

Mary F Redden

From: Louise Schilling [000schilling@ameritech.net]
Sent: Tuesday, January 03, 2006 4:19 PM
To: John Szerlag
Subject: Fw: executive search information

----- Original Message -----

From: Heather Van Poucker
To: 000schilling@ameritech.net
Sent: Tuesday, January 03, 2006 2:30 PM
Subject: executive search information

Dear Mayor Schilling:

Attached please find an overview of the activities typically involved in an executive search process, along with a sample candidate profile worksheet. As you are aware, the League offers executive search assistance and we hope you will keep us in mind should the City of Troy opt to utilize a third party search facilitator.

Please feel free to contact me for additional information or if you'd like a formal proposal related to our executive search service.

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Hot Issues, Bold Strategies at the 2006 MML Legislative Conference
March 22, 2006 ~ Lansing Center.
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OVERVIEW OF A TYPICAL EXECUTIVE SEARCH PROCESS

The Michigan Municipal League is committed to strengthening the quality of municipal government and administration in Michigan. In terms of executive search, we recognize that selecting effective leadership for an organization is critical to organizational success. Accordingly, we work closely with our clients to gain a full understanding of the priorities of the community and structure the search process to gain a complete picture of a candidate's experience, qualifications and management style. This helps to ensure the best possible employment match, resulting in a successful, long-term placement.

A typical executive search includes the tasks detailed within this section. However, each search process is tailored to meet the specific needs of the client community. Typically a search project proceeds with the following activities and requires 60 to 90 days to complete depending upon timing of ad placement, availability of candidates and elected officials and other factors.

Develop Recruitment Profiles

In this initial meeting, the search facilitator will assist the hiring authority in developing a comprehensive recruitment profile. The recruitment profile typically has two components:

1. The Candidate Profile outlines in detail the qualifications, experience and professional characteristics required for employment, and is designed to reflect the goals and priorities of the community. The completed profile will be used throughout the selection process as an objective tool for determining the most appropriate candidates to be interviewed, and ultimately a final selection.
2. The Community Profile provides a detailed description of the position, the organization (i.e. organizational structure, services provided, etc.) and the community itself. This component is an excellent opportunity to promote the benefits of your city or region to prospective candidates (i.e. local and regional attractions, school systems, community strengths and cultural or entertainment opportunities.)

The recruitment profile, in its entirety, will be featured on the MML web page as discussed in the section on Recruitment and Outreach below. The information in the profile will also be integrated and assembled into a customized recruitment portfolio, if desired. This portfolio would be used to invite specific individuals to apply for the position and/or to supply more detailed information about the position and the community to candidates than they would typically find in an advertisement.

Targeted Outreach (Optional Task)

In some cases it is helpful for the search facilitator to also meet with other interested parties to gain a fuller perspective of the needs and priorities of the community. This extended outreach ensures an inclusive, collaborative process and may take place during development of the candidate profile or at any point throughout the selection process. The community may wish to include individual or group meetings with department heads, city employees, community and business leaders, and public forums or focus groups. This is an optional service; in cases where there are well-established lines of communication and existing sources of information it is appropriate to maintain a shorter timeline by limiting the profile process to the hiring authority.

Develop and Administer Recruitment and Outreach Campaign

In order to recruit and select the most qualified candidates, it is necessary to effectively market the position to the widest and most appropriate audience. To accomplish this, we will develop

an outreach and advertising campaign that includes placing advertisements in various professional publications specific to the area of expertise being sought. Our advertising strategy will include both written and electronic publications as well as the customized recruitment portfolio, if desired.

The full text of the recruitment profile will also be placed on the League's web site, linked to a detailed community profile if desired. According to the League's tracking software, our classified ad page receives an average of 4,000 hits per week. This practice provides an excellent opportunity to make the recruitment profile available in its entirety to a wide range of prospective candidates.

In addition to advertising the position, we will utilize our extensive network of contacts to identify professionals in transition and focus the recruiting effort on attracting the most qualified candidates. In making these contacts, the search facilitator targets those individuals who are currently seeking employment and meet the hiring authority's criteria. When appropriate, we will also contact these potential candidates personally via telephone and through one-on-one meetings to promote interest in the position.

These customized and comprehensive outreach and recruiting activities result in the highest quality candidate pool. Following the closing date for receipt of résumés, we will proceed with résumé review and interviews.

Screen Résumés and Narrow Field of Applicants

As résumés are received, we will review each applicant against the criteria established in the candidate profile and identify those candidates who most closely meet the city's requirements. As appropriate, we will personally interview candidates or conduct telephone interviews to ensure a comprehensive initial screening process. At the conclusion of this initial screening process, the facilitator will present the hiring authority with a list of candidates for further consideration. After discussion and consideration, the field of candidates will be narrowed to a group of finalists, typically three to five individuals, who will be afforded the opportunity of a personal interview.

Preliminary Reference Review and Background Investigations

As the field of applicants is narrowed, we will conduct preliminary reference reviews to verify an applicant's prior work history and learn more about the candidates' experience, past performance, and management style.

If desired, we will also assist in identifying outside experts to perform more in-depth background checks (credit history, driving record, criminal record, etc.) which is typically reserved for the final candidate(s).

Interview and Selection Process

Once a list of final candidates has been developed, we will assist in coordinating and scheduling interviews. As well, we will assist the hiring authority in developing their interview questions, with a focus on management technique, problem solving strategies and other topics related to the priorities outlined in the candidate profile.

Further, we will offer guidance and advice concerning appropriate interview topics as well as those that should be avoided. While our executive search facilitators have extensive experience in the field of human resources, and specifically interview and selection, they are not attorneys.

It is always advisable for the city attorney to be apprised of the proposed interview and selection process.

A search facilitator will attend and facilitate the interviews with each of the final candidates. At the conclusion of the interview process, we will facilitate discussion and evaluation of each candidate.

Keep in mind that our search facilitators do not presume to choose the best candidate for the position. That important decision is completely at the discretion of the hiring authority. Rather, we will aide in assessing interview responses and how they relate to the objective criteria established in the candidate profile and provide related guidance and expertise.

Contract Negotiation and Search Close Out

If desired, we will assist in negotiating an employment agreement with the selected candidate. This may include sample contract language, comparative pay recommendations, severance clause suggestions or other topics about which the hiring authority may have questions.

After the hiring authority has reached an agreement with the individual selected for the position, we will perform closing tasks, such as notification of unsuccessful candidates.

Typical project timeline

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Weeks 11 & 12
Initial Meeting: -Establish meeting dates, interviews -Create profiles -Discuss recruitment strategy -Discuss ad language											
Finalize information from initial meeting											
Optional targeted outreach with individuals/groups											
Place ads											
Direct recruitment, active solicitation of candidates											
Application screening, initial reference checks											
Prepare short list following ad close date											
Meeting to review short list, establish interview process											
Conduct first interviews											
2 nd interviews, "meet & greet," site visits, etc. as needed											
Extend conditional offer, negotiate terms											
Background checks, pre-employment tests as needed											
Close out activities											

AN "IDEAL CANDIDATE" PROFILE WORKSHEET

MINIMUM REQUIREMENTS		REQUIRED	PREFERRED	MINOR FACTOR	NOTES
1	Bachelor's Degree (specify course of study)				
2	Master's Degree (specify course of study)				
3	Manager Experience: # of Years Size/Complexity of previous communities				
4	Assistant Manager Experience: # of Years Size/Complexity of previous communities				
5	Other Local Government Experience (dept. head, etc.)				
6	Michigan Government Experience				
7	Private Sector Experience				
8	Other minimum requirements:				
SKILLS & ABILITIES		REQUIRED	PREFERRED	MINOR FACTOR	NOTES
1	Skilled communicator, oral and written <ul style="list-style-type: none"> • Internal: clear, consistent and appropriate message delivered to the appropriate parties at the appropriate times, both up and down chain of command and across functional areas • External: clear, consistent and appropriate message delivered to the appropriate parties at the appropriate times • Public speaking & presentations: skill level promotes a positive image of the organization • Exercises appropriate discretion • Ability to handle difficult situations & people with tact & diplomacy 				
2	Ability to participate in and execute strategic plans				
3	Advanced Research and Analytical Abilities				
4	Skilled in promoting effective: <ul style="list-style-type: none"> • Public / Community Relations • Business Relations • Union / Employee Relations • Intergovernmental Relations • Other critical relationships 				

Review of Job Description Postings
via ICMA Newsletter

*Of ICMA recognized cities
within 50,000 – 200,000 population range*

From August 8, 2005 through December 26, 2005

Springfield, OR (54,000+)

- BS – desire Masters
- Significant local government experience – city manager/assistant city manager/department head experience
- Search by Bob Murray & Associates

Manchester, CT (55,000)

(*includes schools)

- MPA
- 7 – 10 years city/town manager experience in comparable community
- Search by Bennett Yarger Associates

Turlock, CA (67,000)

- BS – MPA preferred
- Search by Bob Murray & Associates

Framingham, MA (67,000)

- BS – prefer Masters
- 10 years town/city manager/assistant town manager experience
- Search by Groux & Associates

Pico Rivera, CA (67,000)

- 8 years progressively responsible executive management level experience
- Search conducted in-house

Kalamazoo, MI (77,000)

- MPA
- Significant local government manager/assistant manager experience in diverse community comparable in size
- Search by Slavin Management Consultants

College Station, TX (81,700)

- BS – prefer MPA
- 7 years progressively responsible experience
- ICMA Credentialed Manager a plus
- Search by Mercer Group

Santa Monica, CA (86,000)

- BS – MPA preferred
- At least 10 years increasingly responsible experience
- Search by The Mills Group

Columbia, MO (91,000)

- BS – MPA preferred
- Service as City Manager/Assistant City Manager/similar executive-level position
- Search by The PAR Group

Charles County, MD (123,000) (*also runs schools)

- Prefer Masters degree
- Search by Slavin Management Consultants

Topeka, KS (125,000)

- BS – prefer Masters
- Substantial experience (City Manager/Assistant City Manager) in diverse and progressive community comparable in size and complexity
- Search by Slavin Management Consultants

Newport News, VA (185,000)

- BS/BA – prefer MPA
- 5 years city management experience
- Search by Mercer Group

Irving, TX (197,400)

- BS
- 10 years chief executive of large urban/suburban government (100,000+)
- or 10 years as Assistant City Manager in community of 125,000+
- Search by Waters-Oldani

Des Moines, IA (200,000+)

- BS
- 7 – 10 years executive management experience
- Search by Waters-Oldani

Additional qualities listed in the postings, such as good budgeting skills or strong communications skills, are not included here. Please let me know if you need any additional information.