

CITY OF TROY

EXECUTIVE SEARCH FOR CITY MANAGER

PROJECT OVERVIEW

The City of Troy is requesting proposals to perform an executive search for City Manager. The City of Troy operates with a Council-Manager system. The City Council is composed of seven members, and the Mayor is a member of Council who serves as its chairperson. The Council establishes policies, enacts ordinances, approves rules and regulations, and gives policy direction. The City Manager, appointed by the City Council, is responsible for the strategic management of the operating, administrative and public safety services and for executing the policies and laws of the Council.

SCOPE OF WORK

It is the intention of the City Council to provide an efficient, comprehensive selection process for the new City Manager that will ensure the best qualified candidates are found and that the best qualified individuals who are acceptable can be hired in a timely manner. A new City Manager must be appointed not later than 120 days from the date the position becomes vacant. The current City Manager will hold the position until March 31, 2009.

City Council may appoint a supplemental search committee comprised of internal department managers.

Services required include position analysis and preparation of a position profile; recruitment for the position; inviting potential candidates to apply; reviewing and screening applications; conducting preliminary interviews and background checks of selected candidates; recommending a list of final candidates; preparing the Council and coordinating final interviews; negotiating; and following up.

The annual salary and benefits package for the position will be discussed with the City Council.

Objectives

The objectives to be met in order to help find the best qualified candidates for the position are as follows:

- To conduct on-site needs assessment for the new City Manager.
- To develop a comprehensive position profile
- To reconcile any differences in points of view with regard to specifications for the position.

- To encourage top level people to apply who might otherwise be reluctant to respond to an advertisement.
- To save a considerable amount of the Council's and staff's time in establishing a position profile and reviewing applicants.
- To comply with appropriate personnel regulations and laws (i.e., EEO and ADA).
- To independently and objectively assess the qualifications and suitability of candidates for the position.
- To recommend a pool of finalist candidates to the Council.
- To coordinate finalist candidate interviews with the Council.
- To mail an information packet supplied by the City to all qualified applicants.
- To respond to all candidate inquiries and produce all correspondence throughout the search.
- To preserve the confidentiality of inquiries to the degree possible under Michigan law.
- To assist the Council in reaching a final decision.
- To assist in negotiating a compensation package with the successful candidate on behalf of the City.
- To assist the Council in establishing performance expectations and evaluating the new City Manager's performance.
- To follow-up with the Council and the new City Manager during the first year to determine if adjustments need to be made.
- To keep the Council closely involved in key decisions and informed of our progress

PROPOSAL SUBMITTAL

The proposal should include:

- A narrative describing how the objectives identified will be addressed – outlining both project approach and methodology.
- A strategic timeline, which identifies milestones in order to meet the project deadline.
- Full disclosure of any subcontracted services.

- Cost to complete project.

As a result of the proposals submitted and any additional information that may be requested, the City reserves the right to interview any number of qualified firms as part of the evaluation process.

PROPOSAL SUBMITTAL - Continued

The City reserves the right to reject any or all proposals, to waive any informality in the proposals received, and to accept any proposal or part thereof, which it shall deem to be most favorable to the interests of the City.

Proposals should be submitted via first class mail, fax or email to the following address not later than 4:00 p.m. on Thursday, March 19, 2009.

Peggy Sears
Human Resources Director
500 W. Big Beaver Rd.
Troy, MI 48084
248-680-7296
fax: 248-619-7267
P.Sears@troymi.gov

Any inquiries concerning the work to be performed should be directed to Peggy Sears, Human Resources Director, and the designated City representative for this project.



Charles Blockett, Jr. and Associates, Inc.

Human Resource Consultants
3537 Waverly Hills Road, Lansing, Michigan 48917
Phone 517.484.3362 and Fax 517.484.3730
E-mail: cblockettjr@aol.com

March 15, 2009

Ms. Peggy E. Sears, HRD
City of Troy
500 W. Big Beaver Road
Troy, MI 48084

Re: City Manager Search

Dear Ms. Sears:

Please consider hiring my firm to conduct the executive search for the City of Troy City Manager. I have extensive experience and a proven track record in assisting various boards and public entities in conducting national searches. I have placed a variety of high-level officials in state and local government and non-profit agencies.

Executive search examples include:

- Lansing Community College, Director of Organizational Development 2009
- Lansing Community College, Director of Compensation & Benefits 2009
- Lansing Community College, Director Recruitment 2009
- Executive Director, Mason Downtown Development Authority 2009
- Calhoun County Administrator/Controller 2008
- Genesee County Road Commission Finance Director 2008
- Lansing Community College Labor Relations Director 2008
- Managing Director, Ingham County Road Commission 2007
- City of Saginaw Fire Chief 2007
- Ingham County Controller/Administrator 2007
- Director of Internal Audit, Lansing Board of Water & Light 2007
- Executive Director, Ingham Health System 2006
- Director of Diversity, Sparrow Health System 2006
- Berrien County Administrator (2005)
- Director of Administrative Services, Ingham County Road Commission 2005
- New Business Development Director, Goodwill Industries of Greater Detroit 2004
- Director, Michigan State Housing Development Authority 2004

- Director of Workforce Planning, Dept. of Labor & Economic Growth 2004
- Executive Director, Hospice of Lansing 2004
- Executive Director, Ford Motor Minority Dealers Association 2004
- Corporate Legal Director, Sparrow Health System 2004
- President/CEO, Capital Area United Way 2003
- Director and General Manager, Lansing Board of Water & Light 2003
- Human Resources Director, 36th District Court, Detroit 2003
- Executive Director, Capital Region Airport 2002
- County Highway Engineer, Road Commission of Macomb County 2002
- Chief Highway Engineer, Muskegon County Road Commission 2001
- Director of Planning, Community, and Economic Development for Macomb 2001
- Executive Director, Mason Downtown Development Authority 2001
- Managing Director, Ingham County Road Commission 2001
- Human Resources Director, Lansing School District 2001
- Human Resources Director, City of Grand Rapids, MI 2000
- City Administrator, Mason, Michigan 1999
- President and CEO, Grand Rapids Urban League 1999
- Executive Director, Lansing Principal Shopping District 1998

For fifteen years, I was responsible for the recruitment, selection, and classification system for the State of Michigan's 62,000 classified employees and personnel professionals for the 116 personnel agencies in the state's merit system. I had responsibility for overseeing the monitoring, developing and hiring of thousands of executives, administrators, and managers in state government. **I know how to recruit executives and administrators.**

I understand the complexities and sensitivities of executive recruitment in the public sector, as well as non-profit organizations. I have extensive knowledge and experience with the State of Michigan's Open Meetings Act. I have received very positive comments from board members, candidates, news media, employees, the public, and other customers and key stakeholders for the open and professional selection processes I have developed.

In 1997, my peers elected me President of the International Public Management Association for Human Resources (IPMA-HR). In 2003, they made me an honorary life member. Through my association with IPMA-HR, I have established a network of extensive contacts throughout the United States. These contacts have been very helpful in my national executive searches.

I feel confident that I can successfully recruit a highly qualified City Manager. Thank you for your consideration.

Sincerely,

Charles Blockett, Jr., IPMA-CP, MPA

RFP
TO CONDUCT EXECUTIVE SEARCH FOR
CITY OF TROY CITY MANAGER

A. BUSINESS ORGANIZATION

Name: Charles Blockett, Jr. and Associates, Inc.
Address: 3537 Waverly Hills Rd.
Lansing, MI 48917
Telephone: 517.484.3362
Fax: 517.484.3730
Email: cblockettjr@aol.com

Charles Blockett, Jr. and Associates, Inc. (CBA) was established in 1997 and incorporated as an S Company on July 1, 2002, in the State of Michigan. CBA has been certified as a minority-owned firm by the Michigan Minority Development Council (C-8917-2-256), the State of Missouri Office of Administration, Division of Purchasing and Materials (M00925), and the State of New York.

CBA staff consists of Charles Blockett, Jr., who specializes in executive recruitment and classification and compensation projects; Martha Bibbs, retired former State of Michigan Personnel Director and Director of the Michigan Department of Civil Service, who specializes in classification and compensation and management review projects; James Hurren, retired former personnel director of Walter P. Reuther Psychiatric Hospital, State of Michigan, who specializes in test development; Christy Brandt, former executive research advisor at Michigan State Police and consultant for Development Dimensions International, who also specializes in test development; and Lexcie Blockett, a retired administrative officer, MI Department of Transportation, who is CBA's office manager. CBA has provided executive recruitment, classification, compensation, examination development, organizational alignment, personnel policies and procedures, and special projects to over 40 public, private and non profit organizations. CBA successfully developed the City of Grand Rapids' last two entry-level firefighter examinations.

Charles Blockett received his bachelor's degree in sociology from Wayne State University in 1970 and his master's degree in public administration from the University of Detroit in 1979. He successfully completed the Harvard University John F. Kennedy School of Government Program for Senior Executives in State and Local Government in 1992. He was one of the first ten individuals in the nation to be certified by IPMA-HR as a certified Public Human Resources Professional (IPMA-CP).

Charles is the immediate past Chairman of the Board of the Lansing Regional Chamber of Commerce, secretary of the Hospice of Lansing Board, and past chair of the Capitol Region Community Foundation Board and the Greater Lansing Convention and Exhibition Authority Board. He has served as an Ingham County Alternate Commissioner on the

State Boundary Commission. He is a 2009 Chief Okemos Council Boy Scout of America Distinguish Citizen Award recipient.

CBA has workmen's compensation and errors and omissions insurance coverage for \$1,000,000.

B. WORK PLAN

Week 1

- Meet with city council to gain an understanding of the position, clarify expectations, and review the plan of action and recruitment strategy. Also, with the approval of the council, meet with key management staff to obtain input. (CB and Council or selection committee)
- Develop a profile of the ideal candidate. (CBA and selection committee)
- Draft job description, job announcement, and ad. (CBA with approval of the selection committee)
- Develop the recruitment strategy and budget.** (CBA and selection committee)
- Develop a survey questionnaire to solicit input from the council, department heads, employees, community, and other key stakeholders on desired qualifications and characteristics for the city manager. The questionnaire would be no more than five questions, designed to gather additional, critical information on issues, expectations, goals, comments, or concerns regarding the position. This questionnaire can be posted on the city's website and in local newspapers distributed to citizens, key stakeholders, and others. (CBA with approval of the selection committee)

Weeks 2-6

- **Optional:** Conduct two community and two employee forum meetings to solicit community, department officials, employee union and other key stakeholders input on desired qualities and characteristics for the city manager. (CBA and council members who can attend the community meetings)
- Post and advertise position. (CBA)
- Compile and collate community and employee issues, goals, and expectations gathered from the questionnaires and community and employee forums. (CBA)
- Develop the selection process. (CBA and selection committee)

- Develop draft interview questions. (CBA and selection committee)
- Begin reviewing applicant resumes, narratives and other material. (CBA)
- Identify place for interviews. (Selection committee)

Weeks 7 & 8

- Complete the review of material received from applicants (make necessary telephone calls to clarify information) and narrow the pool to the best candidates. (CBA)

Weeks 9 & 10

- Submit a notebook to the selection committee members that will include a review of all the candidates and their supporting documentation and CBA's rationale for selecting the best candidates. (CBA)
- Meet with selection committee to review the material and agree on the finalists to be scheduled for interviews. (CBA and selection committee)
- Contact finalists and schedule interviews. (CBA)
- Each of the finalists will receive a report containing the issues, comments, concerns, expectations, and goals of the council, departmental officials, employees, community, and other key stakeholders gathered from the questionnaires and public and employee forum meetings. The finalists will then prepare a written response as to how they would address the items in the report, if he/she becomes the new City Manager. (CBA)
- Working with an established investigative firm, begin background investigation of finalists. It will consist of a search of civil and criminal records, bankruptcy records, education verification, credit check, nationwide newspaper article search, and an address verification database search. (CBA)
- Provide interview training to board and advisory interview panel. (CBA) **Note:** The role of the advisory interview panel is to develop a set of structured oral interview questions, interview candidates, and write a one-page memo indicating their 1st and 2nd choices and providing a rationale for each. These comments will be consolidated and recommendations provided to the Council to be considered in their final deliberation.
- Council and advisory panel will approve interview questions.

Week 11

- Finalists to submit their written response as to how they will address the items in the report. (CBA)

Weeks 12 & 13

- The interview process will be scheduled for two days. On the first day, the advisory panel will interview each candidate. Each interview will last approximately one hour and fifteen minutes. (Advisory interview panel and CBA)
- Also on that first day, from 5:30 until 7:00 p. m., City Council will have a public forum where the council, public, employees and news media can meet and greet the finalists. (Council and CBA)
- On the second day, the full Council will conduct public interviews. Each interview will last approximately one hour and fifteen minutes. (Council and CBA)
- In a public meeting, the Council will deliberate and select a new city manager, contingent upon completion of reference and background checks and negotiation of contract. (Council and CBA)
- Complete reference checks and background investigation. Make offer of hire to selected candidate. (Council and CBA)
- Notify all individuals, who applied, of the outcome of the selection process. (CBA)
- Assist the Council in negotiating a contract and establishing performance expectations and performance standards.

After Hire

Follow up with the Council and City Manager during the first year to determine if adjustments need to be made.

****NOTE:** Each applicant will be required to submit a resume, salary history, three references, and a narrative. The narrative should be no more than three pages, in total length, describing his/her managerial/supervisory experience and accomplishments in the following areas:

- Planning, coordinating, prioritizing and directing a major governmental, nonprofit or private sector program, including scope of project, budget, staff, etc. that were involved.

- Demonstrated accomplishments in development and management of a balanced budget for a public body. Include size, scope and complexity of the budget.
- Past accomplishments in working with a board of commissioners or council, involvement with union negotiations, and management of personnel and purchasing issues.
- Demonstrated ability in working with governmental units, news media, and community organizations.

This is a working-draft plan of action. CBA is flexible and will alter the plan to fit the Troy City Council's particular needs. This model has been used successfully in the recruitment of numerous public sector executives covered by Michigan's Open Meetings Act.

C. RECRUITMENT STRATEGY

Charles Blockett, Jr. & Associates, Inc. (CBA) experience with recruitment of high-level executives and administrators is that traditional recruitment (developing ads and placing them in local newspapers) is not productive and is, often, more expensive. Newspaper ads are extremely costly.

What is needed is an aggressive, targeted recruitment of individuals who possess these unique skills. Often, the best candidate is not in the job market. Our strategy is to identify these highly qualified and competent individuals and make them aware of the job opportunity. Working with the city council, CBA will develop a detailed recruitment strategy for the position.

CBA will work with the Council to establish a cost efficient and effective recruitment strategy and budget.

Direct Mailing

CBA will develop and mail job announcements to qualified candidates to inform them of the job opportunity and request their assistance in seeking qualified candidates.

Internet Posting

The vacancy will be posted on a number of Websites that cater to city/county manager and administrator professionals. CBA has found that advertising on Websites is very effective and cost efficient.

Printed Posting

CBA suggests that ads be placed in select newsletters and journals, as deemed necessary.

Telephone Calls

Numerous telephone calls will be made to various individuals and organizations to identify outstanding qualified candidates.

Minority Recruitment

CBA will contact minority organizations to insure that there is a diverse applicant pool. CBA has a proven track record in recruiting protected group members.

D. PROFESSIONAL FEE

Charles Blockett, Jr. & Associates, Inc. professional fee to conduct the search for the City Manager of Troy will be \$21,000.

CBA will not charge any costs associated with CBA travel or office fees (faxes, messenger, copier, telephone calls, or clerical assistance).

City of Troy will pay costs that are associated with advertising, printing and mailing of job announcements and material/supplies needed for preparing the notebooks and conducting interview training.

City of Troy will cover the costs of the final candidates' travel to Troy and lodging, if necessary.

City will also cover the costs of the investigative firm's background checks which could cost, approximately, \$500 per finalist.

CBA recommends payment as follows:

- One-third payment upon signing of the contract
- One-third payment upon delivery of the notebooks
- One-third payment, payable upon completion of the search and the recommended candidate's acceptance of the job offer

E. GUARANTEE

CBA will comply with state and federal laws pertaining to the selection and interviewing of candidates, as supplied by the City.

CBA is willing to assist in any negotiations pertaining to the finalists, as requested by the Council.

CBA will provide timely status reports and keep the Council informed of its progress and potential problems.

F. ROLE OF THE OWNER/PROJECT MANAGER

Charles Blockett, Jr. will be the contact person and will personally conduct the search for the City of Troy City Manager, with administrative support assistance.

G. NON-DISCRIMINATION CLAUSE

CBA will not discriminate against any employee or applicant with respect to hire, tenure, terms, conditions or privilege of employment, or a matter directly or indirectly related to employment because of race, color, religion, sexual orientation, gender, national origin, disability, height, weight, marital status, age or political affiliation.

H. REFERENCES

- 1. Mike Rae, Commissioner**
Calhoun County Board of Commissioners
315 W. Green St.
Marshall, MI 49068
269-781-0966
CBA conducted the search for the Calhoun County Administrator/Controller
- 2. Darnell Earley, City Manager**
City of Saginaw
1315 S. Washington Ave.
Saginaw, MI 48601
989-759-1400
CBA conducted the search for the City of Saginaw Fire Chief.
- 3. Larry Smith, Chair**
Ingham County Road Commission
P.O. Box 38
Mason, MI 48854-0038
517-676-9722
CBA conducted the search for ICRC Managing Director.

- 4. Victor Celentino, Commissioner**
Ingham County Board of Commissioners
PO Box 319
Mason, MI 48854
517-676-7200
CBA conducted the search for the Ingham County Controller/Administrator.

- 5. Robert Wooley, Commissioner**
Berrien County Board of Commissioners
701 Main Street
St. Joseph, MI 49085
269-468-7329
CBA conducted the search for the Berrien County Administrator.

- 6. Chris Holman, Chair**
Capital Region Airport Authority
Lansing, MI 48906
517-321-6161 or 517-487-1714
CBA conducted the search for the Executive Director, Capital City Airport.

I. CLOSING STATEMENT

It will be a real honor to assist you in your search for an outstanding city manager. This position is critical to your desire to provide quality service to the people of Troy. CBA has a proven record of conducting a thorough, deliberate, and open process that bestows credibility on the selected candidate.

March 19, 2009

Ms. Peggy E. Sears
Human Resources Director
500 W. Big Beaver Road
Troy, MI 48084

RE: Request for Proposals - Executive Search for City Manager

Dear Ms. Sears:

Thank you for the opportunity to submit a proposal to assist the City of Troy, MI with the search for a new City Manager. We are confident our expertise and vast network of contacts will provide an excellent result for the City in these efforts.

CPS Executive Search, formerly Shannon Executive Search, is a division of CPS Human Resource Services and has been providing management consulting services to governmental clients in the western United States since 1986. CPS is a self-supporting public agency providing a full range of human resource services to the public and nonprofit sectors. We have unique expertise in delivering HR management and consulting services, employment testing, assessment services, and applicant tracking software to government agencies throughout North America. We assist organizations across the talent management continuum in recruiting, selecting, and developing employees.

With respect to this particular assignment, we possess a number of important strengths:

- **The successful completion of approximately 1,500 recruitments for more than 600 clients.** We have extensive experience in the recruitment of all types of local government executive and professional staff, including board/council appointed executives, department directors, and key professional and management positions. Although our client list covers a broad range, please note each recruitment we conduct is uniquely designed to fit the needs of the individual client and is calculated to provide a strong, competitive pool of candidates.
- **We have in-depth knowledge of the City Manager market by virtue of multiple and recent recruitments for city management related positions.** For example, we have recently completed searches for City Managers of Surprise, AZ and for the California Cities of Modesto, Elk Grove, Menlo Park and Sebastopol. Some other successful searches for City Managers include Arlington, TX; Mesa, Paradise Valley, AZ and for California Cities, such as Napa, American Canyon, Brentwood, Sacramento, Moreno Valley, Seaside, Beverly Hills, Rohnert Park and Lodi. We have also conducted

successful searches for County Managers or Administrators, such as Broward County, FL, San Benito County, CA and Yolo County, CA. We have completed numerous other executive level searches for counties, such as Miami-Dade County and California State Association of Counties.

- **In-depth understanding of all local government operations, programs, and services.** This understanding has been gained both as local government managers and as consultants to local governments throughout the United States.

CPS will perform the following activities:

- Determine the City's needs and desired characteristics to develop a candidate profile;
- Develop advertising and outreach plans;
- Target, recruit, screen and interview candidates;
- Check references and verify information;
- Identify the most qualified candidates for the position;
- Work with City to coordinate and schedule interviews and candidate travel;
- Assist City Council in negotiating terms and conditions of employment with the selected Candidate and advise Council on salary, benefits and employment agreements, as well as approaches to housing and relocation;
- Assist the Council in establishing and evaluating performance expectations of the new City Manager; and
- Other services as needed to successfully complete the executive search.

Again, thank you for the opportunity to be considered for this assignment. Please feel welcome to contact me at (202) 355-7308 or via e-mail at Gib@cps.ca.gov if you have any questions or need additional clarification. I will represent CPS in any negotiations and am authorized to sign any contract that may result.

With best regards,



Gilbert L. (Gib) Johnson
Managing Director



Executive Search For City Manager

March 19, 2009



CPS Human Resource Services
444 North Capitol Street
Suite 544
Washington, DC 20001
Fax: 202-220-1394
Fed. Tax ID#: 68-0067209
NIH BPA# HHSN26399990841B
MOBIS Contract#: GS10F0437M
Duns: 128512480
NAICS Code: 541611

A handwritten signature in black ink that reads "Gib L. Johnson".

Gilbert L. Johnson, Managing Director
Phone: 202-355-7308
E-mail: Gib@cps.ca.gov

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OVERVIEW OF CPS

For more than 70 years, CPS Human Resource Services (CPS) has assisted public agencies like the City of Troy (the City) with their most critical human resource management needs. As a public agency ourselves, we understand the challenges and issues facing our client base and have unique expertise in delivering HR management and consulting services to government agencies throughout North America.

The vision of CPS in the late 1930s was a bold one. It was formed as part of the California State Personnel Board to provide government agencies with highly professional personnel services for a modest fee. The State of California believed that part of its mission was to be available to its sister agencies at the local level to provide expertise. In that sense, the organization was to “improve personnel in the public sector.” For the next 50 years, CPS did just that. It conducted numerous executive searches, wrote thousands of civil service exams, analyzed hundreds of thousands of jobs, and became the adjunct personnel department for many small cities, counties and special districts.

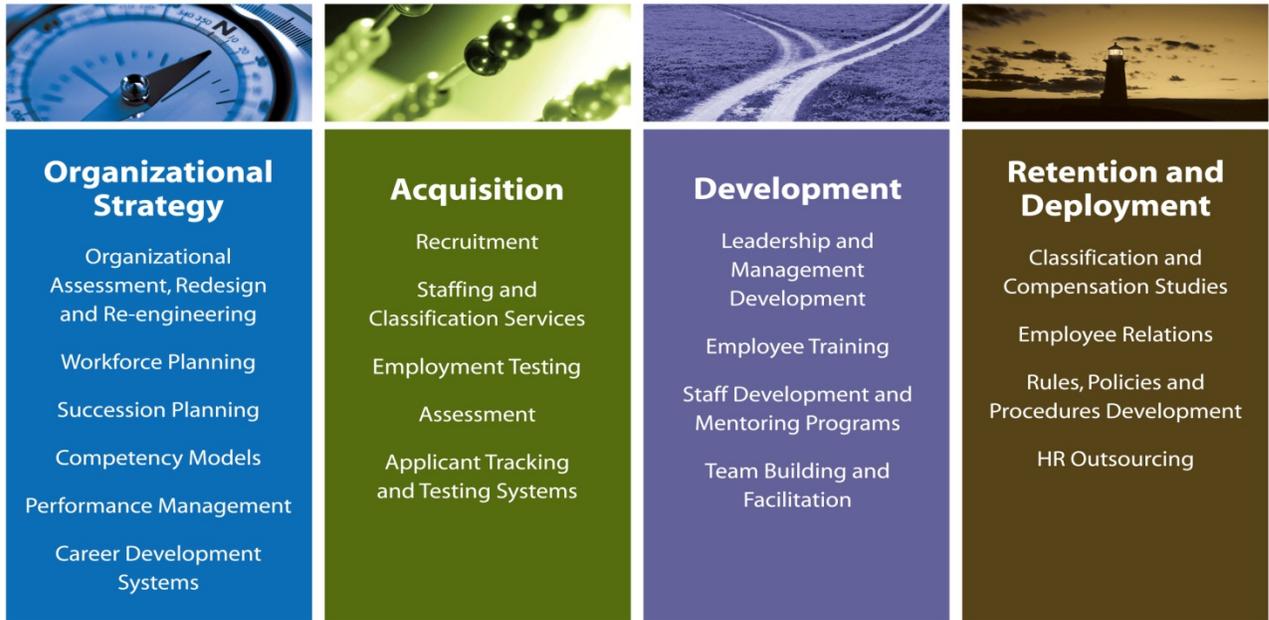
In 1985, CPS separated from the State Personnel Board and was created as a joint powers agency. Its governing unit now consists of a seven-member Board of Directors from the California State Personnel Board, the Hayward Unified School District, the City of Las Vegas, Sacramento County, City of Anaheim, City University of New York (CUNY), and the City-County of San Francisco.

CPS’ core competency is a knowledge of and expertise in the public sector. As a self-supporting public entity serving only public sector and nonprofit agencies, we understand the need for innovative yet practical results in government. CPS can provide agencies such as the City with expertise which is especially relevant because we share this common perspective with our clients. There is not a competitor in the industry that can make that claim.

On the following page is an overview of CPS’ core service areas:

TALENT MANAGEMENT CONTINUUM

Providing the complete range of human resource services for better recruitment, selection and development of employees.



CPS has an extremely strong team of consultants, many of whom come from public agency careers at the federal, state, and/or local government levels. This enables our consultants to not only bring a sound understanding of the executive search process best practices, but also an in-depth appreciation of the special requirements of public agencies. As detailed in their professional summaries, the team members proposed for the City's executive search project have conducted numerous searches for state and local organizations.

Office Location

CPS is headquartered in **Sacramento, CA** with regional offices in **Washington, D.C.** with a satellite office in **Bethesda, MD.** CPS currently has a staff of approximately 180 full-time employees and over 1,400 subject matter experts and contract employees who have a wide variety of government, public, and private sector human resources experience. The City's contract will be managed and executed from the **Washington, DC office.** The office address is:

444 North Capitol Street, NW
Suite 544
Washington, DC 20001

For purposes of contract negotiations, Gilbert L. (Gib) Johnson, Managing Director, will serve as point of contact. Mr. Johnson can be contacted at 202-355-7308 or at gib@cps.ca.gov.

Recent engagements

Currently, the Washington office of CPS is conducting executive searches for the following:

- **Montgomery County Maryland:** The recruitment of Fire Chief. This recruitment is a task order for a schedule of executive recruitment services CPS has been contracted to provide to the County.
- **Ann Arbor Transportation Authority:** The recruitment of Executive Director.

EXPERIENCE & QUALIFICATIONS

CPS' Experience with conducting executive searches for City Managers

CPS has successfully completed over 1,500 recruitments for more than 600 clients, many of which involved extensive national searches. We have experience in the recruitment of all types of local government executive and professional staff, including health officials, council/board appointed executives, department directors, and key professional and management positions. These searches include, but are not limited to, the following disciplines: water authorities, utility agencies, transportation, planning, financial management, housing, health and human services, information technology, finance and budgeting, human resources, public safety, recreation and culture, municipal, economic development, etc... Although our client list covers a broad range, we uniquely design our executive searches to fit the needs of the individual client and to provide a strong, diverse, competitive pool of candidates.

Below are overviews of a sample of executive searches CPS has conducted for City Manager.

Elk Grove, CA - City Manager (2008)		
Contact Information:	Laura Gill City Manager 916 683-7111 lgill@elkgrovecity.org	Jim Cooper Former Mayor 916 683-7111 jcooper@elkgrovecity.org
Project Overview:		
CPS conducted a search for the Elk Grove's City Manager in 2008. We developed a candidate profile, recruitment brochure and advertising; performed outreach and follow-up; performed initial screening of candidates; conducted the oral examination and presented finalists to the City to interview. CPS then conducted background check/reference check on top candidates and submitted a final report to the City summarizing the project and outcomes. Population: 136,318		
Modesto, CA - City Manager (2008)		
Contact Information:	Katy Espinosa Box 642 Modesto, CA 95354 krespinosa@modesto.gov.com 209-571-5597	
Project Overview:		
CPS conducted search for the City Manager (2008). We developed a candidate profile, recruitment brochure and advertising; performed outreach and follow-up; performed initial screening of candidates; conducted the oral examination and presented finalists to the City to interview. CPS then conducted background check/reference check on top candidates and submitted a final report to the City summarizing the project and outcomes. Population: 209,936		
Surprise, AZ - City Manager (2008)		
Contact Information:	Randy Oliver City Manager 623 583-1080 Randy.Oliver@surpriseaz.com	
Project Overview:		

In 2008, CPS was contracted by the City of Surprise, AZ to conduct a search for City Manager. We developed a candidate profile, recruitment brochure and advertising; performed outreach and follow-up; performed initial screening of candidates; conducted the oral examination and presented finalists to the City to interview. CPS then conducted background check/reference check on top candidates and submitted a final report to the City summarizing the project and outcomes. **Population: 90,717**

Broward County, FL – County Administrator (2008)

Contact Information:	Evan Lukic Broward County Auditor Office 115 S. Andrews Avenue, Room 520 Ft. Lauderdale, FL 33301 954-357-7590
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Project Overview:

CPS conducted search for the County Administrator (2008). We developed a candidate profile, recruitment brochure and advertising; performed outreach and follow-up; performed initial screening of candidates; conducted the oral examination and presented finalists to the City to interview. CPS then conducted background check/reference check on top candidates and submitted a final report to the City summarizing the project and outcomes. CPS also conducted a salary and benefits survey to assist the County in establishing the salary and benefits for the new Director. The results of this survey were used in developing and negotiating the employment contract with the new County Administrator. **Population: 1.8 mil**

Miami-Dade County, FL – Directors of Transit, Corrections, Human Services and ADA Coordination (2006-2007)

Contact Information:	Mary Lou Rizzo Director, Personnel Services Div. Employee Relations Department (ERD) 111NW 1st Street, Suite 2020 Miami, FL 33128 (305) 375-3011	Luis Gonzalez Manager, Recruitment and Internal Placement Section, ERD 111NW 1st Street, Suite 2020 Miami, FL 33128 (305) 375-2668
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Project Overview:

In 2006-2007, CPS conducted several executive searches for Miami-Dade County. Consultant **Marjorie Young** developed candidate profiles, recruitment brochures and advertising; performed outreach and follow-up; performed initial screening of candidates; conducted the oral examination and presented finalists to the City to interview. CPS then conducted background check/reference check on top candidates and submitted a final report to the City summarizing the project and outcomes. **Population: 2.3 million**

American Canyon, CA - City Manager (2006)

Contact Information:	Bronda Silva Human Resources Director 707 647-4577 BrondaS@ci.american-canyon.ca.us Richard Ramirez City Manager 707 647-4351
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Project Overview:

In 2006, CPS conducted a search for the City Manager. Consultant **Stuart Satow** developed a candidate profile, recruitment brochure and advertising; performed outreach and follow-up; performed initial screening of candidates; conducted the oral examination and presented finalists to the City to interview. CPS then conducted background/reference checks on top candidates and submitted a final report to the City summarizing the project and outcomes. With CPS’ assistance, the City interviewed

the top candidates and made a selection. Population: 15,276		
Napa, CA - City Manager (2006)		
Contact Information:	Jill Techel Mayor 707 257-9500	Cyndi Kasten Personnel Director 707-257-9505
Project Overview:		
CPS conducted an executive search for a City Manager in 2006. We developed a candidate profile, recruitment brochure and advertising; performed outreach and follow-up; performed initial screening of candidates; conducted the oral examination and presented finalists to the City to interview. CPS then conducted background check/reference check on top candidates and submitted a final report to the City summarizing the project and outcomes. Population: 72,585		

Other Michigan Client Reverences

Ann Arbor Transit Authority, MI – Executive Director	
Contact Information:	Ms. Dawn Gabay Interim Executive Director Ann Arbor Transportation Authority 2700 South Industrial Highway Ann Arbor, MI 48104 (734) 677-3929
Project Overview:	
Currently, CPS is conducting a recruitment for Executive Director.	

City of Jackson – Fire Department Job Analysis and Promo Exam for Fire Captain	
Contact Information:	Cathy Brechtelsbauer, Director of Personnel and Labor Relations 161 West Michigan Avenue Jackson, MI 49201-1303 Catherine.brechtelsbauer@jcisd.org (517) 745-3598
Project Overview:	
Worked with City personnel and Fire Department staff to conduct a job analysis and design, develop, and administer job-related written promotional examinations and assessment processes for the position of Fire Captain. All written examinations were in multiple-choice format, computer scored, and weighted according to the job analysis. All assessment processes were designed and developed based on the needs of the Jackson Fire Department and documented by the job analysis. Assessment exercise developed as part of these processes included in-baskets, structured interviews, oral presentations and tactical incidents. They were administered individually to candidates, scored by dimension, weighed according to the job analysis, and combined to arrive at a final score for each candidate. Where applicable, weighted written exam scores were combined with weighted assessment scores to arrive at the candidate’s final, overall evaluation.	

CLIENT REFERENCES

Listed below are examples of some of our successful executive searches for City Managers during the last four years.

CITY MANAGER RECRUITMENT REFERENCES		
CLIENT	POSITION (Year Completed)	CONTACT
Sebastopol	City Manager (2009)	Sarah Glade Gurney Mayor 707 823-1153 sarahcouncil@yahoo.com
Surprise, AZ	City Manager (2008)	Randy Oliver City Manager 623 583-1080 Randy.Oliver@surpriseaz.com
Elk Grove	City Manager (2008)	Laura Gill City Manager 916 683-7111 lgill@elkgrovecity.org Jim Cooper Former Mayor 916 683-7111 jcooper@elkgrovecity.org
Modesto	City Manager (2008)	Jim Ridenour Mayor 209 571-5597 mayor@modestogov.com Greg Nyhoff City Manager 209 577-5404 gnyhoff@ci.modesto.ca.us
Paradise Valley, AZ	Town Manager (2007)	Ed Winkler Mayor 602 999-8184 Jim Bacon Town Manager 480 348-3533 jbacon@paradisevalleyaz.gov
American Canyon	City Manager (2006)	Bronda Silva Human Resources Director 707 647-4577 BrondaS@ci.american-canyon.ca.us Richard Ramirez

CITY MANAGER RECRUITMENT REFERENCES		
CLIENT	POSITION (Year Completed)	CONTACT
		City Manager 707 647-4351 rramirez@ci.american-canyon.ca.us
Colorado Springs, CO	Assistant City Manager (2006)	Ann Crossey Human Resources Director 719 385-5158
Napa	City Manager (2006)	Jill Techel Mayor 707 257-9500 Cyndi Kasten Personnel Director 707-257-9505
Arlington TX	City Manager (2005)	Robert Cluck Mayor 817 459-6122 robert.cluck@arlingtontx.gov
Moreno Valley	City Manager (2005)	Richard Stewart Mayor 951 413-3000 richards@moval.org
Seaside	City Manager (2000) City Manager (2005)	Ralph Rubio Mayor 831 899-6700

QUALIFICATIONS OF PROPOSED TEAM

CPS consultants provide an experienced and knowledgeable resource to the clients we serve. Many of our senior consultants, in fact, have worked for and with local and/or state agencies for more than 20 years.

The consultant team we propose is an experienced and senior level team which has extensive expertise in executive searches to public sector agencies of all sizes. They possess proven credentials and credibility necessary to provide exceptional quality service to the City.

William “Bill” Mitchell will serve as project director. He will be assisted by **Marjorie H. Young**, who will serve as project manager and primary contact for the duration of the project. **Niki Polk** will assist Marjorie as an executive recruiter. In addition, **Stuart Satow**, will serve as technical advisor on the recruitment.

Consultant	Primary Area(s) of Responsibility
William “Bill” Mitchell	Mr. Mitchell will serve as project director and provide executive oversight to the recruitment
Marjorie H. Young	Ms. Young will serve as project manager and primary agency contact.
Niki Polk	Ms. Polk will serve as an executive recruiter.
Stuart Satow	Mr. Satow will serve as Technical advisor.
Krout and Schneider, Inc.	The sub-contractor that will conduct the background checks on the candidates.

Biographical Sketches

WILLIAM “BILL” MITCHELL, PROJECT DIRECTOR

Mr. Mitchell is the Senior Manager for CPS’ Consulting Service East, State and Local practice. Prior to joining CPS, Bill held positions in both Montgomery County (Maryland) Office of Human Resources, and Prince George’s County, Maryland where he designed and administered comprehensive recruitment and selection systems for both merit employees and for executive appointees.

MARJORIE H. YOUNG, PROJECT MANAGER

Marjorie is the retired Commissioner of the Georgia Merit System, the state’s personnel administration agency. Since 2004, Marjorie has served as a consultant for CPS specializing in executive recruitment. Currently, Marjorie is currently conducting a recruitment for the **Ann Arbor Transit Authority** for an **Executive Director** and recently completed a search for **County Administrator** for **Broward County, FL**. She has conducted numerous other successful executive searches for state and local government, which include County Administrator, Director of Transit, Director of Corrections, Human Services Director, Real Estate Advisors, ADA Coordinator, Director of Human Services and Human Resources Director.

Ms. Young has a MPA in Public Administration and M.Ed in Counseling and Psychological Services from Georgia State University and a B.A. in Psychology. Marjorie has the following certifications:

- Facilitator, FranklinCovey's Four Disciplines of Execution, 2004
- Public Health Leadership Institute (PHLI) Scholar, 1998
- Trainer/Facilitator, Achieving Extraordinary Customer Services and Managing, 1997
- Trainer/Facilitator, Continuous Quality Improvement, GOAL/QPC, 1993

IRENE "NIKI" POLK, SENIOR CONSULTANT

Since joining CPS in 2003, Niki has been an assessment center coordinator and senior personnel management consultant. She has managed numerous projects for the development and administration of assessment centers used for selection and promotion within public safety agencies. Currently, Niki is a member of the recruitment conducting the **Montgomery County, Maryland Fire Chief** search. She conducts job analyses, develops written examination test plans, and develops behaviorally-based exercises for said agencies. Ms. Polk has a Master of Arts in Industrial/Organizational Psychology from the University of West Florida (Pensacola, FL).

STUART SATOW, TECHNICAL ADVISOR

Since joining CPS Executive Search in 2002, Stuart Satow has been involved in numerous recruitments on behalf of various cities, counties and other local government agencies for a variety of executive and senior management positions. Some of his recruitments include **City Manager** for the **California Cities of Brentwood and Escalon**, and an **Assistant City Manager** for the **City of Sacramento**, as well as General Manager for several districts, including, Mission Springs Water District, Napa Sanitation District, Elk Grove Community Services District; District Engineer for Sacramento Regional County Sanitation District; Director of Public Social Services (Riverside County). Prior to joining CPS, Mr. Satow was a fixture on television in the Sacramento region for 22 years. As a sportscaster for ABC affiliate KXTV Channel 10, Mr. Satow has interviewed hundreds of management-level executives, university officials and professional and amateur athletes. He is a popular public speaker and emcee who has long been involved in community events in the Sacramento region. With a BA degree in Communication Studies from California State University, Sacramento and 27 years of experience in the communications industry, Mr. Satow is an experienced writer and interviewer who has excellent people skills and a positive track record in staff and project management. Mr. Satow has a BA in Communications from California State University.

MARK A. MCCLAIN, BACKGROUND INVESTIGATIONS

Krout and Schneider, Inc. is a full-service investigative agency and a leader in service to law firms, the insurance industry and employers of all types and sizes. Founded in 1927, Krout and Schneider, Inc. is one of the oldest and most respected investigation agencies in the United States. Mark started his career with Krout and Schneider, Inc. in 1972 and is the Senior Vice President of the firm. He has a degree in Administration of Justice from Rio Hondo College at Whittier. His professional affiliations include: California Association of Licensed Investigators, National Council of Investigative & Security Services, Professionals in Human Resources Association, Society for Human Resource Management, Industry Manufacturer's Council,

Combined Claims Conference Steering Committee and Workers' Compensation Forum –Inland Empire. He is Past President of the Workers' Compensation Defense Association in Orange County and belongs to several other groups in the insurance industry.

APPROACH AND METHODOLOGY

CPS understands that the City Council of Troy needs to conduct a comprehensive selection process for the new City Manager. We understand that the new City Manager must be appointed within 120 days from the date of March 31, 2009 when the position becomes vacant.

Project Approach to meet the City's recruitment objectives

Our approach and methodology outlined below is designed to address the following objectives of the recruitment:

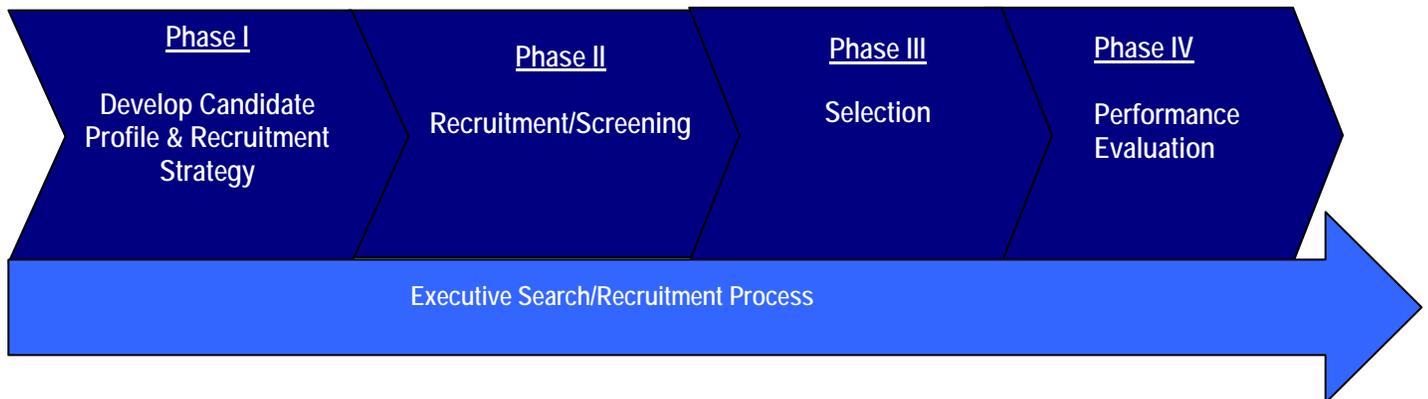
- To conduct on-site needs assessment for the new City Manager;
- To develop a comprehensive position profile;
- To reconcile any difference in points of view with regard to specifications for the position;
- To encourage top level people to apply who might otherwise be reluctant to respond to an advertisement;
- To save a considerable amount of the Council's and staff's time in establishing a position profile and reviewing applicants;
- To comply with appropriate personnel regulations and laws (i.e., EEO and ADA);
- To independently and objectively assess the qualifications and suitability of candidates for the position;
- To recommend a pool of finalist candidates to the Council;
- To coordinate finalist candidate interviews with the Council;
- To mail an information packet supplied by the City to all qualified applicants;
- To respond to all candidate inquiries and produce all correspondence throughout the search;
- To preserve the confidentiality of inquiries to the degree possible under Michigan law;
- To assist the Council in reaching a final decision;
- To assist the Council in establishing performance expectations and evaluating the new City Manager's performance;
- To follow-up with the Council and the new City Manager during the first year to determine if adjustments need to be made; and
- To keep the Council closely involved in key decisions and informed of our progress.

CPS possesses a number of important strengths such as the following:

- Each recruitment we conduct is uniquely designed to fit the needs of the individual client and is calculated to provide a strong, competitive pool of candidates;
- We have an outstanding track record in recruiting executive professionals for authorities, states, cities and agencies of all sizes; and
- In-depth understanding of all local government operations, programs, and services.

Our standard recruitment method normally has 3 phases (Phases I – III); however, optional services are provided, when requested. The Council has requested assistance in establishing performance expectations and evaluating the new City Manager’s performance during his or her first year; therefore, a performance evaluation phase has been added, as follows:

- Phase I - Develop Candidate Profile and Recruitment Strategy;
- Phase II - Recruitment/Screening;
- Phase III - Selection; and
- Phase IV - Performance Evaluation



Our thorough approach to executive search includes the following features:

- Involvement of all key stakeholders,
- Meeting the Client’s Needs,
- Aggressive Recruitment,
- Assisting the Client with the Selection,
- Progress Reporting,
- Ability to Respond in a Timely Manner,
- Team Working Relationships,
- Adherence to all applicable laws, and
- One-Year Guarantee.

Recruitment Methodology

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Search Process and Schedule

CPS will meet with the City Council to develop a thorough review of the recruitment and selection process and schedule. At this meeting, we will agree on the working and reporting relationship desired by the Council. The CPS team will be readily available to respond immediately to requests for consultative services. In addition, we will review the projected timeline and budget and if necessary revise the timeline and budget.

Task 2 - Develop a Candidate Profile and Recruitment Strategy

A critical first step in this process is to understand the City's needs for the position and to develop a thorough understanding of the City's culture. During this task, the CPS consultants will work the City Council to:

- Review and if necessary, change the job description; and
- Review and if necessary, change the evaluation criteria.

Development of the position specifications will be accomplished through meetings with the Council's designated point person(s) and, if desired, key stakeholders. Required critical personal and professional attributes of the new candidate will be identified in these meetings, which will include the following activities:

- Identify priorities for the new City Manager;
- Identify the conditions and challenges likely to be encountered in achieving these priorities;
- Generate a list of desired competencies, experience, personal attributes and other requirements specific to the position; and
- Discuss the work environment and relationships the City Council envisions for the position.
- Facilitate the City Council's development of a needs analysis, which will highlight the priorities and issues that the new candidate will need to address.

Task 3 - Prepare Recruitment Brochure and Place Advertisements

Text for an attractive recruitment brochure will be prepared and presented to the City Council for review prior to printing (please refer to our website: www.cps.ca.gov/search and click on "current recruitments" to view brochures). In addition, advertisements will be prepared and placed for publication in appropriate professional and diverse magazines, journals, internal and external newsletters, job bulletins, newspapers, and Internet websites nationwide to attract a diverse pool of candidates (see *CPS' Strategy to Encourage Diversity in Candidates*).

Phase II – Recruitment

Task 1 - Identify and Contact Potential Candidates

This task includes a variety of activities designed to attract the best available candidates. To ensure the search produces a pool of well-qualified and diverse candidates, CPS will recruit extensively. In addition to advertising through newspapers, appropriate organizations and websites, our consultant will:

- Will encourage top level City employees to apply;
- Contact leading public and private professional redevelopment organizations to identify potential candidates;
- Utilize CPS' database of applicants from prior searches to identify potential candidates;
- Provide each potential candidate with a copy of the recruitment brochure transmitted by personal letter or e-mail;
- Contact candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume;

- Adhere to all laws applicable to recruitment and employment; and
- Provide regular reports to the Council regarding progress of the search.

Task 2 - Conduct Initial Screening

All resumes will be submitted directly to CPS for initial screening. This screening process is specifically designed to assess the personal and professional attributes agreed upon in Phase I and will include the following:

- Thoroughly reviewing and evaluating each candidate's resume and other supporting materials. Conducting in-depth reviews of candidates' credentials using the established evaluation criteria;
- Conduct reference checks by phone. Reference checks will include a 360-degree approach by contacting superiors, peers, clients and subordinates;
- Select candidates to receive a candidate questionnaire;
- Select an agreed upon number of the most qualified, skilled, and articulate candidates for initial telephone interviews or review by the Council;
- Performing screening interviews with the candidates who appear to best meet the City's needs, and selecting the top candidates for further consideration

Task 3 – Document the Results of the Search Process and Select Finalists

At the conclusion of the previous tasks, our consultant will prepare a client report summarizing the results of the recruitment process, and will present a short-list of candidates for further consideration by the Council within in fifteen (15) days of the closing date for applications. This report will include a brief profile on each candidate's background, inclusive of reference checks, the consultant's comments and candidates' resumes. The consultant will meet with the Council's representative(s) to review this report and to assist in selecting a group of finalists for the Council to interview. Also, CPS will maintain a database of information regarding all candidates nominated and provide this information to the Council. In addition, CPS will document each step in the recruitment process to ensure conformity with the City's equal employment/affirmative action policies.

Phase III – Selection

Task 1 - Design Assessment Process

During Phase I, CPS will work with the Council to develop ratings scales, questionnaires, interview questions, rating methodology, and an interview process. This process will typically include a competency-based, in-depth interview with each candidate, but may also include other selection tools such as an oral presentation, preparation of written reports, and problem solving exercises.

Task 2 - Administer Assessment Process

The consultant will coordinate all aspects of the assessment process. This includes contacting both the successful and unsuccessful candidates, preparing appropriate materials, facilitating the interviews, and assisting the search committee with evaluating the interview results. CPS will arrange interviews of candidates selected as finalists and will coordinate travel or

accommodation details for each candidate, in accordance with the City's statutes, policies and procedures.

Task 3 - Arrange Follow-up Interviews and Background Checks

Through a licensed private investigation firm, a detailed background investigation of the finalists will be conducted. Typically, the investigation would include checks of court records, credit reports, driving record, academic degrees and media checks. On-site field investigation and additional media checks will be conducted at a minimal additional cost.

CPS will counsel the City Council on interview strategies, techniques, questions, process, timing, and evaluative criteria. Upon completion of the interviews, CPS will consult with the Council and provide any additional assessment information required. CPS will be available to schedule and coordinate follow-up interviews and complete additional reference checks and assessments, if necessary. In addition, we will notify the rejected candidates.

Task 4 - Assist the City Council in Negotiating Employment Offer

One of the most sensitive parts of the selection process is frequently the development of an employment agreement. If this is not done with care and precision, it can result in either losing the preferred candidate or beginning the employment relationship in an awkward manner. To preclude this from occurring, we are available to assist in developing an agreement that includes the compensation package and other terms and conditions of employment that are acceptable to both parties. Upon request, CPS will negotiate the salary, contract, conditions of employment and assist in the development of a transition plan.

Phase IV – Performance Evaluation

Task 1 - Assist the City Council in Establishing and Evaluating Performance Expectations

CPS will assist the Council in establishing performance expectations and evaluating the new City Manager's performance. These expectations will be expressed in measurable terms based upon the priorities of the Council. This process will clarify roles, goals and priorities.

Task 2 – Keep the Council closely involved in key decisions and provide timely progress reports

On a schedule, developed with and approved by the Council and City Manager, CPS will follow-up with the Council and the new City Manager during the first year to assess progress and determine what and if action needs to be taken to improve performance.

Optional Services

To maximize the potential of meeting expectations, CPS is available to provide organizational development services at an additional cost. Services will be tailored to meet the unique needs of the organization. These services could vary from executive coaching, customer services training, management and leadership training, Board training, team development, etc.

Confidentiality Requirements

CPS will assure and maintain proper confidentiality regarding the search process. CPS performs the recruitment process in a discreet manner, protecting the privacy of the client (The City of

Troy) and the applicants. We realize it is important to maintain trust and confidentiality in order to gather the necessary information to make the best hiring decision and to maintain our reputation as an agency of choice for recruitment services. We will adhere to Agency, State and Federal confidentiality policies, rules and laws. Furthermore, we require informed consent in gathering data on applicants and maintain confidentiality of our records.

One Year Guarantee

CPS always provides a full one-year guarantee for its services. We will follow-up with the Council and new City Manager during the first year to determine if adjustments need to be made. If the selected and appointed candidate terminates employment for any reason before the completion of the first year of service, we will provide whatever professional services are required to appoint a replacement. Professional consulting services will be provided at no cost to the City.

CPS' Strategy to Encourage Diversity in Candidates

CPS is an Equal Opportunity Employer and practices fair recruiting practices for internal and intermittent consulting staff. The following paragraphs are excerpted from the CPS Employee Handbook relating to our workforce diversity and affirmative action:

Affirmative Action Policy Statement – It is the continuing policy of CPS to comply with the spirit and letter of all laws prohibiting discrimination. CPS shall provide equal opportunity in the provision of programs, services and employment opportunities. No person shall be discriminated against with regard to recruitment, selection, appointment, training, promotion, retention, discipline, or other aspects of employment because of race, color, religion, sex, national origin, physical disability, mental disability, age, political affiliation, sexual orientation, or other non merit factors. CPS will promote full implementation of the Equal Employment Opportunity policy through continuing affirmative action programs in each unit of the organization. In addition, CPS will encourage these practices in all areas of endeavor when fulfilling contract agreements or other services to clients.

Americans with Disabilities Act Policy Statement – It is the policy of CPS to comply with the Americans with Disabilities Act (ADA) and all other laws which prohibit discrimination. CPS shall hire otherwise qualified applicants who can perform the essential functions of the job without regard to an individual's physical disability or mental disability. CPS shall reasonably accommodate the physical disabilities or mental disabilities of employees or applicants who are otherwise qualified unless the accommodation would impose an undue hardship.

Furthermore, our strategy to encourage applicant diversity is to incorporate a variety of activities designed to attract the best available candidates. To ensure the search produces a pool of well-qualified and diverse candidates, we will recruit extensively. In addition to advertising through newspapers, appropriate organizations and websites, our consultant will:

- Contact leading public and private organizations and similar professionals to identify potential candidates and to circulate brochures to their members;
- Provide each potential candidate with a copy of the recruitment brochure transmitted by personal letter or e-mail;

- Contact candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume;
- Adhere to all laws applicable to recruitment and employment; and
- Provide weekly written reports to the Council regarding candidates contacted for positions and progress of the search.

Furthermore, CPS has an internal database of potential candidates, as well as an extensive network of external resources to leverage for directorship positions, e.g., IPMA (International Public Management Administrators), ICMA (International City/County Management Association), NASPE (National Association State Personnel Executives), etc ...

In addition, we have found the very best candidates for this type of position are typically not looking for a job. They are usually satisfied with their current position and will only consider a change if a more attractive career opportunity is presented to them. Therefore, we take a very aggressive approach to identifying and recruiting the best available candidates; we will encourage eligible and experienced subordinate staff to apply for the promotional opportunity, both internally and externally.

The following table illustrates our ability on recent executive searches to ensure diversity within the applicant pool:

TABLE: DIVERSITY IN APPLICANT POOL FOR PRIOR EXECUTIVE SEARCHES			
Search	Candidate Pool	Diversity	Person Hired
1. Miami-Dade County, FL. Dir. of Corrections and Rehabilitation (2006)	<i>Of the 69 applicants , 6 were interviewed by county</i>	<i>6 interviewed by county (2BM, 1HM, 1HF, 1WM, 1Amer. Indian)</i>	Timothy Ryan Male/Minority
2. Miami-Dade County, FL Real Estate Advisors (2006)	<i>24 Applicants, 6 interviewed by county</i>	<i>6 interviewed by county (3WM, 1BM, 1WF, 1HM)</i>	Robert Warren and Steve Mayers (2 Males, 1Majority and 1 Minority)
3. Miami-Dade County, FL Director of ADA Coordination (2007)	<i>114 applicants, 6 interviewed by county</i>	<i>6 interviewed by county (3WM, 2HF, 1HM)</i>	Heidi Johnson-Wright Female/Majority
4. Miami-Dade County, FL Director of Human Services (2007)	<i>84 applicants, 7 interviewed by county</i>	<i>7 interviewed by county (2BM, 2BF, 1WM, 1HM, 1HF)</i>	Phyllis Tynes-Saunders Female/Minority
5. Miami-Dade County, FL Director of Transit (2007)	<i>58 applicants, 6 interviewed by county</i>	<i>6 interviewed by county (4 BM, 1WM, 1East Indian)</i>	Harpal Kapoor Male/Minority
6. Broward County, FL County Administrator (2008)	<i>71 applicants, 3 interviewed by County</i>	<i>3 interviewed by County (1HF, 1BF, 1BM)</i>	Bertha Henry Female/Minority

TIMELINE

CPS will start conducting the executive search each specified position immediately upon the receipt of a contract. The precise schedule will depend on execution of the contract, the placement of advertising in the appropriate sources, and the City Council’s availability. The average search takes **12 to 16 weeks**. Below is a timetable outlining the approximate time each phase of the search will take.

Task Name	Month 1				Month 2				Month 3				Month 4				
	Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/Candidate Profile	➤																
Place Ads and Draft Brochure		➤															
Brochure Approved/Printed			➤														
Aggressive Recruiting			➤														
Final Filing Date								➤									
Preliminary Screening								➤									
Report Results to the Authority												➤					
Authority Interviews														➤			
Appointment															➤		
Employees Assume duties																	➤
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	

Sub Contracted Services

CPS contracts with Krout and Schneider, Inc. to conduct background checks and media searches. Krout and Schneider, Inc. is a full-service investigative agency and a leader in service to law firms, the insurance industry and employers of all types and sizes. Founded in 1927, Krout and Schneider, Inc. is one of the oldest and most respected investigation agencies in the United States. Mark started his career with Krout and Schneider, Inc. in 1972 and is the Senior Vice President of the firm. He has a degree in Administration of Justice from Rio Hondo College at Whittier. His professional affiliations include: California Association of Licensed Investigators, National Council of Investigative & Security Services, Professionals in Human Resources Association, Society for Human Resource Management, Industry Manufacturer's Council, Combined Claims Conference Steering Committee and Workers' Compensation Forum –Inland Empire. He is Past President of the Workers' Compensation Defense Association in Orange County and belongs to several other groups in the insurance industry.

Current and Past Relevant Experience

- Krout and Schneider, Inc. is the primary firm to provide background investigations for CPS Human Resource Services. Mark McCain, the Senior Vice President, conducts all the background investigations for CPS. He is responsible for all civil investigations in Krout and Schneider offices. He also oversees the *SmartHire* Division, which conducts pre-employment background screening.
- Mark rose through the ranks as an Investigator, Supervisor, Customer Relations Manager, to his current position as Senior Vice President. He is Past President of the California Association of Licensed Investigators.

PROPOSED FEE SCHEDULE

As a joint-powers agency, our profit margins are limited. CPS is flexible and welcomes the opportunity to develop a fee proposal which suits the needs of the City. Our search cost estimate is negotiable. The proposed cost of a completed executive search is as follows:

Fees for Professional Services

Consulting Service for Executive Search: \$41,960.00

This fee covers all services in Phases I-IV of the recruitment process as described in the Proposal (see attached breakdown of hours).

Reimbursable Expenses *

Estimate: \$14,266.35

*Actual out-of-pocket reimbursable expenses for such items as long distance telephone, printing/copying, candidate travel, and postage/delivery charges. Actual costs will be billed to the City. These fees include a 5% administrative fee which is reflected in the proposed cost.

Fees for background checks, advertising in professional journals, news publications and Internet sites will be billed directly to the City. Since costs vary, the City will approve these expenses in advance.

Total Cost for Executive Search: \$56,226.35

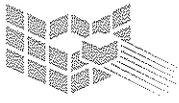
The proposed fee includes the total estimated cost for the project, when it is 100% completed.

CPS offers the client a reduced fee of one-half the billable consulting rate for travel time. CPS uses the GSA Domestic Per Diem Rates schedule available on the Internet in the estimation of travel, hotel, and meal allotments. (Please see www.gsa.gov). Also, we use the IRS- approved mileage reimbursement rate (currently 55.5¢ per mile) to estimate reimbursement rates for automobile travel.

Summary of Hours and Costs

CPS Work Types	Project Manager	Principal Consultant	Consultant	Principal Consultant	Admin Tech	Total
Name	William Mitchell	Marjorie Young	Niki Polk	Stuart Satow	TBD	
	\$220.00	\$220.00	\$155.00	\$220.00	\$75.00	
Work Breakdown Structure						
1.0 1. Project Management	2	0	0	0	0	2
1. Project Management	2					
Subtotal	\$440.00	\$0.00	\$0.00	\$0.00	\$0.00	\$440.00
2.0 Planning Recruitment Strategy	0	12	2	0	0	14
Planning Recruitment Strategy		12	2			
Subtotal	\$0.00	\$2,640.00	\$310.00	\$0.00	\$0.00	\$2,950.00
3.0 Phase I – Develop Candidate Profile and Recruitment Strategy	0	15	15	0	5	35
Task 1 - Review and Finalize Executive Search Process and Schedule		5	5		5	
Task 2 - Develop a Candidate Profile and Recruitment Strategy		5	5			
Task 3 - Prepare Recruitment Brochure and Place Advertisements		5	5			
Subtotal	\$0.00	\$3,300.00	\$2,325.00	\$0.00	\$375.00	\$6,000.00
4.0 Phase II – Recruitment	0	25	25	8	25	83
Task 1 - Identify and Contact Potential Candidates		8	8	8	10	
Task 2 - Conduct Initial Screening		8	8		5	
Task 3 – Document the Results of the Search Process and Select Finalists		9	9		10	
Subtotal	\$0.00	\$5,500.00	\$3,875.00	\$1,760.00	\$1,875.00	\$13,010.00
5. 0 Phase III – Selection	0	15	15	0	10	40
Task 1 -Design Assessment Process		4	4			
Task 2 - Administer Assessment Process		9	9		5	
Task 3 – Arrange Follow-up Interviews and Background Checks					5	
Task 4 – Assist Search Committee in Negotiating Employment Offer		2	2			
Subtotal	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
6. 0 .Document Preparation	0	5	5	0	10	20
Task 1 Document Preparation		5	5		10	
Subtotal	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7. 0 Performance Evaluation	0	28	0	0	0	28
Task 1- Establish and Evaluate Performance Expectations		12				
Task 2- Keep Council Involved/Provide Progress Reports		8				
Subtotal	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Consulting Hours	2	100	62	8	50	222
Total Travel Hours	0.00	40.00	0.00	0.00	0.00	40.00
Total Hours						262
Total Labor Dollars	\$440.00	\$26,400.00	\$9,610.00	\$1,760.00	\$3,750.00	\$41,960.00
Other Direct Cost *						14,266.35
Total Cost						\$56,226.35

* Includes 5% Handling Fee



Deacon Group Proposal Executive Search For City Manager of Troy

Deacon Group Overview

Bob Drohan, President/Owner formed the Deacon Group, Inc. in April 2001 with the corporate focus being Information Technology and Engineering Services. Prior to the Deacon Group, Bob Drohan was part owner of American Heritage Group recruiting firm located in Troy, Michigan. We are now located in Shelby Township and work throughout the major regional hubs in the United States.

The Deacon Group works with Fortune 500 companies such as Microsoft Corporation, Oracle, Hewlett Packard, EDS, and Network Appliance recruiting many different levels in Operations, Technical Support, and Sales and Marketing. Our experience with municipalities has been working with technology companies that market and sell to the local communities.

Position Analysis

- The City Manager must have a vision for the city that encompasses strong municipal structure, understanding present economic challenges and a passion for the people of the city that aligns itself with the current goals and aspirations of the City Council.
- Applicants need an extraordinary grasp of the municipal structure as well as business economics.
- Needs will also entail a background in strong project management skills that can cast a vision that divergent points of view can follow as a team.
- The right candidate will be able to set measurable goals and processes in place that have laser beam focus on concerns at hand.

Deacon Group Approach to Project Objectives

- Attain complete agreement on all responsibilities and duties of City Manager as well as desired background for both career and character traits. This will be accomplished by a through discussion with appropriate decision makers.

- Utilize extensive contacts within corporate database that has accrued twenty years of contacts in all facets of business.
- Utilize network of professionals in Michigan groups and Fortune 500 corporations.
- Utilize internet networking group that we are members of and have connections through.
- After full investigation and interviewing of qualified candidates, submit the top exceptional candidates to the council. This saves time and effort for Council and staff.
- Bob Drohan will personally screen and interview all perspective candidates to discern proper fit for position. He brings 20 years of executive interviewing and accessing skills to the effort of finding an individual that will be a strong leader in challenging times.
- The Deacon Group will be responsible for all coordination of materials and interviews associated with the executive search following all EEO and ADA regulations.
- To recommend a pool of finalists candidates to the Council.
- To coordinate finalist candidate interviews with the Council.
- To preserve the confidentiality of inquires to the degree possible under Michigan law.
- To assist the Council in reaching a final decision.
- To assist in negotiating a compensation package with the successful candidate on behalf of the City.
- To assist the Council in establishing performance expectations and evaluating the new City Manager's performance.
- To follow-up with the Council and the new City Manager during the first year to determine if adjustments need to be made.
- To keep Council closely involved in key decisions and informed of progress.

Strategic Timeline

- Can initiate search immediately.
- The Deacon Group can comply with the stated timeframe of 120 days from date the position becomes vacant. Timeframe of 60-90 days is reasonable and realistic.
- 30-60 days to identify and interview applicants.
- 60-90 days to screen, background check, and schedule face to face with Council.

Cost to Complete Project

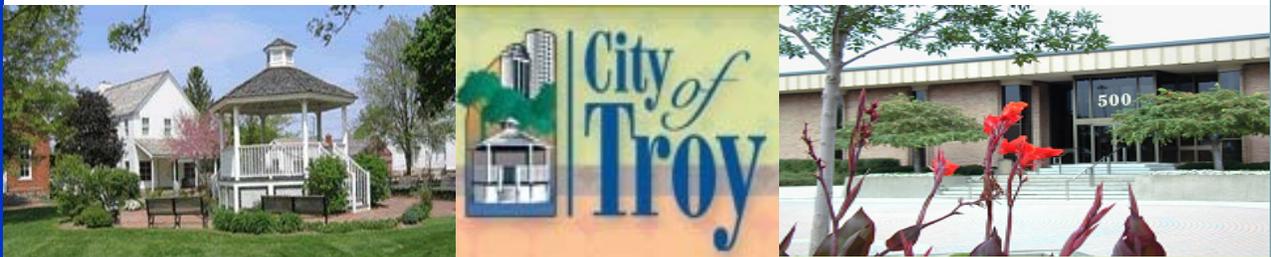
Fee will be on a contingency basis. This stipulates that when the Council and all parties agree that we have the correct candidate and confirms this with an offer that is accepted. The Deacon Group will then invoice the appropriate group and payment term will be net 15 days with a 12 month guarantee in place. The fee will be \$19,000 for services rendered, excluding any travel or administrative costs.

Guarantee period of 12 months that if for any reason chosen applicant leaves, the Deacon Group agrees to replacement at no additional cost to the city.

Proposal to Assist with Executive Search for City Manager

March 2009

CITY OF TROY, Michigan



Prepared by the Michigan Municipal League
1675 Green Road, Ann Arbor, MI 48106
Mandy Reed, Consulting Services
mreed@mml.org
734-669-6371

 michigan municipal league



michigan municipal league

Better Communities.
Better Michigan.

➤ 1675 Green Road
PO Box 1487
Ann Arbor, MI 48106-1487

TEL 734.662.3246 800.653.2483
FAX 734.662.8083
WEB www.mml.org

March 19, 2009

Mayor and Councilmembers
City of Troy
500 W. Big Beaver Rd.
Troy, MI 48084

Dear Mayor and Councilmembers,

We appreciate the opportunity to submit this proposal to assist the City of Troy with an executive search for City Manager.

The Michigan Municipal League is a non-profit, non-partisan organization 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 their priorities and structure the search process accordingly. This type of customized process helps to ensure the best possible employment match, resulting in a successful, long-term placement.

Please feel free to contact me with any questions or to schedule a presentation with a search facilitator at 734.669.6371 or mreed@mml.org.

Sincerely,

Mandy Reed
Consulting Services

OUR ORGANIZATION

The Michigan Municipal League was founded in 1899 as a non-profit, non-partisan organization committed to strengthening municipal government and administration in Michigan. We have nearly 600 full and associate members, which include cities, villages, urban townships, counties, authorities, and related public sector organizations.

We have approximately forty-five staff members located at our headquarters in Ann Arbor, in our Capital office in Lansing, or in our Northern Field Office in Gladstone. We are governed by an elected board, with ongoing administration and leadership provided by an Executive Director/CEO who is appointed by the Board.

We have well-resourced internal support services that enhance our executive search service including two on-staff attorneys, extensive Information Technology, Graphic and Website Design staff, information, research, and writing staff, many administrative and clerical support staff.

OUR SEARCH FACILITATORS AND EXPERIENCE

Our executive search facilitators have decades of experience in local government management and understand the unique skills and abilities required to succeed in this environment. They are among the most highly-regarded and well-respected public managers in the state and bring immeasurable credibility to a search process. They have well-established professional networks and are highly trusted and approachable within the public management field.

We subcontract with these facilitators, and they are assigned to work with you based on your preference and their availability. Complete résumés are available upon request, with a summary of our facilitators' background and expertise as follows:

Robert A. Hamilton: Mr. Hamilton is the retired City Manager from the City of Monroe and has over 25 years of experience in municipal management. He holds a Master's degree in public administration and has served as President of the Michigan Local Government Management Association (MLGMA). Mr. Hamilton was the 2007 recipient of the John M. Patriarche Distinguished Service Award, the highest honor bestowed by MLGMA.

Bill Baldrige: A graduate of the prestigious Fels Institute of the University of Pennsylvania, Mr. Baldrige retired from public service after 20 years as City Manager of Royal Oak, MI. He has also served as President of the International City and County Management Association and the Michigan City Management Association (now MLGMA), and was the 2002 recipient of the John M. Patriarche Distinguished Service Award.

Paul Preston: Retired City Manager of the City of Mount Pleasant, Mr. Preston has nearly 30 years of experience in municipal management. Throughout his distinguished career, Mr. Preston was extensively involved in the MML, ICMA and MLGMA, including many leadership roles.

Joyce Parker: Ms. Parker has a Master’s degree in Public Administration from the University of Michigan and over thirty years of experience in City Management for full-service communities in Michigan and Illinois, including suburban and urban cities as well as charter townships undergoing rapid growth and development. She is active in the Michigan Local Government Management Association and International City and County Management Association.

Bill Richards, Jr.: Recently retired Assistant City Manager of the City of Farmington, Mr. Richards holds a Master’s degree and has 20 years of experience in municipal management. Mr. Richards worked extensively in oral boards and assessment centers and serves as Adjunct Professor and a member of the MPA Advisory Board at Eastern Michigan University.

Listed below are just some of the municipalities that have utilized the executive search services of the League in recent years. Clients have included cities, villages, counties, and townships of all sizes throughout the State.

- | | | |
|---------------------------|--------------------------|---------------------------|
| City of Albion | City of Highland Park | Village of Bellevue |
| City of Alpena | City of Howell | Village of Beverly Hills |
| City of Baraga | City of Huntington Woods | Village of Caro |
| City of Battle Creek | City of Inkster | Village of Cass City |
| City of Belding | City of Iron Mountain | Village of Cassopolis |
| City of Berkley | City of Ironwood | Village of Constantine |
| City of Big Rapids | City of Ishpeming | Village of Douglas |
| City of Bloomfield Hills | City of Kalamazoo | Village of Franklin |
| City of Boyne City | City of Keego Harbor | Village of Holly |
| City of Brown City | City of Lapeer | Village of Kalkaska |
| City of Buchanan | City of Leslie | Village of Kingsley |
| City of Caro | City of Marine City | Village of Lake Orion |
| City of Cass City | City of Marlette | Village of L’Anse |
| City of Cedar Springs | City of Marshall | Village of Mattawan |
| City of Chelsea | City of Menominee | Village of Middleville |
| City of Clawson | City of Middleville | Village of Newberry |
| City of Clio | City of Milan | Village of Oxford |
| City of Coldwater | City of Monroe | Village of Paw Paw |
| City of Croswell | City of Mount Pleasant | Village of Reese |
| City of Davison | City of Muskegon Heights | Village of Sparta |
| City of Dowagiac | City of Norton Shores | Village of Stockbridge |
| City of Eastpointe | City of Norway | Village of Wolverine Lake |
| City of East Grand Rapids | City of Oak Park | Brighton Township |

City of Escanaba	City of Parchment	Clinton Township
City of Evart	City of Plymouth	Coloma Township
City of Farmington	City of Portland	Delhi Township
City of Ferrysburg	City of Rogers City	Grand Blanc Township
City of Frankenmuth	City of Saint Clair	Hartland Township
City of Frankfort	City of Saline	Huron Township
City of Fremont	City of Sandusky	Lyon Township
City of Grand Rapids	City of South Lyon	Oakland Township
City of Grayling	City of Tecumseh	Shelby Township
City of Grosse Pointe	City of Three Rivers	Spring Lake Township
City of Grosse Pointe Woods	City of Traverse City	Ypsilanti Township
City of Hamtramck	City of Troy	County of Saint Joseph
City of Harbor Springs	City of White Cloud	County of Muskegon
City of Harper Woods	City of Whitehall	White Lake Fire Authority
City of Hart	City of Williamston	Saginaw County Road Commission
City of Hillsdale	City of Woodhaven	Western Washtenaw Recycling Auth.

PROJECT APPROACH AND METHODOLOGY

As a non-profit, membership-based organization, we are able to offer our members highly professional executive search services at a very competitive price. More importantly, our objective is clear: to assist our members in finding the best management professionals to serve their community. We only succeed as a League when our members thrive, so we are invested in a unique way in the long-term success of an executive search process.

Our proposed methodology typically includes the tasks detailed herein, and can be further customized to meet the City's needs. We propose a project timeline that provides appointment of a new City Manager by late July of 2009, within the City's 120 day timeframe.

Develop Position Profiles

Through a comprehensive on-site needs assessment, the search facilitator will complete a position analysis using the current city charter, discussions with Council, department heads and others as identified, as well as specifications from the City's previous search efforts.

The on-site needs assessment will also include work session(s) to develop a comprehensive position profile, which typically has three primary components:

1. The Candidate Profile details the qualifications, experience, professional skills, strengths and competencies required and preferred for the position. It describes the City's "ideal candidate" and is designed to reflect the goals, priorities and challenges of the organization and of the community.

2. The Organization Profile details positional duties and responsibilities, the organizational structure, services provided, budget information and related details. It is also used to describe internal strengths and challenges that a new manager can expect, along with goals and expectations for the position.
3. The Community Profile provides information that promotes 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). It is an excellent opportunity to communicate to potential applicants why they would want to make Troy their home.

At the City's direction, the search facilitator will include other stakeholders in the profiling process to gather input on their priorities, concerns and insights related to the selection of a City Manager. This may include department heads, community groups, local business leaders, and others as identified. Generally this extended outreach can be accomplished in four to six group meetings and, ideally, these are scheduled on the same day or consecutive days to conserve on travel expenses.

With the position analysis and profiles complete, the facilitator will identify any discrepancies in collected information and facilitate the decision-making process to ensure that a clear, complete description of the position and its requirements is approved prior to the onset of recruitment efforts. This serves as the objective, job-related basis for the selection process ongoing and is critical to success.

The position profiles, along with the position analysis, are then used to develop a recruitment brochure, which is featured on the MML website in its entirety. (See enclosed sample brochure.) The brochure is also emailed directly to hundreds of Managers, Assistant Managers, department heads and other municipal professionals as identified to directly promote awareness and interest in the position.

Develop Advertising & Recruitment 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 direct recruitment efforts that include some or all of the following:

- Direct personal contacts with passive candidates
- Direct email and fax campaign targeting passive candidates (can be targeted by position, location and other factors)
- MML Classified Ads (website, features complete recruitment brochure)
- ICMA Newsletter and Website
- Other professional associations as appropriate (i.e. MGFOA, Illinois or Ohio Public Manager's Association, etc.)
- Other public associations as appropriate (i.e. MTA, MAC, etc.)

The full recruitment brochure will be featured on the League's web site, which receives an average of 4,000 hits per week. This practice provides an excellent opportunity to promote the position and the community to a wide range of prospective candidates. We will also provide the brochure in electronic format to be featured on the City's website, and will provide printed brochures for distribution upon request.

In addition to advertising the position, we will utilize our extensive network of contacts to identify professionals in transition and managers who may have an interest in the opportunity. We focus the recruiting effort on attracting the most qualified candidates, including passive candidates whom we directly contact to promote interest in the position.

These customized and comprehensive outreach and recruiting activities result in the highest quality candidate pool, attracting those who might otherwise be reluctant to apply. Following the closing date for receipt of résumés, we will proceed with résumé review and interviews.

Screen Resumes & Narrow Field of Applicants

The League receives and reviews résumés against the City's priorities and criteria established through the position analysis and profiling process. We respond to all candidate inquiries regarding the position and conduct pre-screening interviews as needed to clarify application materials and ensure a full understanding of each potential candidate's qualifications and strengths, and how these fit with the City's pre-established criteria.

We then prepare a confidential and objective assessment of each applicant summarizing their respective qualifications for council review. We present and discuss this confidential applicant summary with Council and provide a suggested "short-list" of those candidates who most closely meet or exceed the City's criteria for consideration. We facilitate discussion of this information and obtain Council's directive on which applicants to invite to interview.

Please note our applicant analysis and "short-list" recommendations are just that - we do not presume to make this critical decision for you. Rather, the decision on whom to invite to interview is retained exclusively by Council. We view our role as being to gather complete information, offer thorough professional analysis and assist you with expertise on process and strategy.

In order to preserve confidentiality, the League recommends that all résumés be received and maintained by the League until which time candidates are identified for and accept an interview. Once Council has determined whom to invite to interview, we make appropriate contact to ensure applicants wish to continue their candidacy and any requested confidentiality is lifted. At that point, complete application materials for candidates to be interviewed are provided to the City.

NOTE: If the League is unsuccessful in recruiting a reasonable pool of qualified applicants (usually three or more to interview, with qualifications defined in the profile and advertising language) we will repeat advertising and recruitment efforts at no additional professional fee. The City will only be billed the actual cost of additional advertising if this becomes necessary, and the League will provide advertising on its website free of charge. This rarely occurs.

Preliminary Reference Review

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. We also complete a basic online search and review of articles related to the applicant. We do this in the early stage of the selection process to head-off any unfortunate "surprises" and ensure that anyone on our recommended "short-list" has been properly vetted.

A thorough background investigation (credit check, criminal history, credit review, credential verification, etc.) is conducted by a third party vendor on final candidate(s), which is addressed in more detail as a separate activity within this proposal.

Interview & Selection Process

Once a "short-list" of candidates has been developed, we will work with the City to determine a selection strategy that includes traditional interviews and may incorporate alternative selection activities. For example, it may be helpful to observe candidates in an informal setting and see how they interact with alternative groups.

We are pleased to facilitate non-traditional screening processes with candidates, such as a panel of internal department heads in an informal "round-table" style discussion, city tours with staff or officials, or a public "meet and greet" event where candidates interact with a broader audience in an informal setting.

In addition to alternative selection activities if any, we will coordinate and schedule a traditional interview with Council. We will work with Council to develop interview questions with a focus on management technique, problem-solving strategies and other topics related to the priorities outlined in the position profile.

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. While all personnel regulations and laws are adhered to, 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 and, 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 Council. Rather, we will

aid in assessing interview responses and how they relate to the objective criteria established in the candidate profile and provide related guidance and expertise.

Timing is critical in an executive search and any delay in action can result in losing a highly sought candidate. Our intensive pre-screening and interview process is generally sufficient for a client to reach a decision on extending a conditional offer of employment; however, if the City desires additional interviews or wishes to consider additional candidates from its original pool of applicants, we will arrange and facilitate this at no additional cost.

Background Investigation

We use a third party vendor to complete an in-depth background investigation (credit and criminal history, driving record, verification of education/credentials, etc.) for final candidate(s). This level of investigation generally begins once a conditional offer of employment is extended to the final candidate, and usually takes between three days and two weeks to complete, depending on the complexity of information sought.

Contract Negotiation & Search Close Out

We will facilitate the process of negotiating an employment agreement with the selected candidate. This may include sample contract language, comparative pay recommendations, severance clause suggestions or other topics as identified.

Once an agreement is reached with the individual selected for the position, we will perform closing tasks, such as notification of unsuccessful candidates.

Additionally, the facilitator will be available to assist the Council in developing performance expectations and evaluation criteria for the City Manager position, and may periodically follow-up with Council and the new City Manager to ensure a smooth transition throughout the first year of employment.

Timeline

Our projected timeline is outlined as follows:

Activity	Month 1	Month 2	Month 3	Month 4
Establish project calendar, complete on-site needs assessment, position analysis, profiles, ad language	█			
Place and run ads		█		
Direct recruitment, active solicitation of candidates		█		
Application screening, initial reference checks		█		
Meet & review candidates, determine short-list			█	
Conduct interviews, other selection activities			█	
Extend conditional offer, negotiate terms				█
Background investigation				█
Close out activities				█

PROFESSIONAL FEES & PROJECT EXPENSES

Our professional fees for this service will not exceed \$17,000 and may be less should the scope of work be significantly less than outlined within this proposal.

In addition to professional fees, project expenses are billed at actual cost and include mileage, overnight stay (if required), meals, out-of-pocket expenses, advertising, background investigation, and other related project expenses.

Expenses are estimated are as follows:

- Advertising \$750
- Background Investigation \$300 per
- Mileage At current IRS rate
- Overnight Stay \$125 per night (if required)
- Meals \$50 per diem (if required)
-

PROJECT SUSPENSION OR FOREGOING SELECTION OF A CANDIDATE

Should the City cease the executive search process prior to its conclusion, we will prorate our fees to reflect work completed. Should the Michigan Municipal League present a reasonable pool of qualified candidates, as defined in the profile and advertising language approved by the City, and the City does not reach an agreement on candidate selection or final contract language with a selected candidate, the League will bill for work completed.

Employment Opportunity: CITY MANAGER

The City of Port Huron

Maritime Capital of the Great Lakes!



The Position

Salary depends on qualifications, currently budgeted at \$107,000.
Excellent fringe benefits.

Outstanding opportunity to serve as chief administrative officer for a beautiful waterfront community and international border town one-hour north of metropolitan Detroit. As county seat and home to many other governmental offices, the city is a full-service regional center, with a \$23 million budget and 285 FT employees.

Qualifications

- ◆ Bachelor's degree required;
- ◆ Master's degree desired;
- ◆ Previous local government experience required;
- ◆ Specific previous city management experience preferred.

The ideal candidate possesses superior communication skills, including the ability to establish and foster effective public, business and intergovernmental relations. Budgeting experience is a must, and expertise in cost-effective downsizing is desirable. Experience in developing an effective working relationship with an elected legislative body, along with leadership experience in working with diverse groups is also desirable.

The city desires a well-rounded management background, which may include private or non-profit experience along with public sector work. The most qualified candidate will have the capacity to establish effective employee/union relations and will effectively lead and develop the management team of department heads. Previous experience with union contract administration and compulsory arbitration will be helpful, as will a strong background in municipal finance and economic and downtown development.

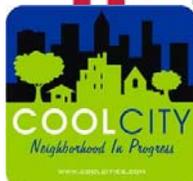


www.porthuron.org

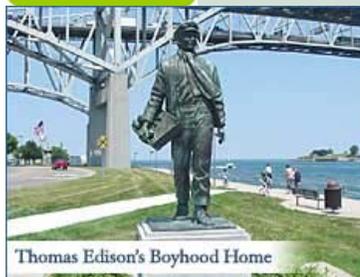
Our Community...



Port Huron is the ONLY "All-America City" AND "Cool City" in the State of Michigan! We are a friendly community of close-knit neighborhoods with a rich history of community involvement. The area's cultural, civic and charitable organizations thrive through the dedication of a community passionate about quality of life.



The city stretches for seven miles along the shore of the St. Clair River and the base of Lake Huron, and is an international border crossing marked by the spectacular Blue Water Bridge, connecting to Sarnia, Canada.



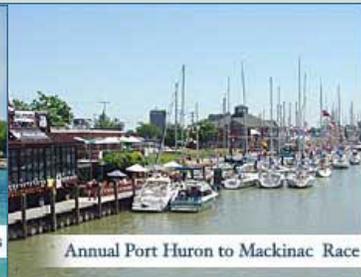
Thomas Edison's Boyhood Home



Freighter in St. Clair River



The Blue Water Bridges



Annual Port Huron to Mackinac Race

Historic Downtown, Cultural & Economic Vitality

Our historic downtown shopping district offers unique shopping, riverfront dining, historic trolley rides, year-round events and activities and newly refurbished lofts and apartments.

Port Huron enjoys various cultural and entertainment opportunities, including several world-class museum attractions and lighthouses, professional hockey, river cruises and other activities. Plus, all the cultural, sports and entertainment amenities of the Detroit metropolitan region are just an hour away, not to mention all that awaits across the border in Canada!

The city has a diverse and stable economic base that benefits from the close proximity to Detroit and its role as an international port.



Port Huron Museum



Fort Gratiot Lighthouse



Downtown Car Show



Downtown Farmer's Market



Downtown Art Fair

www.porthuron.org

...and Quality of Life

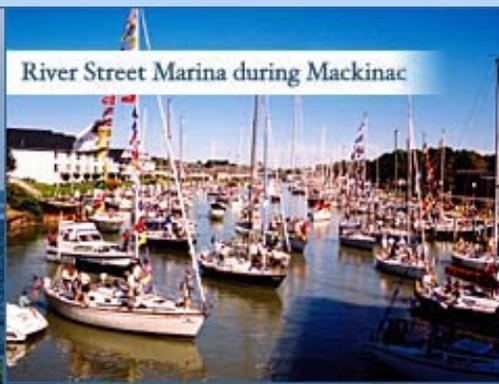
Health, Education & Recreation

Port Huron enjoys an excellent quality of life including extensive year-round recreational opportunities, good schools (two Class A high schools, 4 middle and 13 elementary schools), local colleges, and two state of the art hospitals.

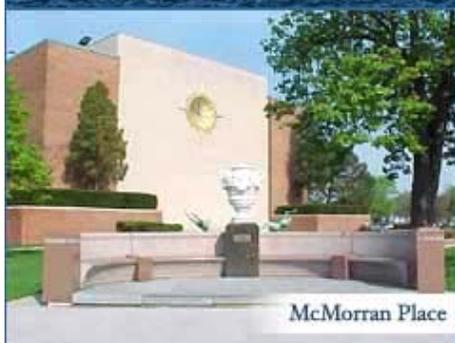
Its stunning waterway, diverse attractions, annual events, and convenient location make it an outstanding place to live and draws visitors and tourists year-round!



Freighters in Lake Huron



River Street Marina during Mackinac



McMorran Place



City Government & Organization

The city of Port Huron is organized under the city council/city manager form of government. City council is responsible for appointing a city manager, who serves as chief administrative officer. The manager supervises the administrative affairs of the city and carries out the policies established by council. The city manager is responsible for the organization of the administrative branch and has the power to appoint and remove administrative officers responsible for the operation of departments which carry out specific functions. See the city's organizational chart, available as an insert to this brochure, for more details.

The city council consists of seven elected officials, a mayor and six council members, who hold a two-year term of office. The city council meets on the second and fourth Monday of every month at 7:00 p.m. Agenda items are discussed and policy is set at these meetings.

The meetings are televised on local channels and video rebroadcasts of regular meeting are available online at www.porthuron.org.

City of Port Huron, Michigan

Apply by February 20, 2009

Send résumé with salary history and five professional references with day and evening telephone numbers to:

Michigan Municipal League
PORT HURON SEARCH
1675 Green Road
PO Box 1487
Ann Arbor, MI 48106-1487

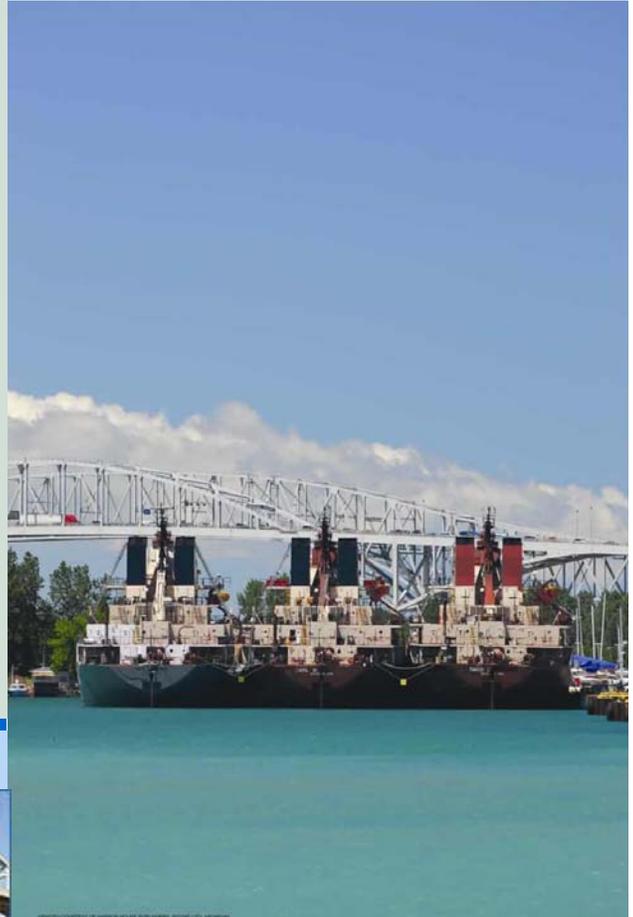
Interviews tentatively planned for March, 21, 2009.

Email applications not accepted. EOE, ICMA/RC

Michigan Law requires candidates request confidentiality if desired.

Contact Bill Baldrige, Executive Search Facilitator, for additional information.

Email: wjbaldridge@hotmail.com
Cell phone: 231.740.8396



Executive Search assistance provided by:



March 10, 2009

Peggy E. Sears
Human Resources Director
City of Troy, Michigan

Dear Peggy,

Thank you for the opportunity to provide information on our executive search services.

I understand that the City of Troy must hire a City Manager to replace the current City Manager, Phillip Nelson, after he vacates the position on March 31 of this year. You have specified a number of objectives to be achieved by an executive recruiter in the process of securing a City Manager. You have requested comments on these objectives and I am pleased to do so below.

Included with this information is a document which I provide to clients explaining the various stages of the recruiting process. This document parallels your list of objectives and may provide additional insight.

You have asked for a strategic timeline and I offer the following. The search process can take anywhere from two to six weeks. The time required for needs assessment, developing a position description and profile, and reconciling decision maker's views on same should take no more than one week, but depends primarily on the availability and cooperation of the decision makers. Interviewing should take no more than two weeks and likely will occur (or at least, begin) during the search process. Reference checking should take less than one week. The candidate may require several days to make a final decision and then two to three weeks for transition out of the current employer. If relocation is required, up to 30 days may elapse between completing current employment and becoming available to begin serving as the new City Manager. Additional time may be required to arrange for the candidate to visit Troy and tour the area with his or her family as part of the decision making process.

As an estimate, I suggest the following:

- 1 week for needs assessment, position description and reconciling viewpoints
- 2 to 6 weeks for candidate search
- 2 weeks for interviewing
- 1 week for reference checking
- 3 weeks for decision and transition for old job
- 4 weeks for relocation (if required)
- 17 weeks, or 119 days elapsed*

Considering the time constraints for filling this position (120 days from March 31st), I anticipate no difficulty in performing a successful search with adequate time remaining for interviews, offer and candidate resignation (including adequate notice to the current employer). However, I

am assuming that all City decision makers will be available to interview candidates, provide feedback to others, and make themselves available for final decision making. These are contingencies over which the recruiter—beyond effective communication—has no control. Moreover, should the decision makers be unable or unwilling to arrive at an acceptable final consensus, in spite of the availability of acceptable candidates, the recruiter cannot bear responsibility for the outcome.

The summer months of June, July and August are more difficult for recruiting and interviewing as decision makers tend to schedule vacations at this time. Obviously, a decision maker taking a one- or two-week vacation will delay the process by one or two weeks. If two or more decision makers schedule vacations consecutively, the delay can be quite substantial. For this reason, I recommend that the process begin as soon as possible.

Smith Recruiting will not subcontract any services with the sole exception of credit check or criminal check should these be desired.

The cost of the project will depend on the compensation of the candidate hired as Smith Recruiting operates on a contingency basis—the service fee is equal to 30% of the employee's first year salary and is owed only if the employee hired is a candidate provided by Smith Recruiting. The cost of advertising is included in the fee. Costs borne by the City of Troy are the following: candidate interviewing expenses (travel to and from the interview and lodging, if required); relocation expenses; and recruiter travel expenses should the City require the recruiter to travel.

If the City prefers a fee arrangement other than contingency, such arrangement may be negotiated.

I would like to point out that the offices of Smith Recruiting were located in the City of Troy for nearly twelve years and that this recruiter has lived and worked in the State of Michigan since 1977, including twenty-two years of experience as an executive recruiter. I am quite familiar with concerns held by potential candidates living outside of Michigan regarding relocating to the state and I have experience overcoming these objections.

I am available on short notice to address the Council, staff and others involved in this important decision. Please feel free to call on me to do so as you see fit.

Objectives

- *To conduct on-site needs assessment for the new City Manager.*

Needs assessment may be performed informally through small group discussion or one-on-one phone conversations. In my opinion, input should be secured from those who will report to the City Manager as well as those to whom the City Manager reports.

- *To develop a comprehensive position profile.*

This objective involves a multi-step process. Step one: inventory the chief responsibilities and challenges facing the incoming manager. Step two: prioritize the responsibilities as to degree of importance and estimate the percentage of time the manager will spend on each. Step three:

ascertain the skills, experience and abilities the Manager candidate must possess in order to meet the responsibilities of the position.

- *To reconcile any differences in points of view with regard to specifications for the position.*

The likelihood of achieving satisfactory agreement on a final candidate is remote unless the decision makers agree in advance on the chief qualifications. It is the recruiter's responsibility to note areas of disagreement, bring these points to discussion, and provide information and insight to assist the decision makers in arriving at a mutually-agreed perspective.

- *To encourage top level people to apply who might otherwise be reluctant to respond to an advertisement.*

This is perhaps the most essential contribution to be made by the outside recruiter. It is well within the capability of the City to advertise and promote this open position to the public, and then process the resulting applications. While a good recruiter will not overlook advertising as a means of finding candidates, the best candidates are often found through discreet networking or direct contact. When those candidates are located, recruiters must often "sell" them on the benefits of the opportunity, particularly when the candidate has little interest in considering a job change at present. Moreover, expending effort to understand the responsibilities of the position and translate them into candidate qualifications is only useful if the recruiter uses that information to specifically target and seek out well-qualified candidates.

- *To save a considerable amount of the Council's and staff's time in establishing a position profile and reviewing applicants.*

It is the recruiter's responsibility to develop a workable position profile, candidate qualifications, and marketing plan. The recruiter executes the search, screens candidates, performs background checks and forwards satisfactory candidates to the decision makers for interviewing. By requiring the decision makers to interview a small number of well-qualified candidates, only a nominal amount of time will be expended by Council and staff.

- *To comply with appropriate personnel regulations and laws (i.e., EEO and ADA).*

Smith Recruiting screens candidates based solely on their qualifications for the position to be filled.

- *To independently and objectively assess the qualifications and suitability of candidates for the position.*

The recruiter's expertise in adjudging candidate qualifications, veracity, and suitability for the position aid in quickly distinguishing well-qualified candidates from those who are not, but it is essential for the recruiter to perform an exhaustive reference and background check prior to any hire, as even the most expert interviewer may be fooled by a highly-deceptive candidate. In my opinion, the best and most trustworthy method of assuring a candidate's honesty and verifying his or her claims of experience is to check references, including reference sources not supplied by the candidate. (See more on this topic [here](#).)

- *To recommend a pool of finalist candidates to the Council.*

Only candidates which I have personally interviewed and found through my investigations to be qualified for the positing will be recommended.

- *To coordinate finalist candidate interviews with the Council.*

Once interviewing begins, speed is of the essence as the most desirable candidates are snapped up quickly. The recruiter must keep the decision makers focused on moving ahead with the process.

- *To mail an information packet supplied by the City to all qualified applicants.*

The recruiter is responsible for fully educating the candidate regarding the important elements of the position—both positive and negative. In addition to marketing information used to spur the candidate's interest in the opportunity, the recruiter will provide candidates with detailed information through web links and email attachments.

- *To respond to all candidate inquiries and produce all correspondence throughout the search.*

The recruiter will be available to debrief candidates after interviews, determine if the candidate harbors concerns or reservations about the opportunity, and elicit information which may aid in securing acceptance of an offer. The recruiter can compose an offer letter on behalf of the City at the appropriate time.

- *To preserve the confidentiality of inquiries to the degree possible under Michigan law.*

Candidates are referred to you and other interviewers and decision makers in confidence. All communication concerning the candidate, such as the candidate's current employer, income, contact information and the fact that the candidate is willing to interview for an open position is confidential and for the use only of those in your organization who have a decision making role in the interview process. Information provided by a candidate to you as a potential employer is to be used for evaluating the candidate's fitness for employment only and not for any other purpose.

- *To assist the Council in reaching a final decision.*

Certainly, this is a key component of the process; the recruiter needs to "set up" the Council by pre-screening candidates, and then aid the Council in making the final decision by raising questions and offering insights based on previous experience.

- *To assist in negotiating a compensation package with the successful candidate on behalf of the City.*

Negotiating the compensation package begins with the first conversation between recruiter and candidate. Any candidate unwilling to consider compensation within the predetermined range (or very close to the top number), should be rejected by the recruiter. As the interview process unfolds, the recruiter needs to be aware of any change in the candidate's outlook or situation which may affect his or her compensation requirements. When an offer is contemplated and references are being checked, the recruiter should discuss the candidate's specific expectations regarding compensation with the objective of determining a range or specific number which the candidate considers agreeable and will accept if offered. Once this information is known, the recruiter can assist the City in formulating an acceptable offer of employment to which the candidate will agree.

- *To assist the Council in establishing performance expectations and evaluating the new City Manager's performance.*

Performance expectations are discussed and determined as part of the job description and candidate specification phase. There may be additional recruiter involvement if the employer wishes assistance in devising a “balanced scorecard” type of bonus compensation plan. Evaluation of the employee after the start date is not typically a function the recruiter performs. Should the City desire input from the recruiter on an ongoing basis, this recruiter is willing to do so, billing the City utilizing an hourly charge arrangement.

- *To follow-up with the Council and the new City Manager during the first year to determine if adjustments need to be made.*

As noted for the previous objective, this recruiter does not typically provide long-term follow-up on placed employees, but is willing to provide this service on an hourly basis.

- *To keep the Council closely involved in key decisions and informed of our progress.*

The Council should be involved in all decisions, save for those which are specifically delegated to the recruiter. It is necessary to keep Council informed as a matter of respect, but it is also essential for the Council—as decision makers—to be kept up to date on progress as they will need to interview viable candidates, and the sooner they do so, the better.

Thank you again I look forward to hearing from you in the near future.

Sincerely,



Michael G Smith

[Smith Recruiting](#)

5600 West Maple Rd Ste B210

West Bloomfield MI 48322

800-728-0168

Mike@smithrecruiting.com

The Recruiting process - step-by-step

1. Review position description

- Evaluate job description for consistency with industry norms
- Prioritize duties; emphasize three or four key tasks
- Determine if compensation level is competitive

2. Review candidate specifications

- Determine if qualifications required align with job description and compensation

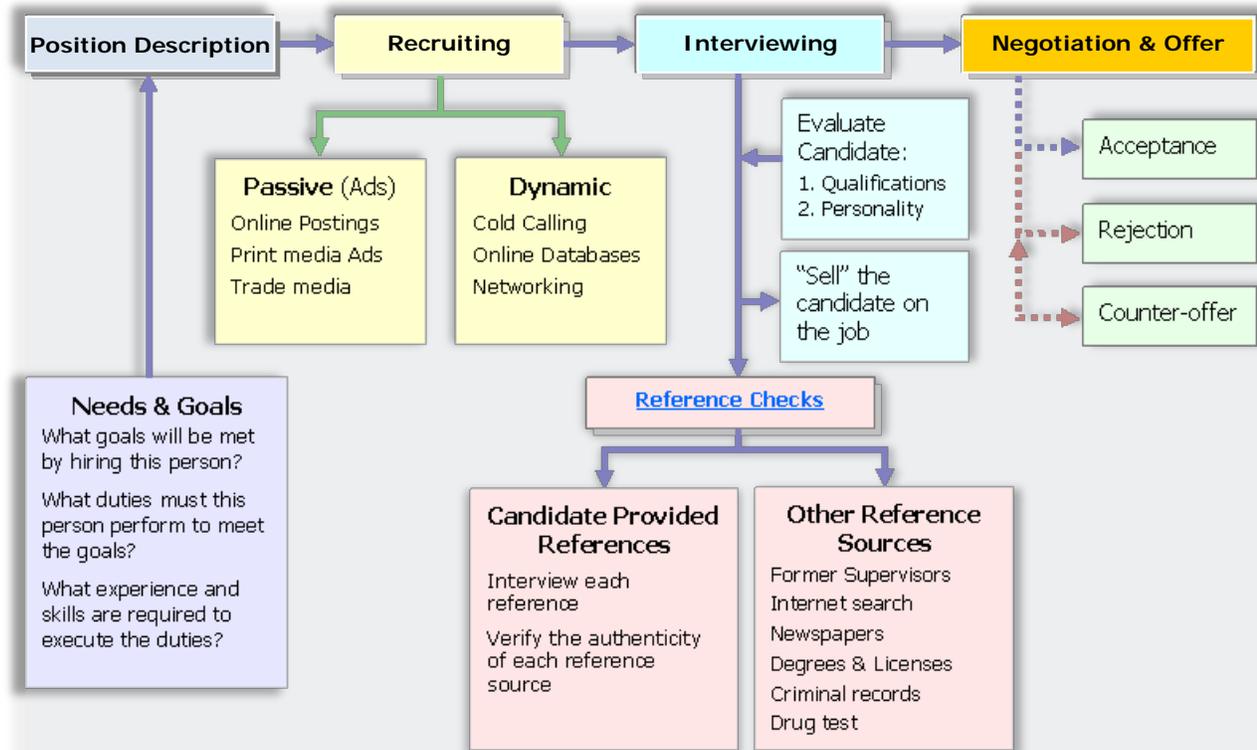
3. Develop strategy for marketing position to potential candidates

Conduct SWOT (strengths, weaknesses, opportunities, & threats) analysis

- List the strongest positives of the job and the employer (as perceived by a likely candidate)
- List potential negatives (incumbent was fired, high travel requirement) so that questions may be answered honestly and explanations provided
- Make note of the employer's and the new employee's opportunities for growth in the near-term
- Anticipate potential interview snafus and neutralize them (unrealistic interviewing requirements, too many decision makers)

Determine which candidate sources are most likely to yield well-qualified candidates

Write copy for online job postings utilizing SWOT results



4. Search for candidates

Passive sources:

- Post job on recruiter's website for syndication to other job boards
- Post job on *CareerBuilder.com*

Dynamic sources:

- Phone calls and emails to existing networks, including: *LinkedIn*, proprietary databases, secondary databases (Koch fellows, Heritage, SPN, National Journalism Center), and membership lists

Conduct *Monster.com* resume database search
Online research for qualified candidates

5. Screen Candidates

Conduct initial background screen of potentially viable candidates

Telephone viable candidates

1. Market (sell) position to generate candidate enthusiasm for the position and employer
2. Question candidate on depth of relevant experience, judge candidate's credibility and integrity, evaluate personality, and discuss the political philosophy of the employer
3. Qualified candidates: send detailed position description via email and ask candidate to review it, along with the employer's web site
4. Unqualified candidates are told they will not be interviewed, and why. Candidates lacking enthusiasm or interest are rejected

Rank Qualified Candidates

Additional scrutiny to verify statements and employment history

Judge candidates against each other and set aside the weakest

6. Forward candidate resumes to employer

Resumes are forwarded by email with an accompanying discussion providing: additional information obtained directly from the candidate, highlights of experience and skills, strengths and weaknesses, compensation, and personal impressions

7. Conduct interviews (*this step is primarily the responsibility of the employer*)

Once a resume is received, the employer should contact and interview the candidate

Note regarding compensation: *do not interview candidates whose requirements cannot be met*

Complete interviews within two weeks; the best candidates are on the job market for a short time

Employer should provide detailed feedback to the recruiter, who will then obtain candidate's feedback

Employer evaluates and ranks candidates—a leading candidate is selected

8. Check references

Recruiter:

Secures references from candidate and calls and interviews at least two;

Acquires additional (non-candidate provided) references

Performs thorough background investigation, including confirming identity of reference sources

Criminal and credit checks, if appropriate, may also be performed

Reference report is written and forwarded to employer; includes direct comments and summaries

9. Negotiation (concurrent with reference checking)

Recruiter discusses compensation requirements with candidate (requirements may change during interviewing as more is learned about the position and employer)

Recruiter reviews compensation with employer with the goal of meeting candidate's requirements

10. Offer

Offer details are determined by the employer

If the candidate's compensation requirements are known, the offer should meet or exceed them

Candidate accepts verbal offer (from recruiter or employer) and commits to a start date

An invoice for the service fee will be mailed during the week prior to the candidate's start date

smith recruiting **an uncommonly good fit**

mike@smithrecruiting.com • www.smithrecruiting.com

800-728-0168 or 248-932-2103



WATERS-OLDANI EXECUTIVE RECRUITMENT

A Division of The Waters Consulting Group, Inc.

March 19, 2009

Ms. Peggy E. Sears
Human Resources Director
City of Troy
500 W. Big Beaver Road
Troy, MI 48084
(transmitted via email to: p.sears@troymi.gov)

Re: Proposal – Executive Recruitment for City Manager

Dear Ms. Sears:

I appreciate the opportunity to submit our proposal for executive recruitment services for your City Manager. We are confident that you will be completely satisfied with our comprehensive process and the outcome.

We are so confident in our recruitment process and outcome that we offer a triple guarantee of our performance, which is described in detail on page 3 of this proposal.

Our team of recruitment consultants (see bios starting on page 8 of the proposal) has provided executive recruitment services nationwide for over 30 years, principally to public organizations. We have established a reputation for a relentless commitment to high quality with our process and our candidates.

We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following important ways:

- Our **Triple Guarantee**[™] (see page 3);
- Finalists identified within 80 days from the approval of the recruitment brochure and candidate profile;
- Meticulous development of the candidate profile prior to advertising/marketing (see page 4);
- Comprehensive, in-depth screening and evaluation of candidates, including the use of our proprietary, validated assessment - **CareerNavigator**[™] (see page 5);
- Rigorous review of candidates' references and background (see page 6);
- Our highly-accessed web site (www.watersconsulting.com) by prospective candidates;
- Our superior nationwide relationships with high-quality candidates for marketing new positions;
- Within twelve (12) months following your appointment of the successful candidate, we will administer our 360° Performance Assessment for no additional professional fee, just project-related expenses (see page 3); and
- We offer a Price Protection Initiative for new clients (See page 19).

The proposal document will provide you the details about our approach, expertise, client references, and pricing for this executive recruitment. Also, if you have any questions, please contact me directly at 817.965.3911 or by email at canderson@watersconsulting.com.

We would consider it a professional privilege to provide these services to the City of Troy.

Sincerely,

Charles (Chuck) S. Anderson
CEO of Waters-Oldani Executive Recruitment
A Division of The Waters Consulting Group, Inc.

COMMITMENT TO SUCCESS

Our understanding of and experience in the public sector coupled with our commitment in developing partnering relationships with our clients are key factors in our long-term success.

PROJECT OVERVIEW

The City of Troy, Michigan, is considering the use of a consulting firm to assist with the executive recruitment for its next City Manager and has requested a proposal describing a work plan and project approach from Waters-Oldani Executive Recruitment (Waters-Oldani), a division of The Waters Consulting Group, Inc. Accordingly, we provide the following information for your consideration.

PROFESSIONAL EXPERTISE MAKES THE DIFFERENCE

Throughout the assignment, the Waters-Oldani team will serve as technical advisors to your organization to ensure that the recruitment process is conducted in a professional manner. The objective of Waters-Oldani is to generate high-quality candidates and assist you with the screening and evaluation of these candidates. Due to our extensive professional relationships with hundreds of public sector organizations and prospective candidates nationwide, Waters-Oldani is positioned to confidently promote your position to prospective candidates as a positive career and personal growth opportunity.

Since our firm's beginning, we have emerged as a leader in executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch that drives our internal standard for delivering only outstanding services and leading-edge products. In addition, Waters-Oldani is positioned as the largest privately-held executive recruitment firm in the nation with a focus on the public sector. This kind of strength will prove to be valuable for your executive recruitment.

With any consulting assignment, but particularly with an executive recruitment project, reliable and timely communication is fundamental to project success. At key points during the assignment, Waters-Oldani consultants will communicate by phone, e-mail, or in person, with appropriate leaders from your organization to discuss the progress of the recruitment and to review subsequent steps in the recruitment process. These regular status reports are important to ensure success with the recruitment assignment.

We pride ourselves in the fact that we bring a high level of personal commitment to everything that we do. We get to know our clients – their concerns for success, their strategic goals and their organizational culture. But our intense professional commitment does not stop with our clients. We have candidates who were not selected for positions call to extend compliments and thanks for how they were treated during our recruitments. Many have stated that we provided the best recruitment experience in which they have ever participated.

Client satisfaction is important to all organizations, but to our firm, it is our chief focus. In our business, referrals and recommendations are the keys to success.

ROLE OF YOUR ORGANIZATION'S STAFF

We have a seasoned staff of professionals to deliver quality services with minimal effort required from you. However, to assist in the project, we ask that your organization designate a Project Manager to serve as Waters-Oldani's primary contact for the recruitment assignment. Your Project Manager will facilitate such functions as coordinating meeting dates, times, and locations and the review of the draft recruitment brochure and related advertising copy.

OUR TRIPLE GUARANTEE

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of Finalists, Waters-Oldani will work to identify a supplemental group until you find a candidate to hire; (2) Your executive recruitment is guaranteed for two years against voluntary resignation by or termination for cause of the candidate. Within the first year, the replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. During the second year, the replacement recruitment is reduced to 50% of the professional fee plus project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws. Additional services include a performance appraisal and review after 12 months of service of the appointed candidate, with no professional fee charged to you. If you elect to use this service, the only cost you would incur would be the reimbursement for any project-related expenses; and (3) Waters-Oldani will not solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

DESCRIPTION OF KEY TASKS

The following is intended to describe the key tasks associated with our approach to executive recruitment.

TASK I RECRUITMENT BROCHURE DEVELOPMENT AND ADVERTISING

The important first step in the recruitment process involves the development of a comprehensive recruitment brochure with a profile of the ideal candidate, including the required qualifications, professional experience, personal characteristics, and other factors related to success in the position of City Manager. The recruitment brochure will also have a profile of your community and organization. To prepare the recruitment brochure, the Lead Consultant will come on site to meet with your leadership team to discuss the required background and experiences for the new City Manager. We will also request organizational charts, budgetary information, operational reports, and other documentation describing the community, organization, current issues, and responsibilities of the position.

The draft recruitment brochure will be presented to you for review and final approval/edits prior to its publication and distribution via online and regular mail to prospective candidates.

In order to conduct an open recruitment and to encourage applications from a diverse pool of candidates, Waters-Oldani will work with you to develop an advertising and marketing strategy to notify potential candidates about the vacancy. Advertisements will be placed in appropriate professional publications, local newspapers of record and web sites as approved by you. Draft ads will be submitted to your organization for approval prior to publication. Waters-Oldani has a highly-accessed web site, www.watersconsulting.com, and targeted e-mail (search@watersconsulting.com). We will use all available resources to communicate directly with prospective candidates. The aggressive advertising and marketing campaign for top talent will include national, state, regional, and local elements as determined during our initial meetings with your organization. Our presence at appropriate public sector conferences will be used to further promote the position.

An effective advertising strategy will help to ensure that we conduct an open recruitment with appeal to a diverse array of candidates. Waters-Oldani will take all necessary steps to protect against discrimination in the screening and selection process.

TASK II EXECUTION OF RECRUITMENT STRATEGY AND IDENTIFICATION OF QUALITY CANDIDATES

Using the information developed in Task I, Waters-Oldani will identify individuals who would be outstanding candidates for the position of City Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on our professional

contacts and relationships. We have also established networks with minority and female leaders throughout the nation and are proud of our record of placement of minority and female candidates. Waters-Oldani has adopted a corporate policy of equal employment opportunity and will not participate in any recruitment effort where these principles are not followed. In addition, we are charter members of NFBPA and its Business Advisory Committee and the Hispanic Network.

We believe that one of the strengths of the Waters-Oldani recruitment process is our attention to the candidates during the process. Each candidate submitting a résumé is sent a timely acknowledgement by Waters-Oldani, giving an approximate schedule for the recruitment. Further communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments, which is also provides a positive reflection on your organization

TASK III
SCREENING OF APPLICANTS, INITIAL INTERVIEWS, AND RECOMMENDATION OF
FINALISTS TO CLIENT

Our recruiting efforts in Task II identify a significant number of applicants, depending upon the position and the availability of candidates with the requisite experience and skills in the marketplace. Task III is where our Lead Consultant screens the candidates against the criteria within the candidate profile and develops a list of Semi-Finalists who meet or exceed the criteria.

The Lead Consultant will then review the Semi-Finalists with you, as the client, to develop a group of candidates for personal interviews with the Lead Consultant either by phone, in person or videoconference. Our interviews are conducted with a set of questions developed by Waters-Oldani to evaluate professional experience and management/leadership characteristics considered relevant for the candidate profile for your position.

As a part of our thorough screening of candidates, we also utilize our content-validated behavioral assessment and success profile system CareerNavigator™. Our approach to recruitment features a content-validated competency model that measures the core competencies of public sector executive managers/leaders with a comprehensive psychological assessment. This helps to identify those competencies that are proven to make a candidate much more likely to be successful in a position of executive management and leadership.

In addition, CareerNavigator™ generates specific questions for individual candidates based upon their responses to the assessment. These questions are included in the in-depth interview conducted by the Waters-Oldani Lead Consultant.

At the conclusion of our interview process, we will present a group of potential Finalists for you to invite for on-site interviews with an interview panel that you select. Typically, four to six candidates are selected for these interviews.

TASK IV
CONDUCTING BACKGROUND CHECKS, REFERENCE CHECKS
AND ACADEMIC VERIFICATIONS

Once you approve the group of Finalists for on-site interviews, Waters-Oldani will begin the process to conduct reference checks, background checks and academic verifications. Contact is then made with selected references and sometimes with others in the specific industry that may know of additional accomplishments and work experiences of the candidates. The purpose of the reference interviews is to allow Waters-Oldani to complete our understanding of the work experience, professional performance and personal characteristics of the Finalists.

For the background checks, Waters-Oldani is pleased to partner with PSI Investigation Services in to gather information about the candidates in the following areas:

- Consumer Credit
- County Criminal
- County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

TASK V
FINAL INTERVIEW PROCESS

Upon completion of Task IV, we will work with you to develop the final interview process. We will also send you documentation on each of the finalists, which will provide the highlights of their professional experience and leadership/management profile, and a summary of the results of the reference checks, background checks and academic verifications. In addition, the report will include guidelines for interviewing the candidates, suggested interview questions, and a rating process for your interview panel(s). Our Lead Consultant will participate in final interviews as either an observer or active panel member at your request and will be available to answer questions and assist you in the final evaluation and selection of the successful candidate. In addition, if you request the service, our Lead Consultant will assist you with the development of a compensation package and related employment considerations, and assist with the negotiations.

EXECUTIVE RECRUITMENT PROJECT TIMELINE

Below is an estimated Timeline for the executive recruitment process. You will be asked by the Lead Consultant during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you. **However, we commit to you to deliver a group of Finalists for your consideration within 80 days from the date that you approve the recruitment brochure and candidate profile, which is the point that we commence advertising/marketing for the position.**

To ensure that our quality standards are maintained, we do require a minimum of ten business days between the time that you select the candidates for on-site interviews and when we send you the Final Book for your final interview process.

	Description of Key Project Phases/Tasks	Weeks												
		01	02	03	04	05	06	07	08	09	10	11	12	13
<i>Phase I</i>	Task 1 Recruitment Brochure Development & Advertising													
<i>Phase II</i>	Task 2 Recruitment Strategy and Identification of Candidates													
	Task 3 Screening Process and Recommendation of Finalists for On-site Interviews.													
	Task 4 Background Checks/ Reference Checks/Academic Verifications													
<i>Phase III</i>	Task 5 Final Interview Process													

AN OVERVIEW OF OUR CONSULTING TEAM

Waters-Oldani places a high priority on meeting the needs of our clients. Therefore, at the outset of the recruitment process, we will tailor our approach to address the issues unique to your organization's working environment. For each recruitment project, we assign a Lead Consultant and a team of support professionals to carry out assignments in an effective and efficient manner. What follows are brief biographical descriptions of the members of our consulting team.

Waters-Oldani will not be utilizing any sub-contractors on this project.

CHARLES (CHUCK) S. ANDERSON
Chief Executive Officer
Waters-Oldani Executive Recruitment Division

Charles (Chuck) S. Anderson is the Chief Executive Officer for the Waters-Oldani Recruitment Division within the Waters Consulting Group (WCG). In this role he also is a senior consultant within the HR Consulting Division for projects related to organizational design and development, strategic planning, and leadership/management development.

Prior to joining the WCG, Chuck worked for local governments and public education, including City Manager for Dallas, Texas; Executive Director for the Dallas Area Rapid Transit (DART); and Executive Director for the Michigan Education Association.

Chuck also served as Director for Local Government Reform for the International City/County Association (ICMA), managing a U.S. government contract for the planning and delivery of technical assistance to local governments in Central and Eastern Europe. His last assignment in this role with ICMA was to recruit and supervise a team of technical consultants to assist in re-building local governments in Bosnia following agreement on the Dayton Accords.

During his service with the Michigan Education Association, Chuck also served as Senior Consultant for Urban Planning and Management for Michigan State University's Institute for Public Policy and Social Research.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Organizational Design
- Organizational Development

Professional Accomplishments and Education

Chuck received a Bachelor of Arts degree in political science and human resources management and a Masters of Public Administration degree from the University of Kansas. He received the prestigious L.P. Cookingham Award for Development of Young Professionals from the International City/County Management Association (ICMA) and the Minority and Women Advancement Award from the American Public Transit Association (APTA). He was also recognized as Public Administrator of the Year by the American Society of Public Administration (ASPA) and Outstanding Management Innovator (Honorable Mention) by ICMA. Chuck was recognized in 2007 with the Lifetime Achievement Award from his Public Administration Alumni Association at the University of Kansas.



JERROLD (JERRY) OLDANI

Senior Vice President

Jerry Oldani's expertise and personal attention to client needs exceeds traditional approaches to executive search. His search leadership reflects his extensive background in corporate management, human resources, consulting and community service. He often serves as an expert panel member at professional symposiums in the area of executive search. His skill at conducting analyses of complex public sector organizations sets the industry standard. His insights into both corporate and public sector management and thorough research and evaluation of candidate's backgrounds have become hallmarks of the firm. For the last several years, Jerry has led the public sector search discipline in the placement of "women and people of color," averaging over 47% of their total placements.

With more than 35 years in executive search for the public sector, Jerry delivers solid and proven perspectives regarding human resources management, organizational analysis and executive search to the discipline. He has been a leading force in developing effective diversity-based recruiting methods, utilization of citizen groups in the recruiting processes and meeting the needs of public sector clients. His private sector focus has been in senior and executive level search for sales and marketing, human resources, finance and technical management personnel. Jerry, with the assistance of a dedicated staff, pioneered the use of a two year guarantee period and advanced recruiting brochures in the industry.

Areas of Expertise

- Executive Recruitment
- Organizational Analysis
- Diversity-based Recruiting Methods & Techniques
- Conflict Resolution

Professional Accomplishments and Education

Jerry received the Bachelor's of Arts in Public Administration degree from the California State University at Northridge and completed graduate studies in Industrial Psychology at the University of California at Los Angeles. He began his human resources career as Personnel Director at Univar Corporation. He was a Charter Member of the Business Advisory Council to the National Forum for Black Public Administrators (NFBPA) and Founding Member of the Hispanic Network.

A decorated Viet Nam Veteran and Captain in the Marine Corps, Jerry has also held numerous positions of community leadership to include: Library Commission – City of Sunnyvale; Parks Board – City of Mountain View, California; Santa Clara Valley Rental Housing Mediation Authority and the Santa Clara Valley Minority Relations Resolution Group; Bellevue, Washington Form of Governance Committee; King County Metro Consolidation Committee; Bellevue Parks Board; Board of Directors Pacific Northwest Baseball Umpires Association; and Board of Directors Pacific Northwest Football Officials Association.



G. CHRIS HARTUNG

Senior Consultant

Chris Hartung is a Senior Consultant for The Waters Consulting Group, Inc. (Waters-Oldani). In his role, he is responsible for managing and conducting executive recruitment assignments for the firm. Chris has more than 35 years of experience in managing and consulting in both the private and public sector. He has served as Director of Finance, Assistant City Manager, and City Manager in full service municipalities with populations ranging from 15,000 to 160,000. Mr. Hartung served for 8 years as City Manager of Denton, TX.

Chris joined Waters-Oldani in October 1997. He has conducted management-consulting assignments in a number of areas including compensation planning and implementation, strategic planning, organizational staffing, total quality management, and executive recruitment. He has written and presented training in a number of subject areas including performance evaluation, leadership and management skills, and customer relations.

Areas of Expertise

- Executive Recruitment
- Classification and Compensation Studies
- Skill-based Pay
- Employee Surveys
- Customer Service Training
- Leadership Training

Professional Accomplishments and Education

Chris received his bachelor's degree in government from Southern Methodist University and his master's degree in public administration from the University of North Texas. He has conducted lectures and seminars for Texas A&M University, the University of Texas at Austin, the University of Texas at Arlington, and the University of North Texas. Chris is on the faculties of the Bill Blackwood Law Enforcement Management Institute of Texas (LEMI) and the Certified Public Manager Program (CPM), which is managed by the faculty at Texas State University, San Marcos. Chris is also fully certified to administer ASSESS Strategic Success Modeling by the professional organizational psychologists at Bigby, Havis & Associates – a nationally known, accredited and respected firm.



CHUCK ROHRE

Senior Consultant

Chuck Rohre is a Senior Consultant for The Waters Consulting Group, Inc. (WCG). In this role, he is responsible for managing and conducting executive recruitment engagements for the firm to insure their integrity, timeliness and adherence to budget parameters. Chuck has more than 30 years of experience in managing and consulting in both the private and public sectors. He has served as Police Chief and Director of Public Safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus. Prior to beginning his consulting career, Mr. Rohre served for three years as Police Chief of Plano, Texas.

Chuck joined the firm in January 2006 following a 13-year engagement with another nationally recognized public sector search firm where he managed the Texas and Southwestern operations. He has an extensive and successful track record of completed recruitment across the nation, primarily in the Midwestern and Southwestern states. He has also conducted management-consulting assignments in a number of areas including public safety, career development and strategic planning. He has written and presented training in a number of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees.

Areas of Expertise

- Executive Recruitment
- Background Investigations
- Assessment Centers
- Career Development
- Law Enforcement Management and Training

Professional Accomplishments and Education

Chuck received his Bachelor's degree in Career Development from the Dallas campus of Abilene Christian University and his Master's degree in Human Relations and Management from the same institution. He has completed advanced management training at the Institute for Law Enforcement Administration and now serves on its adjunct faculty and advisory board. Chuck completed the Federal Bureau of Investigation's prestigious LEEDS course at Quantico, Virginia. He is a veteran of the United States Army, serving in the United States and the Republic of Viet Nam.



ANDREA BATTLE SIMS

Senior Consultant

Andrea Battle Sims has been working in executive search for over six years, managing all phases of the search process for municipal, county, state and non-profit organizations, focusing on the East, Midwest and Mid-Atlantic regions with numerous searches for a number of governmental and non-profit executives including: City and Assistant City Managers, Library Directors, Chief Information Officers, Police Chiefs, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Workforce Development Executive Directors.

Andrea is an experienced professional with over twenty years of prior experience in Information Technology, EDP Audit and Management experience in both the public and private sector. Her local government leadership roles include serving as the IT Director at Cleveland Public Schools with a staff of 50; Deputy Director of IT at Cuyahoga County with a staff of 70. In addition, her county experience includes creating a start-up venture to sell public computer access to the legal community. Ms. Sims has held management positions at AT&T, Progressive Insurance, and National City Bank managing IT projects as well as IT professionals, along with serving as an internal consultant/auditor. She has successfully managed IT professionals through the change process from legacy to client-server technologies including both private and public sector Year 2000 implementations.

Areas of Expertise

- Executive Search
- Recruitment and Retention Training
- Information Technology
- Organizational Assessment
- Strategic Planning and Implementation
- Project Management
- Process Improvement

Professional Accomplishments and Education

Andrea's educational background includes a Bachelor of Arts in Mathematics from Spelman College, Atlanta Georgia and a Master of Science in Operations Research from The Wharton School at the University of Pennsylvania, Philadelphia, Pennsylvania. In addition, her post-graduate education includes numerous IT and management courses and seminars and certification from the Leadership Academy at Cleveland State University. Andrea's current and past civic involvement includes the Board of Trustees at the American Cancer Society, Cuyahoga Unit; Junior League of Cleveland, along with leadership positions with the Links, Inc., the Spelman Alumnae Association, and Delta Sigma Theta, Inc.



TROY COLEMAN, Ph.D.
Senior Consultant

Troy has more than 25 years of impressive professional and executive level human resources experience. Before joining Waters Consulting Group, Inc., Dr. Coleman was most recently the Associate Superintendent for Human Resource Services with the Dallas Independent School District, where he designed and managed program efficiencies and automation to support employee on-boarding, and employee relations and mediation services. He designed and managed a nationally recognized program focused on international recruitment and selection of teachers, professionals and administrators to staff the 10,000-member teacher group and more than 20,000 total employees in the district.

He served as Human Resources Director for the City of Dallas, Texas. Dr. Coleman was Senior Vice-President for Human Resources for an eCommerce business, and he has held various human resources posts in higher education and in local and federal government. He was a lecturer in Organizational Behavior and Personnel and Human Resources Administration at the University of Texas, Arlington; College of Business Administration; and Southern Methodist University, Cox School of Business, where he also lectured on Alternative Dispute Resolution.

Throughout his career, Dr. Coleman has designed and led organizational development engagements on Organizational Change, Workplace Diversity, Conflict Management, and Employee Relations. He successfully facilitated dispute resolution and mediation processes involving disputes between police/public safety agencies and the communities they serve, employee disputes over diversity issues at work, EEO/Affirmative Action matters affecting companies and government agencies, differences between governing bodies and executive leadership teams, employee relations issues regarding pay and work conditions, and general interpersonal relations disputes. He was a faculty member with leadership institutes at George Washington University and the National Forum for Black Public Administrators.

Areas of Expertise

- Recruitment and Selection
- Pre-employment and Promotional Testing and Assessments
- Workplace Diversity and Inclusion Programs
- Training and Organizational Development
- EEO and Equity Systems Analysis and Design
- Mediation and Conflict Resolution Training
- Competency-based Performance Achievement Programs

Professional Accomplishments and Education

For more than 12 years with his own firm, Dr. Coleman successfully designed and facilitated diversity training programs and services for federal and local governments, police, fire and public safety agencies, corporate businesses, and he has lectured at national conferences on the subject of managing diversity in the workplace. He has also managed projects that incorporate diversity and community relations with communities experiencing demographic and social change.

He earned his doctorate from the University of North Texas and his master's and bachelor's degrees from Texas A&M University, Commerce. He has been a Licensed Professional Counselor, and he is an active member of the American Psychological Association.



PROFESSIONAL REFERENCES

- **Grand Rapids, Michigan (In Progress)**
(616) 456-3168
Mayor George Heartwell
Project: Selection of City Manager
- **City of Ann Arbor, Michigan**
(734) 994-2655
Mr. Roger Fraser, City Manager
Project: Multiple searches including the selection of the City Manager, Fire Chief and various department directors
- **City of Ramsey, Minnesota**
(763) 433-9821
Ms. Giovanna Reed Kone
Human Resources Manager
Project: Selection of City Manager
- **City of Emporia, Kansas**
(620) 343-4251
Mr. Matt Zimmerman
City Manager
Project: Selection of City Manager
- **City of Fayetteville, North Carolina**
(910)433-1329
Ms. Terrie Hutaff
Director of Human Resources
Project: Selection of Assistant City Manager and Chief Development Officer
- **City of Fountain, Colorado**
(719) 471-7955
Mr. M. Allen Ziegler
City Attorney
Project: Selection of City Manager
- **City of Minneapolis, Minnesota**
(612) 673-3428
Mr. Bill Champa
Director of Human Resources for the Police Department
Project: Selection of Police Chief
- **Pinellas County, Florida**
(727) 464-3367
Ms. Beverly Waldron
Manager of Employment & Testing
Project: Selection of County Administrator
- **Town of Greenwich, Connecticut**
(203) 622-7729
Ms. Maureen Kast
Director Of Human Resources
Project: Selection of Town Administrator , Assistant Fire Chief and Public Works Commissioner
- **City of Commerce City, Colorado**
(303) 289-3600
Mr. Jerry Flannery
City Manager
Project: Selection of City Manager
- **City of Fort Worth, Texas**
(817) 392-6116
Mr. Dale Fisseler
City Manager
Project: Selection of City Manager
- **City of Bloomington, Minnesota**
(817) 392-6116
Mr. Kent Michaelson
Director of Human Resources
Project: Selection of Finance Director, Director of Public Works and Police Chief along with other various department director positions
- **City of Great Falls, Montana**
(406) 761-4108
Ms. Donna Stebbins
Mayor
Project: Selection of City Manager
- **Village of Glenview, Illinois**
(864) 467-5700
Mr. Todd Hileman
Village Manager
Project: Selection of Deputy Fire Chief and Deputy Director of Public Works-Operations

A SAMPLING OF RELEVANT RECRUITMENTS

CLIENT	POSITION
• Abilene, Texas	City Manager
• Arlington, Texas	Deputy City Manager
• Baytown, Texas	City Manager
• Bee Cave, Texas	City Administrator
• Bellevue, Washington	City Manager (3) Deputy City Manager
• Bend, Oregon	City Manager
• Bridgeport, Texas	City Administrator
• Brookings, South Dakota	City Manager
• Broward County, Florida	Deputy Executive Director
• Brownsville, Texas	City Manager
• Buda, Texas	City Manager
• Canton, Texas	City Manager
• College Station, TX	Assistant City Manager
• Commerce City, Colorado	City Manager
• Corpus Christi, Texas	City Manager
• Denton, Texas	Assistant City Manager
• Des Moines, Iowa	City Manager
• East Orange, New Jersey	Police Director, Fire Director
• El Paso, TX	Deputy City Manager
• Emporia, Kansas	City Manager
• Fate, Texas	City Manager
• Fayetteville, North Carolina	Assistant City Manager
• Federal Way, North Carolina	City Manager
• Flower Mound, Texas	City Manager
• Forney, Texas	City Manager
• Fort Myers, Florida	Assistant City Manager
• Fort Worth, Texas	City Manager Assistant City Manager (3)
• Fountain, Colorado	City Manager
• Fresno, California	Assistant City Manager
• Friendswood, Texas	City Manager
• Gatesville, TX	City Manager
• Great Falls, MT	Deputy City Manager
• Highland Park, TX	Town Administrator
• Hillsboro, TX	City Manager
• Hobbs, New Mexico	City Manager
• Horseshoe Bay, Texas	City Manager
• Huntsville, Texas	City Manager
• Irving, Texas	City Manager
• Jasper, Texas	City Manager

CLIENT	POSITION
• Kerrville, Texas	City Manager
• Killeen, Texas	Assistant City Manager
• La Grande, Oregon	City Manager
• La Porte, Texas	City Manager
• Lancaster, California	Assistant City Manager
• Maple Valley, Washington	City Manager
• Mercer Island, Washington	Deputy City Manager
• Midlothian, Texas	City Manager
• Missouri City, Texas	City Manager Assistant City Manager
• Mt. Pleasant, Texas	City Manager (2)
• Murphy, Texas	City Manager
• Nederland, Texas	City Manager
• New Braunfels, Texas	Assistant City Manager
• North Richland Hills, Texas	Assistant City Manager
• Oak Harbor, WA	City Administrator
• Pinellas County, Florida	County Administrator
• Pittsburg, Texas	City Manager
• Ramsey, Minnesota	City Manager
• Richardson, TX	Assistant City Manager
• Roanoke, VA	Assistant City Manager
• Sachse, Texas	City Manager
• San Angelo, Texas	City Manager
• Sanger, Texas	City Manager
• Sealy, Texas	City Manager
• Soldotna, Alaska	City Manager
• Sugar Land, Texas	Assistant City Manager
• Tomball, Texas	City Manager
• Virginia Beach, VA	Assistant City Manager/CFO
• Weatherford, Texas	City Manager

PROFESSIONAL FEE

The professional fee to conduct the recruitment is provided below. Expenses are not included in the professional fees and are billed separately as incurred. Project-related expenses are approximately \$7,500.00. Project-related expenses include such items as: job posting and advertising fees on various web sites and classified advertising fees in printed publications; consultant travel expenses; background checks/assessments; printing and production of necessary materials such as brochures, profiles and final reports; transportation; telephone fees; shipping and postage. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of Waters-Oldani and are handled directly by the organization.

The professional fee will be billed in four installments; 30% of the fee will be billed at the beginning of the search; 30% at the implementation of Phase II; 30% at the implementation of Phase III; and the final 10% upon acceptance of offer by the candidate.

If candidates from this recruitment process are selected for another position within your organization within one year of the close of the recruitment, a fee of 50% of the above mentioned proposal amount will be due to Waters-Oldani Executive Recruitment.

All questions regarding the professional fees and project-related expenses should be directed to Chuck Anderson, CEO of Waters-Oldani Executive Recruitment Division at canderson@watersconsulting.com or via phone at 817.965.3911.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Lead Consultant) Task 2 – Identify Quality Candidates
Phase II	Task 3 – Preliminary Screening & Initial Report to Client Task 4 – Reference Checks, Background Checks, and Academic Verifications
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Lead Consultant)
Conclusion	Acceptance of offer by candidate
TOTAL PROFESSIONAL FEE	
\$18,500.00	

OPTIONAL SERVICES FOR CONSIDERATION	FEES
Additional work related to the search process and as specifically requested by the client which is outside of the scope of this project (i.e. additional onsite meetings) is additional. The fixed professional fee for this recruitment anticipates no more than four onsite consulting days with one consultant. However, we would be pleased to provide additional onsite consulting visits for our standard daily rate of \$1500 plus expenses.	\$1500.00 per day plus expenses
Video Conferencing for candidate interviews with Lead Consultant	\$600.00 per candidate

OUR PRICE PROTECTION INITIATIVE

Our Price Protection Initiative is designed for new clients in new markets. Simply stated, we will match the lowest comparable proposal's price, including professional fees and project-related expenses that you have received during the proposal review process. We only ask that we have one day to review and acknowledge the scope of equivalent work offered by the lowest bidder. In addition to our Price Protection Initiative, we also offer the guarantee that we will not provide any fewer services than outlined in the lowest comparable proposer's scope of work. In short, we guarantee the highest quality services in the market at the lowest price.

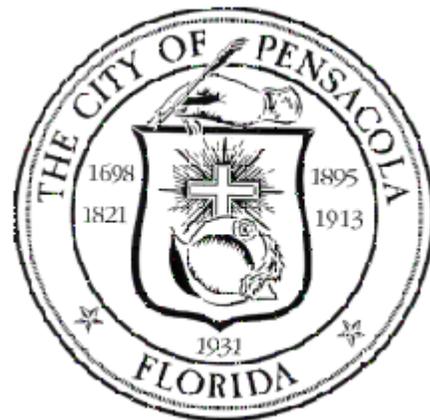
Our goal in providing this initiative is to demonstrate our strong desire to gain your consulting business and to illustrate exactly what makes our firm different in the competitive market. Even though we have been providing executive recruitment and human resource consulting services to the public sector for more than twenty years, we have not had the opportunity to do business with the City of Troy. Our belief, based on past experience over the last two decades, is that if we can gain your trust with this opportunity, we will have a long-lasting professional relationship, not only with a new and unique client, but also in a new geographic market.

We would consider it a privilege to work with the City of Troy with the recruitment of your City Manager. In the meantime, if you have any questions, you may contact me directly (817)965-1911 or via email at canderson@watersconsulting.com.

The City of Pensacola, Florida

seeks a highly experienced and
superior leader to serve as its next...

DIRECTOR OF COMMUNITY DEVELOPMENT



WATERS-OLDANI
EXECUTIVE RECRUITMENT
A Division of The Waters Consulting Group, Inc.



THE COMMUNITY

Pensacola, Florida, the “City of Five Flags,” is located in Northwest Florida and is the county seat of Escambia County. The City itself has a population of nearly 55,000, but the metropolitan area has an estimated population of 439,000. Also known as “America’s First Settlement”, this City’s rich history dates back nearly 450 years. It has been controlled over its history by Spain (Castile), France, Great Britain, the Confederate States of America and the United States. This City is a sea port on Pensacola Bay, connecting to the Gulf of Mexico. This City has the distinction of being home to the largest United States Navy airbase, the Blue Angels flight demonstration team as well as the National Museum of Naval

Aviation. Pensacola is served by Interstate 10 and the Interstate 110 spur, with its own regional airport providing easy transportation for residents, businesses and visitors.

The City is comprised of a diverse community, with a high quality of life offered to all. Cultural offerings abound at the city operated Saenger Theater with local ballet, opera, symphony companies as well as several venues for local theater, music and dance performances. The historic downtown has dozens of galleries at the Belmont Art and Cultural Center, the Museum of Art, and the Quayside Gallery. The University of West Florida Center for Fine and Performing Arts offers a wide variety of free and cost-effective student and professional exhibitions.

Excellent schools serve the residents, with the public schools administered by the Escambia County School District. Pensacola High School was ranked as the Country’s 8th best high school in Newsweek Magazine in 2004. In addition, there are quality private and parochial schools serving the community. Post-secondary schools in the area are the University of West Florida and Pensacola Junior College.

With 52 miles of white sanded beaches, mild winters, and diverse cultural, educational and social offerings, this City offers a high quality of life for residents and visitors. Outdoor enthusiasts can enjoy the beach, boating, canoeing, camping, scuba diving, and fishing as well as quality recreation offerings by the Parks and Recreation Department. Golf, tennis, soccer and softball are available in numerous public and private venues, with the Escambia County Equestrian Center hosting equestrian events, livestock shows, dog shows and other events. There are a multitude of activities and festivals including the Blue Angels Homecoming Air Show, the International Film Festival, Mardi Gras, Gallery Night, a Jazzfest and Grace Fest, the Great Gulfcoast Arts Festival, the Pensacola Seafood Festival and the Pensacola Crawfish Festival. Sports enthusiasts and families can enjoy a number of offerings as the community is home to several semi-professional sports teams: the Pensacola Ice Pilots of the ECHL, the Pensacola Pelicans



of the American Association of Independent Baseball (AA), Pensacola Power of the National Women's Football Associations (NWFA), and the Five Flags Speedway.

GOVERNANCE

The City of Pensacola provides a full range of municipal services including public works, public safety, health and social services, recreation and cultural activities. In addition, the City manages through an enterprise fund a number of activities including a gas utility, sanitation collection, a seaport, a regional airport and golf course. The Director of Community Development is part of the City's executive staff team operating under a council-manager form of municipal government. The City Council consists of ten members serving for two-year terms. Seven members are elected from single-member districts and the other three members, including the Mayor, are elected at-large.

AGENCY & POSITION OVERVIEW

The primary mission of the Community Development Department is to enhance and sustain the vitality and livability of the City's neighborhoods and the quality and safety of the city's built environment. The Department is responsible for directing and coordinating activities related to long range

comprehensive planning, land development, code administration and enforcement, development plan review, construction plan review, inspection services, environmental services and programs, neighborhood economic development and revitalization, neighborhood capacity building and neighborhood based service delivery and problem-solving. The Director of Community Development oversees



a departmental staff of 36 positions among the following areas with a budget of approximately \$2.7 million, with CRA's budget of \$2.3 million. This department has a reputation for being well-run, with a stable, strong, and experienced staff. He/she will be fortunate to join a team of young and talented individuals and lead them in a common direction. The Director supervises the following areas:

- Planning and Development Services, with a staff of four, provides planning and enforcement services related to various aspects of community development as well as staff support to a variety of boards

and commissions. The primary activities are associated with the Architectural Review Board, Planning Board, Gateway Review Board, Zoning Board of Adjustment, Sidewalk Program, Zoning Classification Assistance and Home Occupation Permits.

- Neighborhood and Economic Development, with a staff of five, administers activities related to neighborhood service areas, economic development, enterprise zone business incentives, neighborhood improvement grants (PCIP) as well as urban infill housing.
- Inspection Services, with a staff of sixteen, is responsible for the coordination with all of the Building Inspectors of the building permit plan review process including fire and zoning review, building permit issuance, and issuance of certificates of occupancy. There are three team of inspectors: Building Inspectors (3), responsible for coordination of all building permit code inspections, including commercial inspections, residential inspections, roofing, checks for unsafe structures as well as responsibility for the Minimum Housing Code; Mechanical/Plumbing Inspectors (3) responsible for inspections and plan review for plumbing, mechanical and gas; as well as the Electrical Inspectors (2). Occupational Business Licenses as



well as Permitting is performed out of this Division.

- Housing and Zoning Code Enforcement, with a staff of three, is responsible for addressing the critical issues of unsafe structures as well as monitoring the addressing of zone violations.
- This position has a dotted line reporting relationship with Pensacola's Community Redevelopment Agency, with a staff of four, which is responsible for new development and redevelopment in the downtown, historic waterfront and inner city neighborhoods.

The Director serves as principal advisor to the City Manager, City Council, and Executive Management Team on matters pertaining to growth management, zoning/permitting processes, strategic and long-term planning,

neighborhood services and building/inspections services. The Director provides overall leadership and direction for the administration of regulatory and development activities.

The Director ensures that the policy direction and initiatives of the City Council are carried out in an expeditious and cost-effective manner; will establish annual goals and objectives, as well as plan strategies that supplement the City Council's land use policies, and growth and development initiatives; interacts with other departments on a broad range of physical, economic and social issues; and is primarily responsible for the development and implementation of the City's land use, comprehensive plans and zoning ordinances, which focus on land use issues and incorporate overall philosophies

regarding community facilities, traffic circulation, public finance, economic development, housing, urban design, environmental quality and historic preservation. Primary duties also involve working with other City departments in the Development Review Team (DRT). The Director will maintain a close liaison and staff support relationship with a variety of boards and commissions, including the Architectural Review Board, Planning Board, Gateway Review Board, and the Zoning Board of Adjustment. The Director will provide ongoing liaison and staff support to these groups and to the City Manager, Mayor and City Council.

The future Director of Community Development will have the ability to:

- Coordinate the development and writing of new ordinances on zon-



ing, subdivision regulations and other related ordinances in order to provide a local environment that is both attractive and conducive to new, high-quality development.

- Establish and organize long and short-term strategies that will enhance planning and the overall consistency of land use in established and new neighborhoods. This includes establishing programs for neighborhood revitalization and preservation, and specific uses in various sections/sub-areas of the City.
- Ensure the maintenance of accurate and comprehensive demographic and economic data, and geographic databases/base maps of the entire City.
- Ensure the hiring, development, training and preparation of the departmental staff to meet the service needs of residents, developers and business interests in the City.
- Establish a positive working environment with respect to labor and employee relations, whereby department employees are treated fairly, equally, and consistently; and establish standards of work performance or measurement that will allow for the proper evaluation of the workforce concerning required duties.
- Perform other duties as directed by the City Manager and Deputy City Manager.

CURRENT ISSUES

The following issues were developed after discussions with the City Manager and Human Resources Director. These issues expressed are not designed to establish fixed management priorities, but are intended to represent the types of projects and programs that a new Director of Community Development will encounter in his/her first six to eighteen months of employment:

Community Development Projects/Programs

The City's comprehensive plan is due to be updated in 2008 as well as that of the Community Redevelopment Agency. This department is heavily involved with neighborhood preser-

vation and enhancement projects. The real estate market is being affected by the national trend and the Director will have to be assertive, diligent and selective in selecting and cultivating development relationships that will continue to enhance the City's landscape. Among the major projects are the Maritime Park, a \$100 million redevelopment project as well as the two large superfund sites, including the American Creosote Projects.

Community Redevelopment Agency

The Community Redevelopment Agency (CRA) is a separate legal entity but has dotted line reporting responsibility to the Community Development Director. The CRA Director has left this position and the next





ment of a strong customer service ethic, responsive to organizational needs, and open and honest in all internal and external relationships. The desired candidate will be distinguished by the use of innovative, forward thinking and creative methods in planning for the City's future. He/she must be capable of managing highly complex issues in the context of an overall management team and be action oriented, as well as open to change and innovation.

Exceptional oral/public speaking and written communication skills are needed, as the Director will be called upon to make presentations in a clear and credible manner before citizen groups, committees, councils, media and management staff at all levels. He/she must have the ability to build relationships, be flexible and work in a team oriented matrix organization. In addition, a penchant for clarity and persuasive skills to ensure that concepts are easily understood and visualized. An individual who takes an entrepreneurial approach to problem solving is preferred. The person in this position should be assertive in speaking his/her professional opinions in a tactful and diplomatic manner. This position requires a person of a high energy level, capable of operating with significant independence and initiative, yet open to direction from City management and policy makers. He/she must have a great deal of political acumen without becoming

Community Development Director will be expected to recruit for this position as well as contribute to the decision-making as to any necessary retooling or reorganization of this division in conjunction with the Board of Directors, comprised of the 7 City Council members and 3 appointed members.

Candidate Profile

This vacancy was created by the prior Director leaving for a promotional opportunity in another community. Candidates for this position should be exceptional leaders, capable of leading this Department to move to the next level of success. He/she should be genuinely committed to develop-



personally involved in political issues. A hands-on approach and willingness to lead by example is required. This is a position of public trust; personal integrity and ethics must be beyond reproach.

EDUCATION & EXPERIENCE

Extensive experience in planning, economic development, redevelopment and growth management programs in a public sector or public sector related organization must be evident in background. This includes a stable history of ten years in progressively responsible positions within complex customer service driven organizations that provide services in communities dealing with development and redevelopment issues. Experience in organizations with staff size and overall operating budget similar to or larger than the City of Pensacola's Community Services Department is needed. Education should include a minimum of a Bachelor's Degree in public administration, community development, architecture, real estate,

public policy, urban/regional planning or related fields. An AICP designation and a Master's Degree in Community or Regional Planning or a related field is preferred; however, extensive relevant public sector experience may be substituted for graduate education.

Candidates should have knowledge of principles and practices of urban and city planning, architecture, civil or construction engineering as applied to city planning and development; economic factors that influence community development; zoning, annexation and building inspection techniques. Additional experience in the creation of procedures and development ordinances used by a city council in a metropolitan setting is desired. Understanding of the State of Florida's comprehensive planning laws is highly desirable. A thorough knowledge of

building inspection, code enforcement, and automated systems related to planning and zoning issues (CADD, GIS, and e-government technology) is preferred. Possession of or the ability to obtain a valid Florida driver's license is required.

COMPENSATION & BENEFITS

The salary range for this position is \$85,000 to \$100,000, depending on background and qualifications. The City offers a competitive benefit package as well as professional development at relevant conferences. Professional society dues and registration fees are paid. Tuition reimbursement is available for work-related degree programs.



APPLICATION PROCESS

Qualified candidates please submit your résumé online
by visiting our website at
www.watersconsulting.com/recruitment

This position is open until filled; however, the first review of applicants will take place on **November 5, 2007**. Following the first review date, résumés will be screened in relation to the criteria outlined in this brochure. Candidates with relevant qualifications will be given preliminary interviews with the Consultant. Those deemed qualified will be referred to the hiring authority for further consideration. Final interviews in the City of Pensacola will be offered to those candidates named as finalists, with reference checks conducted after receiving candidates' permission. The final interview process will be held in **December 2007**. For more information, please contact **Andrea Sims** by calling our toll free number 877.356.2924 or by visiting our website at
www.watersconsulting.com

**The City of Pensacola, Florida is an
Equal Opportunity Employer and values diversity
at all levels of its workforce!**



John Doe

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 Home Phone: 555-777-1111
 Business Phone: 555-777-1111
 Mobile Phone: 555-777-1111
 E-mail: johndoe@internet.com

(All examples included herein are fictitious.)

CURRENT TITLE AND ORGANIZATION NAME	City Administrator City of Midamerica
REPORTS TO (TITLE)	Mayor and City Council
POPULATION SERVED	50,000
STAFF/BUDGET	\$10 Million, 20+ employees
EDUCATION AND LICENSES	Bachelor of Science in Public Administration American State University 1979 American Institute of Certified Planners # 0000001 State Professional Community Planner License # 000000001
CURRENT SALARY	

1. Please tell us why you are interested in this position and why you are looking to make a move right now?
We would like to relocate to the Midwest Area where there is limited air pollution, crime, and traffic congestion, and where the culture of small town America blends well with the active, sophisticated college arena. We have been in the town countless times and feel very comfortable there. We truly enjoy the friendliness of the people, the work ethic and culture of persistence and intelligence. And we have always been extremely impressed with the way the community works together to host a major festival every year, yet it appears on the surface to be a seamless effort for those of us visiting and enjoying your community.
2. Please describe your current scope of responsibilities. List the municipal services provided by your organization.
Responsible for municipal administration for the City of Midamerica. Municipal services that are provided: water, sewer, police, fire, planning, economic development, engineering, community development, building inspection, zoning.
3. How would others characterize your communication style – both formal and informal?
Informal, always ready to listen to others and to understand their questions and concerns whether I am in my office, at lunch at a restaurant or pumping gas in my car. But when necessary I can be very formal and present a strong demeanor, depending on the circumstances.

4. Please describe your management style. How do you get things done?
I am a roving manager who goes from place to place; I visit employees in their work areas to see how the operation runs and to talk to both supervisors and employees. I am a leader who relies on employees to do their jobs as the field experts in their particular area of the city. It is my responsibility to be sure that they have the tools, resources and training to do their jobs well. I do not micro-manage but do work with department supervisors to set proper and realistic priorities, always being ready to adapt to a changing environment.
5. What kind of feedback have you received from people you work with regarding your strengths and weaknesses?
People have told me that they see me as very honest and ethical, that I understand my profession well and am very capable, I see long-term cause and effect relationships, and that I like and truly care about people, our organization and our community. People who work closely with me also have noted that I get so wrapped up in work that I can be a workaholic. People like the fact that we have weekly information meetings where information flows from the Manager’s office to every city employee and from every employee back to the Manager. The two-way communication flow is critical to any organization and my coworkers like the fact that I do want to hear what they have to say and that I do pay attention to them and value their input.
6. What role do you play with the City management team? City Council? Citizens or citizen groups?
I am the leader of the management team. I execute policies of the City Council. Information list/bullets are sent to the Council on a weekly basis to keep them informed of what is happening that they need to be aware of. If there is a “hot” issue, I immediately call each Councilperson to make them aware of the issue and what we are doing to handle that issue. If there is nothing at all happening, no bullet list is sent. All information is shared equally with ALL Council People (if one Council Member asks for some sort of information – everyone will receive that information). I believe in being an active listener and always responding to citizen’s concerns or questions regardless of if I am pumping gas in my car, having lunch at McDonald’s, or have been invited to speak to some citizen’s group or organization. People who are kept well informed about what is happening within their City are much more supportive of the organization, and as a result, there are fewer problems for the City overall.
7. Describe major projects you are currently responsible for.
Economic development – business attraction and retention; tourism (greenway trails & bluewater trails), river walkway with scenic outlooks; industrial park development.
8. Please describe your experience with economic development initiatives? How have you successfully marketed your city?
I am very active in various development programs in my state, and I personally work with developers interested in coming into the City, and with the retention of existing businesses. It is very important to bring in new businesses, but so very critical to also work to retain and support your existing businesses who have been loyal to the City.

<p>9. Please provide examples of recent strategic, long-term and comprehensive or master planning you have been involved with.</p>
<p>My previous employer was a professional private consultant. I did numerous strategic, long-term, and comprehensive or master plans for communities statewide. I am a member of the American Institute of Certified Planners, and a licensed Professional Community Planner.</p>
<p>10. Describe your exposure to labor contract negotiations. What has been the result?</p>
<p>I have successfully negotiated numerous contracts that have benefited both the employees and the organizations.</p>
<p>11. Please discuss your experience with university communities. Describe challenges and successes.</p>
<p>Major colleges and universities in the area are Midamerica College, Local College, and the State University; there are numerous other smaller community or faith-based colleges also in the metro area. As a Planner I worked with State University as it relocated it's campus to the central business district of the City; with Local College as it expanded it's campus in the Metropolitan Area; and with Midamerica College while it was seeking Historic Preservation Status on the National Register in the Metropolitan Area</p>
<p>12. Please describe any additional areas of expertise or experiences/project involvement you have/have had that are relevant to the position for which you are applying.</p>
<p>I am an experienced administrator with many successes including, but not limited to, a new City Hall, new Ice Arena, very successful contract negotiations, crisis management, and private sector project management experience.</p>

CONFIDENTIAL REFERENCES

Reference Relationship: 1. Current peer 2. Former colleague 3. Former supervisor 4. Port labor official 5. Former colleague 6. Former colleague	
<u>Questions</u>	<u>Answers</u>
1. What is your professional relationship to the candidate? How long have you known them?	1. I have known him since 1995; when he was the Captain. 2. I met him in 2000 while he was Captain of Port; rescues were cooperative ventures, and we became personal friends. 3. I have known him for 3 to 5 years; I met him as he was Captain of Port; supervised him. When I retired, the new manager wanted to reduce emphasis in first responder work; they looked at the direction the company was headed and his job texture changed. 4. I have known him for 6 or 7 years. I do all port security for unions on the west coast and meet a lot of Port Captains – he’s the best I ever met. 5. I worked with him when he was Captain of Port; helped start the port security committee – about 5 years in all. 6. I have known him over the last few years; mainly as a maritime representative and being heavily involved in port security grants. I reviewed grants with him as Captain of Port and worked with him on various port security grant issues.
2. What do you consider to be the candidate’s greatest strengths as a professional?	1. He is one of the strongest leaders I have ever known. He participated in all types of activities and organizations and I have found him to be superb in his leadership. He is innovative and an idea person. People enjoy working with him; he is a visionary and can see where we will be in the future. He is strategically in contact with that goal and knows how to move toward that goal; he is very personable; people trust him. As captain of port, he had management of both ports on an even keel in supporting security programs that were at odds. He knew how to handle one versus the other and knows the shipping industry. He worked with labor as Captain of Port and put labor leadership into a position of knowing what to expect, which was unheard of at the port. He has lot of support at the labor level and with congressional leadership; also, management supports him. I know how to manage security without slowing down commerce; he has a good sense of priorities. He understood the cost-effectiveness of security

	<p>operations; he is a wise and strong leader. I would hate to lose him as a business partner; he would provide leadership and direction to the Commissioners. On a scale of 1 to 10, he is as close to a 10 as you can get.</p> <ol style="list-style-type: none"> 2. Character and leadership; he brought everybody to the table and created a cooperative environment related to security. He had the vision and leadership to bring all together. 3. He is really good with people and understands the requirements of a port and what it needs to operate. He is one of four or five top experts in the country. During 9/11 he was in charge of the port as Coast Guard Captain; I would absolutely recommend him. 4. Leadership. 5. Leadership – he was a “Churchillian” figure when the port was down. He has a good sense of working with industry, directing others and keeping their cooperation. He worked well with feds, and has a lot of diplomacy. He is level headed, mellow, and even-keeled. He knew shipping. 6. He has an ability to bring others together and has strong leadership. He knows how things work in the industry and federal government.
<p>3. What might we hear with regard to their weaknesses? Criticisms?</p>	<ol style="list-style-type: none"> 1. There are always flaws in anyone’s skill set; he understands security extremely well. He understands the steps to get there, and understands the business principles. He is very personable – maybe there is a time when you may not want to include some – but he is such a visionary. 2. A stretch – but he is too willing to take blame. He would shoulder the entire responsibility, no matter what the circumstances. 3. I was very pleased with his work and didn’t worry about him. 4. None I can see – he is great. 5. The only thing is that he has born the brunt of some resistance because he is too nice – needs to give tougher aura. 6. None I have experienced.
<p>4. Describe his problem-solving and decision making style and abilities? How does he/she involve others in the process?</p>	<ol style="list-style-type: none"> 1. See question number 2. 2. He is a visionary and a synergist who brings the best out of people. He can guide and direct people and keep them on point; but he will make a decision and stand by it. 3. Consensus – brought all on board. 4. N/A 5. He made high level decisions and he let others make lower level ones. He was very timely, level headed, and provided a strong response. 6. While observing him when he was Captain of Port he worked well under trying circumstances and he gained the respect of the industry.

<p>5. How would you describe his management style and abilities? Do you consider him/her to be an effective leader?</p>	<ol style="list-style-type: none"> 1. See question number 2. 2. We thought so highly of his management style that we asked him to give a seminar to the County Fire Department management (almost 500 attendees). 3. He had a staff of three and a limited role in that regard. 4. He ran as tight a ship as it should be run. 5. Very strong and very effective leader. 6. There is a tremendous respect for him by his employees as he sees what is needed to be done and finds a way to get it done.
<p>6. Please describe their experience in the areas of international relations such as working with foreign governments, port authorities and businesses.</p>	<ol style="list-style-type: none"> 1. He is a top-notch expert, no shortcomings. 2. Unsure. 3. He was instrumental in efforts in Italy in working with the Port Commissioners; he knew the International security regulations. He also helped in the Pacific Rim, specifically in Hong Kong and in South America with business development (Brazil). 4. He has worked in Asia, and all over the West Coast – he knows the players and the business. 5. In Monterrey as the Executive War Game, there was an international flavor but I never dealt with him in that arena. We dealt with boarding of foreign flag ships. 6. None I have observed.
<p>7. Please describe their experience in dealing with issues such as port of origin security or related issues.</p>	<ol style="list-style-type: none"> 1. Again, top notch, very well versed. 2. Unsure 3. Especially in Hong Kong, this was a major point of exit as opposed to point of entry. 4. He was very much involved. 5. Not except to discuss – he seems very knowledgeable. 6. Yes, he seems very knowledgeable.
<p>8. How would you rate their communications skills, both oral and written? Do you consider him/her to be a good listener? Why or why not?</p>	<ol style="list-style-type: none"> 1. Excellent in any venue. 2. I am unsure of his written skills but his oral is superb. He is a very smart man; he speaks without notes, and has good wit and humor. 3. Orally and written are excellent; he gives excellent presentations. 4. He is a ten on a ten point scale. 5. Effective – he displays a real compassion and passion for what he does which makes others listen. He is disarming in his genuineness and sincerity of his communication. 6. Outstanding, he has demonstrated that throughout his career; he can communicate up and down and get his point across compellingly.
<p>9. Tell me about how well he/she manages relationships with the other department directors? Staff? How well does he/she respond to requests for assistance?</p>	<ol style="list-style-type: none"> 1. No issues; it would be a marriage made in heaven. I would highly recommend him and all he has been involved with have the highest regard for him. The Port would be pleased as well; he would bring Port community together. 2. N/A 3. Consensus oriented, he has no issues. He got radiation portals

	<p>implemented.</p> <ol style="list-style-type: none"> 4. He is well respected, well regarded; causes no problems. 5. N/A 6. N/A
<p>10. What is the most significant contribution that he/she has made to the organization?</p>	<ol style="list-style-type: none"> 1. He has the expertise and the credibility he brings to the organization or the task at hand is high. 2. See number 2. 3. He brought the organization into military program successfully; he helped get grants award at the Port, and retained the Deputy Fire Department to evaluate products and helped to prevent losses. 4. He got us through 9/11. 5. What he did to protect an keep open commerce during 9/11. 6. I am not sure about MARSEC, but as Port Captain, he significantly advanced the stature of port security and got the port security committee up and running. He reached out to the federal agencies.
<p>11. In your opinion, why is he/she looking to make a move at this time?</p>	<ol style="list-style-type: none"> 1. The position sought him and he is uniquely suited; a return to public service intrigues him. He knows public policy and how to make it effective; he may miss that part of his work. He is intrigued by being in an arena at the largest port complex in the nation. He has the calling for the public sector though has not completely made up his mind. He has the desire to serve and be an effective leader; he wants to be in the eye of the tiger, and set the benchmark. 2. He has so much experience in that arena; it is a natural fit. He can make a difference. 3. He likes living in the area; the job fits with his background. He has high energy. 4. I don't know why but he is a perfect fit. 5. Not really, perhaps due to travel and family; he loves serving. 6. He would do very well.
<p>12. Are you aware of anything in his background that would be embarrassing to a prospective employer if it became public knowledge? Any personal behavioral, legal or ethical or political problems?</p>	<ol style="list-style-type: none"> 1. None at all; he has the highest of character and credibility. 2. None that I am aware of personally or professionally. 3. None. 4. Nothing. 5. Nothing. 6. Nothing at all; he has the highest level of integrity.
<p>13. Would you work with him/her again in the future?</p>	<ol style="list-style-type: none"> 1. Absolutely; any time I will continue to work with him if not selected for this position. 2. In heart beat; we would be lucky to have him. 3. In a New York minute. 4. I could not ask for anything better than having him here. 5. It would be great; I would relish it. 6. Absolutely, without hesitation.

INTERVIEW SCHEDULE FOR THE CITY OF SAMPLE

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12:15 - 1:15	Jose Ramirez	Barry Washington, III
1:30 - 2:30	Barry Washington, III	Jose Ramirez
2:45 - 4:00	Debrief with City Manager and the Selection Panel (HR Conference Room)	

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CITY OF SAMPLE
ASSISTANT TO CITY MANAGER
EXECUTIVE SEARCH

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In preparing for the discussion with the candidate, it is important to remember the selection interview is a very critical part of the employment process and is covered by anti-discrimination.

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unrelated to job performance. In general, it is unlawful to base a decision to hire or not hire an applicant on any of the following criteria: race, color, national origin, gender, marital status, age, religious beliefs, pregnancy status, children, disability not related to job performance, or family background.

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The development of specific interview questions not only assures all important aspects of the job are covered during the interview; it helps to insure that interviewers avoid potentially dangerous subjects.

SUGGESTED QUESTIONS

As you prepare for the interview you may want to develop additional questions based upon your review of the candidate's resume or the background material. Those candidate-specific questions might probe subjects such as:

- Explanation of voids in time;
- Short tenure in a position;
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- Clarifications for anything that is not clear.

INTERVIEWING TECHNIQUES

In general, open-ended questions that require candidates to answer in sentences are preferable to closed-ended questions that can be answered with one word or yes or no answers. Open ended questions encourage the applicant to:

- Express goals, values, qualifications, or feelings;

- Exhibit his/her ability to communicate;
- Provide additional information regarding experience and background; and
- Probe “choice points”.

Limited use of directive (closed-ended) questions can be used to gather information that is factual and objective.

- Examples of open ended questions:
 - How do you handle...?
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 - What have you found to be successful in handling...?
 - What are some examples of success in...?

As the interview proceeds, it is important to observe how the candidate’s answers are delivered as well as the content of the message. The new Assistant to the City Manager will represent the City in the community. Body language and tone of voice are particularly important factors to notice. Probe for as many details as possible such as names, dates, and other verifiable information. It is also a good idea to ask candidates for their thoughts and feelings about a situation.

ADDITIONAL QUESTIONS

Often candidates may be somewhat brief in their responses. If you feel a need for additional information, the use of probing questions such as the following can draw out additional information:

- Why did you say that?

- Can you think of an example of that situation?
- Is there something noteworthy in your experience in this area?

OTHER CONSIDERATIONS

Other considerations include how the candidate handles the stress of the interview and whether he or she appears to be avoiding some area(s) of inquiry. Immediately after the interview, it will be helpful to note your overall feeling about the discussion and how you feel about the candidate.

Remember, the best predictor of success in any position is previous success in the same or a similar position. You are looking for information about actual accomplishments and things the applicant has actually performed.

**CITY OF SAMPLE, USA
ASSISTANT TO THE CITY MANAGER SEARCH
Final Candidate Profile**

Barry Washington, III

(FINAL CANDIDATE #3 OF A TOTAL OF 4 CANDIDATES – *THIS IS NOT A RANKING*)

123 Main Street
Johnson, MI 66521
Residence Phone: 425.685.1111
E-mail: bwa@myemail.com

<u>CURRENT TITLE AND ORGANIZATION</u>	Grants Coordinator Human Service Division, Parks & Community Services Department City of Johnson, Michigan Since 2001
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REASON(S) FOR JOB SEARCH

This highly intelligent individual was a pleasant surprise and more than lived up to, or surpassed, the expectations set through discussions with the Search Committee. In his current capacity as Grants Coordinator for the Human Services Division of the City of Johnson has been responsible for a wide variety of analytical and project management work. Barry's communications skills and level of maturity also exceed expectations for someone at his level of employment. He is a genuine and sincere person with a strong commitment to public service and is viewed as being extremely loyal to The City's organization. Barry has an exceptionally strong work ethic, seems calm under pressure and is definitely interested in his work. However, it appears that he is working well below his overall capacity and needs new challenges. Barry's long-term potential should be evident to everyone who comes into contact with this exceptional young talent. It appears that Barry has the respect of his colleagues and his superiors. The confidence expressed in his abilities and his involvement on a number of internal work committees have allowed Barry to gain a broader perspective on the operating practices and overall management philosophies in The City; his candidacy should definitely be advanced in order to see how he compares with more experienced candidates.

Barry seems genuinely excited about continuing to serve the City of Johnson in what he perceives to be a demanding/challenging and fulfilling new role. He is a highly competent analyst who can also communicate successfully and persuasively with colleagues and the general public. Barry seems to thrive on conducting investigative research, complex problem analysis and gaining new efficiencies in governmental processes. He has helped to reduce the number of General Fund Contracts from 116 to 42, which represents a 64% decrease without the loss of contractual revenues to the City. Barry has almost ten years' experience of high level staff support to City Councils, independent Boards/Commissions, citizen advisory committees plus business and neighborhood associations. He has also had the opportunity to interface, on an ongoing basis, with City Council Members and community leaders. Over the last seven years he has worked closely with representatives from King County, as well as Eastside and North King County cities, to pool resources/funding for Human Services programs. There is no doubt that Barry possesses the fundamental skills required for the job and also has a passion for his work and the City of Sample that would be hard to match.

STRENGTHS

Barry has a strong background and functional knowledge in the areas of contract administration, funding processes, CDBG requirements and operational audits. He continually looks for ways to streamline processes and make day-to-day operations more efficient. Barry has the ability to understand the needs of his colleagues for technical assistance and he has been the primary contact for community based agencies involved in human services activities. He has a strong customer service ethic, which is appreciated by external contacts, his peers in other jurisdictions and his coworkers. He displays a strong ability to lead major projects and excels in effective and positive communications, including written and oral reports. Barry is responsive to the needs of his superiors and is highly regarded within the Parks & Community Services Department. He

has served as an excellent representative and liaison between the Human Service Commission and City Council. Barry has become a leader for the North/East King County cities participating in the Pooled Funding Project Contracts, which serves as a model for non-participating cities and other agencies in the region. Other major projects that he has worked on include the City's Teen Programs and Facilities Plan and the Washington Recreation & Park Association Gold Medal Application process. Barry has also chaired the citywide employees committee. In addition, he has served on the City's Communications/Web Team, "One Night Count" (of The City's homeless population) and the Committee to End Homelessness.

Barry seems to enjoy interfaces with neighborhood associations, community based human services providers, and small business owners throughout The City. He is genuinely enthusiastic about stepping up to the next level and working with the City's decision makers. Other strengths can be found in his collaborative work ethic, ability to handle projects requiring significant visibility and his straightforward style. He is an individual with tremendous long-term potential and one who can continue to grow within The City's organizational structure. He knows himself extremely well in terms of his own strengths and weaknesses; he realistically discussed the pros and cons of his candidacy with this Consultant and showed great maturity in doing so. Barry seems to be able to take on leadership roles in a team oriented environment and holds his ground with more senior managers/executives. He is self-motivated, conscious of his environment and understands the politics in The City. Barry has very strong technology based skills and constantly strives to improve his base of knowledge, in order to simplify work processes. Barry is recognized as a strong contributor within the Parks & Community Services Department.

AREAS OF CONCERN

Moderate to strong in regards to this candidate. Barry's overall background has been somewhat narrow in focus, even though he has worked in four separate organizations during his ten-year career in government. His focus has been on application of CDBG funds, Human Services programs and aspects of economic development. He is quite youthful in appearance and obviously needs some seasoning, but this position is not far outside of his capabilities. He would have to stretch for the position, but most individuals with whom he has been involved will be highly supportive of his candidacy and strive to assist him and his efforts. There may be a danger in moving Barry too fast, and he realizes that others in the competition undoubtedly have higher levels of experience in their backgrounds.

MANAGEMENT PROFILE

Barry possesses a very strong customer service orientation and he enjoys being part of cultural and organizational change programs. He has dealt with highly emotional social and human services issues, faced high levels of animosity from neighborhood interests (while in Portland, Oregon) and been part of negotiating teams with high level business leaders. Barry does not shrink/run from controversy and seems to handle pressure exceedingly well, even when dealing with highly volatile political situations or citizen groups. His verbal and written communications skills are well formulated, and he is factual in his presentations. Barry's overall management

profile and methodologies are still evolving, as he is early in his career. However, this engaging, friendly and serious-minded individual is the type of person who would do well in almost any environment. Barry's critical decision-making skills have yet to be truly tested and patience would need to be shown while he develops critical relationships with the extended Leadership Team.

Barry's commitment to city government is to be admired and should be recognized by most everyone with whom he deals. He has a bright future with The City of Sample and could pursue several paths for career advancement. It will be interesting to see how he handles the competitive pressure that arises from being with candidates who clearly have more experience and higher levels of responsibility in their backgrounds. He is expected to handle himself well in the process, but may clearly come across as being "the junior candidate". Evaluators should not be misled by his youthful appearance and may come to realize the fact that the longer time spent with Barry, the more one begins to appreciate his overall ability, talent and skill sets.

SALARY INFORMATION

Barry is currently earning \$62,000 annually and his expectations would be in the high \$70s to low \$80s. There are no other unusual requests or conditions surrounding his candidacy. An Eastside resident there would be no relocation assistance anticipated.

JO/October 2005

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Moderate to strong in regards to this candidate. Barry's overall background has been somewhat narrow in focus, even though he has worked in four separate organizations during his ten-year career in government. His focus has been on application of CDBG funds, Human Services programs and aspects of economic development. He is quite youthful in appearance and obviously needs some seasoning, but this position is not far outside of his capabilities. He would have to stretch for the position, but most individuals with whom he has been involved will be highly supportive of his candidacy and strive to assist him and his efforts. There may be a danger in moving Barry too fast, and he realizes that others in the competition undoubtedly have higher levels of experience in their backgrounds.

MANAGEMENT PROFILE

Barry possesses a very strong customer service orientation and he enjoys being part of cultural and organizational change programs. He has dealt with highly emotional social and human services issues, faced high levels of animosity from neighborhood interests (while in Portland, Oregon) and been part of negotiating teams with high level business leaders. Barry does not shrink/run from controversy and seems to handle pressure exceedingly well, even when dealing with highly volatile political situations or citizen groups. His verbal and written communications skills are well formulated, and he is factual in his presentations. Barry's overall management

profile and methodologies are still evolving, as he is early in his career. However, this engaging, friendly and serious-minded individual is the type of person who would do well in almost any environment. Barry's critical decision-making skills have yet to be truly tested and patience would need to be shown while he develops critical relationships with the extended Leadership Team.

Barry's commitment to city government is to be admired and should be recognized by most everyone with whom he deals. He has a bright future with The City of Sample and could pursue several paths for career advancement. It will be interesting to see how he handles the competitive pressure that arises from being with candidates who clearly have more experience and higher levels of responsibility in their backgrounds. He is expected to handle himself well in the process, but may clearly come across as being "the junior candidate". Evaluators should not be misled by his youthful appearance and may come to realize the fact that the longer time spent with Barry, the more one begins to appreciate his overall ability, talent and skill sets.

SALARY INFORMATION

Barry is currently earning \$62,000 annually and his expectations would be in the high \$70s to low \$80s. There are no other unusual requests or conditions surrounding his candidacy. An Eastside resident there would be no relocation assistance anticipated.

JO/October 2005

CareerNavigator™

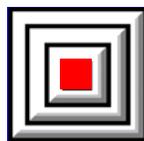
Competency Model and Assessment*

Senior Management Leadership Competency Selection Report with Structured Interview

for **Suzanne Example**

4/15/2005

Introduction
Competency Overview
Ability Results
Personality Summary
Personality Detail
Interview Guide
Making the Selection Decision
Management Suggestions
Personality Profile



**THE WATERS
CONSULTING
GROUP, INC.**

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Senior Management Leadership Competency Model with Structured Interview

for **Suzanne Example**

4/15/2003

[Introduction](#)

[Competency Overview](#)

[Personality Summary](#)

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[Interview Guide](#)

[Making the Selection Decision](#)

[Management Suggestions](#)

[Graphic Profile](#)



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Confidentiality

Because of the nature of appraisal information and the dangers of its misuse, this report must be kept confidential and its contents restricted to those who have direct responsibility for decision making. This Selection Report should not be shown to or discussed with the candidate. The ASSESS Developmental Report has been designed for this purpose.

How To Use This Report

- Since everyone has strengths and weaknesses, special caution must be exercised to view this report as a whole. Be careful not to overemphasize specific statements, but rather consider this person's overall suitability for a particular position in your organizational environment.
- Many of the characteristics described in this report could be assets in some circumstances and liabilities in others. You will notice that a characteristic may appear as a strength in relation to one competency, but a weakness when considered in relation to another competency.
- The report does not take into account the candidate's background, training, or technical skills or experience. Therefore, the results do not measure personal effectiveness or the quality of job performance; rather, they describe characteristics that (along with these other factors) may influence job performance. To minimize the chances of erroneous decisions, the contents of this report should be combined with information from other sources (for example; interview impressions, references, work experience, job competence, work habits, background, etc.) to gain a complete picture of this person.
- Over time, people and organizations change. If several years have passed since the date of this report, it may be valuable to reassess the candidate. Remember, this person was evaluated at a particular age, stage of development, level of experience, etc. With the passage of time, the characteristics measured by ASSESS may have changed.

Interpretation Assistance

ASSESS is a computerized expert system that interprets test scores and writes reports for our clients in the same manner that Bigby, Havis & Associates psychologists would. The reports are designed to be read by managers without regular assistance from a professional. Occasionally, however, you may need additional interpretation assistance. See the ASSESS coordinator for your organization to make arrangements.

Feedback to the Individual

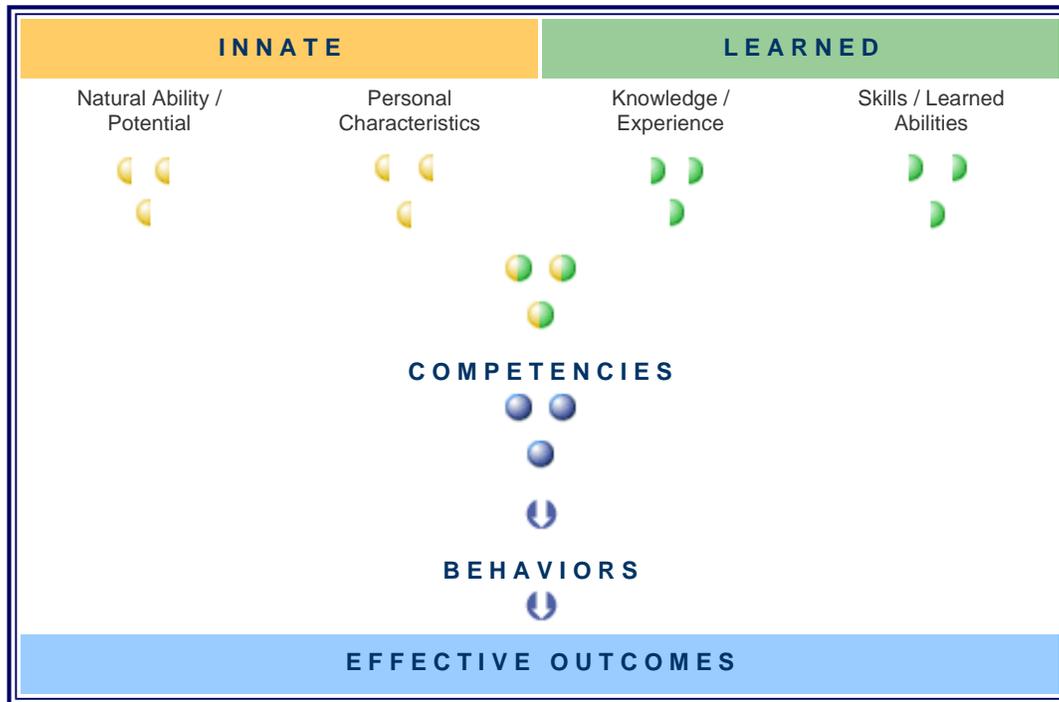
Developmental Report: In addition to the Selection Report, a Developmental report is available. It is designed to be given directly to the individual and provides constructive feedback on test results, specific developmental suggestions, and a guide for writing a personalized developmental plan.

Your company has identified a set of competencies important to job success.

Competency in an area is the result of many factors working together, which include innate characteristics (natural ability, personality) and learned characteristics (knowledge, experience and skills) as is presented in the following chart. People who have the right competencies or who have a good potential for developing these competencies will be able to do the right things (behaviors) to produce the desired results (effective outcomes).

The ASSESS system has evaluated this candidate's work related personality and abilities (if ability tests were administered) in relation to the Competency Model described on the following pages.

The following report provides detailed results and judgments about how these innate characteristics may facilitate or hinder the display or development of the desired competencies and, ultimately, job effectiveness. Also provided is a competency-oriented interview protocol to use to evaluate the skills, knowledge and other learned characteristics important to this job, as well as a general model for making a good decision from all sources of information.

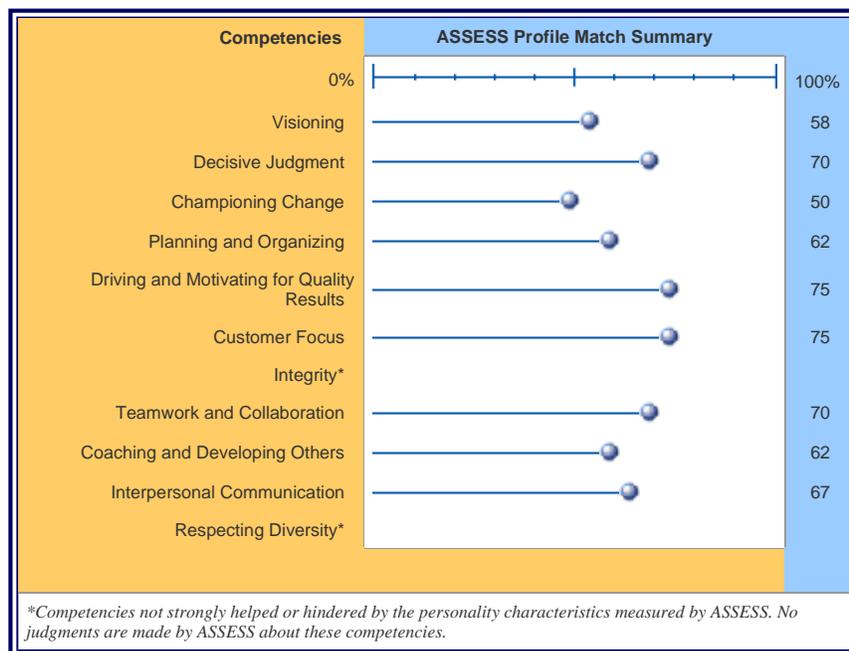


Summary

The following table is a summary of the match between this candidate's personality results and the Competency Model. Details are provided in the **Personality Detail** section of this report.

Please consider the following when interpreting these results:

- The Match Summary presents the candidate's percent match of personality characteristics to the competency model. A strong match indicates a personality profile that tends to support the demonstration of competence. Conversely, a low match indicates a personality profile that may hinder the demonstration of competence in the specified area.
- Demonstration of competence is impacted by other factors in addition to personality -- such as knowledge, experience, natural ability, and learned skills. Thus, high personality match scores should not be regarded as a guarantee of competence. Likewise, low match scores do not prove a lack of competence.
- Avoid over-interpretation of scores. Match scores are provided as a general summary of results small score differences are unlikely to result in observable differences in behavior.
- Match scores should not be interpreted as pass or fail indicators. Passing scores are not indicated nor should any be inferred.

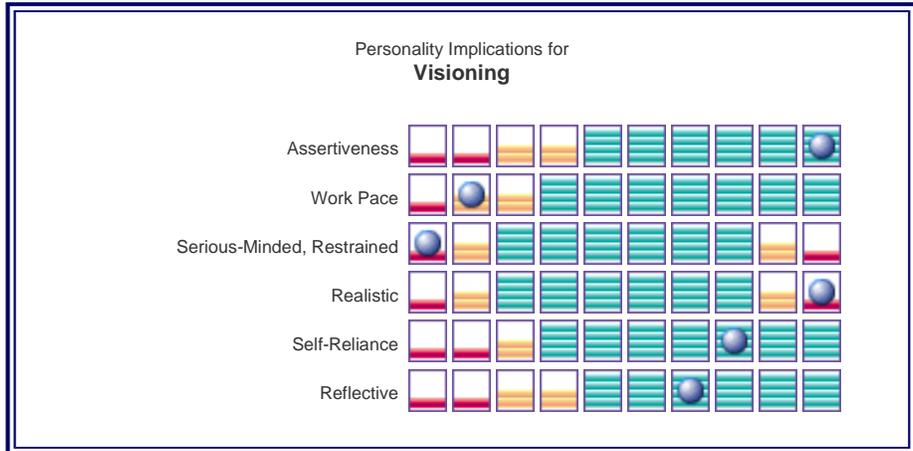


Reading The Competency Graphs:

- For each personality characteristic, a distribution of possible scores (from less to more) is displayed in deciles (1-10% = 1st decile, 11-20% = 2nd decile, etc.) using ten graph blocks.
- This distribution is based on a professional norm group of approximately 40,000 respondents.
- The candidate's score on each personality characteristic is represented by the graphic character .
- Overlaid on the normative distribution, the colors and shading on the graph represent desirable and undesirable ranges on each characteristic for a particular competency.
- Ranges in which a characteristic may hinder are marked with least shading ().
- Ranges in which a characteristic may be a potential concern are marked in intermediate shading ().
- Ranges in which a characteristic may help are marked with most shading ().
- You will notice from the pattern of shadings that low scores are not necessarily bad and high scores are not necessarily good.
- Also notice that the *Helps* and *Hinders* ranges for a characteristic may differ by competency. For example, a higher level of assertiveness may be more desirable for one competency than another.

Visioning

Identifying long-term goals and championing the implementation of different or alternative ideas, based on best business practices.



Comments:

Helps

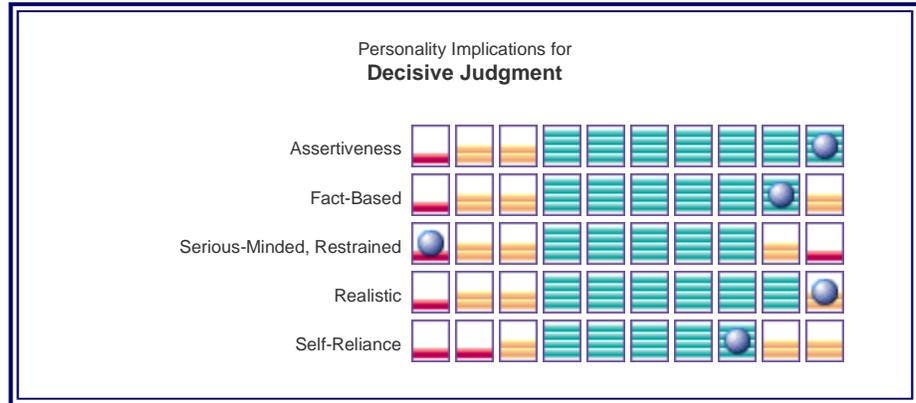
- Her assertive nature should be useful when championing new ideas or a change of direction. Her interpersonal forcefulness should help her to build the organizational support or buy-in to transform ideas into action.
- Her self-reliant style will help her to show initiative in championing her (and others') ideas and vision.
- As a result of her reflective style, she is likely to view issues from multiple perspectives. She should be capable of thinking broadly and considering long-term issues when setting goals and the direction of her group.

Hinders

- Her slow work pace may hinder her ability to generate and champion ideas.
- She is impulsive by nature. She will commit too quickly to an idea or direction without proper consideration.
- Her overly realistic nature may be a hindrance. Her approach will likely lack originality and innovation.

Decisive Judgment

Making good decisions in a timely and confident manner within the context of general business and financial principles.



Comments:

Helps

- Her assertive style will help her to confidently convince others of the reasons for and merits of her decisions.
- Her fact-based orientation should lead her to analyze data and objective information before drawing conclusions.
- She is self-reliant and should be comfortable making decisions on her own. She should be willing to take responsibility for important decisions rather than relying excessively on others for support or guidance.

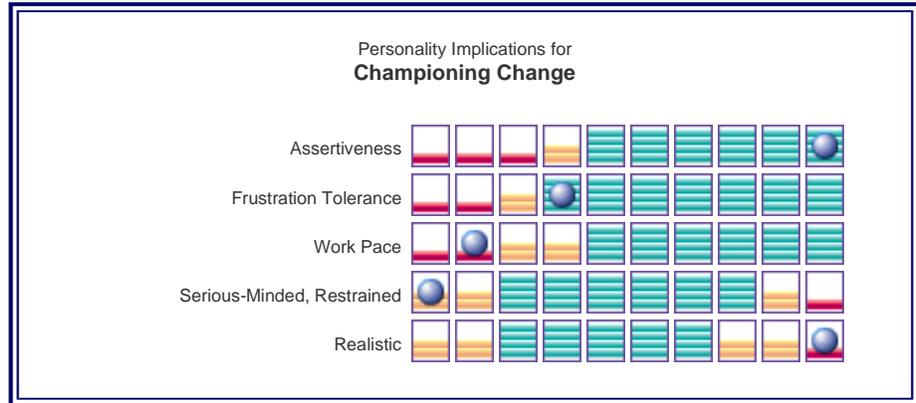
Hinders

- Her low level of restraint may lead her to react without sufficiently deliberating the consequences or potential outcomes of her decisions.
- Highly practical in her thinking, she may overrely on past solutions rather than look for a new or different approach.

Her assertive style may allow her to convince others of her decisions, even when they are poorly thought out.

Championing Change

Taking action to support and implement change initiatives effectively.



Comments:

Helps

- Her assertive style should help her to lead change efforts. She should be capable of influencing and persuading people to adopt new courses of action.
- She should remain positive and resilient even under difficult circumstances.

Hinders

- Her slow work pace will inhibit her ability to energize herself and others during a change effort.
- Because of her low level of restraint, she may have a tendency to react too quickly. She may adopt or reject ideas without full consideration.
- Her very pragmatic orientation may lead to an overreliance on how things have been done in the past. She may not be flexible and open-minded to new approaches or ideas.

Driving and Motivating for Quality Results

Challenging, pushing the organization and themselves to excel and achieve in light of best business practices.

Comments:

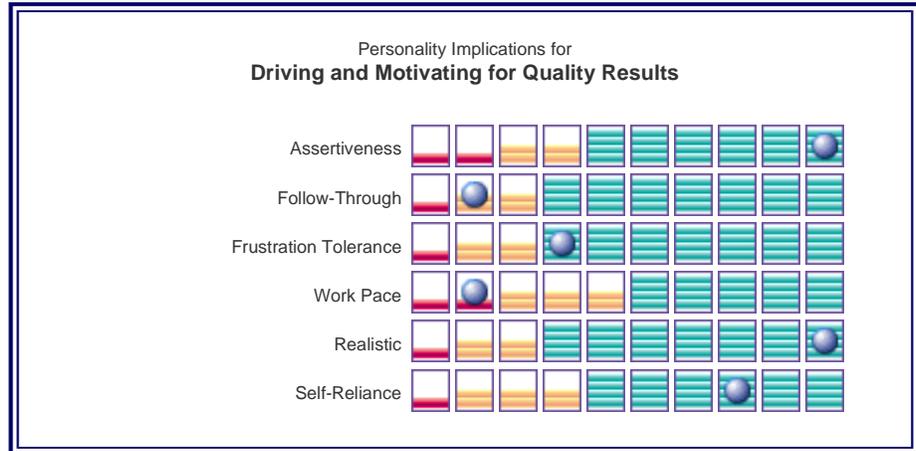
Helps

- Assertive and forceful, she should be able to challenge or push people to attain results.
- As resilient as most people, she should be able to persist despite frustration in most situations.
- Practical and pragmatic by nature, she should emphasize tangible results and immediate outcomes.
- Highly self-reliant, she should be comfortable establishing goals and taking personal responsibility for their achievement with little support or direction from others.

Hinders

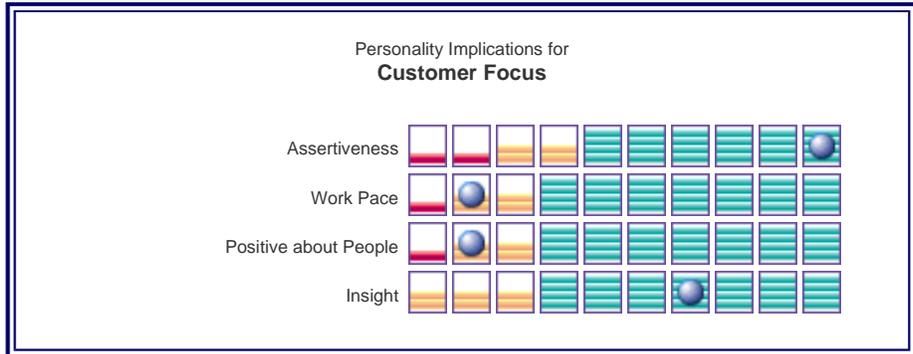
- Her level of follow-through may be lower than is desired. Sometimes she may not carry projects through to completion.
- Her slow work pace may interfere with her ability to achieve high levels of personal work output and inhibit her ability to inspire high effort levels in others.

The combination of her high self-reliance but low follow-through may lead her to take on more than she will actually accomplish.



Customer Focus

Anticipating customers' needs and designing, promoting or supporting the delivery of products and services that exceed customers' expectations.



Comments:

Helps

- Her assertive nature should help her to effectively advocate customer-focused initiatives and activities. It should also contribute to her ability to influence and direct others to serve the customer well.
- Thoughtful and reflective as most, she should be capable of thinking broadly. This should help her to align business offerings with customer needs.

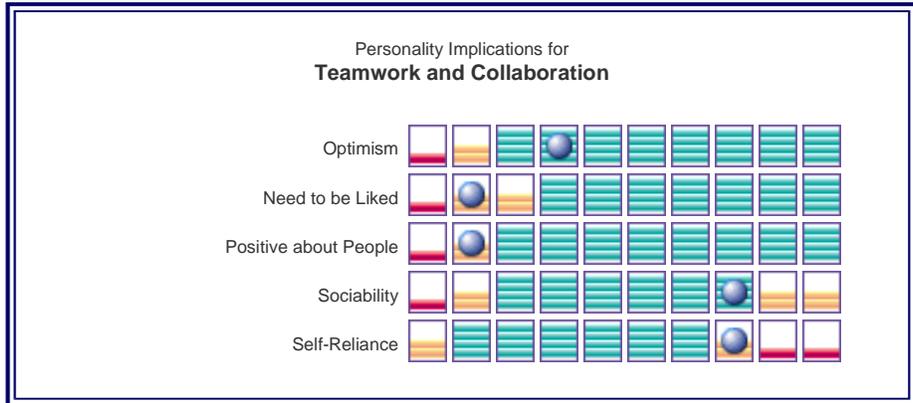
Hinders

- Her slow work pace may hinder her ability to champion or deliver customer-focused initiatives and activities.
- Somewhat cautious and skeptical in her view of others, she may not trust customer intentions. Concerned that they may take excess advantage, she may be reticent to promote customer-first policies.

While the above scales are good indicators of part of what is required for a strong customer focus, ASSESS cannot directly evaluate her personal commitment to valuing the customer. Please take special care to consider this issue during the interview.

Teamwork and Collaboration

Effectively working and collaborating with others toward a common goal.



Comments:

Helps

- Her outlook should generally contribute to rather than detract from team morale.
- Her general comfort in most social situations should be an asset. She is likely to enjoy interacting with team members and should put others at their ease.

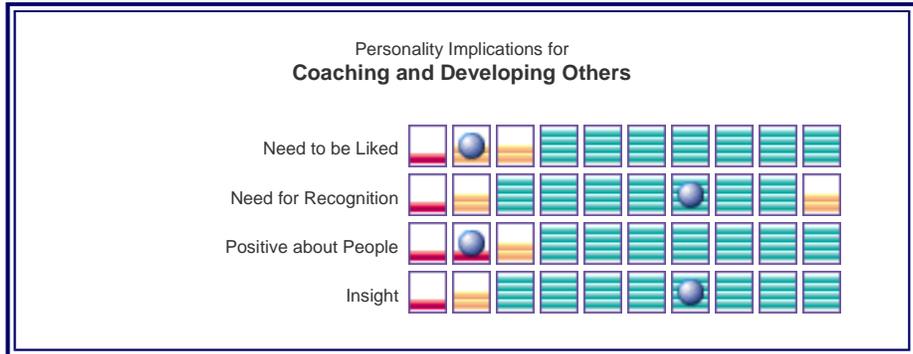
Hinders

- Getting along with others is not a strong concern of hers. For this reason, she may sometimes be disagreeable or uncooperative.
- More negative and guarded in her view of people than is optimal for this competency, her wariness may sometimes interfere with developing and maintaining collaborative work relationships. She may not always value the contributions of others.
- Her high self-reliance may lead her to decide or act independently, sometimes to the detriment of good coordination and collaboration.

Coaching and Developing Others

Advising, assisting, mentoring and providing feedback to others to encourage and inspire the development of work-related competencies, based on best business practices, and long-term career growth.

Comments:



Helps

- Personally motivated by attention and recognition, she is likely to recognize their importance to others. It is likely that she will use recognition as a motivational tool.
- Thoughtful and perceptive, she should be able to recognize subtle differences among people. She will likely take the time to understand the particular needs and motivations of each person she coaches.

Hinders

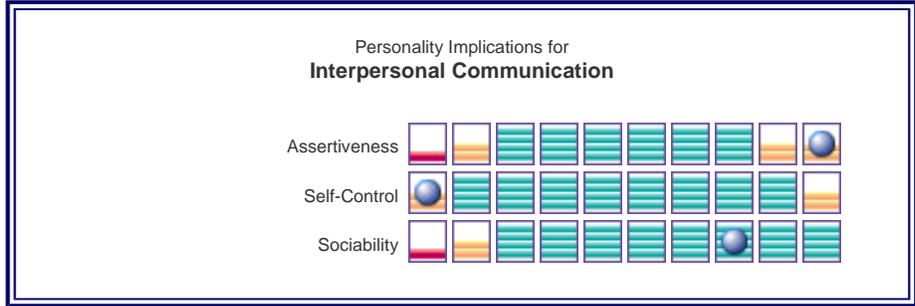
- Her relatively low need to please and be liked by others may interfere with developing a good coaching relationship. She may not be as supportive and giving of herself as would be optimal for this role.
- Her distrustful view of the intentions of others will likely interfere with or inhibit the type of personal relationship most appropriate in a coaching role. She may be negative in her expectations and hesitant to extend herself and support those she is to coach.

While the dimensions measured by ASSESS can address a desire or willingness to coach and develop others, they cannot evaluate whether she has the requisite knowledge and experience to truly guide someone's development in your organization. Please take special care in the interview to determine if she has knowledge and experience worth sharing.

Interpersonal Communication

Communicating clearly and effectively with people inside and outside of the organization.

Comments:



Helps

- Her outgoing and social nature should lead her to seek out opportunities to talk with others and share her ideas and opinions.

Hinders

- Some people with this level of assertiveness can be dominating in their interactions with others. She may not give people the chance to offer their opinions and ideas.
- Expressive by nature, she will tend to say things without giving adequate thought to the impact of her words on others.

While the above personality dimensions measured by ASSESS will have some effect on the delivery of her communications, other factors such as language skills, communications training, and knowledge of the topic are likely to have as much, if not more, impact. Please take special care to evaluate these factors during the interview.

The combination of her high assertiveness and low self-control may cause her to be overbearing in her communications with others. People may perceive her as tactless and inconsiderate.

The following structured interview will guide you through a series of behaviorally based questions to help you better evaluate this candidate's ability to display each competency. It also provides additional interview suggestions based on this candidate's personality results. Take notes in the space provided and record your summary rating for each competency area.

For additional, more detailed information on conducting good behavior-based interviews, please visit the ASSESS managers resource website at www.bigby.com/systems/assessv2/resources/manager.

Interview Date: _____

Before the Interview

Review the Competency Model definitions and representative behaviors.

Review the candidate's resume and be familiar with his/her background and experience.

Review the candidate's ASSESS results.

Review the interview questions and additional personality probes.

During the interview, remember to:

- Use open-ended questions
- Ask probing follow-up questions
- Focus on specific examples and behaviors
- Postpone judgment: don't rely on your first impression

BACKGROUND & HISTORY

Start the interview by discussing the details of the candidate's educational and work history.

Walk me through your educational background.

Listen and probe for accomplishments, grades, how he/she chose college/major, classes he/she liked or disliked, involvement in outside activities, work experience during school, etc., and probe for how they relate to the job.

Walk me through your work history.

Listen and probe for milestones, accomplishments, relationships with co-workers and supervisors, tasks he/she liked or disliked, work environments he/she liked or disliked, reasons for leaving each job, etc. and probe for how prior experience has prepared him/her for this job.

NOTES:

Suggested transition to competency-oriented interview questions: "I'm now going to ask you to describe some specific situations from your past experience. For each, tell me about the situation itself, what you did specifically, and the results or outcome of your actions."

Visioning:

- Tell me about a time when you were involved in setting the long-term goals and direction for your group (or division, company). What was your approach? What types of things did you consider?
- Describe a time when you felt it was important for your group (department or company) to change direction and thinking, and you personally championed this change. What did you do? Were you successful? Why or why not?

Additional special probes based on ASSESS results:

- Tell me about a time when you had to quickly implement a new approach or strategy in your group (department, company). How did you manage to do this while maintaining your normal workload? (Listen to see if the candidate had the energy to do both or if one suffered at the expense of the other.)
- Describe a few situations in which you made a quick decision about a change of direction for your group that you later regretted. What were the circumstances? (Listen for a tendency to commit too quickly to an idea or direction.)
- Give me some examples of your most innovative business ideas. (Listen for creativity.)

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)

Decisive Judgment:

- Describe some of the decisions you have made recently that had important effects on your business or the people involved. How did you make your decisions? How did you balance the pressures of timeliness and making the right decision? Did you change your decision after making it? Why or why not?

Additional special probes based on ASSESS results:

- Tell me about a time when you made a decision quickly, and it did not go the way you expected. What factors did you miss? (Is there too much emphasis on responsiveness at the expense of a quality decision?)
- Tell me about a time when you decided to use an existing solution when a new or different approach would have been better? Why did this happen? (Is there an overreliance on past solutions?)

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)

Championing Change:

- Tell me about two situations in which you took personal responsibility for ensuring that an important change occurred in your organization. What was the issue? What did you do? What was the outcome? What would you do differently next time?

Additional special probes based on ASSESS results:

- Describe the challenges you faced when implementing a change initiative quickly. In what time frame did you accomplish this? (Does the candidate have the energy necessary to successfully champion an initiative?)
- Tell me about a time when you committed to a change effort but realized afterwards that it was the wrong thing to do. What did you not anticipate? (Listen for a tendency to adopt changes without careful consideration.)
- Tell me about a time when you felt it was better to continue with a way of doing something rather than championing a new approach. (Is there a stubborn resistance to trying new things?)

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)

Planning and Organizing:

- Tell me about a successful project or initiative that you had responsibility for planning and organizing. What did you do? Why was this project successful?
- Tell me about a project where you had responsibility for planning and organizing that did not go as smoothly. What did you do? What could you have done better?

Additional special probes based on ASSESS results:

- Tell me about a time when you had to coordinate and manage several projects at once. What was challenging? How did you prioritize? How successful were you? (Listen for difficulty juggling multiple tasks at once.)
- Describe a situation that illustrates the kind of techniques that you use to stay organized and focused in your own work. (Listen for an ability to keep work organized.)

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)

Driving and Motivating for Quality Results:

- Describe a time when your group set and met an aggressive goal. What types of obstacles did you face? How did you overcome them?
- Describe a time when your group failed to meet an aggressive goal. Why did this happen?

Additional special probes based on ASSESS results:

- Describe two situations in which you were unable to thoroughly complete a project. What happened? Why? (Listen for an ability to follow-through on commitments.)
- Tell me about one of your projects that had an aggressive deadline for completion. How did you get it done? (Listen for an ability to accomplish things quickly.)

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)

Customer Focus:

- Tell me about the most successful customer initiatives of which you were a part. What did you do that contributed to their success?
- Tell me about the least successful customer initiatives of which you were a part. What was your role? Why were they unsuccessful?

Additional special probes based on ASSESS results:

- Describe a time when you were responsible for a customer initiative that others thought should be implemented quickly. What did you do? What was the result? (Will the candidate accept a sense of urgency and expend the energy required to make an initiative happen quickly?)
- Tell me about any negative response that you, your group, or your company received from the customer regarding your product, service or a customer policy. What do you think caused this response? What is your general view of the mindset of the customer and their expectations? (Listen for a negative perspective that might prejudice customer initiatives.)

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)

Integrity*:

- Describe for me an ethical business dilemma that you have faced. What were the circumstances? What did you do? Why?
- Tell me about two situations in which you have seen others be unfair or dishonest. What happened? What would you have done differently? Why?

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)

Teamwork and Collaboration:

- Describe the last assignment in which you were part of a team. What was your role? What aspects of working as part of a team did you do well? With what aspects were you less successful? Why?
- In what types of situations do you prefer to work independently and in what types of situations do you prefer to work as part of a team? Why?

Additional special probes based on ASSESS results:

- We all have conflict or disagreements when working closely with others. Tell me about two situations in the past where you had a conflict with a co-worker or team member. How did the conflict affect your relationships and your work effectiveness? (Listen for a tendency to be disagreeable versus cooperative.)
- In your previous jobs, have other people done their share of the work? Did you get fair credit for your efforts? (Listen for a tendency to be critical of others, or expect others to not perform.)
- Give me several recent examples of work situations in which you asked others for assistance and situations in which you could have asked for assistance but did not. In each case, why or why not? (Does the candidate avoid collaboration?)

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)

Coaching and Developing Others:

- Tell me about a time when you successfully helped develop or coach an individual to reach their potential. What was the situation? What did you do? What difficulties did you overcome to help this individual?
- Tell me what things you have done in the past to ensure people who worked with you or for you were given the resources and opportunities to grow.
- Describe those aspects of your experience, knowledge or background that are valuable to the development of others in your organization. What do you have to offer, and how willing are you to share this with others?

Additional special probes based on ASSESS results:

- What is your approach to helping someone learn something you know? Use a current example to tell me what kinds of things you say or do. How have others responded to your help? (Will the candidate be willing to extend himself or herself to help others?)
- Tell me about people you have chosen to help or coach at work. How are they different from the ones you did not or would not help? Give some specific examples. (Can he bring a positive outlook on people to a coaching situation?)

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)

Interpersonal Communication:

- Tell me what you have done in your past jobs to ensure that others are informed or have the information that they need.
- Tell me about a time when there was a miscommunication between you and a co-worker. What happened?
- Tell me about any training you have taken to develop your communication skills.
- (Use the interview as a sample of the candidate's ability to listen, respond appropriately, articulate thoughts clearly, close the communication loop and otherwise communicate effectively in a one-on-one situation. Was the candidate effective?)

Additional special probes based on ASSESS results:

- Tell me what you have done in the past to make sure the ideas and opinions of others' are heard in a meeting. Are there times when you should have listened more? Explain. (Listen for a tendency to be overbearing at the expense of receiving input from others.)
- We all say or do things we later regret. Tell me about times when this happened to you. Have you hurt other people's feelings? Said things you should not have said? Explain. (Listen for the impact the candidate's spontaneity may have on his/her ability to communicate effectively.)

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)

Respecting Diversity*:

- What types of people do you like to work with? What types do you not like?
- Tell me about situations in which a co-worker did not treat you with respect or did not respect something you believe in. What were the circumstances? What did you say or do? How did this affect your ability to do your job?
- Tell me about situations in which a co-worker felt that you did not treat them or something they believed in with respect. What did you say or do? What were your intentions? What was the final outcome?

NOTES: (details of the situation, actions by the candidate, and the resulting outcomes)

Closing the Interview

Your goal is to bring the interview smoothly to a close.

Ensure that the candidate feels that he/she has been able to give you a complete and accurate picture of him/herself.

Explain the next steps in the process and timeframe as appropriate.

Thank the candidate for his/her time and close the interview.

Good selection decisions require careful consideration of all the available information (education, training, experience, skills, abilities, personality, etc.) from as many different credible sources as possible (interviews, reference checks, background checks, ASSESS results, etc.) against a clear specification of what is needed or desired in the job.

Use the following chart to evaluate the candidate on each of the competencies of the Model. Carefully consider each competency before making your overall judgement.

	Very strong evidence competency not present	Strong evidence competency not present	Some evidence competency is present	Strong evidence competency is present	Very strong evidence competency is present
Visioning	1	2	3	4	5
Decisive Judgment	1	2	3	4	5
Championing Change	1	2	3	4	5
Planning and Organizing	1	2	3	4	5
Driving and Motivating for Quality Results	1	2	3	4	5
Customer Focus	1	2	3	4	5
Integrity*	1	2	3	4	5
Teamwork and Collaboration	1	2	3	4	5
Coaching and Developing Others	1	2	3	4	5
Interpersonal Communication	1	2	3	4	5
Respecting Diversity*	1	2	3	4	5
	Very strong evidence he/she will not perform effectively on the job	Strong evidence he/she will not perform effectively on the job	Some evidence he/she will perform effectively on the job	Strong evidence he/she will perform effectively on the job	Very strong evidence he/she will perform effectively on the job
Overall Rating	1	2	3	4	5

While the ASSESS *Development Report* for this competency model provides detailed suggestions for helping this person to manage potential problem areas, in this section of the *Selection Report* we provide a few additional recommendations to help you to effectively manage this person. Each of the following management suggestions identifies a potential problem area for this candidate and recommends an approach to optimizing his/her effectiveness on the job. For some suggestions, reference books and other resources are listed for additional recommendations.

Low Serious-Minded Thinking

The quality of her analysis and decisions could be improved by the development of more restraint.

This May Impact:

- Visioning
- Decisive Judgment
- Championing Change

Suggestions:

Encourage her to record her first thoughts or "instincts," then have her return to them later and ask "tough" questions about their usefulness. Suggest she play "devil's advocate" for herself to critique her ideas or plans (and thereby improve them). Encourage her to ask others to help generate alternatives and to judge these against her first ideas. If necessary, require her to obtain approval before launching new programs or initiatives.

Low Work Pace

Her slow or methodical work pace may not be adequate in a fast-paced work environment.

This May Impact:

- Visioning
- Championing Change
- Driving and Motivating for Quality Results
- Customer Focus

Suggestions:

If this position demands high productivity in limited time frames, she is likely to need external pacing, time deadlines and specific work goals to be effective.

[Motivation and Goal Setting: How to Set and Achieve Goals and Inspire Others \(Motivation and Goal Setting\)](#) by Jim Cairo, Career Press, 1998.
[Motivation in the Workplace: Inspiring Motivation in the Workplace](#) by Lydia Banks, Amer Media Inc., 1997.

Low Work Organization

She may have a tendency to take action before she develops a plan or organizes her activities. As a result she may take on more than she can handle or move in too many directions at once.

This May Impact:

- Planning and Organizing

Suggestions:

We recommend that her boss monitor her work activities to determine if she needs assistance in structuring her work. She may need help defining priorities and disciplining herself to focus on completing important tasks. Planning calendars, to-do lists and other time management techniques could be useful.

Low Positive About People

She may be critical and faultfinding of others. Her tendency to be negative could hinder her work relationships.

This May Impact:

- Customer Focus
- Teamwork and Collaboration
- Coaching and Developing Others

Suggestions:

Encourage her to develop realistic expectations for the performance of others and, if she has supervisory or management responsibilities, to recognize effort and reward accomplishments. Training and development in areas such as positive performance management would also be appropriate.

Low Self-Control

She appears to be expressive and may be excessively spontaneous in voicing her opinions, ideas, etc.

Suggestions:

She should be encouraged to think before she speaks and to exercise more restraint in her actions.

[Anger and Conflict in the Workplace: Spot the Signs, Avoid the Trauma](#) by

This May Impact:

- Interpersonal Communication

Lynne McClure, Impact Publishing, 2000.

Additional Suggestions

For coaching resources and additional suggestions on how to best manage and develop this person, please visit the *ASSESS Manager's Website* at www.bigby.com/systems/assessv2/resources/manager.

In addition, developmental suggestions for this person can be obtained from the *ASSESS Developmental Report*. This report is designed to provide constructive feedback and extensive developmental suggestions to the individual assessed (books to read, courses to take, developmental experiences or assignments to negotiate with the boss, etc.). You can use these developmental suggestions in coaching sessions to help the candidate capitalize on key strengths and compensate for potential weaknesses. Check with your test administrator or Human Resources representative to see how you may obtain a Developmental Report on this individual. The following books are general resources that may be useful in coaching this person or other people in your organization.

[Masterful Coaching: Extraordinary Results by Impacting People and the Way They Think and Work Together](#) by Robert Hargrove, Pfeiffer & Company, 1995.

[Leader As Coach: Strategies for Coaching & Developing Others](#) by David B. Peterson & Mary Dee Hicks, Personnel Decisions International, 1996.

[Action Coaching: How to Leverage Individual Performance for Company Success](#) by David L. Dotlich & Peter C. Cairo, Jossey-Bass, 1999.

[Results-Based Leadership](#) by David Ulrich, Jack Zenger, & Norman Smallwood, Harvard Business School Press, 1999.

[Leadership: The ASTD Trainers Sourcebook](#) by Anne F. Coyle, McGraw-Hill, 1996.

[Coaching for Improved Work Performance](#) by Ferdinand Fournies, McGraw-Hill, 2000.

