City of Asheville
City Council Vacancy Application Form

Your name: Nicholas Blaise Schulten Home Phone #: 828-337-0959

Street Address: 22 Plateau Rd. City: Asheville Zip Code: 28805

Mailing Address (if different): _____

Employer: Mills Manufacturing

Position: Training and Safety Specialist Office Phone #: (828)645-3061

Resident of City of Asheville (required): ● Yes ☐ No

Registered Voter in the City of Asheville (required): ● Yes ☐ No

Race: Caucasian Sex: male Age: 38

Residence location (check one) Central ____ North ____ South ● East ____ West ____

Additional Information Required:

1. Resume
2. ½ page response to the essay questions below: (not attached)

eSigned via SeamlessDocs.com
Nicholas Blaise Schulten
Key: 9965995faaf56d01d33d35162fad62ad0f

Applicant Signature
Date: 08/03/2020

All applications and attachments must be
Returned by **Noon, Thursday, August 20**, 2020 to:

Maggie Burleson, City Clerk
PO Box 7148
Asheville, NC 28802
Email: mburleson@ashevillenc.gov
Phone: 828-259-5601

Nicholas Blaise Schulten, MA, PHR
(828) 337-0959
blaiseschulten@gmail.com

PROFESSIONAL EXPERIENCE

Mills Manufacturing Corporation Asheville, NC
Training/Safety Specialist June, 2018-Present

- Develop new hire training and orientation process based on I-O Psychology theory and principles
- Develop and facilitate organizational trainings
- Developed selection process for senior leadership position
- Perform job analyses and develop behavioral rating scales for use in performance appraisals
- Supervise in-house Trainers and maintain their daily schedule based on organizational training needs
- Develop and implement comprehensive Performance Management program based on I-O Psychology theory and principles
- Responsible for FMLA leave and documentation process
- Responsible for Workers Compensation
- Facilitated recruitment efforts, screening, and selection of production operators
- Coordinate training schedule with the hiring and training demands of the production schedule
- Follow up with trainees, trainers, and manufacturing leadership to measure progress and evaluate the effectiveness of training
- Develop and implement a safety-based training schedule to comply with organizational and OSHA standards
- Track, report, and maintain all safety and training records

More Inclusive Healthcare Remote; Contracted
HR and OD Consultant; LMS System Administrator; Instructional Designer May, 2017-Present

- Consult organization on matters related to Human Resources and Organizational Development
- Utilize technical knowledge as system administrator for the organization's learning platform, managing eLearning modules, user enrollments, and data collection and analysis
- Author eLearning module using Articulate Rise and Articulate Storyline 360
- Utilize ADDIE and Kirkpatrick's Model for course development and evaluation
- Utilize validated learning theories to develop course storyboards
- Collaborate with Subject Matter Experts (SME) to develop learning objectives and content for course development

Family Preservation Services Hendersonville, NC
Program Director for Day Treatment Services March, 2014-2018

- Manage the Day Treatment program in order to ensure success of programmatic goals
- Train and supervise all Day Treatment employees for the program in order to ensure consistency and efficacy of operations
- Facilitate CPR and Nonviolent Crisis Intervention trainings for the 4 regional offices
- Organize and facilitate regular meetings with clients and school administration to meet stakeholder needs
- Identify problems with program operations and develop interventions to mitigate said problems in order to improve program efficiency and efficacy

- Oversee project management, daily operations of program, and all documentation in order to ensure compliance with organizational standards

Eliada Homes, Inc. Asheville, NC
Lead Education Specialist April, 2013-March, 2014

- Developed educational materials for residents of a Psychiatric Residential Treatment Facility in core subjects to meet Common Core standards
- Facilitated the teaching of the educational content for the residents of the facility, reducing gaps in education while absent from the traditional school environment
- Contributed to the development of the educational program through evaluation methods and content development and delivery

EDUCATION

The Chicago School of Professional Psychology April, 2018
Master of Arts in Industrial Organizational Psychology

Western Kentucky University
Recreation and Park Administration

Applied Research Project

- Identified problems with an organizations new hire training process, conducted a literature review of Industrial Organizational Psychology theory and evidence-based studies, and developed interventions to mitigate the identified problems centered on the evidence-based research

PROFESSIONAL SKILLS and CERTIFICATIONS

- Professional in Human Resources (PHR) through Human Resources Certification Institute (HRCI)
- Proficiency with Open 4 HRIS system
- ISO 9001:2015 Internal Auditor Certification
- Certification in OSHA Hazard Recognition: General Industry
- Subject matter expert in Performance Management and New Hire Training and Orientation
- Demonstrates use of Industrial Organizational Psychology theory and evidence-based research to develop interventions that enhance employee engagement, performance, and workplace culture
- Instructional design experience with Articulate Rise, Storyline 360, PowerPoint, and Camtasia
- Experience with IBM SPSS statistics software and Microsoft Excel for data collection and analytics
- Possesses strong written and verbal communication skills
- Completed graduate coursework in Organizational Behavior, Organizational Culture and Design, Organizational Consulting, Research-Based statistics, Job Analysis and Employee Selection, Performance Appraisal, Training Theory and Design, Promoting Diversity, and Organizational Leadership
- Proficiency with all Microsoft Office applications

The following questions may be answered directly on this form, or responses uploaded as attachments upon form submission.

1. **With the death of George Floyd the country was thrust into a new civil rights movement. Policing in America was scrutinized even more and even here locally reparations were passed. Please explain if you believe that systemic racism and oppression exist, if yes do you or do you not support reparations and what it all means in the context of equity and Inclusion.**

The United States of America has always struggled with systemic racism and oppression, and the killing of George Floyd has only served to highlight that fact. While current methods of policing are being scrutinized above other areas in which disparity exists, it is by no means the only one. Healthcare, housing, education, employment and advancement opportunities, and a myriad of additional subcategories dot our nation as areas in which genuine focus should be applied. This genuine focus is at the center of the reparations discussion.

The sense in which Asheville has approved reparations is, in theory, the right one. The purpose of the reparations in our community are to bridge the gaps that exist in the areas that require acute and immediate attention: improving access to affordable housing and timely transportation to and from living-wage-paying jobs; access to preventative healthcare; ensuring that educational standards are met, including access to broadband; and that's just where it can begin.

The social part of equity and inclusion is easy to discuss as an advancement opportunity. What's not easy to discuss is what has led us to where we are today. A willingness to overlook the things that may not affect us directly; the cognitive dissonance that is used to gloss over the dirty parts of our history that have paved the way for some and not for others. If we are willing to talk about these things, then we should also be willing to act upon them; otherwise, we are failing ourselves through a lack of authenticity, and failing others through the perpetuation of ignorance that led us to where we are today.

2. **Do you support Black Asheville Demands call for defunding the APD by 50%? If no, please explain why and if yes, what sort of timeline do you envision to reach that goal?**

Unfortunately, I'm afraid the "Defund" message has been distorted into a battle cry that fails to address the core issues. Much like the effects of systemic racism that are addressed in the previous question, the goal should be to redirect our energy into areas that make a difference. I can't provide you with a simple "yes" or "no" with regards to call for defunding the APD by 50%. What I can say is that as a community member, I find myself sad and even a little angry to see the unfavorable behavior of some of our police officers exhibited at the genesis of the most recent BLM movement. So, naturally I understand the emotion that has driven the calls for such defunding.

That being said, I think that there is an intelligent way of making real and noticeable change, though I'm not certain that it would please everyone. First, all changes need to be incremental with proximal goals that are transparent to the community and those calling for such changes. Diverting funds to community mental health programs and other resources that are the ideal response mechanisms for situations that often garner police responses are the first place to start. With the proper data you can determine what is working and what isn't, and then use that information to decide how to approach the next item on the list. Having a goal of 50% is not a terrible thing, but immediate implementation is not the intelligent approach.

As far as creating a timeline, we must first establish the need for agility. Any timeline created must be susceptible to change, as "defunding" the police is a rather new concept. There are undoubtedly a handful of case studies from across the globe that exhibit this type of reapportionment of funds, so this would be a good place to start. What are some of the major obstacles that would inevitably come up? What are some possible obstacles that could further inhibit desired progress? Ultimately, I would suggest utilizing data and real-world examples to drive the development of this timeline, and I suspect that the 50% goal would take years to manifest.

3. **Explain why you want to serve on City Council.**

Until recently, the idea of serving in any sort of political role has never interested me. However, we live in a very unconventional time, which I suppose is a harbinger of unconventional thoughts. So, over the past couple of months I've considered ways in which I can give back to my community. I had considered running for a city council position in the future, but as a mentor of mine shared with me "there's never a 'right' time" to run for office." Needless to say, when the opportunity came up to apply for this position through an unconventional process, I figured that now was as a good a time as any to test the waters of public service.

In addition, I want to bring my thoughts, ideas, and experience to the forefront. I'm an analytical thinker that, while sometimes lets his passion get the best of him, generally considers all visible elements of a situation before making a decision. I'm not an absolute thinker; all situations contain variables that contribute to the overall picture, and I believe that that kind of consideration is valuable when making decisions that affect so many people. I also come from a place of authenticity; be true to yourself and be a role-model for good to those around you. I realize that it is a tumultuous time to be a City Council member, and I am willing to take on that role despite the difficulties associated. Crisis and opportunity go hand-in-hand, and I want the opportunity to make a difference for the future of our community.

4. **If selected, how do you plan to communicate and work with the other Council members? To help us understand, please give examples of your working collaboratively in the past.**

I've used the word "authentic" a couple of times in this application, as I see it as one of the most valuable personality traits an individual can have. It represents honesty, empathy, integrity, dependability, trustworthiness, and many other more granular characteristics. Authenticity has had a higher meaning for me lately, as I see a lot of people in government failing us with an absence of that trait. I want to bring that with me in all that I do, most importantly with communication and teamwork. If you can trust an individual to be authentic, you can trust that individual to provide you with clear and honest feedback; you can trust that individual to do what they think is right at all times; you can trust that that individual is going to listen to your ideas and what you have to say. That is who I strive to be.

Perhaps the most collaborative position that I've had was when I was the Day Treatment Program Director for at-risk youth at a Middle School. This role required garnering the support of teachers, parents, principals, and challenging children. As would be expected, it can be very difficult to bring everyone together to agree upon a functional treatment plan that improved in-school behaviors and strengthened family units. All stakeholders had different agendas: teachers and principals wanted less disruption, parents wanted their kids to stay in school, and kids wanted positive attention both in school and at home. I found that the most valuable tool in getting everyone on the same page was listening.

Obviously, I've held several other positions that required teamwork and collaboration, but I can honestly say that few things provided me with as much insight as my time working with at-risk youth.

5. **What do you consider the most pressing problem, need, or cause for the citizens of Asheville today? How would you approach its resolution or champion the cause?**

This is a difficult question to answer. Ultimately, I would have to ask the citizens of Asheville to tell me what the most pressing problem, need, or cause is, as any other answer is simply one rooted in my own perspective, and that's not pubic service. What I will say is that the effort to reduce disparate impact of our marginalized communities through "reparations" is a great place to start. While broad, it addresses housing, education, access to mental health services, employment opportunity, etc. I would also hope that addressing this issue and making functional gains in this area would increase picture of diversity of our fair city.

Much in like my previous responses, my approach for championing a cause is rooted in authenticity, empathy, and understanding. As a public servant, the onus is on me to represent the wants and desires of the population. The only way that one can truly do that is by listening to the vox of the people, doing everything in one's power to truly understand the message, and using that opportunity to resolutely and authentically stand for those whose voices cannot be heard. Additionally, determining a path to resolution requires research, planning, creativity, effective execution, and some thick skin.