

City of Berkeley
Rent Stabilization Board

EXECUTIVE TRANSITION
ASSESSMENT AND PLANNING

Keren Stashower, PhD, BCC

Winter, 2020-2021



**Tenant
Information**



**Elected
Rent Board**



**Landlord
Information**



Forms



**Data &
Reports**



**Laws &
Regulations**

Goals: ED Transition Assessment

01
Align Board
and RSB
around
some future
planning,
leadership
and org.
needs

02
Identify key
needs from
the next
Executive
Director

03
Identify org
strengths to
protect and
build on

04
Jump start
culture
changes;
enhance
readiness
for change

05
Develop
shared
change
agenda (if
needed)

Components

(Nov, 2020-January, 2021)



Planning and Introduction of the Project



Board Interviews



Organization and Staff Assessment



Shared Findings and Discussion

Outline for this evening



START WITH THE END:
FOCUS FOR EXECUTIVE
DIRECTOR



HIGHLIGHTED
ASSESSMENT THEMES



EXECUTIVE DIRECTOR
JOB AIDS

Context

- Goal is to highlight needs from incoming Executive Director
- RB is in transition from damaging leadership
- Snapshot of the state of organization in November through early January
- Current management feels responsible to approaching change now
- Since then: new Board, whole year with CoVid living
- Change is underway
 - Many mentioned changes in open-ended comments
 - Rent Board has been making positive changes (57%)
 - Others are waiting/watching (30% “neutral”)



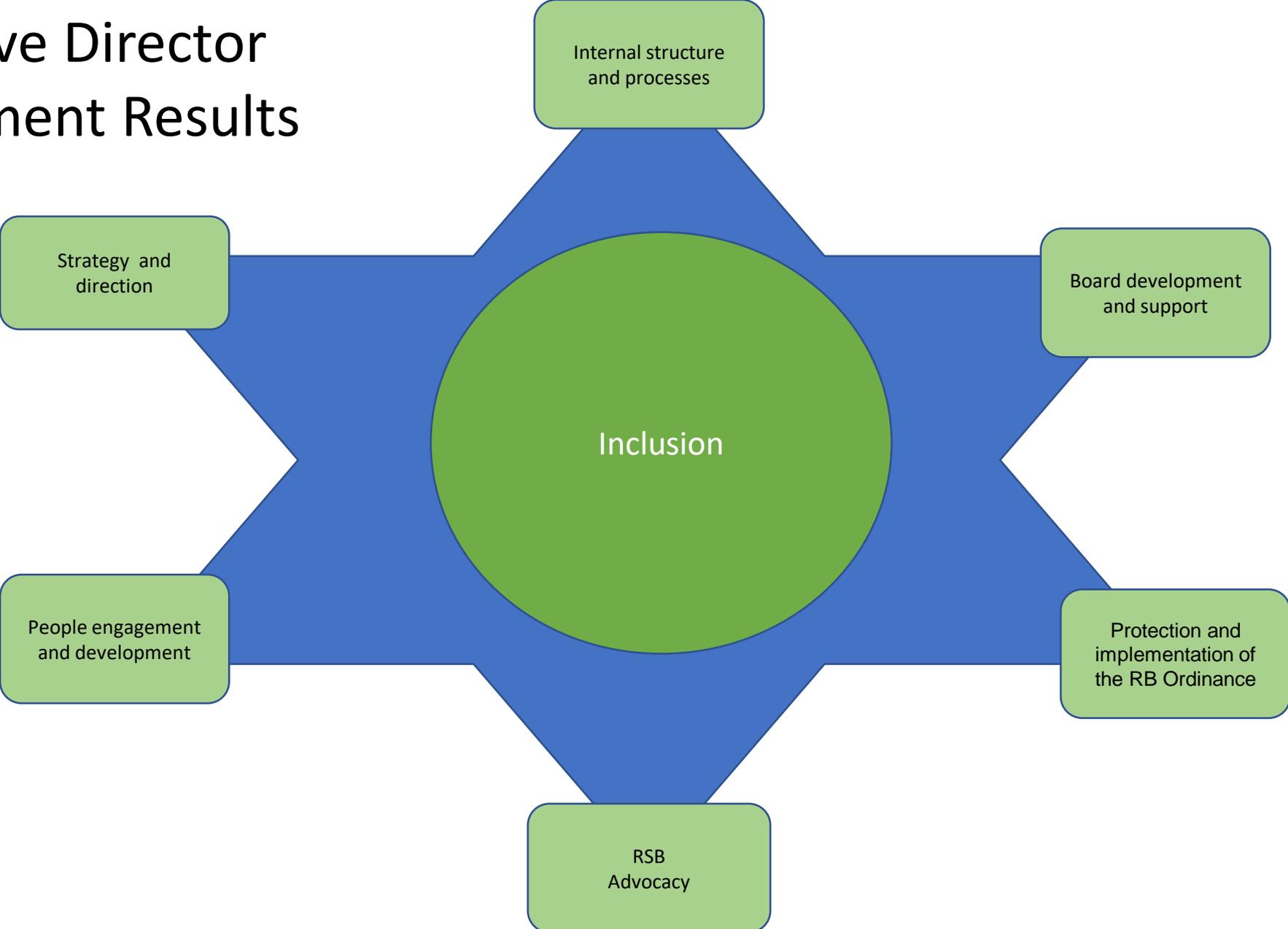
Executive Director Leadership Focus

One Culture Shift

Six Areas of Focus: Strengths and Growth Areas

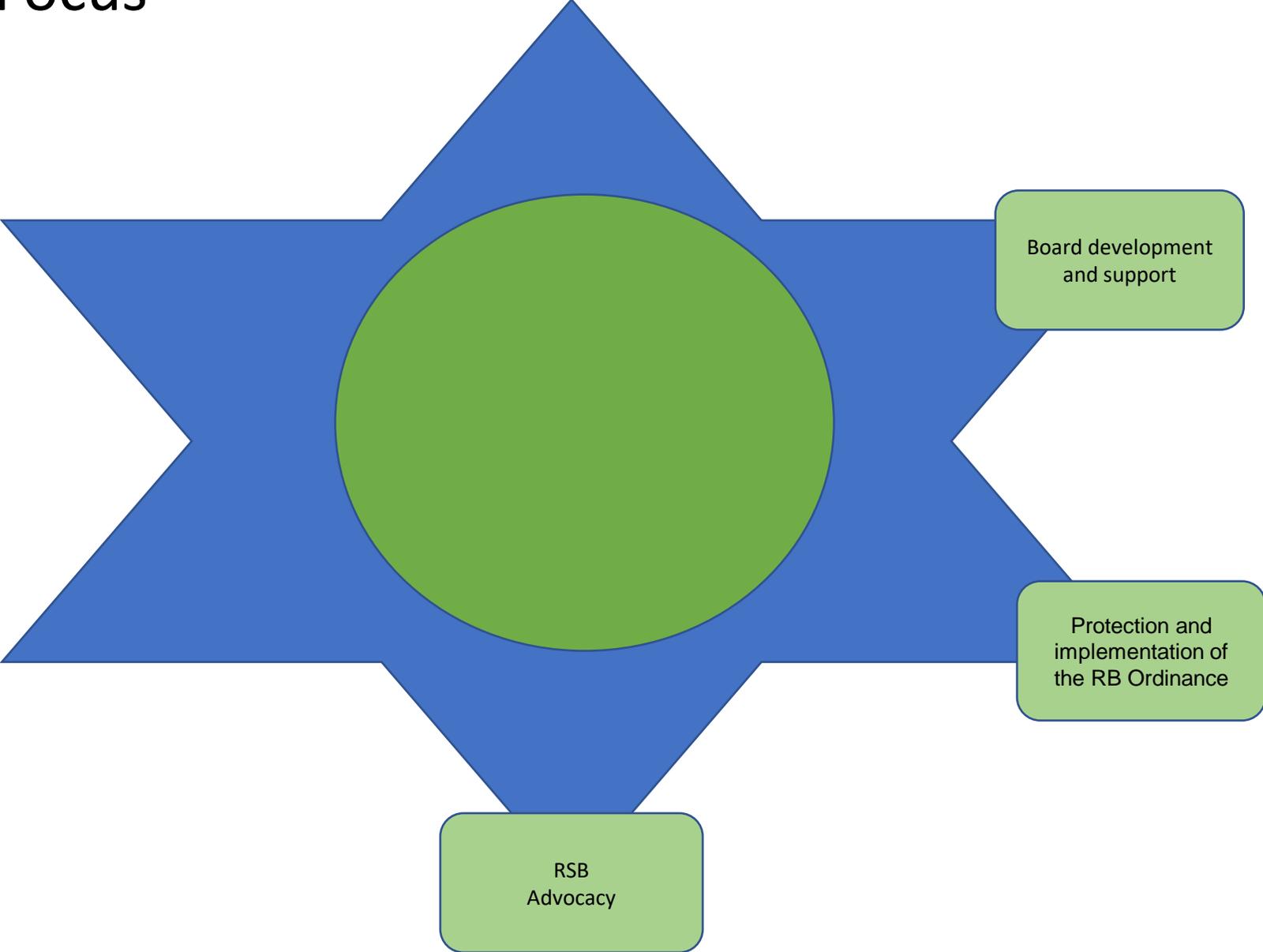
Nice Competencies

Executive Director Assessment Results



Six Areas of Focus

Strengths



+

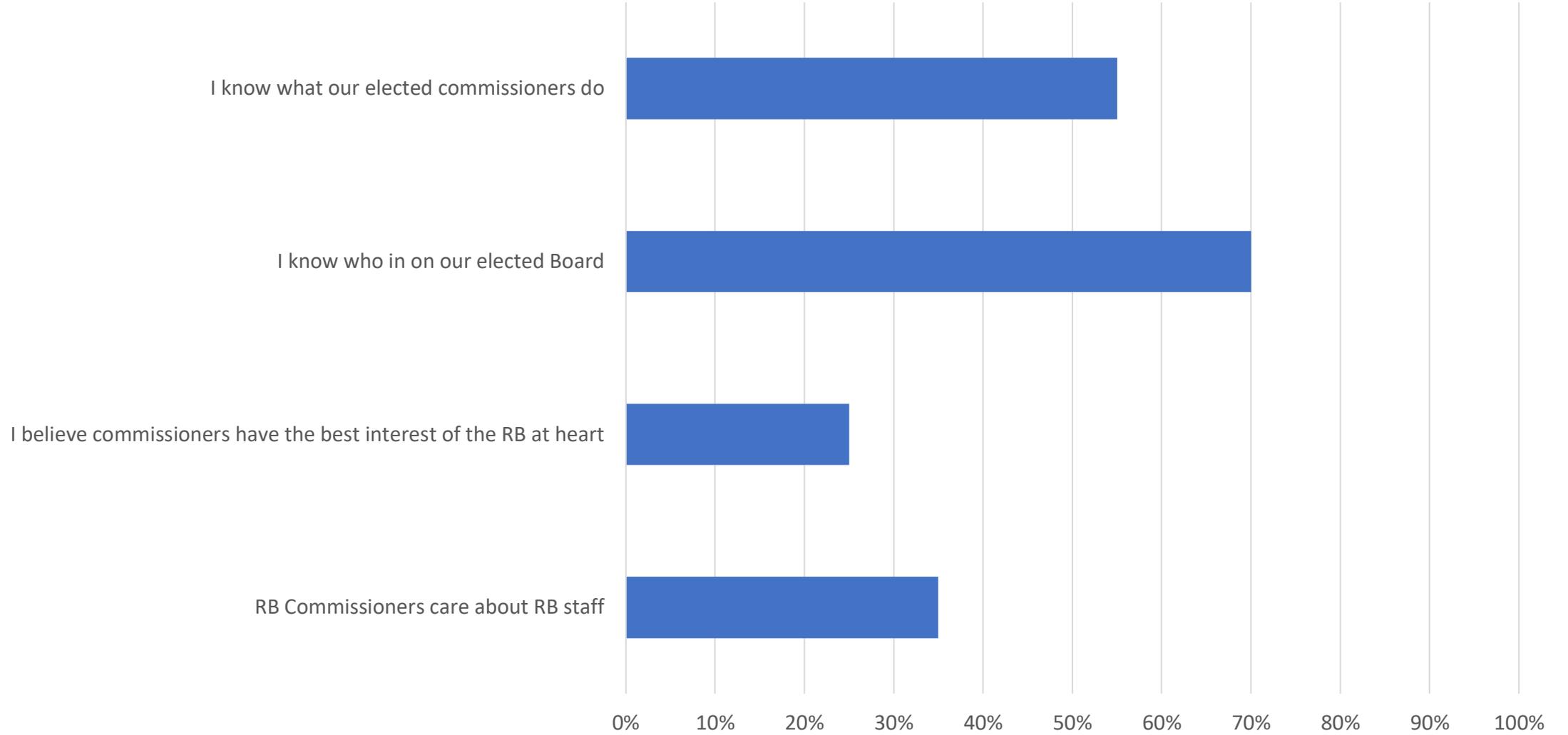
•

○

1. Board development and support

- Knowledge of the current ordinance, law and precedence
- Unbiased information and direction
- Keeps Board informed of needs/opportunities for advocacy
- Need to increase awareness and connection between Board and Staff
- *I believe Commissioners have the best interest of the RB organization at heart (25%)*

Survey Questions



2. Ordinance Protection and Implementation

- Unbiased legal opinions
- Implementation of legislative and other ordinance changes
- Sound depth of knowledge and experience
- Maintenance of internal “customer” focus for all members of the community
- *We deliver high quality information and service to tenants and landlords (85%)*

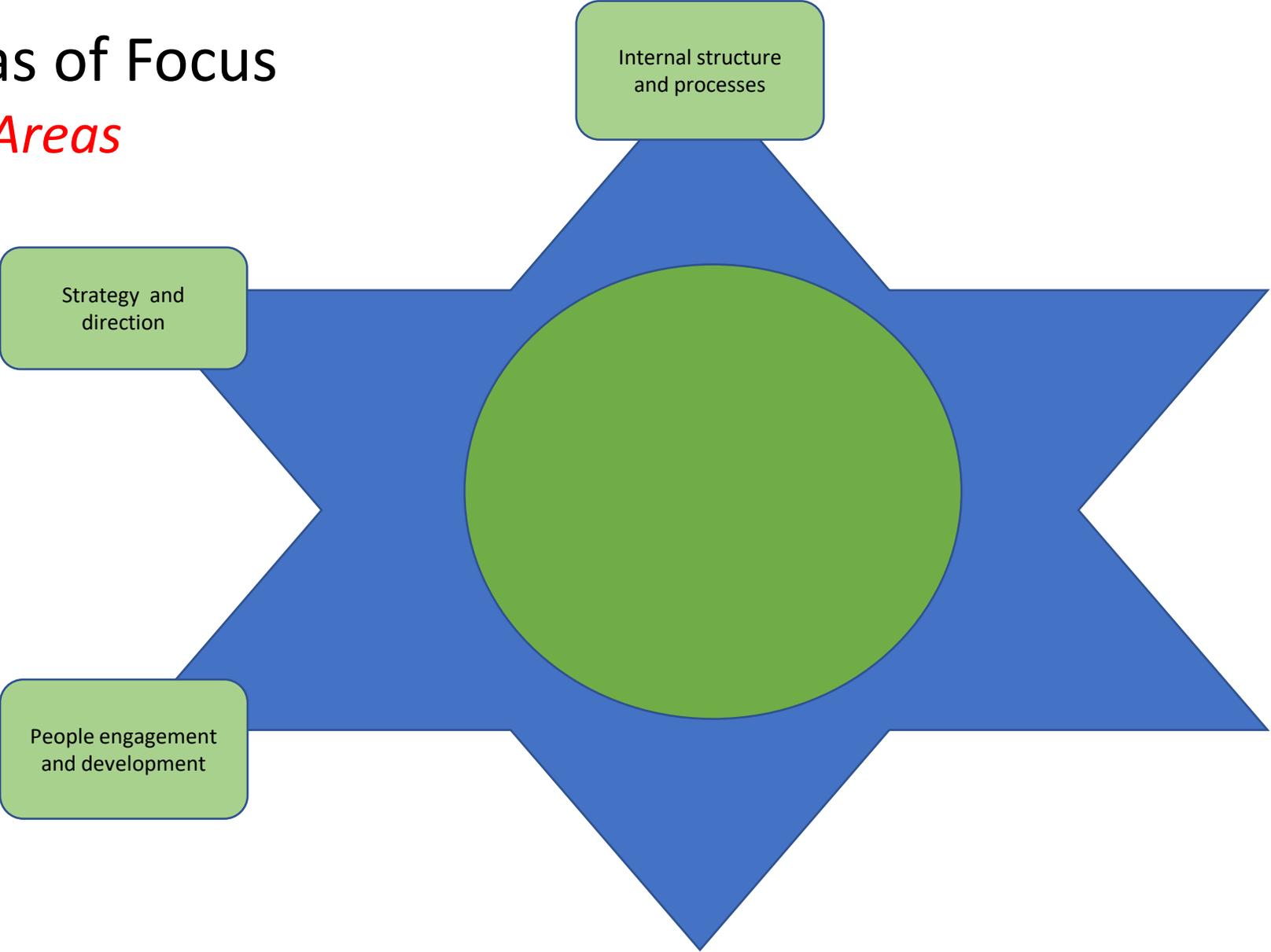


3. RSB Advocacy

- Manage state and direct state level advocacy through RB lobbyist
- Develop and maintain on-going relationship with key City of Berkeley leadership
- Identify and share Board level opportunities for advocacy
- Manage the balance of supporting advocacy with the direction of the ordinance and mandate

Six Areas of Focus

Growth Areas



4. People engagement and development

- Build trust through consistency
- Increase processes and opportunities for input
- Planned information sharing
- Professional development conversations and opportunities
- One team across all differences (floors, functions)



5. Strategy and direction

- Need formal vision and planning efforts
- Clarity about development of the organization
- Include key initiatives and a few metrics
- Identify planning and project needs
- *Management has clearly communicated a common purpose and direction (29%)*



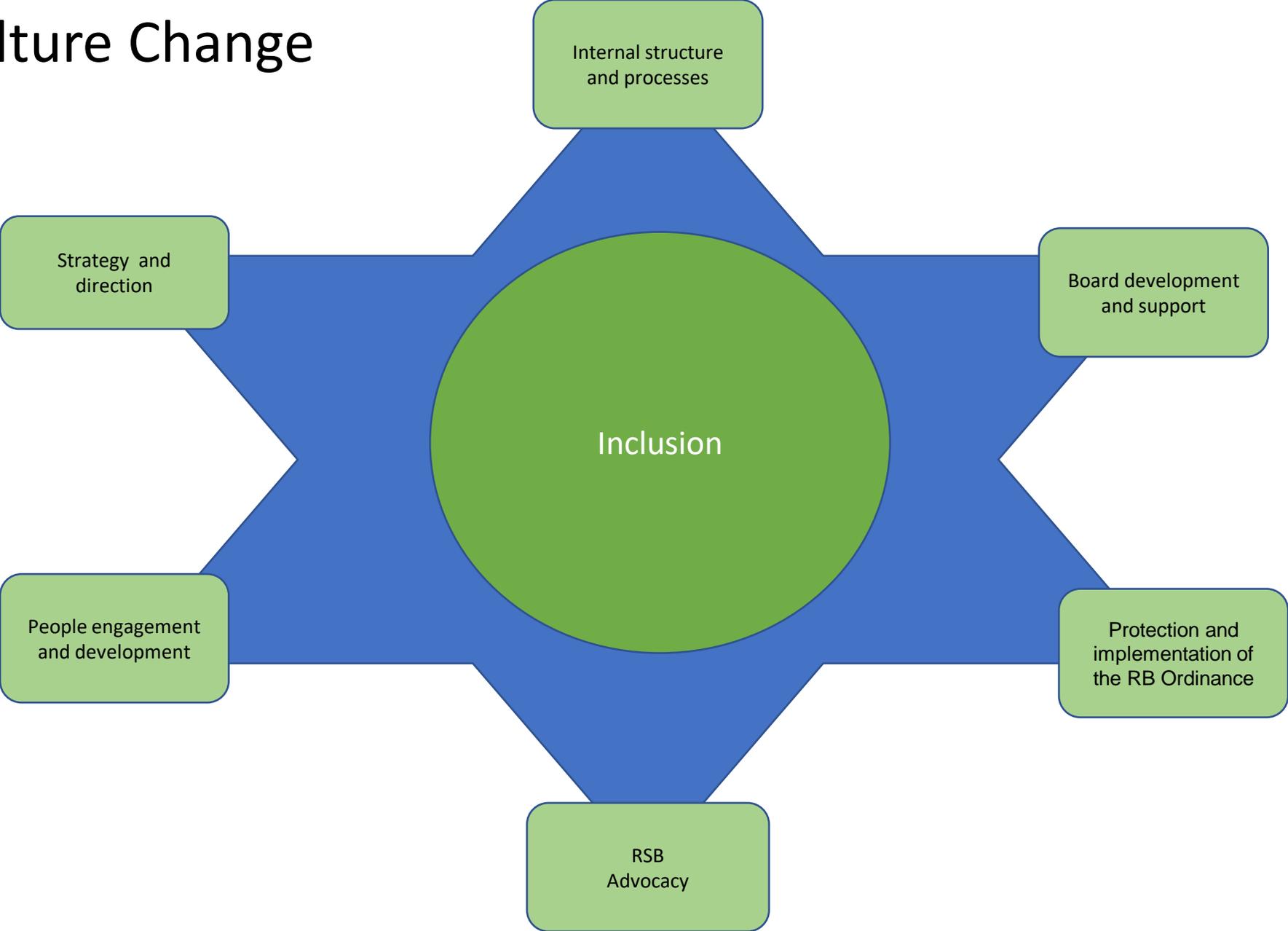
6. Internal structure & processes

- Update paper systems
- Review and streamline key processes
- Meeting and project management
- Transparent hiring and promotional practices
- Review internal organizational structure

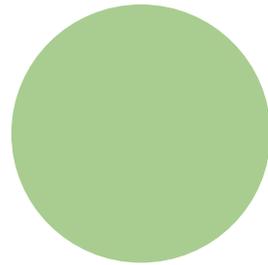
- *Most systems and processes here support us getting our work done effectively (24%)*



One Culture Change

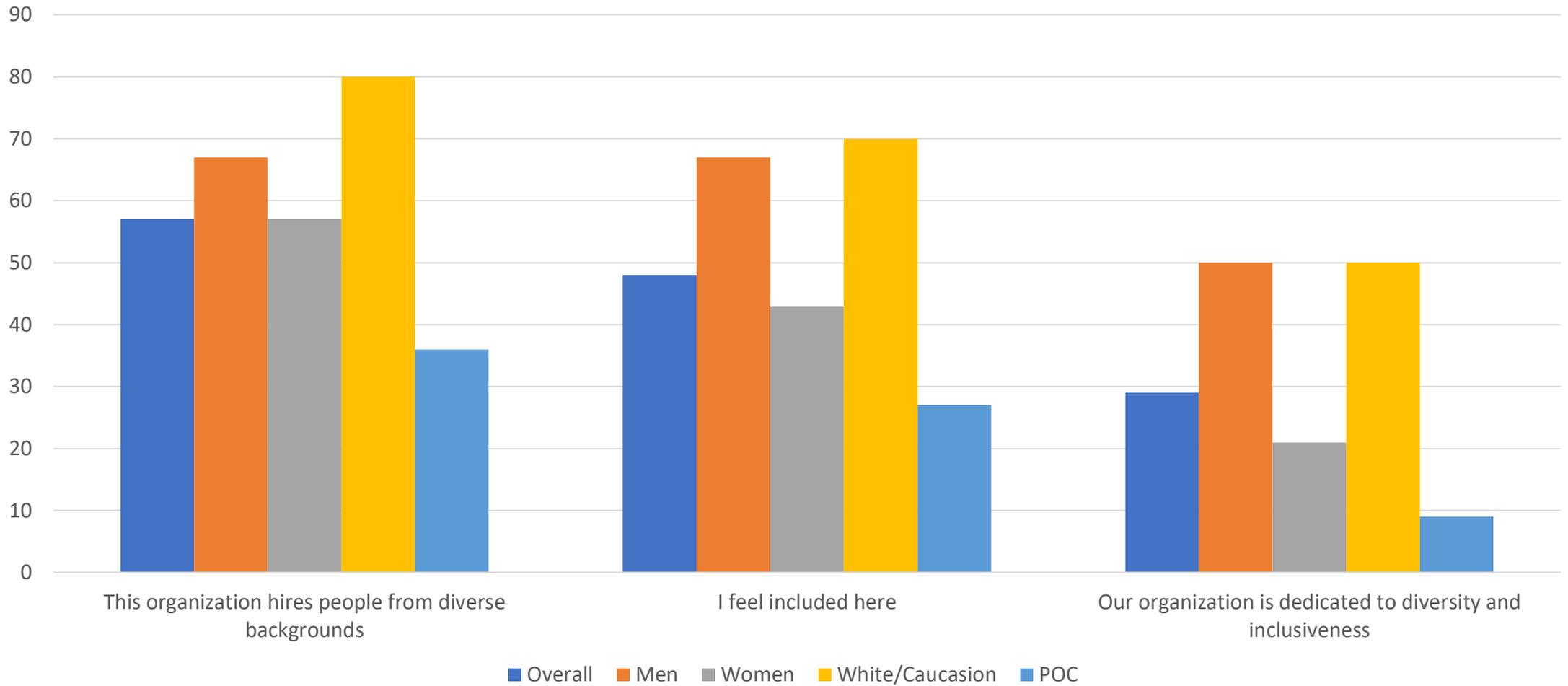


Common Survey Trends

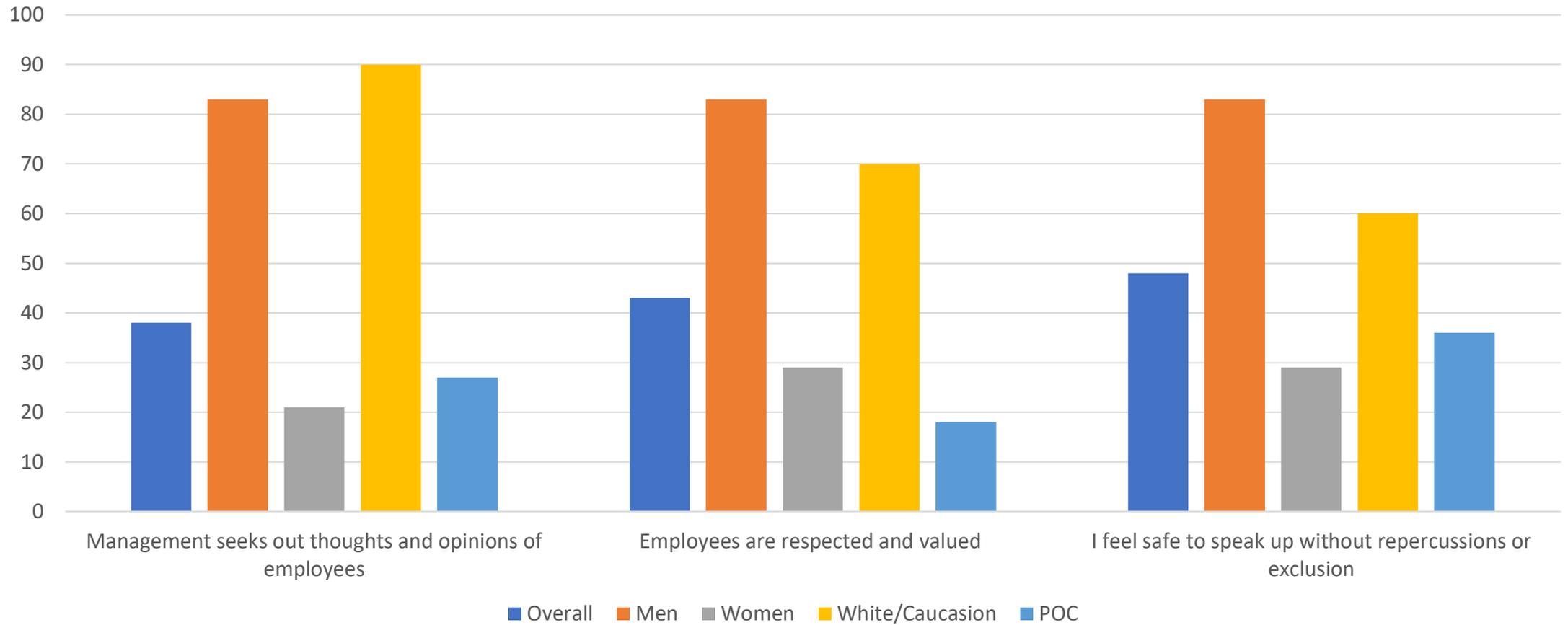


- Questions show higher scores for men versus women
- Questions show higher scores for white people versus people of color
- Questions show higher scores for management versus staff

Diversity and Inclusion



Key Differences



Inclusion

- Lens versus approach/personal attribute
- Policies and practices
 - Hiring/promoting
 - Development
- Decision making and input
- Engagement
- Personal reflection and learning
- Leadership commitment to personal, interpersonal and structural development
- Shared commitment to personal and interpersonal development



RSB Executive Director: Role and Job Focus

- Advisor to Board on protection and implementation of the COB Ordinance
- Non-biased advice
- Linkage with COB officials and leadership; mobilize Commissioners as needed
- Influence state level policy through RSB lobbyist; keep Board apprised
- Development of internal infrastructure to support current levels of responsiveness
- Attention and support for staff engagement and well-being

Nine Competencies

- 1. Functional/Technical Skills:** Has the functional and technical skills to do the job at a high level. Understands the demands of the job as guardian and supporter of the RSB ordinance. Brings, develops, or can marshal resources needed to ensure protection of it meaning and legal opportunities/constraints.
- 2. Managing Equity, Diversity, and Inclusion:** Strives to create inclusive systems, policies and cultural norms that allows all employees to experience a strong sense of value, belonging, engagement and productivity. Demonstrates attention to self and organizational awareness in terms of unconscious bias and structural inequality. Committed to achievement of hiring, promotional and development goals for all races, nationalities, disabilities, ages, sexual orientation, and gender identifications.
- 3. “Customer” focus:** Is dedicated to meeting the expectation and requirements of those using RB services covered by its founding ordinance; seeks to improve information and services delivered; ensures that processes and practices are developed with users in mind; supports all staff in developing effective relationships with “customers” that demonstrate expert knowledge, trust, and respect.
- 4. Directing Others:** Is good at establishing clear directions; setting stretch objectives; lays our work in a well-planned and organized manner, maintains two-way dialogue with others on work and results, is a clear communicator.

5. Political Savvy: Can maneuver through moderately political situations in local government effectively; anticipates where landmines are and plans their approach accordingly; views local municipal and community politics as a necessary part of the job; knows when to alert Board Commissioners to representational and advocacy needs.

6. Internal structures and systems: Dedicated to providing resources and support for development organizational systems for simplifying and streamlining work process. Is committed to continuous improvement through empowerment and management by data, leverages technology, and creates a learning environment that encourages suggestions and experimentation.

7. Integrity and Trust: Is widely trusted; is seen as a direct, truthful individual, can present the unvarnished truth in an appropriate and helpful manner; admits mistakes; doesn't misrepresent themselves for personal gain.

8. Composure: Is cool under pressure, does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.

9. Approachability: Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well with all levels, is a good listener; is an early knower getting informal and incomplete information in time to do something about it.

Possible Next Steps: *Senior Management Reflections*

1

Apply Equity & Inclusion Lens to all policies, procedures and decision-making processes

2

Prioritize Training, teambuilding and professional development

3

Develop a strategic plan

4

Identify the values and strategy for whether/how we take on projects and how they will be managed