

CITY MANAGER

HIRING PLANNING COMMITTEE

AGENDA

Remote Meeting Only
Essex Junction, VT 05452
Monday, April 11, 2022
5:30 PM

E-mail: manager@essexjunction.org

www.essexjunction.org

Phone: (802) 878-6951

This meeting will be remote participation only. Available options to join the meeting:

- JOIN ONLINE:
<https://us06web.zoom.us/j/85822185202?pwd=NUhla2FFUnZuRGNUaUJTWFNQRDQrdz09>
- JOIN CALLING: (toll free audio only): (888) 788-0099 | Meeting ID: 858 2218 5202

1. **CALL TO ORDER** [5:30 PM]

2. **PUBLIC TO BE HEARD**

3. **REVIEW AND APPROVE MEETING MINUTES FROM MARCH 28**

4. **BUSINESS ITEMS**

a. Discuss Committee Deliverables and Identify Action Steps

With input opportunities from the Trustees, the public, staff, and department heads:

- Identify a hiring timeline & plan
- Ensure that community members, staff, and department heads are included in the hiring process
- Utilize a variety of tactics to assess candidates (i.e. short essays with applications, projects, presentations, committee/panel interviews, meet & greets, etc.)
- Provide a process that results in (up to) the top three finalists being provided to the Trustees for ultimate consideration and decision

b. Set Next Meeting Date & Time

5. **ADJOURN**

This agenda is available in alternative formats upon request. Meetings of Village committees, like all programs and activities of the Village of Essex Junction, are accessible to people with disabilities. For information on accessibility or this agenda, call the Manager's office at 878-6944.

Certification: 04/08/2022 Brad Luck

**VILLAGE OF ESSEX JUNCTION
JOINT CITY MANAGER RECRUITMENT & HIRING PLANNING COMMITTEE
DRAFT MINUTES OF MEETING
MARCH 28, 2022**

MEMBERS PRESENT: Jeetan Khadka, Jacob Law, Maggie Massey, Bridget Meyer, Mary Moyer, Christina Papadopoulos, Mike Plageman, Jeb Spaulding, Gabrielle Stevenson, Amber Thibeault, Mike Thorne, George Tyler, John Wermer

ADMINISTRATION: Colleen Dwyer, HR Director; Brad Luck, Essex Junction Recreation & Parks Director/Interim Co-Manager

OTHERS PRESENT: None

1. CALL TO ORDER

Mr. Luck called the meeting to order at 5:32 PM.

2. AGENDA ADDITIONS/CHANGES

None.

3. APPROVE AGENDA

None.

4. PUBLIC TO BE HEARD

a. Comments from Public on Items Not on Agenda

None.

5. BUSINESS ITEMS

a. Welcome and Introductions

Mr. Luck requested all members of the committee to introduce themselves, say how long they have lived in the community, and why they were interested in joining this committee.

b. Discuss Committee Roles & Responsibilities

Mr. Luck said that this is a group of fifteen people total, and two distinct committees. Mr. Luck said that he would be supporting the Recruitment Planning Committee, and that Ms. Dwyer would be supporting the Hiring Planning Committee. The Village is hoping to have a manager in place by September, and begin advertising by May. Mr. Luck explained that this is an official meeting, and thus falls under the Vermont Open Meeting Law and Public Records Act. As a result, all business by a quorum of either committee, either in person or online, must be conducted in open session.

c. Discuss Committee Deliverables & Timeline

Mr. Luck listed the following objectives for the Recruitment Committee:

- Identify a recruitment timeline & strategy.
- Create a community profile.
- Identify the desired qualities/experiences/education of the ideal candidate.

- Create a job posting.
- Identify recruitment outreach & advertising plan.

Mr. Luck listed the following objectives for the Hiring Planning Committee

- Identify a hiring timeline & plan.
- Ensure that community members, staff, and department heads are included in the hiring process.
- Utilize a variety of tactics to assess candidates (i.e. short essays with applications, projects, presentations, committee/panel interviews, meet & greets, etc.).
- Provide a process that results in (up to) the top three finalists being provided to the Trustees for ultimate consideration and decision.

There will be opportunities for the public, staff, department heads, and Trustees to weigh in during this process. Public input will be welcomed for the top candidates, however the Trustees will have the ultimate decision. Mr. Luck said that the Village is an equal opportunity employer, and cannot discriminate based on any protected class including race, gender, sexual orientation, etc.

d. Discuss City Manager Roles & Responsibilities

Mr. Luck said that the future City will have a Council/Manager government. The City Manager is the Chief Executive Officer of the City, and the only employee that the Trustees hire. Mr. Spaulding asked if an Executive Search firm will be utilized, Mr. Luck said that it would not.

BREAK INTO SEPARATE COMMITTEES

JOINT CITY MANAGER RECRUITMENT COMMITTEE

e. Introductions

Committee members introduced themselves and shared why they volunteered to be a part of this process.

f. Discuss Role of Committee Chair & Elect Committee Chair (or Co-Chairs)

Mr. Luck said that the role of the committee chair(s) involves facilitating the meetings, moving the group from conversation to action, and working with staff to set the agenda and identify next steps. Mr. Thorne nominated Ms. Meyer and Mr. Plageman to be co-chairs. They both accepted and there was unanimous consent for their appointment.

g. Discuss Meeting Frequency

The committee will meet Mondays from 5:30 PM-7 PM, either weekly or bi-weekly. Meetings will be fully remote at this time but this may be re-evaluated in the future. Mr. Plageman suggested reviewing deliverables at the April 4th meeting and determining frequency at that point.

h. Discuss Committee Deliverables

The following deliverables were reviewed:

- Identify a recruitment timeline & strategy.
- Create a community profile.

- Identify the desired qualities/experiences/education of the ideal candidate.
- Create a job posting.
- Identify recruitment outreach and advertising plan.

JOINT CITY MANAGER HIRING PLANNING COMMITTEE

e. Introductions

Committee members introduced themselves and shared why they volunteered to be a part of this process.

f. Discuss Role of Committee Chair & Elect Committee Chair (or Co-Chairs)

Ms. Dwyer said that the role of the committee chair(s) involves facilitating the meetings, moving the group from conversation to action, and working with staff to set the agenda and identify next steps. Ms. Papadopoulos expressed a desire to serve as a co-chair, Mr. Spaulding offered to assist her, but not as a co-chair. There was unanimous consent for Ms. Papadopoulos's appointment as Chair.

g. Discuss Meeting Frequency

Ms. Dwyer suggested meeting biweekly, and adjusting this if necessary. All were in agreement. The committee expressed a desire to meet after the first City Manager Recruitment Committee meeting. Ms. Dwyer said that the two committees will likely not need to meet jointly again, however will need to stay abreast of one another's work.

h. Discuss Committee Deliverables

The following deliverables were reviewed:

- Identify a hiring timeline & plan.
- Ensure that community members, staff, and department heads are included in the hiring process.
- Utilize a variety of tactics to assess candidates (i.e. short essays with applications, projects, presentations, committee/panel interviews, meet & greets, etc.).
- Provide a process that results in (up to) the top three finalists being provided to the Trustees for ultimate consideration and decision.

The Committee discussed previous searches, and the lack of candidates that came from the executive search process. They also discussed using personal network outreach to increase the number of qualified candidates.

6. READING FILE

a. Committee Deliverables

b. What It Takes to Be a Professional Local Government Manager

c. What Professional City, Town, and County Managers Do

d. City Manager Charter Roles & Responsibilities

e. Village Manager Job Description

f. Town Manager Job Description

7. ADJOURNMENT

The City Manager Recruitment Committee adjourned at 6:32 PM, with their next meeting being scheduled for Monday, April 4 at 5:30 PM.

The City Manager Hiring Planning Committee adjourned at 6:38 PM, with their next meeting TBD.

Recruitment Guidelines

for Selecting a Local Government Administrator



Recruitment Guidelines for Selecting a Local Government Administrator

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About ICMA

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

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Preface

This *Recruitment Guidelines for Selecting a Local Government Administrator* was first published just over ten years ago. While a lot has changed in ten years, the basic process for selecting a chief administrator¹ has remained substantially the same. It still requires careful planning, astute evaluation of candidates, and a clear understanding of the relationship between the governing body² and the chief administrator. In this edition, however, new focus has been given to the ICMA Code of Ethics—the foundation of the local government management profession—and the emergence of the Voluntary Credentialed Manager program.

The Task Force on Recruitment Guidelines was formed in Fall 2010 and consisted of a very diverse group of ICMA members (many of whom have served on the ICMA Executive Board), Range Riders (former local government practitioners), younger members of the local government management profession, and representatives from executive search firms. From its only face-to-face meeting at the 2010 ICMA Conference in San José, this Task Force embraced the challenge of updating the guidelines. Over the next several months, we formed work groups to focus on three key elements of the process: recruitment, selection, and negotiation. After countless conference calls and emails, the new and improved *Recruitment Guidelines for Selecting a Local Government Administrator* emerged.

The Task Force consisted of the following ICMA members:

Jane Bais-DiSessa

City Manager
Berkley, Michigan

Bill Baldrige

Executive Search Committee
Former City Manager
Michigan Municipal League

Troy Brown

Assistant City Manager
Livermore, California

Garry Brumback

Town Manager
Southington, Connecticut

Charlie Bush

City Administrator
Prosser, Washington

Mike Casey

Partner
Management Partners, Inc.
Cincinnati, Ohio

Tony Dahlerbruch

City Manager
Rolling Hills, California

Ed Daley

City Manager
Hopewell, Virginia

Tim Ernster

City Manager
Sedona, Arizona

Tom Fountaine

Borough Manager
State College, Pennsylvania

Peter Herlofsky

Former City Administrator
Farmington, Minnesota

Kay James

City Manager
Canandaigua, New York

Dave Krings

Former County Manager
Hamilton County, Ohio
Peoria County, Illinois

1 Chief administrator refers to a manager, administrator, or executive of a local government.

2 Governing body refers to the elected officers of a town, village, borough, township, city, county, or a legally constituted council of governments.

Debra Kurita
Former Assistant City Manager
San Bernardino, California

Juliana Maller
Deputy City Manager
Park Ridge, Illinois

Bob Murray
President
Bob Murray & Associates
Roseville, California

Andy Pederson
Village Manager
Bayside, Wisconsin

Sheryl Sculley
City Manager
San Antonio, Texas

William Sequino
Town Manager
East Greenwich, Rhode Island

Paul Sharon
ICMA Range Rider, Florida
Former Town Manager
Ashland, Massachusetts
North Andover, Massachusetts

Scot Simpson
City Administrator
River Falls, Wisconsin

Charlene Stevens
City Administrator
Willmar, Minnesota

Larry Stevens
City Manager
Edmond, Oklahoma

Bill Taylor
Field Services Manager
Municipal Association of South Carolina
Columbia, South Carolina

Michael Van Milligen
City Manager
Dubuque, Iowa

Melissa Vossmer
City Manager
Angleton, Texas

Michael Willis
General Manager
Shellharbour City Council
New South Wales, Australia

Special appreciation is extended to Tom Fountaine for serving as the negotiation section chair; Peter Herlofsky, selection section chair; and Debra Kurita, recruitment section chair. Debra Kurita deserves special recognition as she labored many hours converting writing styles and formats into one consistent, easy-to-read document. On behalf of ICMA, I am grateful for the active engagement of each Task Force member. Special thanks to Jared Dailey of the ICMA staff, who assisted in the overall coordination of the Task Force.

It is the hope of the Task Force that this guidebook is promoted and distributed to those who are in the environment to hire a chief administrator for a community. To the governing body representatives who use this guidebook, we thank you for your service to your communities and wish you every success in finding the professional local government manager to help you guide your community to be the best it can be.

In closing, it has been my privilege to have served as the chair of this Task Force.

Bonnie Svrcek
Deputy City Manager
Lynchburg, Virginia

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1. Introduction

"Thousands of decisions are made every day in cities, towns, and counties that determine our quality of life... Professional managers craft the plans and make the decisions that transform good communities into great ones."

—International City/County Management Association (ICMA)

Selecting a chief administrator is perhaps the most important decision that elected local officials will make for their community.

This guidebook was created by experienced, seasoned local government managers. It is designed to help elected officials, human resource professionals, local government staff, and professional executive search firms navigate the recruitment, selection, and negotiation processes to find the individual who is best suited to serve as the chief administrator. The chief administrator is like an orchestra conductor, directing and managing a team of professional, administrative, and field staff while interpreting and working toward the goals and objectives of the community's elected officials.

This guidebook offers best practices that will be most meaningful to you and your community in selecting a chief administrator. Because all communities, governing bodies, and chief administrators are not the same, this is not a "one size fits all" guidebook. Nevertheless, the local government managers who created this document are firmly committed to the ICMA Code of Ethics, which is a non-negotiable foundation for professional local government management, and strongly recommends that the hiring governing body use the Code of Ethics as a tool in its search for a professional local government manager. Herein, we explain recruitment choices and the selection processes to fit the unique size, culture, and dynamics of an individual community. Topics include provisions for interim management; the spectrum of resources available to assist in the recruiting process; applications, communications with applicants, and interviews; compensation; and transition. The appendices provide the ICMA Code of Ethics, ICMA Compensation Guidelines, a directory of professional organizations that are likely places to advertise for a chief administrator, potential interview questions, the do's and don'ts of applicant relations, and the ICMA Model Employment Agreement. Using this guidebook can make recruiting and selecting a new chief administrator a positive, enjoyable, and unifying experience for you and your colleagues as elected officials.

As you use this resource, you will see highlighted in the margins important points for selecting the best individual for the position.

When faced with an upcoming or immediate vacancy in the chief administrator position, the governing body must quickly address the following questions:

- What should we do to ensure that the affairs of the local government are properly administered until a new chief administrator is selected and on board?
- How do we conduct a recruitment to fill the vacancy?

The following material provides tips and guidelines on the processes that the governing body needs to employ to successfully answer these questions. It identifies and discusses the key elements of managing the organization between the time that one chief administrator departs and another arrives, as well as the major decision points in conducting the recruitment, selection, and negotiation processes for appointing the new chief administrator.

Professional local government managers are committed to

- Serving as stewards of representative democracy
- Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA's Code of Ethics
- Building sustainable communities as a core responsibility
- Networking and exchanging knowledge and skills across international boundaries
- Lifelong learning and professional development
- Financial integrity and responsibility for management of the community
- Implementing best management practices.

2. Managing the Organization during Recruitment

The governing body must act thoughtfully and deliberately in determining how to ensure that the operations of the local government are properly managed during the period before a permanent chief administrator is selected and on the job. When faced with a vacancy in the chief administrator position, the governing body needs time to carefully consider the qualities, expertise, and experience it hopes to find in a new administrator and to use the agreed-upon criteria to develop the administrator profile. It then needs sufficient time to recruit and select the best possible successor who meets these criteria. While that is happening, however, it is important that the governing body identify a professional who will act as the chief administrator and properly manage local government operations while the recruitment process is underway.

Major Decision Point: Appointing an Interim Administrator

If the vacancy is the result of a planned retirement, the governing body may consider asking the current administrator to continue leading the organization for a short period of time on a contract basis. Alternatively, the governing body may elect to consult with the outgoing administrator regarding possible staff members who could fill this role.

In some cases, the members of the governing body may agree that they have confidence in a specific staff person. If there is an assistant administrator, for example, the governing body may appoint that person as interim administrator. If this assistant will be considered for the permanent position, the appointment as interim administrator will provide the elected officials with an opportunity to observe firsthand how the assistant handles the job. Another option is to appoint an assistant or department director (who will not be a candidate for the position); someone who is mature, seasoned, competent and respected by fellow employees.

Should the governing body determine that there is no one on staff who it can or wants to appoint as the interim administrator, it may decide to retain the services of a retired administrator or an administrator who is between jobs. State associations, municipal leagues, or ICMA Range Riders are resources for identifying potential interim administrators.

The governing body should publicly announce the appointment of the interim chief administrator. Regardless of who is appointed, it should be made clear to all local government officials and staff that the interim chief administrator is responsible for implementing governing body policy and overseeing operations. It should also

be made clear that if the interim administrator is ultimately selected to fill the position permanently, it will be because that person has proven to be the best among all the applicants.

Interim Management: The Governing Body's Role

Obviously, the local government must continue to operate during the interim between the departure of the current chief administrator and the appointment of the new one. The governing body and interim management team should do whatever is necessary to make sure that important projects and service delivery continue to move forward. It is important to reiterate that the governing body has the responsibility to make it clear to the staff and community that the interim administrator is in charge of the organization's operations.

The governing body should consider deferring new initiatives, when possible, until the new administrator is appointed and on the job. After all, to ensure effective administrative leadership in the future, it is desirable that the new administrator be involved in as many policy decisions as possible. Just filling a vacant department director position, for example, is an opportunity for the new administrator to begin building an administrative team. In fact, such an opportunity can be used to pique the interest of potential applicants during the recruitment process.

Although it is not desirable for the governing body to immerse itself in the administrative affairs of the local government, its members should be briefed about current organizational problems and the status of important projects before the current administrator leaves, if possible. In this way, the governing body may monitor progress on important matters, provide direction, and set priorities for the person selected as interim administrator.

3. Initiating the Recruitment

The governing body should initiate the recruitment process immediately after the official decision has been made regarding resignation, retirement, or termination. Failure to do so can potentially generate rumors within the community by various interested parties who may attempt to exert pressure on members to quickly fill the vacancy. The members of the governing body must bear in mind that an impulsive response to this pressure can be divisive for them and can damage their credibility. They must take charge of the recruitment: they must determine the process that will be used to recruit and select the best administrator, and make that decision clear to all concerned.

There may be a number of special circumstances that influence the approach and timing used to recruit a new chief administrator. The following examples provide some tips for addressing those circumstances:

- Vacancy due to the chief administrator's termination or resignation under pressure. If the position is vacant because the former administrator was terminated or forced to resign, neither the local government nor the former administrator will benefit from a public quarrel. It is far better for all concerned to mutually decide on a timetable for the administrator's departure. If this departure is handled professionally and in a mutually respectful

manner, there is less likelihood for controversy and ill will to arise around the issues of the separation. Further, and from a recruiting standpoint, handling a difficult situation well will enhance the local government's image and thus its ability to attract quality applicants.

- Vacancy occurring prior to an election. Occasionally, a governing body will delay initiating the recruitment process because an election is pending. But even in the face of an election, it should prepare for the process by developing the administrator profile (described in full later in this document) and determining how the recruitment will be conducted so as to reduce the time lapse between the departure of one administrator and arrival of another.
- Vacancies due to newly adopted council-manager form of government. If the position is vacant because voters either just approved the formation of or adopted a change to the council-manager form of government, the beginning of the search for a new chief administrator will depend on when the change becomes effective. Depending on the circumstances, it may be possible to have applications on file by the time the new members of the governing body are sworn in. In any case, the recruitment process should be initiated as soon as possible.

4. Conducting the Recruitment

There are several major elements and decision points in the recruitment process. This section of the handbook provides tips and guidelines for the governing body in determining the approach to use in this part of the process.

The governing body has three major choices for conducting the recruitment. It can:

- Conduct the recruitment in-house
- Retain an outside party to conduct the recruitment
- Use a hybrid approach and conduct the recruitment in conjunction with an outside party.

In-House Expertise Method: Recruitments Conducted by the Local Government

If the governing body chooses to conduct the recruitment in-house, it should be with the understanding that the task will be time-consuming and complex. The governing body may also have to decide whether to conduct the process as a body, delegate the responsibility to the chairperson, or assign the task to a committee of its members. If it elects to delegate the responsibility to one or more of its members, it must be sure to select people who are well respected and have the time to provide the necessary leadership and follow-through.

To provide support in the process, the governing body should seek the assistance of the local government's human resources officer and municipal attorney. In conducting the recruitment in-house, staff can work with the governing body to develop the administrator profile and design an effective and legal recruitment and selection process. Staff can also be responsible for the administrative tasks of placing advertisements, collecting résumés, and scheduling interviews. However, the governing body or its delegated members will approve the selection of the final candidates and conduct the interviews, and, of course, the body as a whole will make the final selection. In this scenario, staff serve as a resource throughout the entire recruitment process.

Outside Expertise Method: Recruitments Conducted with an Outside Party

The governing body can retain an outside party to conduct the recruitment. In some cases the interim or a retired administrator may be asked to coordinate the recruitment process. More often, however, the governing body will contract with a firm that specializes in providing executive search assistance.

When using an executive search firm, the governing body plays an active role in the process. It develops the administrator profile, approves the selection of the applicants, interviews the candidates, and, of course, makes the final selection. The benefit of using an executive search firm is the expertise that the firm brings to the process and its ability to coordinate the recruitment.

Typically the executive search firm begins by meeting with the elected officials either individually or as a group to help them develop the administrator profile. It is the firm's responsibility to facilitate these discussions and help the governing body reach a consensus. After this matter has been settled, the firm coordinates the overall process and assumes responsibility for all tasks until it is time for the elected body to select and interview candidates. During this process, the firm updates the governing body, keeping the members informed of its progress. As the firm will be responsible for all the administrative details, the role of the staff is usually limited to providing information about the local government and coordinating with the firm.

Governing bodies that use an outside service should ensure that a reputable firm, one familiar with the special requirements of local government management, is selected. The experience of the firm should be checked through contact with references—in particular, representatives of local governments that have used its services. Further, the governing body should be fully aware of the costs and benefits when deciding whether to use outside expertise.

Hybrid Method: In-House in Conjunction with Outside Party

In the third alternative, the governing body can conduct the recruitment in-house and supplement the process, where necessary, with assistance from an executive search firm or another outside source, such as an the ICMA Range Rider.

In some cases, the governing body may seek assistance at the beginning of the process to facilitate the discussion, develop the administrator profile, and

determine the structure of the recruitment process. In other cases, local government officials may initiate the process in-house by developing the profile and advertising for the vacancy, and they may then use an outside source to help review résumés, conduct reference checks, and structure the interview process. This alternative may be most appropriate if cost is a concern; however, because it also presents opportunities for lapses in communication, the exact responsibilities of each party must be clarified in a written agreement.

5. Key Elements of the Recruitment Framework

Regardless of the method chosen for conducting the recruitment, the governing body must develop a framework for the recruitment process. It must agree at the outset on a number of key issues critical to the success of the recruitment, including criteria for the administrator profile, compensation range and components, and timing and geographic scope of the search.

Major Decision Point: Development of an Administrator Profile

The most significant decision point for the governing body in the recruitment of a new administrator is to define what the members are looking for—that is, to create the administrator profile. The profile will encompass those qualities, characteristics, experience, and areas of expertise that would be found in an ideal candidate. Only by considering how applicants compare and measure against one another and, of course, against the established criteria, can the governing body be sure that the candidate it appoints has the appropriate combination of work experience, management experience, and leadership style to be successful in the position.

The governing body should begin with a survey of its needs and those of the organization. To determine the needs of the organization, the governing body should invite input from the department directors. Items to be considered include size of the local government, composition of the community, services provided, and overall objectives and priorities of the governing body. The work experience, skills, and expertise of the candidates must relate to these factors. The governing body should also consider both the “nuts-and-bolts” skills and abilities, such as budgeting, human resources, and technological know-how, and the “soft” skills, such as the ability to work with people and to lead an organization. These criteria will form the basis for reviewing résumés, selecting finalists, and making a hiring decision.

Unless the governing body can come to consensus on these criteria, it may be difficult to find the right candidate. By reaching consensus, however, the governing body will be better able to inform the applicants on what it is looking for in a chief administrator.

Developing the administrator profile helps the governing body define its needs and establishes the groundwork for generating a rich pool of applicants

The ICMA Voluntary Credentialing Program recognizes professional local government managers qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development.

For more information, visit www.icma.org/en/icma/members/credentialing.

with the skills and abilities to address the needs of the governing body, the community, and the organization.

Decision Point: Community Engagement in Administrator Profile

The governing body must decide whether to engage community members or committees in the recruitment process. In most cases, the local government assumes responsibility for the recruitment and conducts the process without involving members of the community.

In some cases, however, a governing body may seek input from community members or committees when developing the administrator profile. This not only allows the community to be part of the process but also may provide the governing body with a better understanding of the role of the administrator. Depending on the method that the governing body uses to conduct the recruitment, gathering input from the community would be facilitated by staff, the outside recruiter, or the elected officials.

Although community input will be valuable, the governing body will ultimately determine the qualities and experiences to be incorporated into the administrator profile, and this should be clearly communicated to the community. It is, after all, to the governing body that the new administrator will be directly reporting.

Major Decision Point: Administrator Compensation

Another critical element to be considered at the outset of the recruitment process is administrator compensation. It is important for the local government to have

Governing bodies need to be very alert to the dangers of either hiring a clone of the outgoing administrator, assuming that person is leaving on good terms, or a polar opposite, assuming that person is leaving on less than good terms. The importance of evaluating the current needs of the governing body and locality cannot be overstated.

some general understanding of the acceptable salary range, but it is also important to have some flexibility. Some local governments identify a range; others provide the salary of the current administrator as an indicator; and still others may leave the salary open, to be commensurate with the new hire's background and experience. The governing body will also determine other components of the administrator's compensation, such as deferred compensation, vacation accrual, and professional development allowances.

It is important for the governing body to make clear that it wants the best administrator it can find. In general, potential applicants for the position will want to have some indication of the salary range and compensation package. But that will be only one of many factors that they will use in deciding whether to apply.

ICMA has developed compensation guidelines for negotiating salary and benefits for local government positions. These guidelines are provided in Appendix B and are also available online at www.icma.org/compensationguidelines. The actual compensation package will be negotiated with the final candidate at the conclusion of the recruitment process.

Schedule

Since top candidates often view applying for a new job as a major career decision, it is important that they have adequate time to consider the opportunity, discuss it with their families, and prepare an appropriate résumé. Similarly, the governing body, staff, or executive recruitment firm needs sufficient time to review résumés and conduct reference checks to ensure that good candidates are not overlooked and that finalists meet the desired qualifications. It cannot be overemphasized that the recruitment should move forward expeditiously while also allowing adequate time for a thorough and comprehensive search.

The timing of the recruitment can sometimes be affected by publication deadlines, which are important in terms of properly advertising the vacant position. An ideal timetable would provide at least sixty days from the start of the recruitment to the deadline for submitting résumés; thirty days to review résumés, conduct

background checks, interview candidates, and make a final selection; and at least thirty days for the new administrator to relocate. To maximize flexibility in the process, the governing body may advertise the position with an "open until filled" statement.

Profile: Impact of Special Circumstances:

As the governing body decides on the criteria for the administrator profile, three types of situations should receive special consideration:

1. A local government that has just changed its form of government will ordinarily need an administrator who can inspire local government officials with the enthusiasm needed to implement the new structure. A first administrator in a new structure should be adept at public relations and at establishing relationships with incumbent officials and employees.
2. When an administrator has been dismissed or has resigned under pressure, the governing body tends to look for strengths in areas in which the outgoing administrator showed weaknesses. There are dangers, however, in overcompensating for qualities that have led to dissatisfaction. If the outgoing administrator gave too much freedom to subordinates, for example, suddenly changing to a strong disciplinarian might result in antagonisms that would only lead to further problems. Sometimes a new administrator will be confronted with major problems that must be addressed immediately. If such a situation is anticipated, the governing body should make these circumstances known to any applicant who is being seriously considered.
3. When a popular administrator retires or moves to another local government, the governing body may ask for this person's assistance in the search for a successor. However, the governing body should not overlook the possible need for new strengths or different qualities.

Geographic Scope

Another factor to consider in determining the recruitment framework is the geographic scope: should the search be nationwide, statewide, or regional? A broad geographic search may attract more applicants who have demonstrated an ability to manage in a complex urban environment. On the other hand, a focus on the local government's state or region may provide applicants who have a better understanding of and orientation to local problems, legal issues, financing alternatives, and similar matters. In any event, the new administrator will provide a fresh perspective on the issues and challenges facing the community and the organization.

From the applicant's perspective, it is assumed that the local government is looking for the best candidate and that all résumés, regardless of where the applicant currently works, will be reviewed carefully. The determination of the scope of the recruitment will influence the advertising and outreach strategies used.

Advertising and Outreach Strategies

In order to generate a sufficient and diverse pool of qualified applicants, the governing body should develop advertising and outreach strategies.

Advertising Campaign It is to the advantage of the local government to ensure that every professional who might have an interest in the vacant position is aware of the opportunity to apply for it. Therefore, it is important that the advertising campaign be comprehensive and include a carefully worded advertisement. This does not mean, however, that the campaign has to be extensive or expensive. Most local governments, for example, avoid advertising for an administrator in general circulation newspapers unless there is a local requirement to the contrary; this is an expensive form of advertising that does not reach the targeted audience.

More effective vehicles for advertising for chief administrators can be found with organizations that are directly related to local government. In addition to ICMA, the following sources should be considered:

- National League of Cities
- National Association of Counties
- National Association of County Administrators
- National Forum for Black Public Administrators
- International Hispanic Network
- American Society for Public Administration.

Resources at the state level include state municipal leagues, county associations, and municipal assistants organizations. Many of these organizations publish newsletters or magazines and have an online presence; the subscribers to these resources are the men and women in the public administration and local government management professions. Addresses and websites for these resources are listed in Appendix C.

Local governments have some flexibility when preparing and placing advertisements, but at a minimum, the advertisement should include the following:

- Title of the vacant position
- Name of the local government
- Population of the local government
- Amounts of the operating and capital budgets
- Number of full-time employees
- Services provided
- Statement regarding the compensation package
- Filing deadline, including any special items of information desired such as current salary and work-related references
- A brief description of key areas of interest and desirable experience and qualifications (or a reference or email link to the administrator profile)
- Indication of whether residency is required
- A timetable indicating the principal steps and timeframe for the overall recruitment
- Where and to whom to send résumés with a notation as to whether email submittals are acceptable or required
- Website of the local government.

It should be noted that some publications permit the use of display ads that incorporate the local government logo and/or graphics within an innovative format.

In addition to the advertisement, the governing body, through the staff or the executive recruiter, will usually develop a printed brochure that describes the community, the organization, and the position, as well as providing the administrator profile and the governing body's key goals and objectives.

Outreach Strategy While advertising can generate outstanding applicants and the local government should look closely at all received résumés, the governing body should supplement the advertising campaign by identifying an outreach strategy to ensure that the search extends to the widest possible pool of qualified applicants. The outreach strategy may have a num-

ber of approaches for attracting external candidates, encouraging superior internal candidates to apply, and promoting diversity in the applicant pool.

For External Applicants Useful sources of information about potential external candidates include the current administrator, former and retired administrators, members of the local government, local government officials in adjacent communities, executive directors of state leagues, directors of university public administration programs, leaders of regional municipal assistants, and ICMA Range Riders.

When determining an outreach strategy, the governing body, in conjunction with staff or the recruiter, could consider sending letters to identified individuals advising them of the opening and inviting them to send a résumé if they are interested in the position. The correspondence should include a basic package of information describing the local government and the vacant position. For the purposes of confidentiality, all correspondence should either be sent to the applicant's private residence or marked "Personal and Confidential" if sent to the workplace.

Shortly after the letter has been mailed, a follow-up telephone call should be made to confirm that the correspondence was received, assure the recipient that it was not a form letter, indicate why the position may be a good career opportunity, and answer questions. The same deadline for submitting résumés should be used in both the advertisements and the supplemental letters of invitation.

For Internal Applicants The local government should be sure to inform its employees of the vacancy and of how and when to apply. The governing body itself may directly invite one or more employees, such as the assistant city administrator or a department director,

to submit a résumé, or it may do so indirectly through staff or the executive recruiter. Whether in-house applicants are solicited or apply on their own, it is important that they be treated in the same manner as other applicants.

It should be made clear that if an in-house applicant is ultimately selected, it is because the governing body has determined that the candidate was the best choice of all those who applied. While most applicants will receive written notification of their status, the governing body may decide to talk personally with any in-house applicant who was not selected in order to provide good communication with staff, maintain morale, and help ensure an orderly and positive transition.

For Diversity of Applicants Development of a strategy to generate a diverse applicant pool helps to ensure a broad cross-section of candidates. A rich pool with applicants of both sexes and from different races and ethnic backgrounds is beneficial because the chosen candidate will likely bring a different perspective to the organization. Having diversity within a local government can enhance the organization's overall responsiveness to an increasingly more diverse spectrum of residents, improve its relations with surrounding communities, increase its ability to manage change, and expand its creativity.

In addition, the governing body may develop an outreach strategy to encourage the participation of applicants from diverse professional backgrounds. Organizations large and small use executive members of their staff on various levels, and there is often a significant wealth of knowledge to be found among candidates who have had successful careers as assistant city administrators, as department heads, and in other management positions.

6. Key Elements of the Application Process

The application process is the point where effective screening of candidates begins. For this part of the recruitment to be successful, the governing body must proceed carefully and with considerable thought. This section addresses issues such as whether to use a standardized application form; how to provide potential applicants with key information about the position and the local government; and the importance of establishing and maintaining good relations with applicants. High-quality applicants are more likely to pursue the vacancy if the local government can portray itself as a well-run, organized, and efficient organization.

The Application Form

Most local governments prefer to ask applicants to submit a résumé in whatever format the applicant determines will be most effective, rather than a standardized application form. For the applicant, this approach provides flexibility to present past work experience in a way that relates directly to the position in question. At the same time, it permits the local government to see how the applicant organizes and presents material in a written format. The manner in which materials are prepared can be an indication of real interest in the position.

A standardized application form is not recommended in recruitments for the governing body's top administrative professional. If one is used, however, it should be easy to complete, and the information requested should be relevant to the vacant position. Regardless of the form of application, the applicant should be required to submit a cover letter and résumé.

The Local Government Information Packet

Serious applicants will not submit a résumé for consideration until they have done their homework and have satisfied themselves that the position represents a good career opportunity. Often they will seek information from local government officials about the community, the organization, and the position.

This is one of the first contacts that will form an impression of the local government on the potential

Two critical elements of applicant relations are important to stress: keeping the candidates informed of the status of the process and maintaining confidentiality.

applicant. If the impression created is that the recruitment is well organized, that the local government officials know what they are looking for and are consistent in the message, and that sufficient information about the locality is easily obtained, potential applicants are more likely to form a positive image of the position and the governing body in deciding whether to apply.

To help disseminate the same information to all applicants, the governing body could put together a packet of information that includes:

1. A copy of the outreach brochure or other documents that provide the criteria for the position, indicating key objectives and priorities and the administrator profile
2. Ordinance or charter requirements if they contain significant or unusual provisions regarding the position
3. Summary information about the local government, including organizational structure, personnel practices, number of employees, services provided, and budget data
4. Information about the community in the form of a chamber of commerce brochure or similar publication, if such is attractively prepared and available
5. Websites that contain information on the local government and community
6. The name, phone number, and e-mail address of a contact person.

Applicant Relations

Appendix E in this handbook provides some basic do's and don'ts regarding applicant relations and the recruitment process. The two key areas that are important to stress are candidate status notification and confidentiality.

There is no faster way to damage the image of the local government and to lose good applicants than to violate the trust or assurance that was given regarding confidentiality.

Candidate Status Notification As a rule, it is important to engage in the simple and courteous steps of acknowledging résumés as they are received and of notifying applicants of their status as the recruitment proceeds. Prompt acknowledgment of résumés is one indication that the process is being handled in a businesslike manner, and it can add to the applicant's positive impression of the organization. This acknowledgment also should inform the applicant of the recruitment timetable. Unless there are unusual or unanticipated delays, this response should be sufficient until applicants are actually notified as to their final status. To maintain confidentiality, all correspondence should be directed to the applicant's home, not business address.

Additionally, if special circumstances arise (such as a recall election) that might cause a delay in either the recruitment or the selection process, it is important to communicate any changes in the established schedule to all applicants.

Similarly, notifying all applicants as to their status, even if they are not selected as finalists, is a basic courtesy that will affect how the candidate views the local government.

Maintaining Confidentiality Confidentiality is an important consideration in any recruitment. Present

job security and long-term career opportunities could be jeopardized if an applicant's interest in another position is made public prematurely. While applicants realize that the local government will want to contact their current employers to conduct background checks and assess their job performance, they typically prefer to wait until it is clear that they are going to be considered as finalists who will be invited to the second interviews for the position.

The governing body should determine, at the outset, the extent to which the recruitment process will be confidential. The governing body, in consultation with the local government's attorney, should decide the level of confidentiality due to the varying open record and disclosure statutes between the states. If applicants' names are likely to be disclosed at any point, potential applicants should be advised so that they may take it into account in deciding whether to pursue the vacancy.

From a recruiting standpoint, assurance of confidentiality will result in more applications being submitted, particularly from those who are currently employed elsewhere. As confidentiality is important to both parties, such assurances should be honored, and applicants should be given adequate time to notify their current employers before those employers are contacted by the recruiting local government.

7. The Role of the Media in the Recruitment Process

Members of the media will obviously have an interest in the recruitment process and their involvement will be dictated in part by state law and in part by tradition. At the outset, local government officials should brief the media on the timing and steps involved in the overall process. After the deadline has passed for submitting résumés, the governing body may decide to brief the media and the community on the overall response.

As the confidentiality of résumés is a major concern in any recruitment and can significantly affect the number and quality of résumés received, applicants should be apprised of any applicable state laws in this area, and the governing body, with advice from the local government's attorney, should determine what information will and will not be made available to the media.

8. The Selection Process

Once the deadline for submitting résumés has passed and all applications have been received, the selection process begins. Principal steps are as follows:

- Reviewing the applications
- Determining which candidates will be interviewed
- Interviewing the candidates
- Making the final selection.

Reviewing the Applications

The selection process begins with a review of the applications and résumés that have been submitted. Depending on how the governing body has chosen to conduct the recruitment, the participants involved in this initial review may be the body as a whole, the chief elected officer, a subcommittee of the governing body, the staff, or the executive recruitment firm. Alternatively, some local governments have used a panel of chief administrators from other local governments to serve as a screening panel. Regardless of who performs the screening, the objective of the initial review is to identify those candidates who best reflect the qualities, characteristics, experience, and areas of expertise that were defined in the administrator profile.

Major Decision Point: Determining the Candidates to Be Interviewed

The determination of the candidates to be interviewed is a significant decision point in the selection process. The objective here is to narrow the total group of applicants to a smaller group that will continue to the next step.

Initial Background Check After the group of applicants has been narrowed down to those who meet the qualifications described in the administrator profile, the list may be further refined by confirming educational credentials and conducting online checks. Such reviews should not violate the confidentiality of the applicant pool. For online checks, it is important to consider the source and avoid drawing hasty conclusions from these sources.

Selection of Candidates After the review of the résumés and the initial background check, the participants in this process should meet with the governing body as a whole to recommend which applicants should be invited to an interview. The chosen group of candidates should be large enough to expose the governing body to an array of personalities. In most cases, five to ten candidates should be selected. The governing body may also establish a secondary list of candidates who could be invited to the interview if one or more of the first group of candidates decline or are unable to continue with the process.

Informing the Candidates Once candidates have been selected, the governing body representative, the staff, or the executive recruiter should contact the each candidate by phone and do the following:

1. Inform the candidate that he or she has been selected to be interviewed and offer congratulations (the candidate should be made to feel that the governing body is pleased to have reviewed his or her résumé). At the same time, confirm the candidate's continuing interest in the position.
 2. Advise the candidate of: the nature of the interview process, including date and time, number of other candidates, whether there are any in-house candidates, and when a decision is expected to be made. Indicate that all the details and information will be confirmed in a written correspondence. If email is to be used for this correspondence, confirm the candidate's email address.
 3. As described in the section on applicant relations, the governing body should have already determined the extent to which the recruitment process will be confidential. At this point, the candidate should be advised if the names of candidates are to be made public and be given the opportunity to withdraw.
1. Confirm that the candidate has received the information package provided during the application process. Indicate that a supplemental package with more detailed information will be provided directly to the candidate's home in advance of the interview. The supplemental package may include:

- A list of governing body members and their occupations
- Copies of meeting minutes from the past several months
- The general or comprehensive plan and land use maps
- The most recent budget
- A recent bond prospectus
- Any other material that would be of particular relevance, given the goals and objectives of the local government and the criteria for the position.

As an alternative to a paper package of information, the candidates can be directed to the locality's website for such information.

5. Confirm local government policy on reimbursement of expenses incurred in conjunction with the interview. Many local governments reimburse candidates for all out-of-pocket expenses, including reasonable transportation, room, and board. ("Reasonable" is intended to eliminate first-class airline tickets, four-star hotels, and gourmet restaurants.)

Such reimbursement of expenses is another way that the local government can demonstrate its interest in the candidate. It reinforces the positive nature of the recruitment process and is sometimes a factor in whether the candidate is able to attend. Should there be strong reluctance on the part of the governing body to reimburse all expenses, the local government can share expenses with the candidate or can agree to reimburse all expenses incurred after the first trip.

The local government staff can offer to handle all reservations, transportation, and related matters, but this can be cumbersome and time-consuming. In most cases, the local government confirms the time and place and lets the candidate make his or her own arrangements. The candidates usually prefer this approach as well.

Interviewing the Candidates

Most local governments use the interview approach for selecting the chief administrator. In this approach, the governing body will meet as a whole with each individual candidate. As the initial interview is usually limited to an hour, a second interview with one or more of the finalists is generally incorporated into the process.

Initial Interview The following provides important guidelines for conducting the initial interview.

Structure of the Interview The interview process should be well organized in a comfortable setting for both parties that invites open and relaxed discussions. This element of the process is generally not considered a public meeting, although the governing body, staff, or executive recruiter should consult with the city's legal advisor to ensure that all requisite notices are sent and other legal requirements are met.

All members of the governing body should participate in the interview with one member, usually the chair, designated as the discussion leader. This interview should last at least an hour as it is difficult to pursue a range of questions in less time. Further, all candidates anticipate and deserve an opportunity to present their qualifications to the governing body and describe their interest in the position. It is important to realize that the interview process not only provides the governing body with an opportunity to improve its knowledge of the candidate but also influences the candidate's interest in the position.

As part of the initial interview, the governing body may want to include a comprehensive tour of the community. A trusted senior staff person would be a likely tour guide.

Content of the Interview Questions During the first interview, the governing body will question the candidate about a variety of matters, such as overall work experience, specific accomplishments, career objectives, alternative approaches to practical problems faced by the local government, and similar matters. A list of potential questions is provided in Appendix D.

The interview also gives the candidate an opportunity to evaluate the governing body as a group and to ask questions. An important issue to discuss during the interview is the governing body's working relationship with the administrator, clarifying all roles and responsibilities.

During the formal and any informal meetings between the governing body and the candidates, discussions and questions should focus on the criteria for the position that were established at the outset of the recruiting process. Obviously, discussions should stay within acceptable legal parameters and should not include references to politics, religion, age, racial origin, and sexual preferences.

When the initial interview process is over, the governing body should avoid impulsive action but rather take whatever time is necessary to arrive at a comfortable and well-reasoned decision. At this point, either one person has emerged as the clear choice of the

governing body; or, more likely, the pool of candidates has been narrowed down to two or three individuals that the governing body would like to further pursue. In most cases, the process will involve a second interview of this smaller group of finalists. However, if there is one clear choice, please refer to the section entitled “Making the Final Selection.”

Second Interview If, after the initial interview, there are two or three candidates that the governing body would like to further consider, a couple of options exist for setting up a second interview:

1. The governing body may invite the finalists back for a second, more in-depth interview, coupled perhaps with some sort of community function. This arrangement often provides the governing body with the insight needed to make a final decision.
2. The governing body may invite the finalists back for a second, more in-depth interview, coupled with an opportunity for community leaders and/or staff to provide input into the selection of the chief administrator.

In either case, finalists should be notified of their status, congratulated for being among the select few who will be further considered, informed of the process, and asked for permission for the governing body to conduct reference checks.

Reference Checks As the governing body is now deciding between two or three qualified candidates, it is important at this point to conduct reference checks that provide additional information on which to base the decision. References should be checked to learn about each finalist’s ability to work effectively with people, to develop a more complete understanding of the finalist’s work experience and specific accomplishments, and to see if the finalist’s qualifications match the profile for the position. The following suggestions are important for ensuring consistency and thoroughness when conducting reference checks:

- The reference checks may be performed by members of the governing body, staff, or executive recruitment firm. In general, however, it is advisable to limit the number of people performing the checks to one or two. It may be difficult, depending on the number of candidates, to have one person perform all the reference checks, especially if there are three references for each candidate. Further, it can be helpful if two people compare notes on the same candidates.

- Be consistent in discussing issues with and asking questions of each candidate in order to provide a good basis for comparison.
- Contact enough people to ensure a consistent reading as to the candidate’s strengths and weaknesses. If a reference can say only good things about the candidate, he or she should be asked directly what weaknesses the candidate has.

Decision Point: Inviting the Candidate’s Spouse/Partner

While the focus of the recruitment is on the chief administrator, the governing body may formally invite the candidate’s spouse/partner to the community during the interview process. Generally, this type of invitation occurs only after the first interview process has narrowed the group of candidates down to the top two or three. The spouse/partner should never be included in the formal interview process, nor made to feel as if he or she is being interrogated in any way.

If the governing body formally invites the spouse/partner to accompany the candidate, it is important that this part of the process be as well organized as all the other parts that concern the candidate directly. Here, too, an important impression about the community is being made. The interests of the spouse/partner should be carefully determined and accommodated.

On the other hand, the governing body may use an informal, non-structured approach to the involvement of the spouse/partner. Understanding that a candidate may bring his or her spouse/partner along to explore the community as a possible future home, the governing body may consider having a packet of relevant community information available.

Decision Point: Community Involvement The governing body must decide whether to involve community members or committees in the interview process. In most cases, the local government assumes responsibility for the interviews and conducts the process of selecting the new chief administrator without the involvement of members of the community.

In some cases, however, governing bodies have chosen to supplement the usual discussion between members and finalists by inviting community leaders to participate. For example, finalists may meet with selected community leaders to answer questions and receive their input on matters they consider important to the local government. If this option is taken, the purpose of the meeting should be made clear to all involved. Both the finalist and the community members

should know whether these meetings are intended simply to provide the finalist with additional information on the local government or whether the community group will also be involved in the actual selection process. In the latter case, although the input from the community will be valuable, it should be made clear that the governing body will make the final selection based upon a variety of factors.

Decision Point: Staff Involvement The governing body must also decide whether to involve staff members in the interview process. It may choose to supplement the usual discussion between members and finalists by inviting staff members to participate. For example, finalists may meet with selected department directors to answer questions and review departmental operations in more detail.

If this option is taken, its purpose should be made clear to all involved. Both the finalist and the staff members should know whether these meetings are intended simply to provide the finalist with additional information on the local government or whether the group will also be involved in the selection process. In the latter case, although the input from the staff will be valuable, it should be made clear that the governing body will make the final selection based upon a variety of factors.

Major Decision Point: Making the Final Selection

After the second interviews, there should be one person who is the clear first choice of the majority, if not all, of the governing body. It is important to both the governing body and the potential new hire that the decision be unanimous, if possible. A unanimous vote from the governing body demonstrates a commitment of support to the new chief administrator and sends a positive message to both the organization and the community. If the governing body is divided on the appointment and the decision is not unanimous, however, the chosen finalist should be advised of this prior to accepting the position.

It is important that the vote for the new chief administrator be unanimous, if possible. This sends a positive message to the organization and the community.

Once the selection has been made, the governing body, staff, or executive recruiter should contact the finalist, confirm his or her willingness to accept the position, and obtain permission to conduct a very thorough background check, which will be performed by an outside party. This process includes interviews with individuals in the candidate's current community, an investigation into possible criminal history, and a credit check, which requires the candidate's consent.

Another element of this final selection process may include some or all of the members of the governing body making an on-site visit to the finalist's current community. Often finalists insist that an agreement regarding terms and conditions of employment be agreed upon before being open to a site visit.

Once the governing body is satisfied with the results of that process, it may inform the finalist and move ahead to put together a total compensation package and discuss other related arrangements. However, if the governing body is unable to satisfactorily conclude negotiations with its first choice, it may need to engage in discussions with one of the other finalists. Thus, it should refrain from notifying the other finalists until all arrangements have been finalized with the first-choice candidate.

From a public image standpoint, it is imperative that all candidates learn about the final selection from the governing body or its representative, as opposed to hearing about it from a third party or reading about it online or in a newsletter or professional publication. A representative from the governing body, staff, or executive recruitment firm should personally contact the runners-up prior to or at the same time that a news release about the appointment is issued.

9. The Negotiation Process

Once the local government has made its decision and the finalist has indicated a willingness to serve as the chief administrator, a number of final arrangements must be completed. These include negotiating a compensation package and completing transition activities. Only after these arrangements are concluded can the new chief administrator relocate and begin work for the community.

Preparation for Negotiation

The governing body needs to ensure that relations with the new administrator get off to a good start. At this point, nothing should happen that causes the new administrator to reconsider.

It is important that the governing body identify a single individual to act as the negotiator for the local government. Depending on the approach that the governing body has selected, the negotiator may be a member of the governing body; a member of the staff, such as the interim chief administrator or the municipal attorney; or the executive recruiter. The following are important guidelines regarding the structure of the negotiations:

1. The atmosphere should be friendly and relaxed.
2. The negotiator should be flexible. Negotiating implies a willingness to consider options and alternatives in pursuit of an acceptable package. There may well be more than one way to meet the financial objectives of the new administrator.
3. The governing body should be realistic. No matter how beautiful and desirable the community or position may be, the finalist is unlikely to accept the new position without an increase in pay over his or her present salary.

Major Decision Point: Negotiating Compensation

In compensation negotiations, base salary is a good place to start. The ICMA Compensation Guidelines, which are provided in Appendix B, are a good source of

The governing body should rely on a single individual to handle its part of the negotiation process.

The process should be friendly and relaxed; the negotiator should be flexible; and the governing body should be realistic in its guidelines to the negotiator.

information to help with this part of the process. The person conducting the negotiation on behalf of the local government should keep the following questions in mind:

1. Ultimately, what salary will be acceptable to the governing body?
2. What is the bargaining range?
3. What is the current salary of the applicant?
4. What type of salary and total compensation package did the candidate discuss during the interview?

ICMA, the National Association of Counties, and state leagues of cities and counties are sources of information on the salaries of local government administrators around the country. Prior to initiating negotiations, the governing body should compare its salary range with that of other governing bodies in same region of the country.

Elements of Total Compensation Elements of a total compensation package typically include:

- Base salary
- Deferred compensation
- Severance pay
- Use of government car or car allowance
- Use of technology or technology allowance
- Retirement plan
- Medical and other insurance (dental, optical, life, disability)
- Vacation accrual

- Holidays
- Sick leave accrual
- Membership dues, conference, and professional development attendance fees.

Before the negotiation begins, the governing body should ask the candidate to provide a written itemization of his or her current total compensation. After receiving this information, the person negotiating on behalf of the governing body should outline a proposed package and provide it to the candidate. Usually there will be no negotiation on those benefits that are similar among local governments, such as medical insurance and holidays. The variables most often relate to base salary and particular financial objectives, such as deferred compensation, health insurance, and requirements to join a state retirement system.

The proposed compensation package should (1) leave the individual whole on basic benefits, (2) provide an appropriate step forward in cash-related benefits, (3) ensure an increase in take-home pay, and (4) deal with any particular financial objectives that the new administrator may have.

Noncompensation Elements During the negotiations, some issues will arise that do not relate to the total compensation package but may well have significant financial implications for both the local government and the new administrator. Both parties need to be flexible and realistic in dealing with these issues:

- **Relocation expenses:** It is common for local governments to pay the one-time cost of relocating the administrator and his or her family and household furnishings to the new local government. Sometimes both parties agree on a “not-to-exceed” figure based on estimates from moving companies.
- **Temporary housing:** An allowance for temporary housing is usually provided until the new administrator is able to sell his or her former home and/or relocate his or her family. Typically, this amount is sufficient to cover the cost of a modern furnished apartment or condominium. Again, both parties may agree to a fixed time period or amount.
- **Commuting expenses:** As with temporary housing, the local government often will agree to reimburse the administrator for periodic family visits or for the spouse/partner to visit for house-hunting purposes.
- **Housing assistance:** Regional variations in the cost of housing or housing financing can complicate the negotiations. There is considerable precedent for local governments—using appropriate safeguards and limits—to assist in the purchase and/or financing of housing for the new administrator. A variety of options exist, including a loan or a salary supplement.

Employment Agreements It is in the interests of both the community and the chief administrator to have a written summary of the terms and conditions of employment to which both parties have agreed. The stable working situation created by such an agreement helps to attract and keep top-flight administrators in a generally mobile profession. ICMA recommends the use of employment agreements because the detailing of salary, benefits, and other conditions of the administrator’s job puts those items where they belong—in a contract where both parties can know what is expected—and removes them from the daily agenda of the chief administrator and members of the governing body.

While such an agreement usually does not refer to a specific term of employment and permits either the governing body or the chief administrator to terminate for cause or at will, it should include a section providing the administrator with severance pay for a fixed period of time if he or she is terminated. This provides important personal and professional security for local government chief administrators, as they have the rather unique situation of working at the pleasure of the governing body with the possibility of dismissal for any reason at any time.

While not a lengthy legal document, the employment agreement is usually drafted by the local government’s attorney. The new administrator is often given an opportunity to prepare a first draft for consideration. If an employment agreement is not used, a formal letter of understanding, at a minimum, should be prepared.

As a final note on this process, the governing body should be prepared for the possibility that it will be unable to reach agreement on compensation or other matters with the first-choice candidate. In these instances, the governing body typically enters into negotiations with its second-choice candidate. As indicated previously, once an agreement has been finalized, all other candidates should be promptly notified that they were not selected.

10. The Transition Process

After the governing body and new chief administrator have reached agreement on the issues of compensation, starting date, and method and timing of announcing the selection to both the community and the administrator's former local government, the transition process begins.

Announcing the Selection

The announcement of the selection should be well planned and coordinated between the governing body and new chief administrator. Two factors should precede any formal announcement of the appointment:

- The successful candidate has formally accepted the position and the negotiations have been concluded; and
- The successful candidate has been given the opportunity to notify his or her current governing body about the appointment.

This public announcement should be coordinated carefully to recognize the instantaneous nature of electronic communication.

Additional Elements

Additional elements that the governing body may employ to ensure a smooth transition for the new chief administrator are as follows:

- General assistance: For a smooth transition, the local government should offer whatever general assistance the new administrator might need in moving, such as introductions to realtors and bank-

ers and support to the spouse/partner in finding suitable employment.

- Orientation meetings: The governing body should arrange to introduce the new chief administrator to department heads and local government staff. While the new administrator may have met some of these individuals during the interview process, a special meeting or reception can be a pleasant way to turn over responsibility. Similar meetings, briefing sessions, and/or receptions can be arranged to introduce the new administrator and his or her family to community groups, civic leaders, and residents in general.
- Local government work session, orientation, and review of objectives: It is desirable to have an initial work session with the new administrator to discuss and clarify initial expectations on both sides and to review goals and objectives. Even though some of these issues may have been raised during the interview process, communication from the outset can help ensure a smooth working relationship.
- Performance evaluation: Using the position's goals and objectives as a starting point, the governing body and new chief administrator should agree to an annual or semiannual review of the administrator's performance. This established and formal process helps to ensure that communication between the parties is maintained, that progress is monitored, and that goals and objectives are reviewed and refined on a regular basis.

11. Conclusion

Choosing a chief administrator can be the most significant action of the governing body. The chief administrator is a leader, coach, and chief of strategy for the staff team whose job it is to implement a vision, policy, and procedures; accomplish goals; and achieve the desired output of the organization. Similar to a chief executive officer of a Fortune 500 company, the chief administrator is also responsible for serving an elected governing body, managing the financial aspects of the organization, directing the employees, ensuring quality customer service, and implementing legal and ethical standards. Furthermore, unique to public agencies, the chief administrator oversees an organization that is focused on providing a variety of services to the community rather than on making a profit.

In addition to a very diversified portfolio of services that must be provided and interests that must be served fairly, the chief administrator is responsible for an organization that must balance its budget; provide for and encourage public input into decision making; and understand, respect, and appreciate the political environment. In summary, the position of chief administrator requires a variety of skill sets—not every person is capable of performing the role. There-

fore, selecting the right person for the job is critical for the governing body and for the community.

This guidebook addresses a number of factors to consider in recruiting, selecting, negotiating, and hiring a professional local government manager. In doing so, it elaborates on the “best practices” for identifying the appropriate skills and background of a chief administrator, noting that the governing body must identify the qualities, characteristics, experience, and areas of expertise that would be found in the ideal candidate. Throughout the entire process, clear communication to staff, the community, and the media is essential for achieving the governing body’s goals. In the end, the process of recruiting and selecting a chief administrator should be a positive and unifying experience, resulting in the appointment of an individual who represents and embodies the governing body’s vision for the future.

ICMA and its members are resources available for providing guidance and recommendations in the recruitment of a chief administrator. With this document, we hope we have provided a basic understanding of the process involved in selecting a professional local government manager who meets the needs of the community.

ICMA Code of Ethics with Guidelines

The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in June 2018. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in June 2018.

The mission of ICMA is to advance professional local government through leadership, management, innovation, and ethics. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

TENET 1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.

TENET 2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

GUIDELINE

Advice to Officials of Other Local Governments.

When members advise and respond to inquiries from elected or appointed officials of other local governments, they should inform the administrators of those communities.

TENET 3. Demonstrate by word and action the highest standards of ethical conduct and integrity in all public, professional, and personal relationships in order that the member may merit the trust and respect of the elected and appointed officials, employees, and the public.

GUIDELINES

Public Confidence. Members should conduct themselves so as to maintain public confidence in their position and profession, the integrity of their local government, and in their responsibility to uphold the public trust.

Influence. Members should conduct their professional and personal affairs in a manner that demonstrates that they cannot be improperly influenced in the performance of their official duties.

Length of Service. For chief administrative/executive officers appointed by a governing body or elected

official, a minimum of two years is considered necessary to render a professional service to the local government. In limited circumstances, it may be in the best interests of the local government and the member to separate before serving two years. Some examples include refusal of the appointing authority to honor commitments concerning conditions of employment, a vote of no confidence in the member, or significant personal issues. It is the responsibility of an applicant for a position to understand conditions of employment, including expectations of service. Not understanding the terms of employment prior to accepting does not justify premature separation. For all members a short tenure should be the exception rather than a recurring experience, and members are expected to honor all conditions of employment with the organization.

Appointment Commitment. Members who accept an appointment to a position should report to that position. This does not preclude the possibility of a member considering several offers or seeking several positions at the same time. However, once a member has accepted a formal offer of employment, that commitment is considered binding unless the employer makes fundamental changes in the negotiated terms of employment.

Credentials. A member's resume for employment or application for ICMA's Voluntary Credentialing Program shall completely and accurately reflect the member's education, work experience, and personal history. Omissions and inaccuracies must be avoided.

Professional Respect. Members seeking a position should show professional respect for persons formerly holding the position, successors holding the position, or for others who might be applying for the same position. Professional respect does not preclude honest

differences of opinion; it does preclude attacking a person's motives or integrity.

Reporting Ethics Violations. When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report possible violations to ICMA. In reporting the possible violation, members may choose to go on record as the complainant or report the matter on a confidential basis.

Confidentiality. Members shall not discuss or divulge information with anyone about pending or completed ethics cases, except as specifically authorized by the Rules of Procedure for Enforcement of the Code of Ethics.

Seeking Employment. Members should not seek employment for a position that has an incumbent who has not announced his or her separation or been officially informed by the appointive entity that his or her services are to be terminated. Members should not initiate contact with representatives of the appointive entity. Members contacted by representatives of the appointive entity body regarding prospective interest in the position should decline to have a conversation until the incumbent's separation from employment is publicly known.

Relationships in the Workplace. Members should not engage in an intimate or romantic relationship with any elected official or board appointee, employee they report to, one they appoint and/or supervise, either directly or indirectly, within the organization.

This guideline does not restrict personal friendships, professional mentoring, or social interactions with employees, elected officials and Board appointees.

TENET 4. Serve the best interests of the people.

GUIDELINE

Impacts of Decisions. Members should inform their governing body of the anticipated effects of a decision on people in their jurisdictions, especially if specific groups may be disproportionately harmed or helped.

Inclusion. To ensure that all the people within their jurisdiction have the ability to actively engage with their local government, members should strive to eliminate barriers to public involvement in decisions, program, and services.

TENET 5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.

GUIDELINE

Conflicting Roles. Members who serve multiple roles – working as both city attorney and city manager for the same community, for example – should avoid participating in matters that create the appearance of a conflict of interest. They should disclose the potential conflict to the governing body so that other opinions may be solicited.

TENET 6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.

TENET 7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

GUIDELINE

Elections of the Governing Body. Members should maintain a reputation for serving equally and impartially all members of the governing body of the local government they serve, regardless of party. To this end, they should not participate in an election campaign on behalf of or in opposition to candidates for the governing body.

Elections of Elected Executives. Members shall not participate in the election campaign of any candidate for mayor or elected county executive.

Running for Office. Members shall not run for elected office or become involved in political activities related to running for elected office, or accept appointment to an elected office. They shall not seek political endorsements, financial contributions or engage in other campaign activities.

Elections. Members share with their fellow citizens the right and responsibility to vote. However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school, state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office.

Elections relating to the Form of Government. Members may assist in preparing and presenting materials that explain the form of government to the public prior to a form of government election. If assistance is required by another community, members may respond.

Presentation of Issues. Members may assist their governing body in the presentation of issues involved in referenda such as bond issues, annexations, and other matters that affect the government entity's operations and/or fiscal capacity.

Personal Advocacy of Issues. Members share with their fellow citizens the right and responsibility to voice their opinion on public issues. Members may advocate for issues of personal interest only when doing so does not conflict with the performance of their official duties.

TENET 8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.

GUIDELINE

Self-Assessment. Each member should assess his or her professional skills and abilities on a periodic basis.

Professional Development. Each member should commit at least 40 hours per year to professional development activities that are based on the practices identified by the members of ICMA.

TENET 9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

TENET 10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

GUIDELINE

Information Sharing. The member should openly share information with the governing body while diligently carrying out the member's responsibilities as set forth in the charter or enabling legislation.

TENET 11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

GUIDELINE

Equal Opportunity. All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.

It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

TENET 12. Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

GUIDELINE

Gifts. Members shall not directly or indirectly solicit, accept or receive any gift if it could reasonably be perceived or inferred that the gift was intended to influence them in the performance of their official duties; or if the gift was intended to serve as a reward for any official action on their part.

The term "Gift" includes but is not limited to services, travel, meals, gift cards, tickets, or other entertainment or hospitality. Gifts of money or loans from persons other than the local government jurisdiction pursuant to normal employment practices are not acceptable.

Members should not accept any gift that could undermine public confidence. De minimus gifts may be accepted in circumstances that support the execution of the member's official duties or serve a legitimate public purpose. In those cases, the member should determine a modest maximum dollar value based on guidance from the governing body or any applicable state or local law.

The guideline is not intended to apply to normal social practices, not associated with the member's official duties, where gifts are exchanged among friends, associates and relatives.

Investments in Conflict with Official Duties.

Members should refrain from any investment activity which would compromise the impartial and objective performance of their duties. Members should not invest or hold any investment, directly or indirectly, in any financial business, commercial, or other private transaction that creates a conflict of interest, in fact or appearance, with their official duties.

In the case of real estate, the use of confidential information and knowledge to further a member's personal interest is not permitted. Purchases and sales which might be interpreted as speculation for quick profit should be avoided (see the guideline on "Confidential Information"). Because personal investments may appear to influence official actions and decisions, or create the appearance of impropriety, members should disclose or dispose of such investments prior to accepting a position in a local government. Should the conflict of interest arise during employment, the

member should make full disclosure and/or recuse themselves prior to any official action by the governing body that may affect such investments.

This guideline is not intended to prohibit a member from having or acquiring an interest in or deriving a benefit from any investment when the interest or benefit is due to ownership by the member or the member's family of a de minimus percentage of a corporation traded on a recognized stock exchange even though the corporation or its subsidiaries may do business with the local government.

Personal Relationships. In any instance where there is a conflict of interest, appearance of a conflict of interest, or personal financial gain of a member by virtue of a relationship with any individual, spouse/partner, group, agency, vendor or other entity, the member shall disclose the relationship to the organization. For example, if the member has a relative that works for a developer doing business with the local government, that fact should be disclosed.

Confidential Information. Members shall not disclose to others, or use to advance their personal interest, intellectual property, confidential information, or information that is not yet public knowledge, that has been acquired by them in the course of their official duties.

Information that may be in the public domain or accessible by means of an open records request, is not confidential.

Private Employment. Members should not engage in, solicit, negotiate for, or promise to accept private employment, nor should they render services for private interests or conduct a private business when such em-

ployment, service, or business creates a conflict with or impairs the proper discharge of their official duties.

Teaching, lecturing, writing, or consulting are typical activities that may not involve conflict of interest, or impair the proper discharge of their official duties. Prior notification of the appointing authority is appropriate in all cases of outside employment.

Representation. Members should not represent any outside interest before any agency, whether public or private, except with the authorization of or at the direction of the appointing authority they serve.

Endorsements. Members should not endorse commercial products or services by agreeing to use their photograph, endorsement, or quotation in paid or other commercial advertisements, marketing materials, social media, or other documents, whether the member is compensated or not for the member's support. Members may, however, provide verbal professional references as part of the due diligence phase of competitive process or in response to a direct inquiry.

Members may agree to endorse the following, provided they do not receive any compensation: (1) books or other publications; (2) professional development or educational services provided by nonprofit membership organizations or recognized educational institutions; (3) products and/or services in which the local government has a direct economic interest.

Members' observations, opinions, and analyses of commercial products used or tested by their local governments are appropriate and useful to the profession when included as part of professional articles and reports.

Recommendations for Inclusiveness in Hiring

Local governments are encouraged, whether working with an executive search firm or conducting the search on their own, to recruit a complete and diverse applicant pool from which to select the best candidate. Research demonstrates that unconscious bias is present in candidate screening and recruitment processes¹. Additionally, research has shown that more diverse groups make better decisions than homogeneous groups². This is as important, if not more, at the City Council/Commission level than at the teams and implementation level.

Elected officials or Policy makers set the tone for the whole organization. Strategy, guidance, and culture originate at the top, or need the approval or support of senior leadership to be successful and resilient. Ensuring that top management understands this, and even reflects this diversity in the make-up of senior team structures will lead to better and longer lasting organizational health and productivity.

Accomplishing this can be challenging given our individual or collective unconscious biases, so hiring bodies and recruiters need to be more intentional in unwinding or mitigating those biases to ensure an effective recruitment. There are a variety of ways to begin this and signaling this intent to candidates can also lead to a greater, and stronger, applicant pool. Ideas like blind screening—removing identifiable details from applicant resumes including age, gender, educational institution, year of graduation, and even name is growing in use.

Below are five key recommendations to help your community maximize the talent pool and get the best candidate for your management position from as diverse a pool as possible:

1. Connect with a variety of advertising opportunities to ensure your position is advertised widely, including partner and affinity organizations related to the national or state associations of managers;
2. Collect recruitment demographics on your applicant pool, and analyze to ensure you have a cross-section of experiences and backgrounds included—consider a blind screening process for your initial resume review;
3. Aim for a roster of finalists that includes representation of race, ethnicity, and gender proportionality similar to your community's makeup—if the final roster is not closely aligned with community demographics, review your recruiting process to see where there may be gaps;
4. Develop a list of screening questions that can be applied equitably across all finalists, considering race, ethnicity, and gender (e.g., avoid provocative questions such as, "Does your husband approve of you taking this position, knowing it will take time away from your family?");
5. Ensure that your hiring panel is diverse and includes a variety of backgrounds and perspectives; if your council or commission is lacking in diversity, consider expanding your panel to include community residents, business, and civil society representatives.
6. If hiring an external firm to assist in recruiting, ask for information about their strategy, skills and experience in recruiting a diverse pool.

ICMA is committed to promoting diversity in the local government management profession. Because of changing demographics in world, the current overall demographic profile of the local government management profession does not generally reflect the diversity of many of the communities in which ICMA members serve. Reflecting the communities we serve helps us make better decisions and improves public trust and relationships. Due to the current lack of diversity in the profession, the next generation of public servants may not see local government as an attractive option, making future talent development and recruitment challenging. ICMA is committed to ensuring that local governments are inclusive and mirror the diversity of our communities.

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1. David R. Francis, "Employers' Replies to Racial Names," The National Bureau of Economic Research, 2003: www.nber.org/digest/sep03/w9873.html
 2. Samuel R. Sommers, "On Racial Diversity and Group Decision Making: Identifying Multiple Effects of Racial Composition on Jury Deliberations," Journal of Personality and Social Psychology, 2006: www.apa.org/pubs/journals/releases/psp-904597.pdf

ICMA Guidelines for Compensation

Maintaining public trust and integrity in local government requires both effective governance and management of the organization. The following guidelines are intended to establish a best practice for establishing and negotiating compensation for local government executives and staff and to clarify the roles and responsibilities of the governing body, local government manager, and employee.

The Principles

Compensation and personnel matters should be guided by the core principles of the ICMA Code of Ethics. ICMA affirms that the standard practice for establishing the compensation of local government managers be fair, reasonable, transparent, and based on comparable public salaries nationally and regionally. ICMA members should act with integrity in all personal and professional matters in order to merit the trust of elected officials, the public and employees. Local government managers have an ethical responsibility to be clear about what is being requested and to avoid excessive compensation.

Elected officials perform a critical governance role providing oversight of the management of the organization. To that end, they must be engaged in establishing the process for determining the compensation for all executives appointed by the governing body.

Compensation should be based on the position requirements, the complexity of the job reflected in the composition of the organization and community, the leadership needed, labor market conditions, cost of living in the community, and the organization's ability to pay.

The Process for Negotiating Executive Compensation

To establish fair and reasonable compensation, the governing body operating as a committee of the whole or as a designated evaluation and compensation subcommittee, should design and implement the methodology for setting the compensation of the local government manager and any other appointees of the governing body.

Compensation benchmarks should be established based on comparable local government or public sector agencies.

The governing body should engage experts whether contracted or in house as necessary to provide the information required to establish fair and reasonable compensation levels.

All decisions on compensation and benefits must be made by the entire governing body in a public meeting.

Compensation Guidelines for Local Government Executives

A starting point for the elected officials and local government manager in any salary negotiation should be to

1. Determine the requirements of the job and the experience needed to successfully perform the job duties.
2. Examine market conditions to learn what comparable public sector executives earn. A best practice would be to gather information using pre-determined comparable benchmark local governments or public sector agencies.
3. Understand the services provided by the local government along with the nature of the current issues in the organization and in the community, and then compare these with the individual's expertise and proven ability to resolve those issues.
4. Identify the local government's current financial position, its ability to pay, and the existing policies toward compensation relative to market conditions.
5. Weigh factors such as the individual's credentials, experience and expertise when setting salary.
6. Consider additional compensation in areas where the cost of living is high and the governing body wants the manager to reside within the community. In addition, other unique and special circumstances may be taken into consideration, such as difficult recruitment markets and the particularly challenging needs of the public agency.
7. Seek legal advice as needed and appropriate during periods prior to the beginning of employment when terms and conditions are being negotiated and finalized.

Severance

Severance provisions established in the employment agreement must be both reasonable and affordable so that the cost of the severance is not an impediment to fulfilling the governing body's right to terminate a manager's service, if desired, but is consistent with the role and expectations of the position. The ICMA Model Employment Agreement (see Appendix F) recommends a one year severance but recognizes that the length of service with an organization may justify a higher severance.

Compensation Changes

1. Benefits and salary increases should be reasonably comparable to those that local government executives receive within the designated benchmark or regional market area and generally consistent with other employees.
 2. Merit adjustments or bonuses should be contingent upon performance and the overall financial position of the local government to afford additional compensation payments. Provisions regarding consideration of periodic merit adjustments in salary should be pre-determined.
 3. Local government managers must recognize and effectively manage conflicts of interest inherent in compensation changes. Managers should avoid taking steps regarding pension and other benefits where they will be the sole or primary beneficiary of the change. Examples include:
 - Dramatically increasing salary thereby leading to pension spiking.
 - Recommending or implementing single highest year to determine retirement benefits
 4. An individual should receive a single salary that recognizes all duties and responsibilities assigned rather than different salaries for different assignments.
 5. Local government managers should not put their personal compensation interests before the good of the overall organization and that of the citizens.
2. In the interest of fairness and transparency, there should be full disclosure to the governing body, prior to formal consideration and approval, of the potential cost of any benefit changes negotiated during employment.
 3. When the terms and conditions of employment are being renegotiated with the employer and at the end when the employment is being terminated, ICMA members have a duty to advise the elected officials to seek legal advice.
 4. In the interests of transparency, the salary plan and salary ranges for local government positions, including that of the manager, should be publicly accessible on the agency's website.

General Compensation Guidelines for All Employees

1. Each local government should establish benchmark agencies, which are determined using set criteria such as, but not limited to,
 - Geographic proximity
 - Similarity with regard to the nature of the services provided
 - Similarity in employer size/population size
 - Similarity in the socioeconomic makeup of the population
 - Other similar employers in the immediate area.
2. The local government should develop appropriate compensation levels that are in line with their labor market. Doing so will enable the organization to establish and maintain a reputation as a competitive, fair, and equitable employer as well as a good steward of public funds.
3. When considering any salary or benefit changes, the immediate and anticipated long-term financial resources of the organization always should be taken into account.
4. Appropriate financial practices should be followed to both disclose and properly fund any related future liability to the local government.

Transparency

1. Local government managers should provide their total compensation package to the governing body when requesting compensation changes so that the governing body has a comprehensive view of the compensation package.

Appendix D:

Professional Organizations for Posting and Filling Vacancies

NATIONWIDE:

International City/County Management Association (ICMA)

777 North Capitol Street NE, Suite 500
Washington, DC 20002
Phone: 202-289-4262

JobCenter

Rates/Submissions:
www.icma.org/jobs

Executive Recruitment Firm Listing
www.icma.org/execrecruitment

League of Women in Government (LWG)

1901 E. 4th Street, Ste 100
Santa Ana, CA 92705
1-805-252-6468

Job Posting

Rates/Submissions:
www.leagueofwomeningovernment.org/jobs/

Local Government Hispanic Network (LGHN)

2107 North First Street, Suite 470
San José, CA 95131
408-392-0232

Job Posting

Rates/Submissions:
<https://lghn.org/career-center/>

National Association of Counties (NACo)

25 Massachusetts Avenue NW, Suite 500
Washington, DC 20001
1-888-407-6226

JobsOnline

Rates/Submissions:
www.naco.org/resources/hire-quality-staff

National Association of County Administrators (NACA)

777 North Capitol Street NE, Suite 500
Washington, DC 20002
Email: naca@icma.org

National Forum for Black Public Administrators (NFBPA)

777 North Capitol Street NE, Suite 807
Washington, DC 20002
202-408-9300

Career Center

Rates/Submissions:
<https://careers.nfbpa.org/jobs>

National League of Cities (NLC)

1301 Pennsylvania Avenue NW, Suite 550
Washington, DC 20004
1-877-827-2385

Job Posting

Nation's Cities Weekly Classifieds
<https://jobsonline.nlc.org/>

STATE LOCAL GOVERNMENT MANAGEMENT AND MUNICIPAL ASSOCIATIONS

Many state local government management and municipal associations have job centers or send out job listings to their members.

State Local Government Management Associations

www.icma.org/state-management-associations

State Local Government Management Associations

www.nlc.org/state-municipal-leagues

3 Adapted from the Illinois City/County Management Association's *A Guide to the Recruitment and Selection of a Chief Administrative Officer*.

Appendix E:

Potential Interview Questions³

It is suggested that each member of the governing body ask the same question(s) of each candidate.

Candidate Traits/Experience/Qualifications

1. Provide a brief summary of your education and work experience.
2. Please briefly describe your experience with
 - a. Land use planning
 - b. Economic development/redevelopment
 - c. Tax increment financing
 - d. Business attraction and retention programs
 - e. Beautification programs
 - f. Business assistance programs—e.g., façade improvement, code compliance
 - g. Annexation
 - h. Subdivision policies and regulations, particularly as they relate to storm-water management
 - i. Zoning
 - j. Building code administration
 - k. Municipal facilities expansion—in particular, water and wastewater utility expansions
3. How would you describe your leadership and management styles?

Interaction with Governing Body

1. What do you perceive to be the chief administrator's role in working with the governing body, local government attorney, and clerk?
2. What are your expectations of the governing body in relation to
 - a. Yourself
 - b. Other staff
3. How and when do you communicate with the governing body?

Candidate Thoughts on Role of Administrator

1. In your opinion, what role should the administrator have in the community?
2. Do you believe the administrator should be an active member of a service or fraternal organization? If yes, why?
3. How do you deal with the news media?
4. How do you deal with special-interest or single-interest groups?
5. What is the best way for an administrator to deal with an angry constituent?

Personnel Experience

1. How and when do you delegate responsibility and authority?
2. Have you ever been at the bargaining table and been actively engaged in negotiating an agreement?
3. Have you taken part in mediation, fact finding, or arbitration? Which ones? Please explain your experience in such process(es) including your role/level of involvement and your thoughts regarding the outcomes of these experiences.
4. Have you ever had to discipline, demote, or fire an employee? Please elaborate.
5. How do you educate, encourage, and motivate your staff?
6. Are you familiar with state and federal laws relating to nondiscrimination, sexual harassment, employees with disabilities, and equal opportunity?
7. Have charges of violation of state or federal employment laws or a grievance ever been filed against you or your city? Please explain.
8. What experience have you had in the preparation and implementation of personnel rules, regulations, procedures, and compensation plans? Please describe.

9. What is your experience with employee benefits administration, group health insurance, and risk management?
10. What in your opinion is the most serious issue today in local government personnel management?
11. How and when should private sector resources (e.g., contractors) be used to provide village services?

Financial Management Experience

1. Is there a difference between a financial plan and a budget? If so, please explain how they differ.
2. Are/were you the designated budget officer for your local government? Did you prepare and present the budget to the council, and upon adoption, were you responsible for implementation? Please explain the outcomes of various budget processes and any challenges you encountered through budget development through council adoption.
3. What is your experience with debt financing? Please give an example.
4. Have you secured and administered any type of loans or grants? Please give an example.
5. Describe the most successful capital improvement project you were responsible for and what made it successful?
6. Have you reviewed our annual budget and/or annual report? If yes, what is your impression of our financial condition?
7. What is your opinion of “pay as you go” financing of maintenance and capital projects? Special assessments? Special taxing districts?

8. What type of financial reports do you provide the elected body and with what frequency?
9. Have you read our comprehensive or general plan? What are your impressions or thoughts?

Intergovernmental Relations Experience

1. What experience have you had in dealing with
 - a. Councils of government/intergovernmental agencies?
 - b. County government?
 - c. Other local governments (schools, parks, etc.)?
 - d. State agencies?
 - e. Federal agencies?
 - f. State legislature?
 - g. Congress?
2. Do you feel comfortable “lobbying”?

External Organizational and Professional Association Relations

1. Have you been an active participant in the activities of a statewide municipal league, statewide city or county management association, the International City/County Management Association (ICMA) or other professional organizations devoted to local government? Please give examples of your activities.
2. Are you an ICMA Credentialed Manager? If so, how do you fulfill your annual professional development requirement?

Relations with Applicants—Do's and Don'ts

Do:

- Keep all candidates informed of their status at all times.
- Identify one point of contact through which everything flows, including contacts with candidates, reference checks, etc., in order to ensure that the information, messages, and details are consistent and that the process is fair and equitable.
- Keep all information strictly confidential throughout the entire recruitment and selection process unless state law requires otherwise.
- Create an outreach strategy that will ensure a diverse candidate pool.
- After carefully reviewing all applicant submittals, select a short list of the most promising candidates.
- While maintaining the confidentiality, carefully check educational credentials and references on those candidates judged best qualified.
- Invite those candidates judged best qualified for initial interviews at the local government's expense.
- Send the candidates under consideration an information packet that may include the outreach brochure and copies of your government's budget, charter, annual report, and other pertinent documents; or provide the information on where to find this material on the agency's website.
- Pay expenses of the candidates invited to a second interview (and of their spouses/partners, if applicable).
- Perform detailed background checks on the final candidate(s).
- Visit, if possible, the local governments in which the most promising candidates work.
- Be prepared to enter into a formal written employment agreement with the successful candidate.
- Promptly notify all other candidates once the selection has been made and the position has been accepted. However, it is best to wait until the selected finalist has accepted the position and the agency and candidate have mutually agreed to the provisions of the employment contract.

Don't:

- Let the selection process last too long.
- Expect to get all the necessary information about the candidates from written material.
- Forget that you are seeking overall management ability, not technical competence in one specialized field.
- Forget to consider candidates who are assistant managers as well as current managers
- Overlook the need for candidates to possess municipal administrative experience and the advantages or value of college or university training, post degree training, and continued professional development.
- Release for publication any names or local governments of candidates unless state law requires it.

ICMA Model Employment Agreement

Introduction

This Agreement, made and entered into this [date], by and between the [local government] of [state], [town/city/county] a municipal corporation, (hereinafter called "Employer") and [name], (hereinafter called "Employee") an individual who has the education, training and experience in local government management and who, as a member of ICMA, is subject to the ICMA Code of Ethics, both of whom agree as follows:

Section 1: Term

Recommended

A. This agreement shall remain in full force in effect from [date] until terminated by the Employer or Employee as provided in Section 9, 10 or 11 of this agreement.

Option 2

The term of this agreement shall be for an initial period of [#] years from [date] to [date]. This Agreement shall automatically be renewed on its anniversary date for a [#] year term unless notice that the Agreement shall terminate is given at least [#] months (12 months recommended) before the expiration date. In the event the agreement is not renewed, all compensation, benefits and requirements of the agreement shall remain in effect until the expiration of the term of the Agreement unless Employee voluntarily resigns. In the event that the Employee is terminated, as defined in Section 9 of this agreement, the Employee shall be entitled to all compensation including salary, accrued vacation and sick leave, car allowance paid in lump sum plus continuation of all benefits for the remainder of the term of this agreement.

Section 2: Duties and Authority

Employer agrees to employ [name] as [title] to perform the functions and duties specified in [legal reference] of the [local government] charter and by [legal reference] of the [local government] code and to perform other legally permissible and proper duties and functions.

Section 3: Compensation

Recommended

- A. Base Salary: Employer agrees to pay Employee an annual base salary of [\$ amount], payable in installments at the same time that the other management employees of the Employer are paid.
- B. This agreement shall be automatically amended to reflect any salary adjustments that are provided or required by the Employer's compensation policies.
- C. Consideration shall be given on an annual basis to increase compensation.

Option 1

The Employer agrees to increase the compensation of the Employee dependent upon the results of the performance evaluation conducted under the provisions of Section 12 of this Agreement. Increased compensation can be in the form of a salary increase and/or a bonus.

Option 2

The Employer agrees to increase the compensation by [%] each year.

Option 3

The Employer agrees to increase the compensation each year by the minimum of the average across the board increase granted to other employees of the Employer.

Option 4

The Employer agrees to increase the compensation of the Employee dependent upon the results of the performance evaluation conducted under the provisions of Section 12 of this Agreement in addition to providing a fixed annual increase in the Employee's salary based on an agreed upon economic indicator, such as the Consumer Price Index.

Section 4: Health, Disability and Life Insurance Benefits Recommended

- A. The Employer agrees to provide and to pay the premiums for health, hospitalization, surgical, vision, dental and comprehensive medical insurance for the Employee and his/her dependents equal to that which is provided to all other employees of the [local government] or, in the event no such plan exists, to provide coverage for the Employee and dependents.
- B. The Employer agrees to put into force and to make required premium payments for short term and long term disability coverage for the Employee.
- C. The Employee may elect to submit once per calendar year to a complete physical examination, including a cardio-vascular examination, by a qualified physician selected by the Employee, the cost of which shall be paid by the Employer.
- D. The Employer shall pay the amount of premium due for term life insurance in the amount of three (3) times the Employee's annual base salary, including all increases in the base salary during the life of this agreement. The Employee shall name the beneficiary of the life insurance policy.

Option 1

- A. The Employer agrees to provide for health, hospitalization, surgical, vision, dental and comprehensive medical insurance for the Employee and his/her dependents equal to that which is provided to all other employees of the [local government] or, in the event no such plan exists, to provide coverage for the Employee and dependents. Employer shall pay all premiums for the Employee and the Employee's dependents.
- B. The Employer agrees to put into force and to make required premium payments for short term and long term disability coverage for the Employee.
- C. The Employee may elect to submit once per calendar year to a complete physical examination, including a cardio-vascular examination, by a qualified physician selected by the Employee, the cost of which shall be paid by the Employer.
- D. The Employer shall pay the amount of premium due for term life insurance in the amount of three (3) times the Employee's annual base salary, including all increases in the base salary during the life of this agreement. The Employee shall name the beneficiary of the life insurance policy.

Option 2

- 1. The Employer shall provide travel insurance for the Employee while the Employee is traveling on the Employer's business, with the Employee to name beneficiary thereof. Should the Employee die while on travel for the Employer, the Employer shall cover the full cost of retrieving and transporting the Employee's remains back to the custody of the Employee's family.

Section 5: Vacation, Sick, and Military Leave

Recommended

- A. Upon commencing employment, the Employee shall be credited with sick and vacation leave equal to the highest annual accrual provided to all other employees. The Employee shall then accrue sick and vacation leave on an annual basis at the highest rate provided to any other employees.
- B. Upon commencing employment, the Employee shall have access to a bank of 180 sick days to be used in the case of serious medical conditions. This leave can only be used to provide coverage during the waiting period between the onset of illness or disability and the point at which short or long term disability coverage takes effect and may be renewed after each occurrence.
- C. The Employee is entitled to accrue all unused leave, without limit, and in the event the Employee's employment is terminated, either voluntarily or involuntarily, the Employee shall be compensated for all accrued vacation time, all paid holidays, executive leave, and other benefits to date.
- D. The Employee shall be entitled to military reserve leave time pursuant to state law and [local government] policy.

Additional Option

- 1. The Employee shall annually be credited with five (5) days of executive leave.

Section 6: Automobile

The Employee's duties require exclusive and unrestricted use of an automobile to be mutually agreed upon and provided to the Employee at the Employer's cost, subject to approval by Employer which shall not be withheld without good cause. It shall be mutually agreed upon whether the vehicle is purchased by the city, provided under lease to the city or to the Employee, or provided through a monthly allowance.

Option 1 – Monthly Vehicle Allowance

The Employer agrees to pay to the Employee, during the term of this Agreement and in addition to other salary and benefits herein provided, the sum of [dollar amount] per year, payable monthly, as a vehicle allowance to be used to purchase, lease, or own, operate and maintain a vehicle. The monthly allowance shall be increased annually by [% or \$] amount. The Employee shall be responsible for paying for liability, property damage, and comprehensive insurance coverage upon such vehicle and shall further be responsible for all expenses attendant to the purchase, operation, maintenance, repair, and regular replacement of said vehicle. The Employer shall reimburse the Employee at the IRS standard mileage rate for any business use of the vehicle beyond the greater [local government] area. For purposes of this Section, use of the car within the greater [local government] area is defined as travel to locations within a _____ mile (recommended fifty (50) mile) radius of [local government office].

Option 2 – Employer Provided Vehicle

The Employer shall be responsible for paying for liability, property damage, and comprehensive insurance, and for the purchase (or lease), operation, maintenance, repair, and regular replacement of a full-size automobile.

Section 7: Retirement

Recommended

1. The Employer agrees to enroll the Employee into the applicable state or local retirement system and to make all the appropriate contributions on the Employee's behalf, for both the Employer and Employee share required.
2. In addition to the Employer's payment to the state or local retirement system (as applicable) referenced above, Employer agrees to execute all necessary agreements provided by ICMA Retirement Corporation [ICMA-RC] or other Section 457 deferred compensation plan for Employee's [continued] participation in said supplementary retirement plan and, in addition to the base salary paid by the Employer to Employee, Employer agrees to pay an amount equal to [percentage of Employee's base salary, fixed dollar amount of [\$], or maximum dollar amount permissible under Federal and state law into the designated plan on the Employee's behalf, in equal proportionate amount each pay period. The parties shall fully disclose to each other the financial impact of any amendment to the terms of Employ-

ee's retirement benefit.

In lieu of making a contribution to a Section 457 deferred compensation plan, the dollar value of this contribution may be used, at the Employee's option, to purchase previous service from another qualified plan.

Option 1

Recognizing that effective service with the community is based in part on the stability provided through a long-term relationship, the Employer shall provide a retirement annuity, as directed by the Employee, at a rate of [dollar amount], payable at the completion of each quarter of the fiscal year. This annuity serves as a retirement contribution and does not require further action of the Employer.

Option 2

The Employer shall adopt a qualified 401(a) defined contribution plan offered through ICMA Retirement Corporation for the Employee in the form of a money purchase plan to which the Employer shall contribute [%] of salary or [%] of compensation annually.

2A. Option: The Employee shall be required to contribute [%] of base salary or [dollar amount] annually on a pre-tax basis as a condition of participation.

Option 3

The Employer shall adopt a qualified 401(a) profit-sharing plan offered through ICMA Retirement Corporation for the Employee in the form of a money purchase plan to which the Employer shall contribute [%] of all performance bonuses annually.

3A. Option: The Employee shall be required to contribute [%] of base salary or [dollar amount] annually on a pre-tax basis as a condition of participation.

Section 8: General Business Expenses

Recommended

1. Employer agrees to budget for and to pay for professional dues and subscriptions of the Employee necessary for continuation and full participation in national, regional, state, and local associations, and organizations necessary and desirable for the Employee's continued professional participation, growth, and advancement, and for the good of the Employer.
2. Employer agrees to budget for and to pay for travel and subsistence expenses of Employee for professional and official travel, meetings, and occasions to adequately continue the professional development of Employee and to pursue necessary official

functions for Employer, including but not limited to the ICMA Annual Conference, the state league of municipalities, and such other national, regional, state, and local governmental groups and committees in which Employee serves as a member.

3. Employer also agrees to budget for and to pay for travel and subsistence expenses of Employee for short courses, institutes, and seminars that are necessary for the Employee's professional development and for the good of the Employer.
4. Employer recognizes that certain expenses of a non-personal but job related nature are incurred by Employee, and agrees to reimburse or to pay said general expenses. The finance director is authorized to disburse such moneys upon receipt of duly executed expense or petty cash vouchers, receipts, statements or personal affidavits.
5. The Employer acknowledges the value of having Employee participate and be directly involved in local civic clubs or organizations. Accordingly, Employer shall pay for the reasonable membership fees and/or dues to enable the Employee to become an active member in local civic clubs or organizations.

Option 1

Technology: The Employer shall provide Employee with a computer, software, fax/modem, cell phone and pager required for the Employee to perform the job and to maintain communication.

Section 9: Termination

Recommended

For the purpose of this agreement, termination shall occur when:

1. The majority of the governing body votes to terminate the Employee at a duly authorized public meeting.
2. If the Employer, citizens or legislature acts to amend any provisions of the [charter, code, enabling legislation] pertaining to the role, powers, duties, authority, responsibilities of the Employee's position that substantially changes the form of government, the Employee shall have the right to declare that such amendments constitute termination.
3. If the Employer reduces the base salary, compensation or any other financial benefit of the Employee, unless it is applied in no greater percentage than the average reduction of all department heads, such action shall constitute a breach of this agreement

and will be regarded as a termination.

4. If the Employee resigns following an offer to accept resignation, whether formal or informal, by the Employer as representative of the majority of the governing body that the Employee resign, then the Employee may declare a termination as of the date of the suggestion.
5. Breach of contract declared by either party with a 30 day cure period for either Employee or Employer. Written notice of a breach of contract shall be provided in accordance with the provisions of Section 20.

Option 1

In the event the Employee is terminated by the Employer during the six (6) months immediately following the seating and swearing-in of one or more new governing body members, and during such time that Employee is willing and able to perform his duties under this Agreement, then, Employer agrees to pay Severance in accordance with Section 10 plus salary and benefits in accordance with Section 10 for any portion of the six months not worked.

Section 10: Severance

Severance shall be paid to the Employee when employment is terminated as defined in Section 9.

If the Employee is terminated, the Employer shall provide a minimum severance payment equal to one year salary at the current rate of pay. This severance shall be paid in a lump sum unless otherwise agreed to by the Employer and the Employee.

The Employee shall also be compensated for all accrued sick leave, vacation time, all paid holidays, and executive leave. The Employer agrees to make a contribution to the Employee's deferred compensation account on the value of this compensation calculated using the rate ordinarily contributed on regular compensation.

For a minimum period of one year following termination, the Employer shall pay the cost to continue the following benefits:

1. Health insurance for the employee and all dependents as provided in Section 4A
2. Life insurance as provided in Section 4D
3. Short-term and long-term disability as provided in Section 4B
4. Car allowance or payment of lease, or provide option to buy city vehicle at depreciated value
5. Out placement services should the employee desire

them in an amount not to exceed [\$10,000 to \$15,000 recommended], and

6. Any other available benefits.

If the Employee is terminated because of a conviction of a felony, then the Employer is not obligated to pay severance under this section.

Section 11: Resignation

In the event that the Employee voluntarily resigns his/her position with the Employer, the Employee shall provide a minimum of 30 days notice unless the parties agree otherwise.

Section 12: Performance Evaluation

Employer shall annually review the performance of the Employee in [month] subject to a process, form, criteria, and format for the evaluation which shall be mutually agreed upon by the Employer and Employee. The process at a minimum shall include the opportunity for both parties to: (1) prepare a written evaluation, (2) meet and discuss the evaluation, and (3) present a written summary of the evaluation results. The final written evaluation should be completed and delivered to the Employee within 30 days of the evaluation meeting.

Section 13: Hours of Work

It is recognized that the Employee must devote a great deal of time outside the normal office hours on business for the Employer, and to that end Employee shall be allowed to establish an appropriate work schedule.

Section 14: Outside Activities

The employment provided for by this Agreement shall be the Employee's sole employment. Recognizing that certain outside consulting or teaching opportunities provide indirect benefits to the Employer and the community, the Employee may elect to accept limited teaching, consulting or other business opportunities with the understanding that such arrangements shall not constitute interference with nor a conflict of interest with his or her responsibilities under this Agreement.

Section 15: Moving and Relocation Expenses

Recommended

Employee agrees to establish residence within the corporate boundaries of the local government, if required,

within [number] months of employment, and thereafter to maintain residence within the corporate boundaries of the local government.

- A. Employer shall pay directly for the expenses of moving Employee and his/her family and personal property from [location name] to [location name]. Said moving expenses include packing, moving, storage costs, unpacking, and insurance charges.
- B. Employer shall reimburse Employee for actual lodging and meal expenses for his/her family in route from [location name] to [location name]. Mileage costs for moving two personal automobiles shall be reimbursed at the current IRS allowable rate of [cents amount] per mile.
- C. Employer shall pay Employee an interim housing supplement of [dollar amount] per month for a period commencing [date], and shall continue for a maximum of [#] months, or until a home is purchased and closed on, within the corporate limits of the [local government name], whichever event occurs first.
- D. Employer shall reimburse Employee for a total of [number] round trip air fares for Employee and his/her family [amount of total tickets] at any time during the first year of service to assist with house hunting and other facets of the transition and relocation process. The Employee and his/her family may utilize and distribute the total [enter number] individual round trip tickets in any combination of individual members making the trips. The Employee shall be reimbursed for actual lodging and meal expenses incurred by Employee or his/her family members on any trips conducted prior to relocation, as detailed herein.
- E. The Employee shall be reimbursed, or Employer may pay directly, for the expenses of packing and moving from temporary housing to permanent housing during the first year of this agreement.
- F. The Employer shall pay the Employee's tax liability on all Employer provided benefits for relocation and housing.

Option 1

The Employer shall pay a lump sum payment of [\$] to the Employee to cover relocation costs.

Section 16: Home Sale and Purchase Expenses

Recommended

- A. Employee shall be reimbursed for the direct costs associated with the sale of Employee's existing personal residence, said reimbursement being limited to real estate agents' fees, and other closing costs that are directly associated with the sale of the house. Said reimbursement should not exceed the sum of [\$].
- B. Employee shall be reimbursed for the costs incidental to buying or building a primary residence within the [local government], including real estate fees, title insurance, and other costs directly associated with the purchase or construction of the house, said reimbursement not to exceed the sum of [\$].

Option 1

Employer shall reimburse Employee for up to three discount points within thirty (30) days following purchase of a home within the corporate limits of [local government name], in an effort to minimize mortgage rate differentials.

Option 2

Employer shall provide Employee with a _____ [fixed-interest, variable-interest, interest-only] loan to purchase a house. The amount of the loan shall not exceed \$ _____. The loan shall be repaid in full to the Employer upon the occurrence of either of the following events: (i) the home, or the Employee's interest in the home, is sold, transferred, or conveyed, or (ii) the Employee's employment with the Employer, for any reason, is terminated. The Employer and Employee shall execute any and all documents necessary to document this transaction. In the case where the value of the home decreases, the Employee shall not be required to repay the loan.

Option 3

Employer agrees to provide the Employee a loan for the purchase of a home in an amount not to exceed [dollar amount]. Employee shall pay Employer a monthly mortgage payment of [dollar amount] for interest, which is equal to the amount currently being paid in principle and interest for the current residence. Employee shall accrue equity at a rate of [%] per month.

Upon termination of employment with the Employer, Employee shall have a maximum of six months to sell the home while continuing to reside

in it under the terms and conditions here. Should the home sell during the time period, Employer shall receive 100% of the proceeds minus the percentage of equity accrued by Employee as described above, and minus the amount of equity originally invested by Employee. Said accrued equity and original equity shall both be payable to Employee upon closing. Said original equity invested shall be calculated as an amount equal to the percentage of original purchase price, represented by the original equity investment by Employee, and adjusted to be the same percentage of equity in the current sale price of the home. All closing costs borne by the seller shall be split between Employer and Employee in a proportion equal to the equity share described above. Should the house fail to sell within the allotted six month time period, Employer has the option of following the previous arrangement to continue in place or to purchase equity, calculated as provided above, plus the original cost of all improvements made to the property.

Section 17: Indemnification

Beyond that required under Federal, State or Local Law, Employer shall defend, save harmless and indemnify Employee against any tort, professional liability claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring in the performance of Employee's duties as [job title] or resulting from the exercise of judgment or discretion in connection with the performance of program duties or responsibilities, unless the act or omission involved willful or wanton conduct. The Employee may request and the Employer shall not unreasonably refuse to provide independent legal representation at Employer's expense and Employer may not unreasonably withhold approval. Legal representation, provided by Employer for Employee, shall extend until a final determination of the legal action including any appeals brought by either party. The Employer shall indemnify employee against any and all losses, damages, judgments, interest, settlements, fines, court costs and other reasonable costs and expenses of legal proceedings including attorneys fees, and any other liabilities incurred by, imposed upon, or suffered by such Employee in connection with or resulting from any claim, action, suit, or proceeding, actual or threatened, arising out of or in connection with the performance of his or her duties. Any settlement of any claim must be made with prior approval of the Employer in order for indemnification, as provided in this Section, to be available.

Employee recognizes that Employer shall have the right to compromise and unless the Employee is a party to the suit which Employee shall have a veto authority over the settlement, settle any claim or suit; unless, said compromise or settlement is of a personal nature to Employee. Further, Employer agrees to pay all reasonable litigation expenses of Employee throughout the pendency of any litigation to which the Employee is a party, witness or advisor to the Employer. Such expense payments shall continue beyond Employee's service to the Employer as long as litigation is pending. Further, Employer agrees to pay Employee reasonable consulting fees and travel expenses when Employee serves as a witness, advisor or consultant to Employer regarding pending litigation.

Section 18: Bonding

Employer shall bear the full cost of any fidelity or other bonds required of the Employee under any law or ordinance.

Section 19: Other Terms and Conditions of Employment

The Employer, only upon agreement with Employee, shall fix any such other terms and conditions of employment, as it may determine from time to time, relating to the performance of the Employee, provided such terms and conditions are not inconsistent with or in conflict with the provisions of this Agreement, the [local government] Charter or any other law.

- A. Except as otherwise provided in this Agreement, the Employee shall be entitled to the highest level of benefits that are enjoyed by other [appointed officials, appointed employees, department heads or general employees] of the Employer as provided in the Charter, Code, Personnel Rules and Regulations or by practice.

Section 20: Notices

Notice pursuant to this Agreement shall be given by depositing in the custody of the United States Postal Service, postage prepaid, addressed as follows:

- (1) EMPLOYER: [Title and address of relevant official (mayor, clerk, etc.)]
- (2) EMPLOYEE: [Name and address for tax purposes of Employee]

Alternatively, notice required pursuant to this Agreement may be personally served in the same manner as is applicable to civil judicial practice. Notice shall be deemed given as of the date of personal service or as the date of deposit of such written notice in the course of transmission in the United States Postal Service.

Section 21: General Provisions

- A. Integration. This Agreement sets forth and establishes the entire understanding between the Employer and the Employee relating to the employment of the Employee by the Employer. Any prior discussions or representations by or between the parties are merged into and rendered null and void by this Agreement. The parties by mutual written agreement may amend any provision of this agreement during the life of the agreement. Such amendments shall be incorporated and made a part of this agreement.
- B. Binding Effect. This Agreement shall be binding on the Employer and the Employee as well as their heirs, assigns, executors, personal representatives and successors in interest.
- C. Effective Date. This Agreement shall become effective on ____, ____.
- D. Severability. The invalidity or partial invalidity of any portion of this Agreement will not effect the validity of any other provision. In the event that any provision of this Agreement is held to be invalid, the remaining provisions shall be deemed to be in full force and effect as if they have been executed by both parties subsequent to the expungement or judicial modification of the invalid provision.

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ABOUT ICMA

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 12,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.



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Interview Icebreakers Can Land You in Hot Water

By Allen Smith, J.D.

May 28, 2021

Breaking the ice during job interviews without breaking the law is tougher than it sounds. Personal questions at job interviews are risky, legal experts say; they recommend interviewers stick to job-related inquiries, which are a safer way to build rapport.

However well-intentioned, questions about children and where a job applicant is from, among other questions, may violate civil rights laws and should be avoided during the interview.

"As a general rule, interview questions should pertain only to the requirements of the job," said Rae Vann, an attorney with Carlton Fields in Washington, D.C., and Hartford, Conn., and vice president of Core Triangle Consulting in Washington, D.C.

"That said, a more appropriate icebreaker question might be, 'Tell me about yourself,' " she added. But she noted that even this question "may elicit information that the interviewer does not want to and should not know."

HR professionals should train hiring managers and other interviewers about which questions are permissible to ask and which should be avoided, so that even if interviewers receive unsolicited information unrelated to the job, they know not to ask inappropriate follow-up questions, she said.

"Aside from chatting about the weather, it really is best to stay as close to job-related questions as possible," she said. "One question that could serve as both an icebreaker and a job-related inquiry is, 'Tell me about your career interests.' "

"It's fine to ask if the candidate had a good weekend or has plans for the upcoming weekend," said Susan Kline, an attorney with Faegre Drinker in Indianapolis. "Just train your interviewers to tactfully steer the conversation in safer directions if the candidate volunteers information that touches on protected status, such as sharing information about a church activity."

Some recommend a more conservative approach. If the employer is trying to establish rapport with the applicant, limit questions to information found on the applicant's resume, like hobbies or other interests, said Lisa Gingeleskie, an attorney with Lindabury, McCormick, Estabrook & Cooper in Westfield, N.J.

Even this approach may have legal risk, cautioned Dan Altchek, an attorney with Saul Ewing Arnstein & Lehr in Baltimore and New York City.

"There is almost always going to be some risk in asking candidates any questions about their personal lives, even though that is one of the most common ways to establish rapport with someone outside of the workplace," he said. "Some states have enacted laws that prohibit discrimination based on any lawful activity, so asking a candidate about personal interests or hobbies could elicit information about the candidate that the employer finds undesirable yet is still legally protected."

Children

Questions about children or child care arrangements may violate Title VII of the Civil Rights Act of 1964 if used to deny or limit employment opportunities, said Larry Casey, an attorney with Davis Malm in Boston.

Such questions could constitute illegal sex stereotyping, Vann explained.

Courts in various jurisdictions have held that interview questions concerning a job candidate's children or child care arrangements may show gender discrimination, particularly when a female candidate is asked this question but not a male candidate, said Shane Goodrich, an attorney with Morgan, Brown & Joy in Boston.

Even if both male and female applicants are asked such questions, the inquiries could show a discriminatory intent, Casey said.

Often a job applicant will steer the conversation into risk-laden territory by disclosing a past conviction, a disability or a religious practice, or asking questions about the interviewer's views of working parents, said Mike Arnold, an attorney with Mintz in New York City. If that happens, the interviewer should quickly but politely redirect the conversation back to whether the candidate can perform the essential job functions, he said.

Kline said that if a candidate voluntarily shares information about children, "an appropriate response is polite interest and possibly, depending on the conversation, assurance that the organization tries to be very supportive of working parents and personal family choices."

Don't ask about the number of children an applicant has or the children's ages or names, Goodrich cautioned. He said the Equal Employment Opportunity Commission has issued guidance (<https://www.eeoc.gov/pre-employment-inquiries-and-marital-status-or-number-children>) stating that these questions for applicants may violate Title VII.

Hometown

Job applicants may volunteer where they are from, but attorneys say interviewers shouldn't ask where an applicant's hometown is. This may lead to a claim of national origin discrimination.

"Many Asian Americans will tell you that no matter if they have never been out of the country, they are often asked this question," said Katherine Dudley Helms, an attorney with Ogletree Deakins in Columbia, S.C.

Other Questions to Avoid

Employers should avoid questions about race, color, religion, national origin, ancestry, gender, sexual orientation, gender identity, marital or family status, age, physical or mental disabilities, or other topics not related to the applicant's ability to perform the job, Goodrich said.

"I once had a case where someone asked an applicant who was in a wheelchair what happened to her," Helms said. "This is not only inappropriate; it is incredibly insensitive."

Avoid Unconscious Bias

Casey recommended building rapport with applicants through job-related questions, such as: work experiences, companies worked for and skills that were acquired; training and education taken; courses taken; and education and training found most helpful to their jobs or the position an applicant is seeking. The company representative also can build rapport by providing information about the position and the employer, he added.

"Some interviewers like to play the connections game by asking candidates if they know people the interviewer knows," Kline said. "That approach can backfire, as it could imply that the organization's hiring decision-makers are looking for 'people like us' rather than valuing and promoting diversity."

"Be intentional about avoiding not just unlawful questions, but those that may reflect unconscious bias—for example, assuming that a tall Black candidate will enjoy talking about basketball, or that all women enjoy talking about shopping," Kline said. "Plan icebreaker questions that allow all candidates a similar opportunity to engage with you based on their diverse backgrounds and experiences."

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Feedback

Interview Questions to Ask, and Stop Asking

By Noah Apodaca

February 16, 2011

Effective interviewing is the cornerstone of successful recruitment. Particularly during sluggish economic times, recruitment efforts can yield numerous highly skilled candidates, which makes the interview sessions all the more important.

Some hiring managers see the interview merely as a task that needs to be completed to move along in the process; they are more interested in the social aspects of meeting individuals who are interested in the company. On the other end of the spectrum, some hiring managers view the interview as a type of “Thunderdome,” where gladiators compete and the victorious champion is awarded the prize of employment.

Both extremes miss the three key goals of employment interviews:

Find out as much as possible about what the candidate knows.

Learn how their work skills have been applied and tested in work situations.

Determine where their aptitudes lie, defining the path of future growth and development.

Ideally, every one of the 10 to 12 questions that interviewers should be able to ask during a typical one-hour interview should be geared to give the most insight on the candidates’ knowledge, skills and abilities. With limited time and resources, don’t throw away a third or more of the interview asking questions that won’t help in the decision-making process.

Interview Question Effectiveness

Scrutinizing interview questions before using them can help improve their strength and effectiveness as well as ensure that interviewers and interviewees get more out of the valuable, albeit limited, time. To do this, answer the following questions about each interview question:

“What is the most likely response to this question?”

“Does that answer give me concrete data that will help my hiring decision?”

If either test falls flat, the question needs work. If both tests fail, toss the question out and start over.

Following are four solid questions to ask—and a proper way to word them—that can garner much of the information needed to help make an informed hiring decision.

Don’t ask: “Why do you want to work here, or why do you want this job?” This question addresses candidate motivation. We know the likely response to either of these questions is to ramble about how wonderful the organization is and what a great opportunity the position represents for the candidate. The truthful answer in all cases is that the candidate is not wealthy enough to be able to survive without earning money, so they’re seeking employment.

Neither of these responses helps to demonstrate what kind of worker the candidate is or provides any insight to their professional goals.

Instead, ask: “What particular skills or experiences make you the best match for this position?” Or to put a behavioral-based interview spin on the question, ask, “What would your most recent supervisor say are the skills that make you the best candidate for this position?” These questions give the candidate the opportunity to bring attention to the things they found to be important from researching the position and their vision of how they might fit in the organization.

Don’t ask: Where do you see yourself in five years? Candidates are thrown by this question easily and typically respond that they plan to be at that organization that they are interviewing with, excelling and making great contributions. This gives absolutely no insight on the candidate’s vision of their professional growth.

Instead, ask: “Where does this position fall along your career path?” Asking this gives the candidate an opportunity to speak about the skills and experiences that have prepared them for the responsibilities of this position and gives the interviewer an idea of what goals they’re looking to achieve. It might be that some candidates view the position as a destination job that they’d like to hold on to until retirement. Others might see the job as an opportunity to gain skills needed to achieve different professional goals.

Sometimes hiring managers are afraid to ask open-ended questions about a candidate’s future for fear that the individual won’t remain in the job once they’re hired. It is important to remember that employees cannot be forced to remain in any particular job—this is employment, not indentured servitude. While holding on to good employees is always a concern, remember that retention efforts will be more successful if every employee’s professional goals and plans are understood.

Give candidates opportunities to share with hiring managers answers about their skills, knowledge and experiences.

Don’t ask: “What was the worst thing about your last employer?” or “What did you like the least about your last job?” This question leads candidates to break professional decorum spending interview time whining or complaining about work experiences. Trash talk might be great in the professional wrestling ring but it rarely helps in corporate America, so why goad the candidate into it? Similarly, a list of complaints provides no useful understanding of how the candidate worked to remain successful in the face of adversity.

Instead, ask: “What aspects of your previous position did you find most professionally challenging?” or “What would your most difficult past client say you could do to improve service delivery?” These questions allow candidates to reflect on how they believe that their skills matched up with the challenges of their most recent workplace and to provide assessment of what could change. Follow-up questions can probe what steps were taken to address these challenges. This gives an idea of how the candidate deals with difficult workplace situations or challenging tasks as well as how proactive they were in addressing identified issues.

Don’t ask: What are your greatest weaknesses? Some canned responses to this: “I’m too much of a perfectionist.” “Because of my dedicated nature, I put too much of myself into my job and don’t take time for me.” Interviewers know these answers before asking the questions, so there’s no reason to have candidates recite them to us.

Instead, ask: “What kinds of professional development would make you a more-effective worker?” or “What areas of training would your past supervisor say you would benefit from the most?” This gives candidates the ability to provide self-assessments of skills gaps in an environment where they’re displayed not as personal failings but as opportunities for professional growth. In addition, using this option gives candidates the opportunity to see how their supervisor’s developmental philosophy has affected their professional development.

Giving candidates the opportunity to share answers with depth and breadth about skills, knowledge and experiences provides a hiring manager with a much more useful amount of information than an interview that uses canned questions to see if the candidate can give the “right” or “best” answer. The success of a company’s hiring process depends heavily on the ability to assess accurately what candidates can bring to the organization. In addition, it shows how the organization can interact with their newest employees to develop underutilized skills and provide a level of professional satisfaction that will keep them engaged and happy to continue as productive members of the organization.

Noah Apodaca is lead recruiter for staff and communications officer for the human resources department at the University of California, Irvine.

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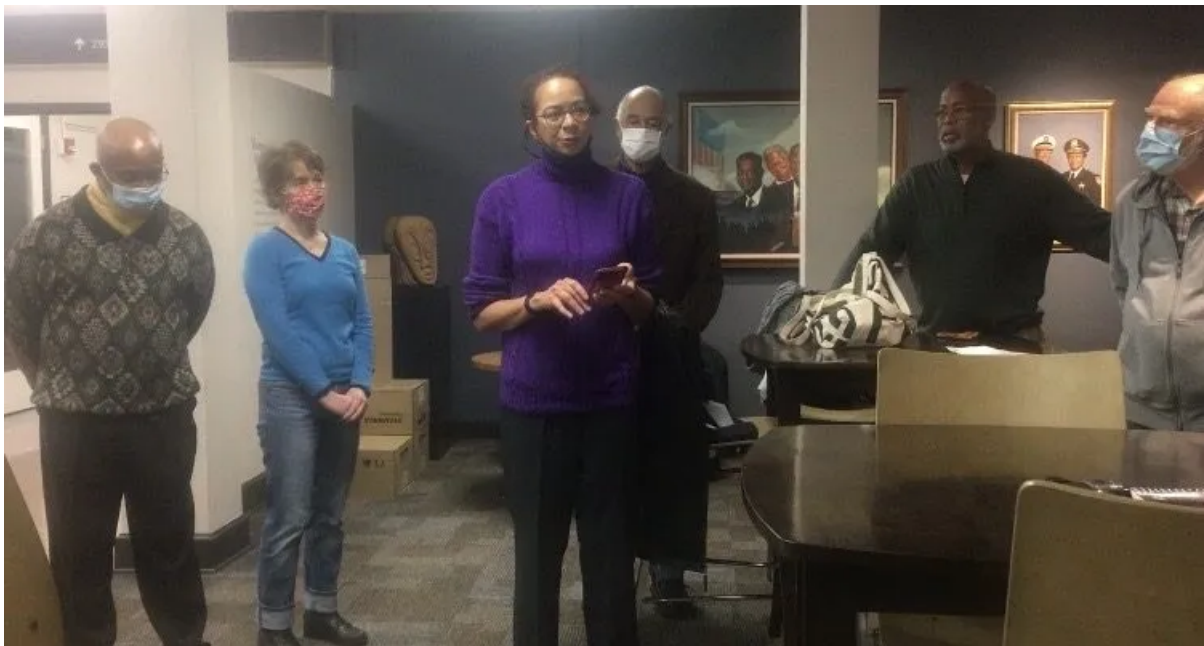
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Feedback

Groups decry lack of public input in City Manager hiring process



by **Bob Seidenberg**
December 7th, 2021



Community Alliance for Better Government board member Lesley Williams (center) talks about the group's concerns about Evanston's City Manager hiring process at a news conference Dec. 6 at the Lorraine H. Morton Civic Center. Other community members at the news conference are (left to right): Oliver Ruff, Diane Goldring, Bennett Johnson, Rick Marsh and Elliot Zashin. Allie Harned, another CABG board member, was at the news conference but not in the photograph because she was video recording the session.

Representatives of two Evanston grassroots activist organizations raised concerns Dec. 6 about the lack of community input thus far into the hiring of Evanston's next City Manager.

They called on the Mayor and City Council to provide a full update on where the city is at this point.

In a news conference held on the second floor of the Lorraine H. Morton Civic Center, members of the Community Alliance for Better Government and Reclaim Evanston voiced concerns about the search, with the application process for City Manager candidates having ended Nov. 29.

The groups were involved in the last City Manager search, conducted in 2020, noted CABG President Rick Marsh.

"We just had just a tremendous amount of difficulty in getting the City Council and elected officials into a process that offered transparency [and] that offered the opportunity for community input, and we just didn't see that," Marsh said.

"To be honest with you, I think it was pretty much a travesty," he told reporters. "This time, we want to make sure that we're holding folks accountable."

In the previous search, then-Mayor Stephen Hagerty and the City Council selected interim City Manager Erika Storlie for the top city job over two outside candidates, both Black women who some community members maintained had better credentials than Storlie.

Storlie's selection came less than a day after the city hosted a public forum to give residents a chance to hear the finalists.

Storlie ultimately resigned from her \$225,000 position effective Oct. 8 this year, just short of a year into the job.

Her resignation came after the council authorized an outside investigation into a charge by female lakefront staff that top city officials had not acted

on their petition, presented more than a year earlier, alleging widespread sexual harassment and sexual misconduct by their supervisors.

On Dec. 6, Storlie was appointed Village Administrator of East Dundee, with a contract through April 30, 2025.

Storlie and staff have maintained they took action in response to the petition, including requiring all lakefront staff to take a sexual harassment course as well as assigning a Parks, Recreation and Community Services Department employee to serve as a liaison with the Human Resources Division to receive any complaints and concerns from lakefront staff.

Council members approved a \$25,000 contract Sept. 27 with Sacramento, California-based CPS HR to conduct a nationwide search to fill Storlie's position.

The firm's duties include creating a brochure to attract potential candidates for the City Manager position.

During October, the consultant was scheduled to meet with City Council, executive staff and suggested stakeholders in person and via telephone/teleconference to discuss attributes of the ideal candidate, according to information posted on the city's website.

In addition, CPS HR conducted a virtual town hall meeting Oct. 30 to receive community feedback regarding ideal candidate attributes and the challenge and opportunities they will face.

The public process was much less extensive than the last search, where a representative from GovHR, a locally based search firm, appeared before the council to respond to questions about the scope of the search.

Early in that process, GovHR representatives also attended many ward meetings at which Evanston residents voiced the attributes they hoped to

see in the city's next chief executive.

Williams: Process 'devaluing' citizen concerns

At the Dec. 6 news conference, CABG member and former head of adult services at Evanston Public Library Lesley Williams said the Community Alliance for Better Government and Reclaim Evanston are dedicated to improving transparency, responsiveness and racial equity in Evanston city government.

"And we're concerned that this hiring process that we're seeing is not adhering to any of those values," said Williams, "and is in fact repeating old patterns of secrecy and the devaluing of public input. And 'devaluing' is the key, because it's not just enough to take public input. It's important that the City Council actually use that public input, actually consider it important – and, in fact, essential – to making the decision on what is the most important position in Evanston's city government, that has tremendous influence over the lives of every single person that lives in Evanston."

She said that especially holds true for the public input process that "so far has consisted of a very oddly and badly worded survey and one town hall that only had about 30 participants."

"And during the town hall," she continued, "when people asked questions about how they were going to be using public input, and particularly if it was going to be a racially equitable process, if they were going to be using a racial equity lens, it became very apparent that the search firm knows absolutely nothing about doing a racially equitable hiring."

She charged that the organization appeared unfamiliar with any of the organizations, such as the Government Alliance on Race and Equity, that specifically have as their mission racial equity in municipal government and municipal hiring.

“And when we asked what their experience was, all they could say was that they had hoped to hire several women for positions, but nothing about hiring people of color or a racially equitable process,” she said.

“According to the plan on the city’s website,” Williams said, “the selection process will be conducted solely by the City Council. There are no public forums listed; there’s no mention of interviews with citizen panels or even with city staff. And this is unacceptable. This is absolutely unacceptable, and we refuse to stand by and let them hold a process for the City Manager hiring which completely ignores the public.”

Mayor Biss: ‘Very significant transparency, public input’

A CPS HR representative did not immediately respond to the concerns after email and phone messages were left Dec. 7.

Asked in a Dec. 6 email about the groups’ concerns, Mayor Daniel Biss responded:

“The City is committed to engaging in a national search to find the best possible person to be our next city manager, and to do this with very significant transparency, public input, and stakeholder engagement.

“This began with numerous stakeholder interviews, a town hall discussion, and a written survey that garnered nearly 1,000 responses, and it will continue with meaningful input into the evaluation of finalists in early January,” he said.

During a short question-and-answer session after the news conference, members were asked how the current process stacks up with the previous one where group members raised serious concerns.

Williams said it seems like “it’s a less transparent and less inclusive process than the previous one, because even though we had a lot of

concerns with how those forums were held, at least they [city officials] held forums. And at least they did have all three of the finalists appear publicly and on Zoom so that the entire citizenship could watch that; and there's nothing in the description of the city manager's search that even indicates that they're about to do that."

Closed-session interviews

According to CPS HR's timetable on the city's webpage, starting this week, in closed session, City Council members were to "review the consultants' recommendations regarding top candidates; determine the short-list candidates to be interviewed by the Council and possibly by other subject matter experts, staff, etc."

Beginning next week, according to the timetable, council members were to interview short-listed candidates virtually and determine finalists for further consideration.

City Council interviews with finalist candidates are then to take place the week of Jan. 3, leading to a selection.

In a letter to council members, the Community Alliance for Better Government and Reclaim Evanston, wrote, "While we understand the need to expedite the hiring process, a short timeline should not be at the expense of community input."

The full text of the letter can be found [here](#).

The City Council has "a great opportunity here," maintained CABG President Marsh, "to really include the community, to have folks involved to be a part of the process."

Another CABG member, Oliver Ruff, a retired school principal and longtime community leader, observed that the relations between

residents and public officials had previously slid to one of near hopelessness.

“So we’re hoping that we don’t get to that point,” he said. “We’re hoping we can maintain some sense of hopefulness, as to them doing the right thing and being accountable.”

BOB SEIDENBERG

Bob Seidenberg is an award-winning reporter covering issues in Evanston for more than 30 years. He is a graduate of the Northwestern University Medill School of Journalism. [More by Bob Seidenberg](#)



Janet Alexander Davis

December 8th, 2021 at 12:06 PM

Here we go again with a process to hire our City Manager without a do All you can to listen to the community voices, but exhibit in your decisions, examples of where you took that in and responded accordingly. After all, our tax dollars pay the bills, right?

SEARCH PROCESS FOR HIRING A MUNICIPAL MANAGER OR ADMINISTRATOR



Many communities, of various sizes and structures, have the position of municipal manager or municipal administrator.

December 29, 2020

Under the manager form of municipal government, the manager is the chief administrative officer of a municipality and is responsible for appointing and supervising all department heads.¹ The position is statutorily-vested with the authority to enforce the laws and ordinances within the municipality.

Under other forms of municipal government, the administrator is an officer of a municipality authorized by local ordinance to carry into effect the powers conferred upon that position by the municipality.²

PROCESS FOR HIRING A MANAGER OR ADMINISTRATOR

Position Assessment and Position Announcement

Any selection process should start with a consideration of the skills, values and other criteria desired in a new manager or administrator. This process can include one-on-one and/or group conversations with elected officials, municipal staff and the general public, as well as written input and surveys.

Information collected from the assessment period should inform the creation of a position announcement that can be placed on job sites, social media and other mediums to attract qualified applicants.

Advertising

A position announcement may be posted on social media and websites, and in public sector publications. Popular social media sites include LinkedIn, Facebook, Twitter and Instagram.

Position announcements may also be posted on other job search sites. Many professional organizations and media outlets offer the opportunity to post position announcements on their websites and social media channels. The Illinois Municipal League (IML) has a classifieds website for the posting of open positions at iml.org/classifieds.

Candidate Screening and Evaluation

After accepting resumes and applications for a specified period of time, a screening process should be developed to examine each applicant's credentials against the criteria established during the position assessment phase.

Applicants that meet the qualification criteria should then go through an evaluation process, which could include questionnaires to explain prior work experience, preliminary interviews and contacts made with professional references. After this process, a shortlist of potential candidates should be identified for interviews and further consideration.



Interview Process & Background Screening

After a shortlist of candidates is identified, an interview process should proceed. In addition to an initial interview, a final interview process could include a tour of municipal facilities, interviews with senior staff, panel interviews with community organizations and other stakeholders, as well as a public forum.

As an additional part of the final interview process, it is recommended that a background check be performed.

Appointment of New Manager or Administrator

After the final interview process concludes and a candidate is selected for appointment, the municipality should engage in salary and benefit negotiations and the drafting of a potential contract.

Under the manager form of government, the appointment of a manager will be completed by a vote of the city council or board of trustees of the municipality.

Under other forms of government, the administrator is appointed by the mayor or president of the municipality with the advice and consent of the city council or board of trustees,³ or as otherwise determined by the city council.⁴

TIMELINE FOR HIRING A MANAGER OR ADMINISTRATOR

The timeline for recruiting and hiring a manager or administrator will vary from community to community. However, a typical recruitment process takes 90 to 120 days from initiating the position assessment to the appointment of the selected candidate.

It should be noted that most external candidates may need to provide their employer with 30 to 60 days' notice of their acceptance of a new position.

BENEFITS OF ENGAGING A SEARCH CONSULTANT

While the hiring process for a manager or administrator can be done independently by a municipality, consulting entities exist to assist municipalities in the recruitment and vetting process. Consultants can coordinate advertising, complete the initial review of applicants, arrange and schedule the interview process, conduct the background screening and assist with salary and benefit negotiations. Municipalities are encouraged to reach out to consultants to determine if they are the right path for their community when it comes to hiring a manager or administrator.

Created in consultation with:



More information about GovHR is available at govhrusa.com.

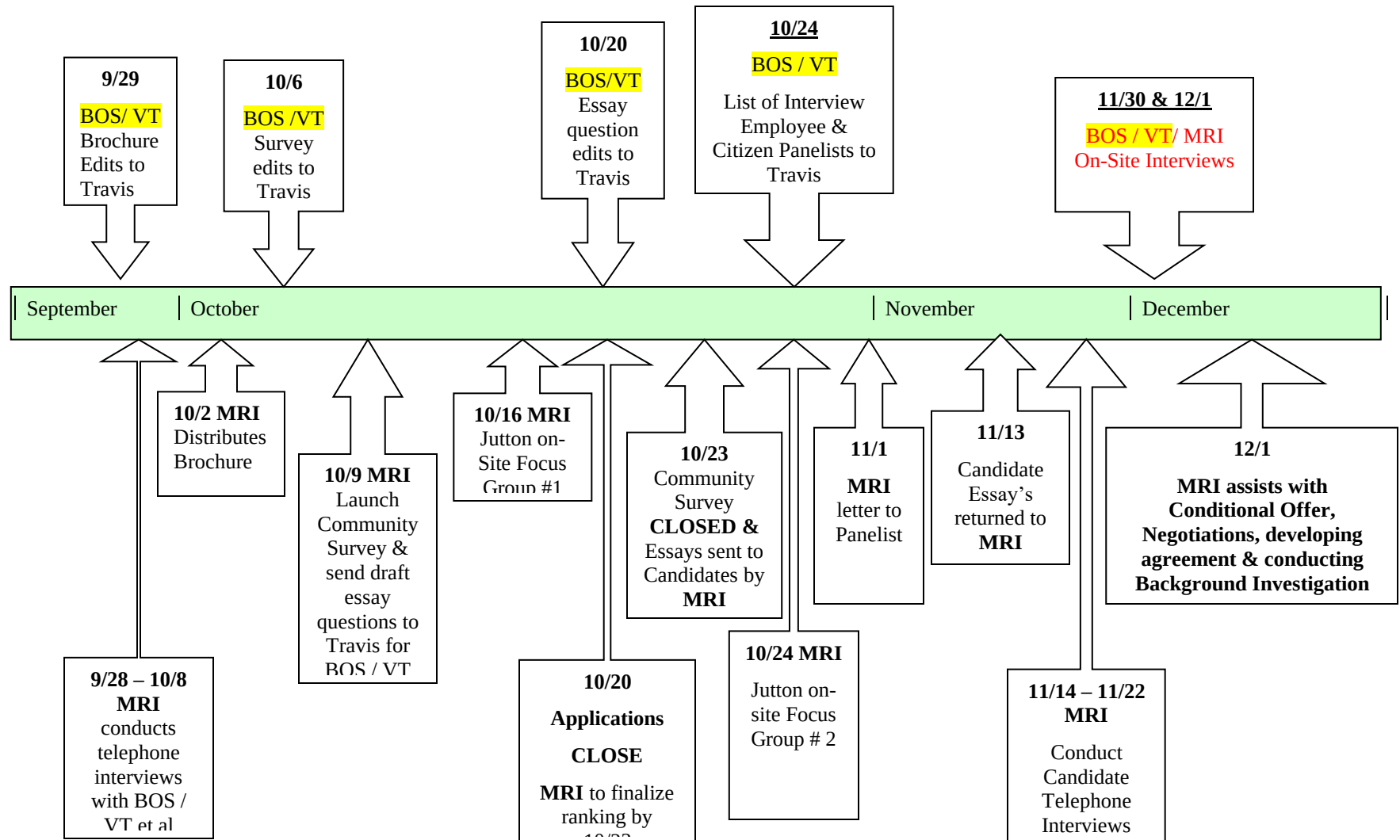
¹ 65 ILCS 5/5-3-7

² 65 ILCS 5/3.1-30-5 (a) (11)

³ 65 ILCS 5/3.1-30-5 (a)

⁴ See 65 ILCS 5/4-5-2

Essex / Essex Junction Recruitment / Selection Schedule



Memo to: Essex / Essex Junction Employees
RE: Unified Manager Candidate Interview Panel

The consultant that is assisting with the Unified Manager recruitment / selection process (MRI), wants to identify 8 -10 municipal employees to participate in their preliminary candidate interview process.

Preliminary interviews will be conducted on Friday, December 1, 2017 and there will be three interview groups involved in the process – a citizen panel, an employee panel & a panel of public administrators. Each panel will be convened separately and coordinated by an MRI consultant to interview each of 6 semi-final candidates for about one hour each.

If selected, as a member of the Employee Panel you will be asked to assess certain personal characteristics, attributes and aspects of individual style that relate to how well a candidate may fit into the current organizational culture as you understand it, how they may be viewed by employees of the community in general, and how their observed management / leadership style may be embraced by the organization. You will be asked to judge how you think the various candidates approach and style may influence his or her ability to succeed in the position and how well they may fit into and be assimilated by those who work in the municipal organization. Your perspectives and observations will be used by MRI to help determine which candidates should be selected for final interviews with the Selectboard and Trustees the following day.

If you are interested in serving on the Employee Panel please provide your name, contact information and a brief bio about yourself that includes your department, position length of service along with any other information that you think might be informative to emensinger@mrigov.com subject line EMPLOYEE PANEL, before November 20, 2017. MRI's project manager will make the final selection of panelists based upon the number of volunteers and a desire to achieve a representative cross section of employees & departments.

ATTENTION
Essex / Essex Junction Residents

The Essex Board of Selectmen and Essex Junction Village Trustees are seeking residents interested and available to volunteer one day to participate in a series of interviews which are part of the process to select the next Unified Municipal Manager for Essex / Essex Junction. Municipal Resources Inc. (MRI), operating under their consulting contract with the Town and Village will be coordinating preliminary interviews of candidates for the position as part of the recruitment and selection process that they have been retained to manage for the Town / Village.

A series of 6 interviews will take place on Friday, December 1, 2017 from 8AM to approximately 5:30PM and volunteers must be available for the entire day.

Approximately 8-10 resident volunteers will be selected to participate on a facilitated panel to interview 6 semi-final candidates for the position. A facilitator from MRI will lead the group through a process of questions and answers with each of the 6 candidates to help assess how well a candidate may “fit in” and be viewed by citizens of the community. This approach is based partly upon MRI’s notion that each community has a unique “personality” shaped by the values, attitudes and expectations of the citizens who live there. Consequently, some candidates will be more compatible with a specific town or city’s personality than others and therefore more easily assimilated and accepted by the community. The resident panel’s perspectives are considered valuable in helping inform the consultant about how each of the candidates, if selected, may fit into and be received by the community as a whole.

MRI’s project manager will make the final selection of panelists based upon the number of volunteers and the desire to achieve a broad, balanced and representative cross section of the community.

In addition to this citizen panel, finalists will also be quizzed that same day by a panel of municipal employees and a panel of public administrators. Following these preliminary interviews, MRI will select three final candidates to be interviewed by the Selectboard and Village Trustees who will ultimately determine which candidate is best suited to serve as the next Unified Manager.

Those interested in volunteering should submit their name, contact information and a brief profile of themselves touching upon work & life experience, civic and social service activities, current & past community involvements and any other relevant facts about their motivation to serve on this panel before 11/20/17 to emensing@mr.gov – subject line CITIZEN PANEL; all submissions will be acknowledged and volunteers will be notified of selection status by Tuesday 11/24/17.

Memorandum

9/30/2021

From the Office of the Mayor of Winooski

Kristine Lott, Mayor
klott@winooski.vt.gov

To: Winooski City Council

Re: Update on City Manager Hiring Process – search extension

Overview

Per the City of Winooski Charter (§ 101 (b)), the City Council is responsible for the hiring and appointment of the City Manager. The Council is further charged with appointing a City Manager “solely on the basis of executive and administrative qualifications”. At the March 15th meeting of the City Council, a [hiring process](#) was approved including the establishment of a City Manager Search Committee to screen and interview candidates and select finalists for the City Council to interview. The City Council interviewed finalists at the end of August, and selected two to advance to the final interview phase: a public presentation at the September 20th City Council meeting. At a special meeting on September 27th, the Council voted in favor of extending the search.

The purpose of this memo is to outline the prior search process and potential recommendations for improving the process so that Council can decide how to move forward with the search for the next City Manager.

Hiring Process Outline

- Search Committee
 - A search committee was appointed by Council with the intention of bringing diverse community representatives into the search process. The committee included: The Mayor and one Councilor, HR Manager and one other Department Head, one non-department head staff member, a local business owner, a representative of the Winooski School District, a representative of a partner/community organization specifically serving New American populations, and a resident at-large.
 - The Equity Director joined the committee once hired and onboarded.
 - Anti-bias and equity guidance were provided to committee members and discussed during meetings.
 - A meeting schedule was agreed upon by committee members, and stipends were offered for participation.
- In April and May, the Committee met to discuss competencies for the City Manager role, approve a job description, and select [questions](#) to ask candidates in first round interviews. These meetings



were open to the public, advertised, and public input was solicited through regular outreach: Agenda posting, social media, City alerts, and direct outreach by committee members.

- Job was posted on April 28, 2021 at the following outlets, with the intention of reaching a diverse candidate pool:
 1. ICMA
 2. National League of Cities (NLC)
 3. National Forum for Black Public Administrators
 4. Vermont Professionals of Color Network
 5. Vermont League of Cities and Towns
 6. International Network of Asian Public Administrators
 7. Seven Days Ad
 8. LinkedIn
 9. Local Government Hispanic Network
 10. Bright Leadership Institute
 11. VLCT Equity Council
 12. Women Leading Government (VT and National)
 13. RISPNET
 14. State Racial Equity Council
 15. Vermont Center for Independent Living (VCIL)
 16. Pride Center
 17. Peace and Justice Center
 18. VT Partnership for Fairness and Diversity
 19. Vermont Works for Women
 20. Champlain/Rutland/Windham Area NAACP
 21. Howard University Graduate School
 22. Harvard Kennedy School
 23. Winooski School District
- In June, the committee met in executive session to review and select applications for invitation to interview. Interviews were conducted in early July and followed by a final meeting July 27 to evaluate candidates and determine recommendations for advancing to City Council.
- Committee recommendations were shared with the City Council at the August 2 meeting, including 3 semi-finalists, additional questions and topics for the Council to use in their interviews, and suggestions for increasing public engagement. The City Council used these recommendations to draft a list of questions to ask finalists during the second interview, and to create a selection of topics for finalists to present on to the public.
- Council interviewed 3 finalists at the end of August, offering candidates the choice of socially distanced and masked in-person interviews or Zoom.
- At the September 7 City Council meeting, Council chose to advance 2 of the 3 finalists to the public presentation. Later that week, one of the 2 finalists withdrew after accepting another offer.
- The remaining finalist was given the opportunity to do a 10-minute presentation for the public at the September 20 City Council meeting. The meeting was advertised in the normal City outlets, as



well as via a flyer distributed to partners by the Equity Director, and direct outreach by members of Council. Public input was invited live during the meeting or for the 7 days following via an online form on the City's website or written feedback dropped off at City Hall or the O'Brien Community Center. The meeting was attended by one person in public at City Hall, 6 people via Zoom, and 2 families at the O'Brien Community Center where the meeting was live streamed and childcare was provided.

- Following the public presentation, the finalist was invited to an informal meet and greet with the City's Leadership Team staff. Staff asked the candidate questions and wrote emails to City Council with their feedback.
- The City Council met on September 27 to evaluate all input on the final candidate and chose not to move forward with an offer.

Equity Director Recommendations

The City Council met with the Equity Director in Executive Session on September 20 as well to hear feedback on the hiring process. The recommendations included:

- Widen search by partnering with a firm (examples):
 - <https://sparksgroupinc.com/diversity-recruiting/>
 - <https://tgsus.com/technology-executive-search/diversity-recruiting/>
- Balance streamlining process so it's more efficient, while ensuring a thoughtful approach.
 - Thoughtful does not have to mean slow.
 - Building the structure around vacation schedules of the people of privilege on the hiring team is NOT equitable nor inclusive.
 - Commit to timeframe and STICK TO IT.
 - Don't begin a search if members aren't prepared to commit the time to interviews, etc.
 - The longer the process takes, the more likely you are to lose ideal candidates.
- Be more transparent in the process.
 - Every step needs to be available to the public.
 - Involve the public whenever you see an opportunity.
 - Transparency builds trust among the community.
- Be more proactive with inclusivity.
 - Council needs to take a larger part in the logistics and outreach.
 - Winooski needs to SEE you being involved with those outside of your own comfort zones/ingroup.
 - That will show you are supportive of ALL residents and thinking about communities for whom you don't identify with.
 - That creates buy-in for the decisions making of the council i.e. Hires.
- Remember this is only a piece of the puzzle.
 - The systems we are utilizing are NOT adaptive.



- To provide more inclusivity and be more attractive to potential candidates, we need to avoid catering to the status quo.
 - Open-ended, innovative approaches, questions and formats.
 - i.e. if asking for a presentation, remove the barriers around choice and allow the candidate to present on a topic of their own, without providing a list of choices. This will provide the opportunity to ascertain if the candidate has initiative, interest and also understands thoroughly the priorities of the city.
 - A good change would be, "Please show us what your first 3 months will look like and what can people expect as tangible outcomes from your work?"
- Focus on skills, NOT on qualifications or experience- Is the person proving they can do the job by giving answers that demonstrate their skillset.
- Be sure to speak to how this position will be supported; don't wait for the candidate to ask you that question. BE SPECIFIC.

Candidate Feedback takeaways

The Mayor was able to speak with one of the top 3 candidates and has summarized takeaways from their feedback:

- Overall thought the process was fair and made sense.
- Liked that we offered Zoom or in-person but felt there were tradeoffs to each format.
- Longer, compound questions in the second interview were harder to keep track of. Would have preferred to see them written down, or have interviewers restate the question if the candidate did not address all parts.
- The first interview felt more conversational, with interviewers providing affirmation or asking follow-up questions, allowing more opportunity to infer information.
- We could consider offering more questions in writing or having them available in writing in the moment, telling candidates that they can pass on a question and ask to come back to it later.



Press Release - 3.22.22

City of Winooski Announces Elaine Wang as City Manager

Contact: Mayor Kristine Lott - klott@winooskivt.gov / 802 766 1988

On behalf of the City Council, it is my sincere pleasure to announce the appointment of [Elaine Wang](#) to serve as Winooski's City Manager. Elaine has been serving as the Assistant Town Manager in the Town of Barre, Vermont since 2016 and brings a wealth of knowledge and experience to Winooski. Previously, Elaine spent seven years at Sustainable Communities in Montpelier Vermont holding several positions, including Climate and Environment Program Assistant and Officer, International Program Officer, and Senior Program Officer. Elaine's credentials also include a Master of Public Administration Degree from Norwich University, a Master of Science Degree in Natural Resources (Transportation Energy Policy) from the University of Vermont, and a Bachelor of Science Degree in Conservation and Resource Studies from the University of California at Berkeley.

There were nineteen applicants for the position. Five were selected to be interviewed by the City Manager Search Committee as semifinalist, three of which were selected to be interviewed by the Mayor and City Council as finalists. The final interview process consisted of an in-person interview by the City's Leadership Team, a tour of Winooski, a well-attended community meet & greet at the O'Brien Community Center, and a final in-person interview by the Mayor and City Council. I'd like to personally thank the staff, residents, and Search Committee for their service in support of this important decision-making process.

We are thrilled that Elaine will officially begin as Winooski City Manager on May 16, 2022. Additional opportunities will be available to meet Elaine, please keep an eye out for announcements on our website and join us in welcoming Elaine to Winooski!

"It's an honor to have been appointed Winooski's next City Manager. There's so much about the City to love and I am thrilled to have the opportunity to better understand and serve its community members. My plan is to be accessible in the community, but anyone who has a stake in Winooski should feel free to reach out to me!"

- Elaine Wang



Citizen Panel

Interviewer's Evaluation Sheet

CANDIDATE'S NAME: _____

INTERVIEWER: _____

5- Exceptional

4- Good

3- Fair

2- Marginal

1- Poor

	SCORE
<u>Presentation:</u> The candidate presents him/herself in a positive way – appropriately dressed & groomed, engages the audience and uses vocabulary that is appropriate to the audience - avoids “lingo” and professional jargon.	
<u>General Comprehension:</u> Ability to understand and respond to questions appropriately. Appears to grasp concepts, probes for details as necessary; seems responsive and presents well thought out and understandable ideas and concepts.	
<u>General Knowledge:</u> Seems to be knowledgeable and aware; demonstrates a command of the language and appears to have a realistic grasp of the world around him / her.	
<u>Personality & Poise:</u> Pleasant, appropriately friendly, warm, personable, likable, self-confident, poised, respectful. Appears comfortable, relaxed and at ease with him / herself.	
<u>Communication Skills:</u> Listens well, makes eye contact, focuses on speaker, appears articulate, speaks with conviction and confidence, seeks confirmation, makes reasonable inquiry, and is easy to listen to.	
<u>Attitude:</u> Conveys sense of cooperation, team attitude, commitment, loyalty and flexibility. Seems responsive, empathetic, patient and understanding.	
<u>Approachability:</u> presents an open demeanor that invites contact and engagement. Seems easy to talk with and appears willing to listen. Good “customer service” skills.	
<u>Community Orientation:</u> Demonstrates appreciation and understanding of community involvement and the importance of his/her participation in local affairs and activities.	
<u>Values and Philosophy:</u> Seems grounded and in possession of a strong moral compass. Appears to understand the stewardship role of public management, the importance of integrity, playing by the rules and of leading by example.	
<u>Presence & Credibility:</u> Inspires confidence, commands respect, seems able to motivate, will set positive example, demonstrates strength of conviction.	
<u>View of the position:</u> Understands how the role fits within the community; Seems to grasp and appreciate the balance between the authority vested in role and & his / her responsibility to the community as a whole	
<u>Overall View:</u> This candidate is well suited to the position	

Citizen Panel Interview Questions

Introductory “lightening round”

1. Quickly - Tell us about yourself as a person - what do you do other than work? How do you spend your free time?
2. Quickly - what is the most important thing we should know about you?
3. Quickly, what is your personal code or philosophy of life?
4. Quickly - Is there a public person alive today or from history whose leadership style you find inspiring - who is that person and what about them inspires you?
5. Quickly - in your view what is the single most important function of Town government?
6. Quickly - from your experience and observation, what is the single most important characteristic of an effective public manager?
7. Quickly - What do you feel is most appropriate -- a manager who is a visionary and a leader of the parade, or a manager who works quietly to affect the goals of the political establishment?
8. Quickly - Do you feel a manager should take an active role as a member in community organizations (i.e., Chamber of Commerce, Rotary, Lions Club, Altrusa, etc.)?
9. Quickly - Who is your best friend? Tell us a bit about that person and what makes him / her so special?
10. Quickly - What is your position on socializing with employees that work for you? Department heads? Local elected officials?
11. Quickly - Tell us the good, bad and ugly about your current community – why are you prepared to leave?

In depth responses

1. Based upon your understanding of this position, what do you see as the major challenges the next Manager will face? Why are you the right person to take on these challenges?
2. Look into your crystal ball and tell us about your first 90 days on the job.
3. As you are undoubtedly aware the Town and Village have been in pursuit of an organizational and operational model for providing municipal services that rings out the inefficiencies of duplication and redundancy while respecting and accommodating differing perceptions of representation, identity and distribution of financial burden. What do you see as your potential role in this process and what ideas do you bring to the table?
4. Tell us about a particularly tough or controversial situation in your current position where your leadership and facilitation skills led to a successful outcome.

5. Understanding that you are hired by, report to and serve at the pleasure of the joint Selectboard / Board of Trustees how might we expect you to react in a situation where you are convinced that their majority vote is simply wrong for the community?
6. Tell us about a significant management decision you made that went awry - assuming you did a postmortem what went wrong? What did you learn?
7. What are the three top challenges facing municipal officials today? What actions would you take to ensure this community is effectively prepared to face these challenges over the next five years?
8. Please explain what you believe is meant by 'community development'.
9. If you had the dilemma of encouraging a company that would provide tax relief and jobs to the community, versus the slight possibility of changing the character of the Town, how would you deal with it?
10. An employee in whom you have full confidence has been accused of a serious ethics violation. The press asks for comment from you, and without hesitation, you defend the employee and say the charges are a sham. You later come to discover that this employee did in fact commit serious violations of ethics. What do you do? How do you approach the employee? How do you approach the press?
11. You are awakened at 2:00 AM by a call from your best friend who has been involved in a one car accident on their way home from an office party where he/she admits he/she may have "celebrated a bit too much." He/she was alone, is uninjured and the only damage is to his/her personal automobile. He/she is clearly frightened and upset and wants your help. What will you do and why?
12. How will you know when it is time to consider leaving this position?
13. (If time allows) Do you have any questions for us?
14. In closing tell us why you should be our next Unified Manager.

[illegible]