

City of Seattle



Director Personnel Department

**Confirmation Packet
January 13, 2014**

Susan Coskey



City of Seattle
Mayor Edward B. Murray

January 13, 2014

The Honorable Tim Burgess
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear Council President Burgess:

I am pleased to transmit to the City Council the following confirmation packet for my appointment of Susan Coskey as the Director of the Personnel Department.

The materials in this packet are divided into two sections:

- A. **Director name**
This section contains Susan's appointment and oath of office forms, her resume, and the press release announcing her appointment.
- B. **Background Checks**
This section contains the Mayor's Office report on Susan Coskey's background check.

Susan Coskey holds dual degrees in law and business and has enjoyed a career spanning private and public, for- and not-for-profit, and legal and business entities for the past almost thirty years. She began her career in Washington, D.C., practicing law in the private sector and as Counsel to a U.S. House of Representatives Judiciary Subcommittee. After returning to Seattle, Susan became a law partner in the Seattle office of Garvey Schubert Barer, focusing her practice on all aspects of labor and employment law, litigation, collective bargaining, training and advice.

The Honorable Tim Burgess

January 13, 2014

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Since 2000, Susan has focused on human resources and organizational effectiveness; she has served as the Vice President of Human Resources for two global companies and also worked as an organizational consultant focused on strategic and tactical human resources, organizational design and effectiveness, training and development, cross-functional collaboration, facilitation and coaching, and change management. Susan has worked with the City of Seattle, King County, Port of Seattle, Washington State Legislature, and other municipalities and government entities, along with small and large corporations, organizations and foundations.

I believe Susan will provide the leadership to transition the Personnel Department into a visionary and strategically-driven human resources organization that effectively meets the City's workforce and organizational needs. I urge you to support Susan's nomination as Director of the Personnel Department.

If you have any questions about the attached materials or need additional information, please contact Uriel Ybarra of my office, at 206-684-8162, or via e-mail, at uriel.ybarra@seattle.gov.

Sincerely,



Edward B. Murray
Mayor, City of Seattle

cc: Honorable Seattle City Councilmembers

SECTION

A



Edward B. Murray
Mayor of Seattle

January 2, 2014

Susan Coskey

Dear Susan,

It gives me great pleasure to appointment you to the position of Director of the Personnel Department (Executive 3) effective January 3, 2014 at an annual salary of \$175,000.

Your term of office is concurrent with that of the Mayor ending on December 31, 2017. Your appointment as Director is subject to City Council confirmation. Therefore, you will need to attend the confirmation hearings of the full City Council.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave. If you have questions about your employment with the City of Seattle please contact Galen Mauden, FAS Human Resources Director, at (206) 684-0516.

I look forward to working with you in your role as Director for the Personnel Department and wish you success. We have much work ahead of us, and I am confident that the Personnel Department will thrive beyond expectation under your leadership.

Sincerely,

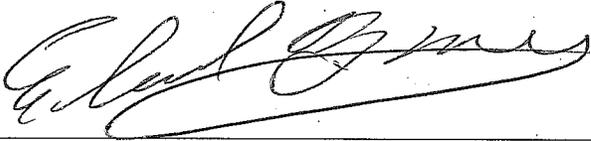
A handwritten signature in black ink, appearing to read "Edward B. Murray", written over a horizontal line.

Edward B. Murray
Mayor of Seattle

cc: Human Resources

City of Seattle

Notice of Appointment

Name: Susan Coskey	<input checked="" type="checkbox"/> Executive Appointment <input type="checkbox"/> Legislative Appointment
Appointed to: Director, Personnel Department	Date of Appointment: 1/3/2014
Authority (Ord., Res.): SMC 4.04.040	Term of Office From: City Council Confirmation To: December 31, 2017
<p>Comments: Susan Coskey holds dual degrees in law and business and has enjoyed a career spanning private and public, for- and not-for-profit, and legal and business entities for the past almost thirty years. She began her career in Washington, D.C., practicing law in the private sector and as Counsel to a U.S. House of Representatives Judiciary Subcommittee. After returning to Seattle, Susan became a law partner in the Seattle office of Garvey Schubert Barer, focusing her practice on all aspects of labor and employment law, litigation, collective bargaining, training and advice.</p> <p>Since 2000, Susan has focused on human resources and organizational effectiveness; she has served as the Vice President of Human Resources for two global companies and also worked as an organizational consultant focused on strategic and tactical human resources, organizational design and effectiveness, training and development, cross-functional collaboration, facilitation and coaching, and change management. Susan has worked with the City of Seattle, King County, Port of Seattle, Washington State Legislature, and other municipalities and government entities, along with small and large corporations, organizations and foundations.</p> <p>I believe Susan will provide the leadership to transition the Personnel Department into a visionary and strategically-driven human resources organization that effectively meets the City's workforce and organizational needs.</p>	
Authorizing Signature: 	Name and Title of Officer Making Appointment: Edward B. Murray, Mayor



**CITY OF SEATTLE - STATE OF WASHINGTON
OATH OF OFFICE**

STATE OF WASHINGTON

COUNTY OF KING

I, Susan Coskey, swear or affirm that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Director of the Personnel Department; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of the City of Seattle; and that I will faithfully conduct myself as *Director of the Personnel Department*.

Susan Coskey

Subscribed and sworn to before me
this _____ day of _____, 2014

(affix seal)

Monica Martinez Simmons, City Clerk

SUSAN COSKEY, JD, MBA

**Strategic and Functional Human Resources | Organizational Effectiveness
Labor Relations | Cross Functional Collaboration | Change Management
Strategy Development/Execution | Training/Development | Legal Analysis**

- Distinctively skilled and service-oriented organizational leader and community volunteer with legal, business, and consulting experience in government, for-profit, and not-for-profit sectors
- Pragmatic strategist with demonstrated capacity to absorb and analyze information, and offer contextual, actionable and at times unconventional strategies and solutions that further organizational ends
- Results oriented and practical partner, leader and team player with proven ability to include and engage disparate stakeholders, articulate vision and direction, drive results, motivate high quality performance, and effect organizational change
- Able negotiator and collaborator focused on commonalities over divisions
- Direct communicator committed to candid and respectful interactions
- Avid and adaptive learner, consistently incorporating life lessons and experiences to develop new skills, perspectives and approaches
- Realistic optimist, who approaches life with possibility, curiosity, authenticity, integrity, compassion, loyalty, tenacity, humility and humor

PROFESSIONAL EXPERIENCE

PHYSIO-CONTROL, Redmond, WA (www.physio-control.com) **2012-2013**

Vice President, Chief Human Resources Officer

Member of senior executive team responsible for establishing and operating all aspects of global human resources, talent acquisition, organizational effectiveness, training and development, and facilities functions for recently divested medical device company operating in 30 countries worldwide.

BRIGHT SPRING CONSULTING, Seattle, WA (www.brightspring.com) **2011-2012**

Principal

Consulting firm working with government, for-profit and not-for-profit clients providing services in human resources, operational and organizational effectiveness, strategy and advocacy development and implementation, training and development, executive coaching, marketing and digital communications, and workplace investigations. (Recruited to join Physio-Control.)

SEABOLD GROUP, Seattle, WA (www.seaboldgroup.com) **2004-2011**

Principal

Consulting firm then focused on organizational effectiveness, human resources, and investigation services. Representative personal projects included:

- Partnering with organizational leaders at large global foundation on numerous projects including: strategy development and execution; creation and implementation of effective business practices, processes and tools; facilitation of group projects, meetings and retreats; effective cross-functional collaboration
- Reviewing utilization of public resources by a government body
- Working with represented and non-represented law enforcement officers and management to assess and address issues of alleged discrimination, bias, mismanagement and inadequate training
- Providing performance management and HR counsel to an elected body
- Assessing utilization of workforce talent and developing recommendations to maximize employee engagement and effectiveness through communication, staffing, empowerment, management, talent development and deployment, training and organizational design
- Facilitating intentional process-design and change management efforts
- Developing and presenting effective and organizationally relevant training programs on topics such as change management, decision-making and delegation, cultural competence, harassment, leadership development and talent management
- Conducting workplace investigations in represented and non-represented environments

REALNETWORKS, Seattle, WA

2000-2003

Vice President Human Resources

Member of senior executive team responsible for all operational and strategic aspects of global human resources, talent acquisition, organizational effectiveness, and training and development functions for dynamic public digital media company.

GARVEY SCHUBERT BARER, Seattle, WA

1991-2000

Principal (1994-2000); ***Associate*** (1991-1993)

Member of Labor and Employment Group of full service law firm.

- Practiced all aspects of employment law, including negotiations, arbitrations, litigation, and human resources audits and advice
- Negotiated initial and renewed collective bargaining agreements
- Resolved individual and bargaining unit labor disputes, including facilitating settlement of secondary contractor labor strike by negotiating simultaneous agreements with union and prime contractor
- Partnered with clients in all sectors on conceptualizing and implementing long term workforce strategies and designing tactical day to day personnel practices
- Developed and presented organizationally relevant presentations and training programs nation-wide on topics such as harassment, discrimination, understanding differences in the workplace, effective management, interviewing and hiring, and labor relations
- Maintained active pro bono practice

ONEK, KLEIN, FARR, Washington, DC

1989-1991

Associate

Constitutional litigation and appellate law firm, with specific personal practice focus on representation of government and labor entities in complex litigation proceedings and pro bono appellate advocacy of convicted criminal defendant.

US HOUSE OF REPRESENTATIVES JUDICIARY SUBCOMMITTEE ON COURTS, CIVIL

LIBERTIES AND THE ADMINISTRATION OF JUSTICE, Washington, DC

1987-1989

Counsel

Specific areas of responsibility included Federal Bureaus of Prisons and Parole, Legal Services for the Poor, and Access to Justice.

HOGAN & HARTSON (currently Hogan Lovells), Washington DC

1985-1987

Associate

Full service law firm, with individual practice focus on litigation, labor and employment law and pro-bono first amendment litigation.

EDUCATION

JD, MBA - University of California, Los Angeles

Order of the Coif, Law Review, Honors

BA, Stanford University

SELECTED ACTIVITIES/ASSOCIATIONS

- ***Current Chair, Board of Directors, YouthCare*** (*not-for-profit Seattle-based organization providing services, educational opportunities, vocational training and shelter to local homeless youth*)
- ***Past Board Positions:***
 - ***Leadership Tomorrow*** (*graduate*)
 - ***American Jewish Committee***
 - ***Privacy Fund***
- ***Legal Volunteer, Community for Creative Non-Violence Homeless Shelter,***
Washington, DC
- ***Current Organizations: SHRM, ABA***
- ***State Bar Associations: WA*** (*active*); ***DC*** (*inactive*), ***CA*** (*inactive*)

FOR IMMEDIATE RELEASE:

December 11, 2013

Contact: Jeff Reading, Office of the Mayor-elect
(206) 684-3952, Jeff.Reading@Seattle.gov

Murray announces key 'staffing innovations' and staff hires

SEATTLE – Seattle Mayor-elect Ed Murray today announced key staff roles and hires within the Office of the Mayor, outlined three major 'staffing innovations' and named several new City department head appointments.

"My administration, as with any administration, will be judged on how we serve Seattle residents, and my standard will be one of excellence," said Murray. "To me, excellence means an administration that functions with a high level of inclusiveness, transparency, responsiveness and collaboration – and that brings innovation to solving problems for the people of Seattle."

At a press conference today, Murray was flanked by his selections for his executive leadership team, his newly-created Office of Policy & Innovation, and his proposed appointments for interim and permanent department head positions.

"For my administration to serve with excellence, my surrounding team must be excellent," said Murray. "This is an excellent team, an innovative team, a *winning* team. These are highly capable individuals who are ready to bring their energy, experience and expertise with them on Day One of my administration."

Murray also emphasized his commitment to a Mayor's Office and an Administration that reflects the diversity of the Seattle community, both in today's announcement and in future announcements.

Mayor's executive leadership team

Murray detailed the make-up of his executive leadership team, which begins with an innovative concept for two Deputy Mayors: "one with a focus on what's going on in our communities, and one with a focus on what's going on within city government."

The external-facing Deputy Mayor will function as Murray's 'chief liaison' and will maintain a "systematic engagement with the many diverse communities and groups throughout Seattle and beyond." To the position, Murray named Hyeok Kim, Executive Director of InterIm Community Development Association, calling her "an incredibly well-respected voice in our community, and someone known near and far for her integrity."

"I'm very excited about this approach to policy," said Murray. "It puts the emphasis on an ability to drive progress – which is a dynamic thing – rather than domain knowledge, which is a static thing. Our emphasis needs to be – and will be – on the clear, compelling and measurable progress we are able to deliver."

Permanent department heads

Murray announced three new City department head appointments, subject to confirmation by the City Council. For the Office of Civil Rights, Murray has selected Patricia Lally, a civil-rights leader in the community who has served an Assistant U.S. Attorney and as a member of the Washington State Minority and Justice Commission. For the Office of Housing, Murray has selected Steve Walker, former division director for the Washington State Housing Finance Commission and advisor for the City of Seattle's Department of Housing and Human Services, the Family Emergency Shelter Coalition in the San Francisco Bay Area, and New York City's Department of Housing, Preservation and Development. And for the Office of Personnel, Murray has selected Susan Coskey, a former US House of Representatives Judiciary Subcommittee and private practice labor and employment lawyer, human resources executive, and organizational and human resources consultant in the private, public and not-for-profit sectors.

Interim department heads

Murray also appointed two interim heads to City departments for which he has said he will conduct a national search to identify his permanent hires. To the Seattle Department of Transportation, Murray has named Goran Sparrman, current deputy director at SDOT and the former director of transportation at the City of Bellevue and at Portland's Bureau of Traffic Management, as Interim Director. To the Office of Immigrant and Refugee Affairs, Murray has named Aaliyah Gupta, founding Executive Director of Chaya, a community based nonprofit working on domestic violence issues in the South Asian community, as Interim Director.

"My vision is of a city that gets results in addressing our common challenges in public safety, in transportation, in making sure that ours is a growing city at the same time that it's a fair and affordable city," said Murray. "I have confidence in the ability of the individuals announced today to help me carry out this vision successfully."

Murray also directed people to his transition website, where application from people interested in joining the administration are still being accepted. The website can be found at www.seattle.gov/mayoraltransition.

A complete list of positions announced today and attendant salaries can be found below. Biographies are listed in attachment.

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SECTION

B



City of Seattle
Department of Finance & Administrative Services

January 2, 2014

To: Uriel Ybarra, Mayor's Office
From: Galen Mauden, Human Resources, FAS
Subject: **BACKGROUND CHECK – SUSAN COSKEY**

The Department of Finance & Administrative Services has completed the criminal history and background review for Susan Coskey. There were no findings that would impact the employment eligibility of Ms. Coskey.

cc: FAS Mayor's Transition File