewide organization in Illinois dedicated to the advancement of women in local government.
- GovHR was a sponsor of the first Women Leading Government national conference in 2016 in Kansas City where Ms. Voorhees spoke on the need for women to step up and apply for leadership positions.

GovHR is dedicated to the recruitment and selection of women and minorities in local government. We have statistics for the last two years on the race/ethnicity and gender of all of our applicants. For 75 recruitment processes 35% of the candidates we recommend to the client were women and minorities. We are not satisfied with this number and continue to work on increasing the representation of women and minorities in the candidate pool and in the final selection. The following is a sampling of the placements women and minorities GovHR has had since 2012:

City of Fayetteville, NC – Assistant City Managers – two Black Females appointed
Village of Hanover Park, IL – Village Manager – White Female appointed
City of Highland Park, IL – Director of Public Works – East Indian male appointed
City of Peoria, IL – Director of Public Works – Black Male appointed
City of DeKalb, IL – City Manager – White Female appointed
Village of Hinsdale, IL – Village Manager – White Female appointed
City of Ferguson, MO – City Manager – Black Male appointed
Tri-County Regional Planning Commission Executive Director – Black Male appointed
City of Battle Creek, MI – City Manager – White Female appointed
Tazewell County, IL – County Administrator – White Female appointed
City of Hagerstown, MD – City Administrator – White Female appointed
City of Burlington, WI – City Administrator – White Female appointed
City of Beloit, WI – City Manager – White Female appointed
International City and County Management Association – Executive Director – Black Male appointed



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Yuma County, AZ – County Administrator – White Female appointed
City of Austin Intergovernmental Relations Officer – Hispanic Female appointed
City of Webster City, IA – City Manager – Hispanic Male appointed

Transearch

Transearch International will not discriminate against qualified candidates, and we will make all attempts to include a diverse slate of candidates for all assignments. Over 90% of the time we present a slate of candidates including diversity candidates covering Female, Hispanic, African American, Asian, and LGBT. We estimate that 36% of our final appointments are candidates from an underrepresented background and 90% of the time we present a slate of candidates that are from an underrepresented background.

The following is a list of our placements and the final appointments that show our commitment to diversity:

Global Engineering Firm, 1B Revenues: 2013: VP Commercial Development: Hispanic Male
Global Technology Firm: \$500M Rev 2016: VP HR Americas, Anglo Female
IT Software Development Firm: \$50M Rev 2015: Director Sales, Asian Male
Global Fortune 500 IT Equip Manufacturer 2015: Director, Strategic Alliances, Anglo Female
Global Automotive Manufacturing Firm: \$1B Rev
2016: Quality Director, Hispanic Male
2016: Director, Paint Shop Ops: African American Male
2016: Director, HR, African American Female
2016: Chief Operations Officer, African American Male
Global Fortune 100 Oil and Gas Producer (Multi Billion Rev, Public Co)
2015: Regional Engineering VP: 71 Female candidates presented of Anglo, African American and Asian descent. Search cancelled.

Global Engineering Design and Construction Firm: 2015 Engineering Manager: Hispanic Male
Public Utilities Firm: 2015: CHRO: Hispanic Female
Non Profit 2016: Director IT: Asian Male
Global Consumer Goods Manufacturing: 2016 VP Marketing, Anglo Female
Non Profit: VP Fundraising 2015: Anglo Female
Engineering and Construction 2013: Director Sales, Anglo Female
Consumer Food Products Manufacturing 2013: Food Scientist, Anglo Female
Non Profit 2016: President, Anglo Female
Global Logistics and Marketing, Chemicals:



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2013: VP Commercial: Hispanic Male
2013: Account Manager: Hispanic Male
CPA Public Accounting Firm: 2014: CPA, Asian Female
Public Relations Marketing Firm: 2014: General Manager, Dallas, Anglo Female
Industrial Technology Development and Services: 2016: Sales Manager, Asian Male
Global Engineering Design Firm: 2015: SVP Sales: Asian Male
Global Manufacturing Firm, 2013: Refinery Applications Engineer, Anglo Female – Diversity Request
Consumer Products Manufacturing, 2015: VP HR, Anglo LGBT Female
Advertising and Design Firm: 2013, Account Manager, Hispanic Male
Healthcare Retail:
2016:
Chief Nursing Officer, Anglo Female
Director Patient Safety: Anglo Female
Director Supply Chain and Maintenance, Anglo, LGBT Female
Director Program Management, Anglo, LGBT, Female
VP PMO, Anglo Female
Marketing Manager, Anglo Female
Executive Asst to CEO, African American Female
Director IT, Asian Male
Director IT, Hispanic Male
Manager IT, Hispanic Female
Director Quality, Anglo Female
Director Nursing and Regulatory, Anglo Female
Director Talent Management (2) Anglo Female
Global Oil Field Services Firm:
2013, Director Global Safety, African American Male
2013: Director Financial Reporting, Anglo Female
2014: International Tax Manager, European Female
2014: VP HR Global Supply Chain: Asian Female
2015: Regional Tax Manager LatAm: Hispanic Male
2015: VP Corporate Marketing Communications: Anglo Female



CITY OF AUSTIN HUMAN RESOURCES DEPARTMENT
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(Russell Reynolds Associates)

1. How would you describe to prospective candidates the issue that arose last spring in Austin regarding Transportation Network Companies (TNCs) and the Council's role?

The role of the City Manager is to not make policy, but to implement it. As such, the City Manager is responsible for providing data and additional research for the City Council Members to make decisions that reflect the Council's primary responsibility of ensuring safety in the City of Austin.

Austin City Council Members were provided information regarding Transportation Network Companies (TNCs). Based on the information, City Council Members felt that additional requirements for drivers had to be taken, such as fingerprint background checks, to ensure passenger safety. City Council Members not only passed an ordinance that safeguarded the city, they also created an opportunity for TNCs to operate in Austin. While supporters of Uber and Lyft campaigned against the ordinance, to the point of having enough support within the community for a special election, the Austin City Council stood by their original ordinance and followed protocol per the Austin City Code.

Ultimately, Austin voters agreed with the City Council and voted against Proposition 1, resulting in Austin providing a safer environment for rideshare passengers and established a new standard for other cities to follow.

2. How would you describe to prospective candidates the issue(s) regarding Code Next and the adoption of the new code?

CodeNEXT is a rewrite of the City of Austin's Land Development code. It will be up to the City Manager to enforce the new code in the interest of broadening the development of Austin in regards to infrastructure, transportation, and quality of life.

The adaptation and implementation of the new code should be viewed as best practice within urban development, as well as a positive step for managing the City of Austin over the next 30+ years.

3. Please provide information reflecting the diversity of your team that will be directly involved in this recruitment. Please list the names and information to reflect their diversity, including race/ethnicity, age and gender. You can also attach resumes.

Name	Race/Ethnicity	Gender
Stephen Newton:	Caucasian	Male
Stephanie Tomasso	Caucasian	Female
Hans Roth	Hispanic	Male
Erin Carbrey	Caucasian	Female
Michael Singleton	Caucasian	Male
Amanda Patterson	Caucasian	Female



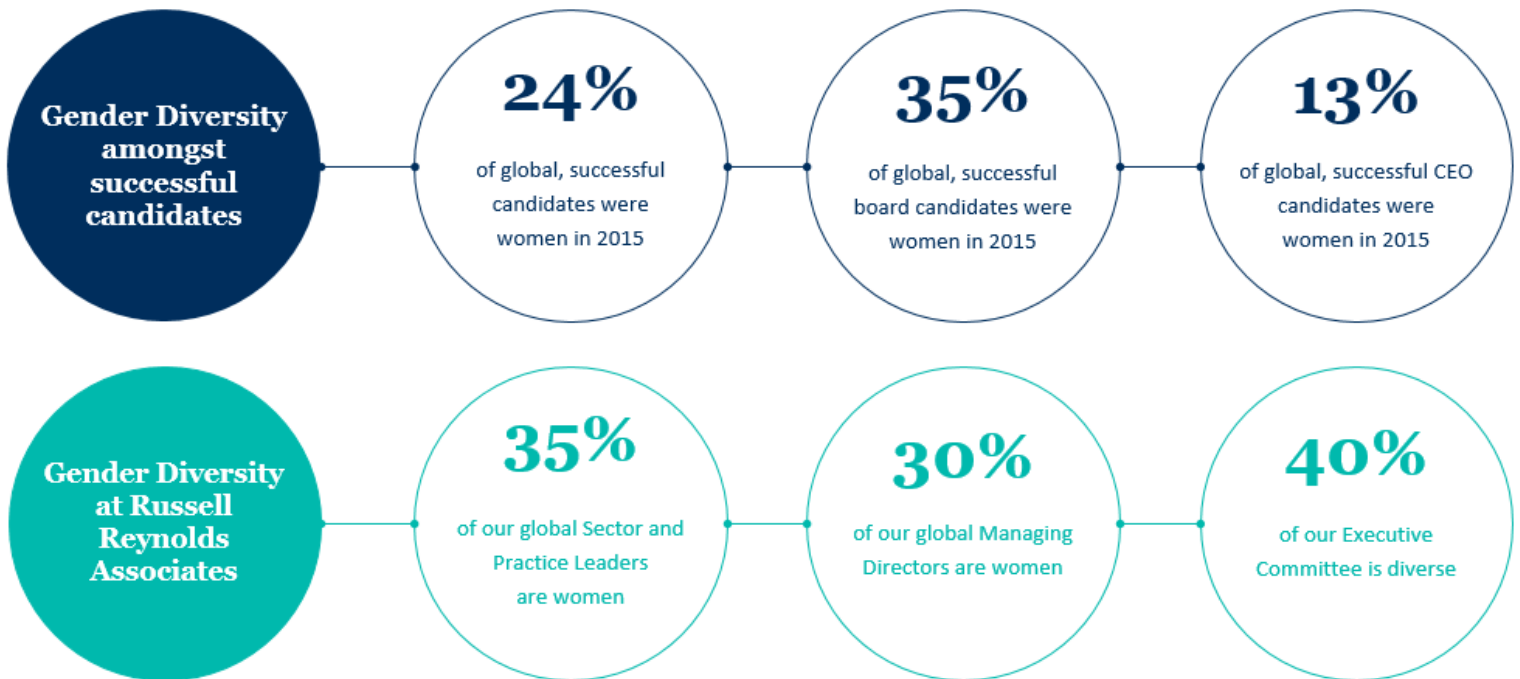
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4. Please provide a listing showing the success of your efforts to recruit diverse talent over the past 5 years (2012 to present).

Our commitment to diversity and inclusion

Leading by example

We understand that diversity helps companies thrive both internally and outwardly in the different markets they serve.



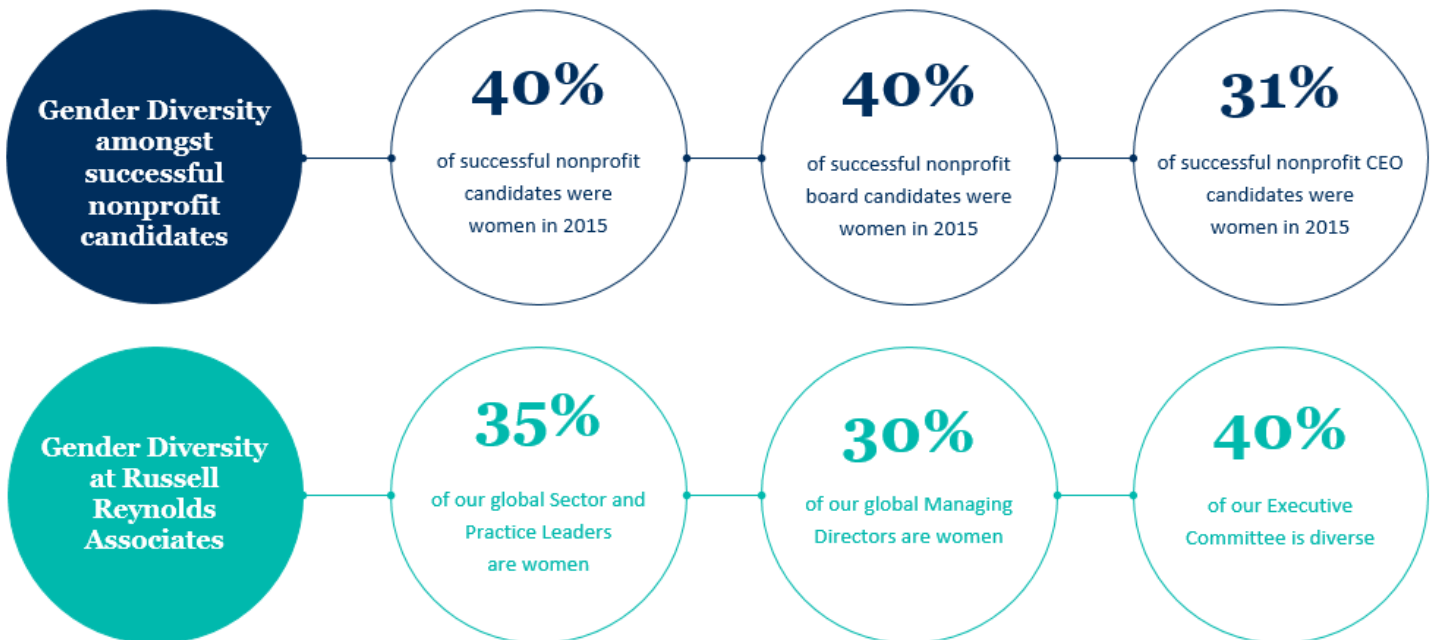


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Our own commitment to diversity and inclusion

Leading by example

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Our commitment to diversity and inclusion

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Our track record of recruiting diverse candidates

- Russell Reynolds Associates is committed to non-discrimination and diversity in terms of the clients we serve, candidates we present, and the people we hire within our own firm. Our commitment to diversity starts within our own organization, and extends to our clients and the candidates we present to you.
- We recognize that diversity is all-inclusive and not limited only to race and gender. We believe that the definition of diversity, especially in the professional realm, refers to a society that embraces differences in race, ethnicity, gender, lifestyle, age, and even professional as well as personal background.
- Managed effectively, diversity can be a way to support ambitious goals by promoting broader vision, flexibility, openness to new ideas, and continuous learning. It also assists in penetrating demographically diverse domestic markets to further company growth.

Examples of recent appointments of diverse candidates at the CEO and Board level include:





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Our track record of recruiting diverse candidates

We have conducted diversity and inclusion assignments across sectors, functions and geographies at the CEO, Board, and c-suite level.

Technology	Financial Services	Consumer	Healthcare	Industrial/ Natural Resources	Nonprofit