

The City supports its demographic diversity and encourages applicants from all groups to apply.

Office Use Only

Date Received: 8/28/19

Voter registration
Checked: 8/29/19

boards and commissio	rements: A resident and registered voter in ns. Please check with the Office of the Ci dcommissions.inSunnyvale.com			
place a number next to fyour preference, fo applications for current Applications for future year. Qualified applications	o the board or commission, in order r which you would like to apply. Only openings will be considered at this time. openings will be kept on file for one nts will be notified for an interview with ents will be made at a regular meeting	Board of Board of Heritage Housing a Parks and XX Personne Planning	nd Pedestrian Advisory Building Code Appeals Library Trustees Preservation Commiss and Human Services C d Recreation Commiss	sion Commission
applying. You may app Categor Categor one of the ground legal resident. P S P If you are applying for the Category Category Category Category	the Bicycle and Pedestrian Advisory Colly for both if qualified. Ty One: Applicants must be bicyclists or performed to the performance of the per	edestrians residing in bicycle and/or penot required, but appreciate School District ecreational activities dentify the categor stered voters.	and registered to vote edestrian issues in the oplicant must be a reginal Administration as a possible of the control of the c	e in Sunnyvale. City and belong to stered voter or
	IMPORTANT			
Please note that all info	ormation provided on the form becomes a	public record after	r it is officially filed.	
Housing and Human S	o the Planning Commission, Board of Build ervices Commission are required to file the Form 700), which are also a public record. w.fppc.ca.gov.	e Fair Political Pra	ctices Commission (FI	PPC) Statements
Applicant Name:	Ketzel		Marc	A
	Last	F	First	M.I
2. Current Residence		Sunnyvale	CA	94087
	Street	City	State	Zip
E-mail Address:	<u></u>	-		
2 Phone Number	(Home) (Mork	٢)	(Cell)	F.

			Applicant	Name Marc Ketzel	Page 2 of 3
4. How long have you be	een a resident of Sunnyvale? _	29 years			
5. Are you a currently-reg	sistered voter in Sunnyvale? Sele	When wa	as the last time November	you voted? Year 2018	-
6 Are you currently serv	ing or have you served on a City	of Sunnvvale boa	rd or commissio	on? Yes	
If yes, which one?	Personnel Board Building Codes Appeals	The street of th	ently serving viously served	None Several	
7. What motivated you to specific board or commis	apply for this board or commission in your response(s).	ion? If you are ap	oplying for more	than one, please re	ference the
passionate about fairn	eer has been in Human Resourd ess and due process in the work hination of my background and in	place, and I also	am passionate	about volunteering	in the
Having previously servasset to the City to ser	ved several terms (but not in the ve in this capacity.	last several years	s) on the Person	nnel Board, I believ	re I can be an
9. What skills as attributed	on one you bring to this board or o	ommission? If us	u oro applying f	for more than one in	logge
	es can you bring to this board or card or commission in your respon		ou are applying i	or more than one, p	lease
Relations, and over 30	ersonnel Administration and Poli years of Human Resources (HF and development, talent acquisit	R) experience. H	R roles have en		
scope of that board or cor	poard or commission member is to mmission. With this in mind, what are applying for more than one, p	at steps would you	take to effective	ely exercise this spe	ecific board or
I have extensive experiudgements.	ience in evaluating Human Resc	ources, doing inve	estigations, and	making fair and ba	lances

Applicant Name_Wate Reizer age 5 of c
10. Education: List college degrees and majors, and any relevant training or experience that demonstrates your ability to effectively serve on this board or commission. If you are applying for more than one, please reference the specific board or commission in your response(s).
Bachelors Degree in Personnel Administration and Political Science from the University of Kansas, and Masters of Science Degree in Industrial Relations from the University of Wisconsin at Madison.
HR leadership roles at Blue Shield of California (current consulting role), Samsung Research America, Yahoo! and Silicon Graphics.
 Briefly describe your current or last occupation. Currently an HR Consultant at Blue Shield of California.
12. Have you attended a City Council, board or commission meeting? If so, please describe what you learned and what improvements you would suggest the City consider.
Yes, in addition to previously serving on two different Boards and being part of a Charter Review Committee, I have attended City Council meetings and stay on top of the current issues facing the City.
 Describe your involvement in community activities, volunteer and civic organizations.
In addition to volunteering for Sunnyvale in the past, I am on the Board of a public non-profit Charter School in San Jose. I have also led Corporate Citizenship efforts at different companies I have worked for.

Applicant Name Marc Ketzel

14. The City has a Code of Ethics and Conduct for Elected and Appointed Officials and an attendance policy that appointed members are required to follow. Do you have any concerns in these two areas? If so, please describe. (You may obtain a copy of these policies on the City Web site or from the Office of the City Clerk (408) 730-7595, TDD (408) 730-7501.)
No concerns.
15. If an unplanned vacancy arises on the board(s) or commission(s) you are interested in, would you be willing to accept a temporary appointment for the remainder of the unexpired term or until a recruitment is held and Council officially fills the vacancy? Yes No
Please Note: Pursuant to the Americans with Disabilities Act (ADA), the City of Sunnyvale will make reasonable efforts to accommodate persons with qualified disabilities during the boards and commission interview process. Should you require special accommodations, please contact the Office of the City Clerk at (408) 730-7595 at least five days in advance of your scheduled interview.
I certify under penalty of perjury that all statements I have made on this application are true and correct. I hereby authorize the City of Sunnyvale to investigate the accuracy of this information from any person or organization, and I release the City of Sunnyvale and all persons and organizations from all claims and liabilities arising from such investigation or the supplying of information for such investigation. I acknowledge that any false statement or misrepresentation on this application or supplementary materials will be cause for refusal of appointment or immediate dismissal at any time during the period of my appointment.
Your application is not complete until it is signed and submitted to the Office of the City Clerk. Applicants are also requested, on a voluntary basis, to complete the Supplemental Background Information document at the end of the application.
Signature of Applicant _ Date 8/28/19

Please return to: Office of the City Clerk, 603 All America Way, P.O. Box 3707, Sunnyvale, CA 94088-3707

Personnel Board

	YES	NO		YES	NO
I hold public office or employment		~	I have a spouse, household member, or designated relative (parent, step-parent,		V
I am a candidate for another public office or position		V	grandparent, child, sister, brother, niece, nephew, uncle, or aunt of the individual or of the individual's spouse), employed by		
I am a former City employee		V	the City of Sunnyvale in a position which has the right to have a disciplinary matter heard before the Personnel Board.		

10. Please describe your experience and responsibilities in the administration of employee discipline.

On a regular basis over my career I have been involved with managers and employees with performance issues. At all companies I have used a performance improvement process, which included coaching, verbal and written warnings.

11. Please describe your experience and responsibilities in the administration of employee grievances.

On a regular basis I deal with issues that can be brought up by either an employee or manager. The role of HR is to balance the needs of the organization and fair treatment of staff.



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Office Use Only

Date Received: 4819

Voter registration Checked: 126/19

boards and commissio	rements: A resident and regins. Please check with the Ofdcommissions.inSunnyvale.c	fice of the City Clerk at (408)		
place a number next to of your preference, for applications for current Applications for future of year. Qualified applications	o the board or commission, r which you would like to ap openings will be considered a openings will be kept on file for this will be notified for an intervents will be made at a regular	, in order X Bicycle poly. Only Board It this time. Board Ir one Heritag Iriew with Housir Iriew meeting Parks Iriew Persor Iriew Persor Iriew Persor	ommission and Pedestrian Advisor of Building Code Appeals of Library Trustees ge Preservation Commiss ge and Human Services (and Recreation Commiss and Board and Commission ability Commission	sion Commission
applying. You may app Categor Categor one of the grou legal resident. P S S S P If you are applying for t Categor Categor Categor Categor	he Bicycle and Pedestrian by for both if qualified. It one: Applicants must be by Two: Applicants must have ups listed below. Sunnyvale in Please check as many that a TA/parent group member anta Clara Unified School Distribution of association meaning and the Eustainability Commission of Commiss	icyclists or pedestrians reside an interest in bicycle and/or residency is not required, but apply: strict/Sunnyvale School Distriber le park and recreational activition, please identify the cate annyvale registered voters.	ing and registered to vote pedestrian issues in the t applicant must be a reg rict Administration rities gory for which you are ap	e in Sunnyvale. City and belong to istered voter or oplying.
	IN.	PORTANT NOTICES		
Please note that all info	ormation provided on the form		fter it is officially filed.	
Housing and Human So	the Planning Commission, I ervices Commission are required 700, which are also a particular of the property of the Planning Commission and the Planning Commission of the Planning Commission, I am a particular of the Planning Commission of the Planning Commissio	ired to file the Fair Political I	Practices Commission (F	PPC) Statements
Applicant Name:	Putman	Pamela		J
	Last		First	M.I
2. Current Residence		Sunn	CA	94
	Street	City	State	Zip
E-mail Address:				
3. Phone Number:	(Home)	(Work) none	(Cell)	

A 2* .	B 1	Distance	Damala
Annlicant	Namo	Piliman	Pameia
Applicant	INGILIE	i dulliali,	1 dilloid

	Applicant Name Putitian, Pamela
How long have you been a resident of Sunnyvale?	30 years
5. Are you a currently-registered voter in Sunnyvale? Yes	When was the last time you voted? Month November Year 2016
6. Are you currently serving or have you served on a City of	Sunnyvale board or commission? No 🔻
If yes, which one?	Term currently serving
	Term previously served
What motivated you to apply for this board or commission specific board or commission in your response(s).	? If you are applying for more than one, please reference the
have been made pertaining to cycling in Sunnyvale. As a	ich cycling in Sunnyvale has been discussed and decisions resident of Sunnyvale and as a recreational cyclist I've found ate in these meetings as more than just an observer and an
8. What skills or attributes can you bring to this board or con reference the specific board or commission in your response	
member of three cycling clubs: Western Wheelers, Almade	rned to recreational cycling 10 years ago and am currently a en Cycle Touring and Skyline Cycling Club. I lead a very easy also a member of Silicon Valley Bicycle Coalition and League
	by the cities in this area to encourage members of the public r cycling and I would like to be more of an active participant in
The primary role of a board or commission member is to p	provide advice to City Council on policy issues that are within the

9. The primary role of a board or commission member is to provide advice to City Council on policy issues that are within the scope of that board or commission. With this in mind, what steps would you take to effectively exercise this specific board or commission role? If you are applying for more than one, please reference the specific board or commission in your response(s).

I would make an effort to become more familiar with the specific laws pertaining to cycling and better acquaint myself with the suggested changes in road design specific to cyclists' safety. I would also make an effort to have conversations with cyclists in the clubs I belong to and become more active in the cycling advocacy groups to better understand their views on cycling safety. I would also make an effort to communicate with drivers of motorized vehicles to understand their position as drivers trying to understand and negotiate the new and sometimes confusing changes being made to roads to make the roads safer for everyone who travels on them.

10. Education: List college degrees and majors, and any relevant training or experience that demonstrates your ability to effectively serve on this board or commission. If you are applying for more than one, please reference the specific board or commission in your response(s).

I received an AA degree from Foothill College in Dental Hygiene in 1972. I worked as a Registered Dental Hygienist full time for 44 years, 43 of those years were with the Palo Alto Dental Group in Palo Alto, CA. While providing dental hygiene services I worked with patients from many different backgrounds and was able to effectively communicate with them. I believe that my ability to sit down and communicate with people of different backgrounds will easily transfer to being able to communicate with people in the cycling community and with those who aren't in the cycling community but who must interact with cyclists while on the roads.

11.	Briefly	describe	your	current	or	last	occupa	ation.	
DI		an tha ah		20011105	1.1	have	h	makina al	£

Please see the above answer. I have been retired for three years.

12. Have you attended a City Council, board or commission meeting? If so, please describe what you learned and what improvements you would suggest the City consider.

I have attended City Council meetings and Planning Commission meetings when the subjects to be discussed were relevant to my interests and my neighborhood, the Morse Park Neighborhood. I have also attended meetings when representatives from the City of Sunnyvale were planning to inform the public of planned changes and were seeking comments from the public on those planned changes.

13. Describe your involvement in community activities, volunteer and civic organizations.

I was a whitewater kayaker for 30 years and a member of the Loma Prieta Paddlers which is the kayaking section of the the Loma Prieta Chapter of the Sierra Club. I was president of LPP several times but I couldn't possibly tell you which years at this moment. I led day and weekend kayaking trips for LPP for most of those 30 years.

I lead the same easy ride, Breakfast at Shoreline, twice a month for Western Wheelers, a cycling club based in Palo Alto. On Monday mornings I often lead the Monday Morning Coffee ride.

I have been a tutor for 3 years with Reading Partners, tutoring during the school year at Bishop Elementary School in Sunnyvale.

Applicant Name Putman. Pamela

14. The City has a Code of Ethics and Conduct for Elected and Appointed Officials and an attendance policy that appointed members are required to follow. Do you have any concerns in these two areas? If so, please describe. (You may obtain a copy of these policies on the City Web site or from the Office of the City Clerk (408) 730-7595, TDD (408) 730-7501.)

I do not have any concerns regarding this section.

15. If an unplanned vacancy arises on the board(s) or commission(s) you are interested in, would you be willing to accept a temporary appointment, for the remainder of the unexpired term or until a recruitment is held and Council officially fills the vacancy? Yes No
Please Note: Pursuant to the Americans with Disabilities Act (ADA), the City of Sunnyvale will make reasonable efforts to accommodate persons with qualified disabilities during the boards and commission interview process. Should you require special accommodations, please contact the Office of the City Clerk at (408) 730-7595 at least five days in advance of your scheduled interview.
I certify under penalty of perjury that all statements I have made on this application are true and correct. I hereby authorize the City of Sunnyvale to investigate the accuracy of this information from any person or organization, and I release the City of Sunnyvale and all persons and organizations from all claims and liabilities arising from such investigation or the supplying of information for such investigation. I acknowledge that any false statement or misrepresentation on this application or supplementary materials will be cause for refusal of appointment or immediate dismissal at any time during the period of my appointment.
Your application is not complete until it is signed and submitted to the Office of the City Clerk. Applicants are also requested, on a voluntary basis, to complete the Supplemental Background Information document at the end of the application.
Signature of Applicant Date 6/25/19

Please return to: Office of the City Clerk, 603 All America Way, P.O. Box 3707, Sunnyvale, CA 94088-3707

SUPPLEMENTAL QUESTIONNAIRE

Note: Please respond only to questions that pertain to your selected board(s) or commission(s).

Arts Commission

In what ways could the City strengthen art programs in the community?

Bicycle and Pedestrian Advisory Commission

2. Like many cities in Santa Clara County, Sunnyvale is faced with problems stemming from traffic congestion and air pollution. Suggest ways the City can improve facilities for bicyclists and improve bicycling education and safety programs for motorists, cyclists and pedestrians?

In addition to making changes to the roads to make cycling safer I would love to see way more bike racks available for cyclists where cyclists can park and lock their bikes. I would like to see these bike racks placed in open areas to make them less appealing to bike thieves. The residents of Sunnyvale are not going to use their bicycles instead of their cars to run errands, make dental or medical office visits and go out for meals if they don't have safe and secure places to park their bikes while taking care of business or enjoying a meal at one of Sunnyvale's fine restaurants.

I would love to see the City of Sunnyvale organize local bike rides to introduce and encourage residents to get on their bikes and explore areas of Sunnyvale they may not be familiar with and to interact with others who are interested in spending more time cycling in Sunnyvale. Los Altos does this occasionally with their Green Town Group. The mayor of Mountain view led a ride to Menlo Park from Mountain View as a way of introducing a cycling route suggested for commuters who commute north and south on the SF Peninsula. The movie, "MAMIL (middle-aged men in Lycra)" had a segment introducing an unofficial group of cyclists in East Los Angeles who would occasionally take over the streets with cyclists of all ages accompanied by a cyclist with a trailer carrying a boombox playing music. (I wear a different stuffed toy on the top of my helmet each month to remind people that cycling is fun.

I would like to see a cycling column in the Sunnyvale Sun explaining the changes being made to Sunnyvale's roads to make them safer for all who use them; perhaps a question and answer in addition to providing information?

Board of Building Code Appeals

3. What do you think can be done to assure that the City of Sunnyvale building development standards are consistently applied?



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Office Use Only
Date Received: 7/8/19
Voter registration verified: +/26/19

	7			SOUTH AND ADDRESS OF THE ADDRESS OF	
specific boards and co	uirements: Sunnyvale resident and recommissions. Please contact the Officennyvale.ca.gov for more information.				
place a number next of your preference, for applications for curren Applications for future Qualified applicants wi	pply for more than one vacancy, to the board or commission, in order which you would like to apply. Ot openings will be considered at this tin openings will be kept on file for one yell be contacted for an interview with Cits will be made at a regular meeting of	erB InlyB neB earH XPP	rts Commission icycle and Pedestria oard of Building Cocoard of Library Trus eritage Preservation ousing and Human arks and Recreation ersonnel Board lanning Commission ustainability Commission	de Appeals stees n Commissio Services Con n Commissio	on mmission
applying. You may ap Categore one of the grown legal resident If you are applying forCategore	the Bicycle and Pedestrian Advisory one: Applicants must be bicyclists by Two: Applicants must have an interpretation of the properties of	or pedestrians erest in bicycle a cy is not require unnyvale School and recreational ease identify the e registered vote	residing and registe and/or pedestrian issed, but applicant must District Administrate activities category for which yers.	ered to vote in sues in the C st be a registr tion	n Sunnyvale. ity and belong to ered voter or ying.
	unnyvale residents.	bers of the Suni	nyvale business con	nmunity. Suc	:n members
	IMPORT. formation provided on this application a City website with the interview mate		olic record after it is		
Housing and Human S	to the Planning Commission, Board of Services Commission are required to ic Interests (Form 700), which is a pure www.fppc.ca.gov.	electronically file	e the Fair Political P	ractices Con	nmission (FPPC)
Applicant Name:	MANASSAU		MICHELLE		
	Last		First		M.I.
Current Residence		,	, SUNNYUA	LE, CA	94089
	Street	City	State	е	Zip
E-mail Address:		<u> </u>			

Applicant	Name M	101+266+	M	ANAS	SAU
Applicant	Name	1 TIS A I I		MANA	

1. Are you a currently-registered voter in Sunnyvale? YES	When was the last time you voted? Month_NovEHERE Year 2018
2. Are you currently serving or have you served on a City of Su	unnyvale board or commission?
If yes, which one?	Term currently serving

I BELIEVE IT IS THE RESPONSIBILITY OF RESIDENTS

AN ACTIVE INTEREST IN OUR COMMUNITY.

4. What skills or attributes can you bring to this board or commission? If you are applying for more than one, please reference the specific board or commission in your response(s).

I WAS ON THE COMMUNITY ADVISORY COMMISSION MILPITAS FOR 8 YEARS PRIOR TO MY RECENT MOUZ TO SUNNYVALE. I ENJOY WORKING WITH THE OTHER RESIDENTS TO HELP OUR CITY REMAIN A GOOD PLACE TO LIVE.

5. The primary role of a board or commission member is to provide advice to City Council on policy issues that are within the scope of that board or commission. With this in mind, what steps would you take to effectively exercise this specific board or commission role? If you are applying for more than one, please reference the specific board or commission in your response(s).

I WILL WORK WITH. THE OTHER MEMBER OF THE COMMISSION TO LEARN WHAT THE SUNNYVILE RESIDENTS FEEL THEY WANT IN THE PARKS AND OTHER RECRECTIONAL ACTIVITIES IN SUNNYVILE. I WILL STAY INFORMED ABOUT APPROPRITE POLICY AND ACTIVITIES.

Applicant Name MICHILLA MANISSAU

6. Education: List college degrees and majors, and any relevant training or experience that demonstrates your ability to effectively serve on this board or commission. If you are applying for more than one, please reference the specific board or commission in your response(s).

DONG GUK UNIVERSITY, ENGLISH LITERATURE, B.A. DREGRER SANFRINCISCO STLTE UNIVERSITY. ACCOUNTING.

MANY YEARS OF OPERATIONAL EXPERIENCE ORGANIZING PROJECTS.

HANDS ON COMPUTER EXPERIENCE: EXCEL, WORDS, POWERPOINTS

SOFT DBLSE II, VISION, IRIS, PEDOS, INTERNET, CMS USER FUNDAMENTALS.

CERIDIAN (P/R). A DOBE PHOTO SHOP. INTERMEDIATE, ADVANCED, MACRO,

UNIX.

7. Briefly describe your current or last occupation.

I AM RETIRED FROM LOCKHERD MARTIN ATTER 30 YEARS.

I WORKED AS ACCOUNTING IN ACCOUNTING & ADMINISTRATION.

8. Have you attended a City Council, board or commission meeting? If so, please describe what you learned and what improvements you would suggest the City consider.

I ATTENDED MANY MEETINGS OF THE CITY COUNCIL AND COMMISSION IN MILPITAS. I WILL COMPARE THAT EXPRERIENCE IN MILPITAS
TO SUNNYULLE TO MIKE RECOMMENDATIONS IF APPROATE. I HAVE
RELD TO MINUTES OF THE PARKS AND RECREATION COMMISSION
AND AN COMPORTABLE WITH THER ACTIVITIES.

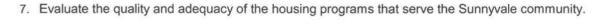
Applicant Name MICHELLE MANASS	Applicant Name	MICHELLZ	MANASSA
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9. Describe your involvement in community activities, volunteer and civic organizations. IN ADDITION TO MY WEAK WITH THE CITY OF MILPITES, I HAVE PARTICIPATED FOLLING ACTIVITY PRESENTLY, I AM A VICE CHAIR PERSON FOR THE KORREN AMATEUR SPORTS ASSOCIATION OF S.LICON VILLEY. WE HAVE IS BOARD OFFICERS & 16 DIFFRINT CATAGORY SPORTS. WE JUST HAD BOTH NATIONAL DYMPIC AT THE SENTILE, MASHIMTON AND SENT IOI MEMBRES TO COMPETITION. I AM A PAST VICE PRESIDENT OF KORREN/AMERICAN ASSOC OF SANTA CLAR COUNTY. I AM A PAST VICE PRESIDENT OF KORREN/AMERICAN ASSOC OF SANTA CLAR COUNTY. I AM ALSO A MEMBER OF THE KORREN PRACEFUL UNIFICATION COMMITTEE. I HAVE VOLUNTEERS FOR MANY OTHER GROUP OVER THE YEARS. I HAVE VOLUNTEERS FOR MANY OTHER GROUP OVER THE YEARS. AND I AM A HANDYCAP CHAIRPERSON FOR THE SPRINK VALLEY GOLF CLAB AND I AM A GOLFER. 10. The City has a Code of Ethics and Conduct for Elected and Appointed Officials and an attendance policy that appointed members are required to follow. Do you have any concerns in these two areas? If so, please describe.
NO.
11. If an unplanned vacancy arises on the board(s) or commission(s) you are interested in, would you be willing to accept a temporary appointment for the remainder of the unexpired term or until a recruitment is held and Council officially fills the vacancy? Yes No
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Signature of Applicant Date 7/5/2019
Signature of Applicant Date
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Please return to: Office of the City Clerk, 603 All America Way, P.O. Box 3707, Sunnyvale, CA 94088-3707 or email to cityclerk@sunnyvale.ca.gov.

Applicant Name	MI	C11	alla	MANIS	San
Applicant Name		-11		A. F. W	2

Housing and Human Services Commission



8. Evaluate the quality and availability of the human services programs that serve the Sunnyvale community.

Park and Recreation Commission

9. Community demographics are constantly changing. What do you think are the principal issues this Commission may be addressing over the next few years?

TRAFFIC, POPULATION GROW, BUDGET, ENVIRONMENT



The City supports its demographic diversity and encourages applicants from all groups to apply.



General eligibility requirements: A resident and registered voltage boards and commissions. Please check with the Office of the Web site at: boardsandcommissions.inSunnyvale.com			
If you would like to apply for more than one vacancy, place a number next to the board or commission, in orde of your preference, for which you would like to apply. On applications for current openings will be considered at this tim Applications for future openings will be kept on file for one year. Qualified applicants will be notified for an interview with City Council. Appointments will be made at a regular meeting of City Council.	e. Board of	and Pedestrian Advisory Co of Building Code Appeals of Library Trustees the Preservation Commission g and Human Services Com and Recreation Commission the Board to Commission the Board to Commission	n nmission
If you are applying for the Bicycle and Pedestrian Advisor applying. You may apply for both if qualified. Category One: Applicants must be bicyclists Category Two: Applicants must have an inter one of the groups listed below. Sunnyvale residence legal resident. Please check as many that apply: PTA/parent group member Santa Clara Unified School District/Sun Neighborhood association member Sunnyvale teacher or principal Person interested in Sunnyvale park at the property of the Sustainability Commission, please applying for the Sustainability Commission applying for the Sustainability	or pedestrians residing the string bicycle and/or by is not required, but annovale School District and recreational activates identify the categoregistered voters.	ing and registered to vote in pedestrian issues in the Cit applicant must be a registerict Administration ities	Sunnyvale. by and belong to be a seried voter or series.
IMPORTA	NT NOTICES		
Please note that all information provided on the form become	es a public record at	fter it is officially filed.	
Applicants appointed to the Planning Commission, Board of Housing and Human Services Commission are required to f of Economic Interest (Form 700), which are also a public red Clerk or by visiting www.fppc.ca.gov .	ile the Fair Political F	Practices Commission (FPP	C) Statements
Applicant Name: Veith		Agnes	М
Last		First	M.I
2. Current Residence	Sunnyvale	CA	94086
Street	City	State	Zip
	,		
E-mail Address:			
3 Phone Number: (Home) (Nork)	(Cell)	

		Applicant Name Agnes M. Veith
4. How long have you b	peen a resident of Sunnyvale? 22 y	years
5. Are you a currently-re	egistered voter in Sunnyvale? Select	When was the last time you voted? Month November Year 2018
6. Are you currently ser	ving or have you served on a City of Sur	nnyvale board or commission? Select
If yes, which one?	NVA	Term currently serving
ii yes, which one?	N/A N/A	Term previously served
	N/A	
	to apply for this board or commission? I ission in your response(s).	If you are applying for more than one, please reference the
museums and attendir and international) and been evident tome tha public and performing	ng plays and musical performances. As consequently experience art outside the tart brings people of different backgrouart can be a conduit to bring Sunnyvale	d performing. I grew up in San Francisco frequently visiting an adult I have been fortunate to be able to travel (domestic le Bay Area. When attending an exhibit or performance it has unds, gender and age together. From my experience I feel e residents and visitors together. I have seen the diversity of well as the diversity of our residents through art.
	tes can you bring to this board or commi oard or commission in your response(s).	ission? If you are applying for more than one, please
enthusiastic and my er colleagues in entry lev	nthusiasm tends to be infectious. I am el positions. I have always taken pride	of my ability to rally people around new ideas. I am equally at ease working with senior leadership as well as in my work and can be trusted to meet my commitments. In many be of benefit to further the Arts Commission's initiatives.
scope of that board or c	commission. With this in mind, what step	vide advice to City Council on policy issues that are within the os would you take to effectively exercise this specific board or reference the specific board or commission in your response(s).
own. If your opinion d	iffers, I think it is important to express y	o the ideas of others especially when they differ from your your opinion factually, not emotionally. While passion is ner and consequently the opportunity to influence another's

point of view is lost.

Applicant Name Agnes M. Veith

10. Education: List college degrees and majors, and any relevant training or experience that demonstrates your ability to effectively serve on this board or commission. If you are applying for more than one, please reference the specific board or commission in your response(s).

Bachelor of Arts (organizational development) University of California, Berkekey

Stanford University Continuing Studies (Various courses, primarily art-related.)

11. Briefly describe your current or last occupation.

I have worked as a human resources professional for over thirty years. For the past fourteen years I have worked at Stanford University. I retired in 2017 and was asked to return a few months later. Currently, I work part time for the School of Medicine, the largest of Stanford's seven academic schools. Prior to my retirement I recruited for positions throughout the university some of which were in support of the acquisition of the Anderson Collection as well as the changing needs of the Cantor.

12. Have you attended a City Council, board or commission meeting? If so, please describe what you learned and what improvements you would suggest the City consider.

I attended a City Council meeting when Measure C was initially presented. During this meeting I was struck by the response of a council member during a discussion regarding the amount of ammunition a person should be allowed to purchase. She objected to setting the proposed limit because it would not be enough for her needs at the gun range. I found her response self-centered and not in the best interest of the community.

From this experience I learned to question council members differently before endorsing them. I would like to encourage council members to continuously remind themselves to consider the community's best interest before their own.

13. Describe your involvement in community activities, volunteer and civic organizations.

Volunteer activities:

American Cancer Discovery Shop (Sunnyvale)
Reading Partners (Ellis Elementary)
Stanford University (commencement)
Stanford University, Graduate School of Education (various public events)
Sunnyvale Community Services (Pantry)
Sunnyvale Library (ESL)

Applicant Name Agne	es M.	veitr
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14. The City has a Code of Ethics and Conduct for Elected and Appointed Officials and an attendance policy that appointed members are required to follow. Do you have any concerns in these two areas? If so, please describe. (You may obtain a copy of these policies on the City Web site or from the Office of the City Clerk (408) 730-7595, TDD (408) 730-7501.)

I have no concerns following these established policies.

15. If an un	planned vacar	ncy ar	ises on the	board(s) or com	mission(s	s) you	are	e interested	in,	would	you	be willing	g to acce	pt a
temporary a	ppointment fo	r the	remainder	of the unexpired	term or	until	а	recruitment	is	held	and	Council	officially	fills
the vacancy		res												

Please Note: Pursuant to the Americans with Disabilities Act (ADA), the City of Sunnyvale will make reasonable efforts to accommodate persons with qualified disabilities during the boards and commission interview process. Should you require special accommodations, please contact the Office of the City Clerk at (408) 730-7595 at least five days in advance of your scheduled interview.

I certify under penalty of perjury that all statements I have made on this application are true and correct. I hereby authorize the City of Sunnyvale to investigate the accuracy of this information from any person or organization, and I release the City of Sunnyvale and all persons and organizations from all claims and liabilities arising from such investigation or the supplying of information for such investigation. I acknowledge that any false statement or misrepresentation on this application or supplementary materials will be cause for refusal of appointment or immediate dismissal at any time during the period of my appointment.

Your application is not complete until it is signed and submitted to the Office of the City Clerk. Applicants are also requested, on a voluntary basis, to complete the Supplemental Background Information document at the end of the application.

Signature of Applicant

Please return to: Office of the City Clerk, 603 All America Way, P.O. Box 3707, Sunnyvale, CA 94088-3707

Applicant Name Agnes M. Veith

SUPPLEMENTAL QUESTIONNAIRE

Note: Please respond only to questions that pertain to your selected board(s) or commission(s).

	^		·
Arts	Comm	186	ıon
LILLO	COMMI	133	1011

1. In what ways could the City strengthen art programs in the community?

I think it is important to set up a website to inform the community of the work the Arts Commission is doing. This site could include pictures of our city's outdoor art, upcoming events, and the 2019 Master Plan for Public Art.

Bicycle and Pedestrian Advisory Commission

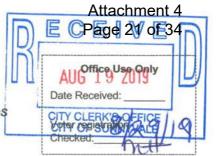
2. Like many cities in Santa Clara County, Sunnyvale is faced with problems stemming from traffic congestion and air pollution. Suggest ways the City can improve facilities for bicyclists and improve bicycling education and safety programs for motorists, cyclists and pedestrians?

Board of Building Code Appeals

3. What do you think can be done to assure that the City of Sunnyvale building development standards are consistently applied?



The City supports its demographic diversity and encourages applicants from all groups to apply.



boards	and commission	rements: A resident and registered on s. Please check with the Office of the decommissions.inSunnyvale.com			
place a of your applica Applica year. C City Co	number next to preference, for tions for current of ations for future of Qualified applican	ply for more than one vacancy, the board or commission, in ord which you would like to apply. Openings will be considered at this timp penings will be kept on file for one atts will be notified for an interview with ents will be made at a regular meeting.	OnlyBoard of me. Board of Heritage hParks anPersonnePlanning	nd Pedestrian Advisory Building Code Appeals Library Trustees Preservation Commissi and Human Services C d Recreation Commissi	ion ommission
applying	g. You may appl Category Category one of the grou legal resident. I	ne Bicycle and Pedestrian Advisory for both if qualified. y One: Applicants must be bicyclists of Two: Applicants must have an integrated below. Sunnyvale resident Please check as many that apply: TA/parent group member anta Clara Unified School District/Seighborhood association member unnyvale teacher or principal erson interested in Sunnyvale park one: Applicants shall be Sunnyvale Two: Applicants shall include memonyvale residents.	s or pedestrians residing erest in bicycle and/or percy is not required, but a unnyvale School District and recreational activities ease identify the category registered voters.	and registered to vote edestrian issues in the oplicant must be a registered to vote edestrian issues in the oplicant must be a register. Administration es	in Sunnyvale. City and belong to stered voter or
			ANT NOTICES		
Applica Housing of Econ	nts appointed to g and Human Se	the Planning Commission, Board of the Planning Commission, Board of the Planning Commission are required to form 700), which are also a public representation.	of Building Code Appeals	s, Heritage Preservation	PPC) Statements
1. Appl	icant Name:	Michitaka		Sachihiko (Mike)	
		Last		irst	M.I
2. Curr	ent Residence		Sunnyvale	CA	94087
		Street	City	State	Zip
E-ma	ail Address:				
3 Phor	ne Number	(Home)	(Work)	(Cell)	

Applicant Name Mike (Sachihiko) Michit
How long have you been a resident of Sunnyvale? 19 years
5. Are you a currently-registered voter in Sunnyvale? Yes When was the last time you voted? Month November Year 2018
6. Are you currently serving or have you served on a City of Sunnyvale board or commission? Yes
If yes, which one? Heritage Preservation Commission Board of Building Code Appeals Term currently serving till 07/01/2020 2nd term
7. What motivated you to apply for this board or commission? If you are applying for more than one, please reference the specific board or commission in your response(s). Almost achieved desired goals at Heritage Preservation Commission in this last year of the second term, including;
1) Update the design guide line of Murphy avenue which has been long over due
2) Review of the inventory of Heritage designated homes and buildings (Approved as study issue priority)
Wish to contribute one more term at Parks and recreation commission:
1) Population growth is notable. Wish to create additional parks for residents and pets.
2)Pets have grown in numbers lately, But many pets are off leash at school parks (Like Nimitz school park) against No Pet rules. We need cordination with School Board to the use of their parks with the City.
8. What skills or attributes can you bring to this board or commission? If you are applying for more than one, please reference the specific board or commission in your response(s).
1)Second term commmissioner and fully aware of the City strategy and rules.
2)NPO founder(Sunnyvale/Ilzuka Sister city Co-founder) and has a leadership to create new idea and proposal.
3)Ledership sunnyvale graduate(2014)and SNAP certificate(2015)
4)Ex-CEO of IT Company of over \$100 million revenue
5)CA Lic. Class A General Engineering Contractor (All civil works including parks fall under this lic.scope.Inactivated now
6)BS Economics, PMD Certificate HBS(1982)

- 9. The primary role of a board or commission member is to provide advice to City Council on policy issues that are within the scope of that board or commission. With this in mind, what steps would you take to effectively exercise this specific board or commission role? If you are applying for more than one, please reference the specific board or commission in your response(s).
- -Draft the plan for Pet related programs relating City parks and the parks where City is undertaking the maintenance.
- -Assist and contribute future new park addition plan.
- -Assist volunteer plan to clean up city parks.

10. Education: List college degrees and majors, and any relevant training or experience that demonstrates your ability to effectively serve on this board or commission. If you are applying for more than one, please reference the specific board or commission in your response(s).
Listed as above.
11. Briefly describe your current or last occupation.
History is attached.
12. Have you attended a City Council, board or commission meeting? If so, please describe what you learned and what
improvements you would suggest the City consider.
As above.
 Describe your involvement in community activities, volunteer and civic organizations. As above
AS ADOVE

Attachment 4 Page 24 of 34

Applicant Name Mike (Sachihiko) Michitaka

of these policies on the City Web site or from the Office of the City Clerk (408) 730-7595, TDD (408) 730-7501.) 15. If an unplanned vacancy arises on the board(s) or commission(s) you are interested in, would you be willing to accept a temporary appointment for the remainder of the unexpired term or until a recruitment is held and Council officially fills the vacancy? Yes Please Note: Pursuant to the Americans with Disabilities Act (ADA), the City of Sunnyvale will make reasonable efforts to accommodate persons with qualified disabilities during the boards and commission interview process. Should you require special accommodations, please contact the Office of the City Clerk at (408) 730-7595 at least five days in advance of your scheduled interview. I certify under penalty of perjury that all statements I have made on this application are true and correct. I hereby authorize the City of Sunnyvale to investigate the accuracy of this information from any person or organization, and I release the City of Sunnyvale and all persons and organizations from all claims and liabilities arising from such investigation or the supplying of information for such investigation. I acknowledge that any false statement or misrepresentation on this application or supplementary materials will be cause for refusal of appointment or immediate dismissal at any time during the period of my appointment. Your application is not complete until it is signed and submitted to the Office of the City Clerk. Applicants are also requested, on a voluntary basis, to complete the Supplemental Background Information document at the end of the application. Date 08/14/019 3 Please return to: Office of the City Clerk, 603 All America Way, P.O. Box 3707, Sunnyvale, CA 94088-3707

14. The City has a Code of Ethics and Conduct for Elected and Appointed Officials and an attendance policy that appointed members are required to follow. Do you have any concerns in these two areas? If so, please describe. (You may obtain a copy

Housing and Human Services Commission

7. Evaluate the quality and adequacy of the housing programs that serve the Sunnyvale community.
Evaluate the quality and availability of the human services programs that serve the Sunnyvale community.
c. Evaluate the quality and availability of the number convises programs that convolue community.
Y Park and Recreation Commission
9. Community demographics are constantly changing. What do you think are the principal issues this Commission may be addressing over the next few years?
-More parks
-Control maintenance cost
-use and application creation for extra revenue

Contact

smichitaka@gmail.com

www.linkedin.com/in/sachihikomike-michitaka-5a263b31 (LinkedIn)

Top Skills

Jazz Saxphone

Horseback Riding

Business Strategy

Languages

English (Full Professional)

Japanese (Native or Bilingual)

Certifications

SNAP (Sunnyvale Neighborhood Actively Prepared) 2015 Winter

State of California General Engineering Contractor's License Class A

Leadership Sunnyvale Class of 2013-2014

Sachihiko (Mike) Michitaka

LP Fund management advisor

San Francisco Bay Area

Summary

Startup support, Speedy early stage Fund Raising,

POC Business Partners Search.

Turn-Around Operation Expert.

US subsidiaries establishment and create business /management strategy.

ICT Management Consulting Services.

Active in community volunteering and services.

Experience

Infocom America, Inc.https: www.infocomamerica.com/ (Investment Committee Advisor) January 2013 - Present

Fund Management Advisor

Ocean Seven Consulting, LLC Ocean Seven Consulting, LLC Founder, CEO April 2006 - Present

ICT Management Consulting service

Nissho Electronics USA

CEO

August 2000 - May 2005 (4 years 10 months)

Annual sales: In excess of \$ 100 million

Sourcing unique ICT products and Services for Japan and Asian Market.

The first distributor of Juniper networks in Japan.

Investor for Startups as CVC.

www.nelco.com

Improvista Interactive Music, Inc.

Page 1 of 4

Now Sojitz corporation of America (http://sojitzamericas.com/)

U.S. subsidiary of Sojitz Corporation, an integrated global trading company with \$42 billion in annual trade transaction

VP& GM of Information Technology Dept.

Marketing IT Network and Switching Products and Services to Major US Telecom Carriers utilizing cusomerized logn term financing and lease arrangement.

Managed and tourned around subsidairies after Black Monday crash.

(Win Communications Corporation)
CEO

January 1991 - December 1992 (2 years)

Norcross, GA

Founded in 1982, WIN Communications Corporation is a leading supplier of Computer Telephony and IP Communication equipment. Nation wide distributor .Turned around and sold.

Televenture Inc. (Board Member) 1989 - 1990 (2 years)

Norcross Georgia

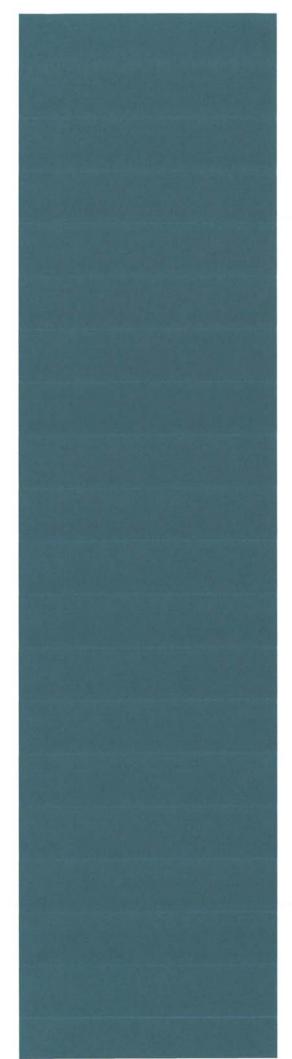
Telecom related System Integrator Startup including Airport Telecomunications, Security Systems

Nissho-Iwai corporation
Manager, Irrigation and Hydro/Geothermal Section
April 1983 - July 1986 (3 years 4 months)
Tokyo

Prepare bid, negotiate, implement contracts with US Government and Agencies including BOR,BPA,DWR,LADWP,Cities/Counties.

Nissho Iwai American Corp Manager Machinery July 1977 - March 1983 (5 years 9 months) Los Angels

Prepare bid, submit,negotiate,implement supply and install contracts for US Government and Agencies as RME (Responsible Management Employee as Licenced General Enginering Contractor Class A)



Education

Harvard Business School

PMD, Business Administration and Management · (1982 - 1982)

Doshisha University Kyoto, Japan Bachelor in Econimics, Economics · (1966 - 1970) (Investor & Board Member)
January 2002 - January 2004 (2 years 1 month)
Gupertino, CA

Ringtone provider for Mobile Carriers Including AT&T, Sprint, T-Mobile etc.

Areabe Inc (Investor & Board Member) 2000 - 2002 (3 years) Santa Clara, CA

Peer to Peer, secured Communication Application & services

Fusion Communications Inc (External member of the Board, Founding Member) 2000 - 2001 (2 years)

The First 100% VOIP service telephone company in Japan.

Nifty Corporation
(External Board Auditor)
April 1998 - March 1999 (1 year)
One of the leading internet service providers in Japan http://www.nifty.com/

Nissho-Iwai Corporation Group Senior Vice President, Information Technology Division 1994 - 1999 (6 years)

Now Sojitz Corporation, an integrated global trading company with \$42 billion in annual trade transaction

Supervise and manage entire P/L of over 30 group companies in Information Technology Div.

www.sojitz.com/jp/

Infocom Corporation (External Member of the Board) 1997 - 1998 (2 years) http://www.infocom.co.jp/

Nissho-Iwai American Corp VP & GM August 1986 - March 1993 (6 years 8 months) NY,NY



The City supports its demographic diversity and encourages applicants from all groups to apply.

	Offic	e Us	e On	ly	
Date	Recei	ved:	8-	23-	19
Vote	r regist	ratio	7	71.0	
Chec	ked:_	8	20	1110	1

General eligibility required boards and commission Web site at: boardsan	ns. Please check	nt and registered voter in with the Office of the Cit unnyvale.com	n Sunnyvale. Oth y Clerk at (408)	ner requirements may ap 730-7483, TDD (408) 73	oply to specific 30-7501 or visit our
If you would like to applace a number next of your preference, for applications for current Applications for future year. Qualified applications City Council. Appointment of City Council.	to the board or co or which you woul openings will be co openings will be ke nts will be notified f	mmission, in order d like to apply. Only onsidered at this time. ept on file for one for an interview with	Bicycle and Board of Board of Board of Heritage Housing Parks and X Personre Planning	mmission and Pedestrian Advisory f Building Code Appeals f Library Trustees e Preservation Commiss and Human Services Cond Recreation Commiss all Board g Commission ability Commission	sion Commission
applying. You may app Catego Catego one of the ground legal resident. Figure 1. Section 1. Section 1. Section 2. Section 3. Sectio	oly for both if qualification one: Applicants by Two: Applicants by Two: Applicants by Two: Applicants by Two: Applicants on the CTA/parent group of t	must be bicyclists or permust have an interest in Sunnyvale residency is many that apply: member if School District/Sunnyvale ciation member or principal in Sunnyvale park and resident in Sunnyvale park and resident in Sunnyvale regists shall include members of shall be Sunnyvale regists.	destrians residing to bicycle and/or pot required, but a calle School District creational activitientify the categoristered voters.	ng and registered to vote bedestrian issues in the applicant must be a regi ct Administration ies	e in Sunnyvale. City and belong to stered voter or
		IMPORTANT I	NOTICES		
Please note that all info	ormation provided	on the form becomes a		er it is officially filed.	
Housing and Human S	ervices Commission orm 700), which a	nmission, Board of Build on are required to file the are also a public record.	e Fair Political Pr	ractices Commission (F	PPC) Statements
Applicant Name:	Pasqua			Craig	
		Last		First	M.I
2. Current Residence			Sunnyvale	CA	94086
z. Garroni riodiadriod	Street		City	State	Zip
E-mail Address:					·
3. Phone Number:	(Home)	(Work)	(Cell)	

		Applicant Name Craig Pasqua
4. How long have you be	een a resident of Sunnyvale?	21 years
5. Are you a currently-reg	gistered voter in Sunnyvale? Yes	When was the last time you voted? Month November Year 2018
Are you currently sen	ving or have you served on a City of	Sunnyvale board or commission? Yes
If yes, which one?	Parks & Recreation	Term currently serving Term previously served 2011-2019
	o apply for this board or commission ssion in your response(s).	? If you are applying for more than one, please reference the
	my community has often been ove se to make a visible stance.	rlooked and distrustful of our government. Rather than develop a
		ervice. I am inspired by those who not only make our ocial and environmental justice to shape their decisions.
	es can you bring to this board or con ard or commission in your response	nmission? If you are applying for more than one, please (s).
	to the Personnel Board, include: ty to understand and follow comple	cscenarios
- advocacy - empathy and the abili	ity to put myself in the other person ual and the institutions that we live	
scope of that board or co	ommission. With this in mind, what s	provide advice to City Council on policy issues that are within the teps would you take to effectively exercise this specific board or use reference the specific board or commission in your response(s).
	to ensure during preliminary invest barriers that may affect everyone's	igations, efforts are made to account for any cultural, actions.
	want to ensure others within the bo	ard understood there may be other factors which lead people to

Applicant Name Craig Pasqua

- 10. Education: List college degrees and majors, and any relevant training or experience that demonstrates your ability to effectively serve on this board or commission. If you are applying for more than one, please reference the specific board or commission in your response(s).
- BA Psychology with an emphasis on decision-sciences SJ Community Leadership '14

Many years of courses, seminars and classes on diversity, cultural competency, social justice, race relations, juvenile justice, athletics, management, social change, public speaking, writing and supervisory skills.

11. Briefly describe your current or last occupation.

I currently own a tennis services company that produces tennis tournaments. I'm also the varsity tennis coach for Willow Glen HS. Finally, I'm the Co-host of Native Voice TV.

12. Have you attended a City Council, board or commission meeting? If so, please describe what you learned and what improvements you would suggest the City consider.

Yes, I have attended many council, board and commission meetings. I sometimes feel there is a disconnect between the speaker and those on the dias when there is a speaker who is perhaps, addressing the council, board or commission for the first time with operation issues or issues they cannot directly act upon. In such cases, it would be an improvement if there were other city staff on hand to help direct the individual, besides the city manager or general manager.

13. Describe your involvement in community activities, volunteer and civic organizations.

I'm very involved with several communities and organizations:

- I advocate and volunteer for the local Native community and my tribe in OK
- I serve and volunteer with the United States Tennis Association, currently I serves as chair of the Diversity & Inclusion Committee and Junior Council
- I serve fellow high school tennis coaches as I'm on the CIF-CCS Coaches Committee
- I serve as a commissioner for Santa Clara County, I hold seat 21 on the Juvenile Justice Systems Collaborative
- I recently served on Santa Clara County's National Heritage Task Force
- I serve as the first, non-Latino on the executive board of La Raza Roundtable
- I serve as chair of Friends of La Raza Roundtable, a political action committee

A	pplicant Name Craig Pasqua
14. The City has a Code of Ethics and Conduct for Elected and Appointed Official members are required to follow. Do you have any concerns in these two areas? If of these policies on the City Web site or from the Office of the City Clerk (408) 730	so, please describe. (You may obtain a copy
15. If an unplanned vacancy arises on the board(s) or commission(s) you are in temporary appointment, for the remainder of the unexpired term or until a remainder or undil a remainde	
the vacancy? Yes No	Statistic to those and occasion children, this
Please Note : Pursuant to the Americans with Disabilities Act (ADA), the City of to accommodate persons with qualified disabilities during the boards and comm require special accommodations, please contact the Office of the City Clerk at (advance of your scheduled interview.	ission interview process. Should you
I certify under penalty of perjury that all statements I have made on this application the City of Sunnyvale to investigate the accuracy of this information from any person Sunnyvale and all persons and organizations from all claims and liabilities arisin of information for such investigation. I acknowledge that any false statement or m supplementary materials will be cause for refusal of appointment or immediate dismy appointment.	on or organization, and I release the City og from such investigation or the supplying isrepresentation on this application or
Your application is not complete until it is signed and submitted to the Offic requested, on a voluntary basis, to complete the Supplemental Background application.	
Signature of Applicant	Date 8/23/19
Please return to: Office of the City Clerk, 603 All America Way, P.O. Box 37	707, Sunnyvale, CA 94088-3707

Applicant	Name	Craig	Pasqua	
Applicant	Ivallie	Ciuig	1 00900	

Personnel Board

	YES	NO		YES	NO
I hold public office or employment		kxx	I have a spouse, household member, or designated relative (parent, step-parent,		Пх
I am a candidate for another public office or position		x	grandparent, child, sister, brother, niece, nephew, uncle, or aunt of the individual or of the individual's spouse), employed by		
I am a former City employee		\square	the City of Sunnyvale in a position which has the right to have a disciplinary matter heard before the Personnel Board.		

10. Please describe your experience and responsibilities in the administration of employee discipline.

As a manager and supervisor, I have had numerous occasions to get involved in the discipline process. Barring situations that call for immediate action (such as termination for serious offenses) the process is usually progressive and holds the employee accountable and responsible for improving their behavior. Indeed, this should be the goal. As managers, we realize hiring, training and keeping the morale up are all activities that take time and effort. However, behavioral interventions are preferable in the long run, especially when compared to the costs of training new employees. My approach is to work with the employee and give them the resources to change or improve their behavior. Employee buy-in is necessary as this gives the employee an incentive to improve and can serve as a tool to ultimately hold the employee/employer accountable and aid in the development of more punitive measures, if needed.

11. Please describe your experience and responsibilities in the administration of employee grievances.