

CITY OF KEIZER MISSION STATEMENT
KEEP CITY GOVERNMENT COSTS AND SERVICES TO A MINIMUM BY
PROVIDING BASIC CITY SERVICES TO THE COMMUNITY IN A
COORDINATED, EFFICIENT AND LEAST COST FASHION

A G E N D A
KEIZER CITY COUNCIL
SPECIAL SESSION
Monday, August 10, 1992
7:00 p.m.

Robert L. Simon Council Chambers
Keizer City Hall
Keizer, Oregon 97303

1. CALL TO ORDER

2. ROLL CALL

3. PUBLIC TESTIMONY

This time is provided for citizens to address the Council on matters not on the agenda.

4. COMMITTEE REPORTS

5. PUBLIC HEARINGS

6. DISCUSSION

- a. Method of Filling City Manager Vacancy
- b. Appointment of Interim City Manager

7. OTHER BUSINESS

This time is provided to allow Council members the opportunity to bring matters before the Council which are not on tonight's agenda.

8. WRITTEN COMMUNICATIONS

To inform the Council of significant written communications and petitions.

9. ADJOURN



City of Keizer

Administration
930 Chemawa Rd. N.E. • P.O. Box 21000
Keizer, Oregon 97307-1000 • (503) 390-3700 • Fax # 390-8295

1382

Council Meeting: August 10, 1992

Agenda Item Number: 6a

TO: MAYOR AND CITY COUNCIL
FROM: DONALD H. OTTERMAN, CITY MANAGER *DHO*
SUBJECT: CITY MANAGER RECRUITMENT

The City Council has asked that I provide information regarding the alternatives available in recruiting for a new City Manager and also information regarding how the last two City Manager searches were handled.

METHOD OF RECRUITMENT

The Council of Governments (COG) was used to recruit for City Manager in 1983 and 1989. A copy of the information and time schedules for those two recruitments are attached. In both instances, they were flexible in the work that was done by COG versus the work that was done in house by City staff, and they charged the City only actual costs. However, this year the City is not a member of COG and their services will probably be more expensive. I have asked the COG Director to provide me with a proposal for providing those services. The proposal will be provided to you at the meeting on August 10 by Alan Hershey.

The Local Government Personnel Institute (a division of the League) prepared a proposal for City Council consideration in 1989. However, the Council chose to go with COG for that recruitment. I have attached the LGPI proposal that was prepared in 1989. I have discussed with LGPI the possibility of submitting a proposal for the City Council for this recruitment. A letter description of the League's services will be provided to the City Council, if available, with this agenda statement or will be provided Monday night if not received until Monday. The cost for the League's services would be approximately \$3,800.

A third method of recruitment would be using an executive search firm such as Ralph Andersen and Associates. Their services are much more expensive, but are designed to provide for the City a

“Pride, Spirit and Volunteerism”

group of the most highly qualified individuals for the job by the use of assessment centers, professional screening of applications, and one on one interviews by representatives of the firm. The approximate cost for a complete recruitment done by such a firm would be approximately \$12,000-\$15,000.

METHOD OF FILLING VACANCY

There are several methods of filling the vacancy. One is promoting from within, one is by direct appointment of an interested candidate without recruitment, and another is open recruitment.

I am concerned with the option of direct appointment of a candidate not currently on the city staff. My concern is mainly in the area of compliance with EEO requirements and ADA requirements. Another concern with this approach is the fact that the interview process of a candidate selected in this fashion would have to be open to the general public and a candidate might not want to go through such a process, if it would put his current job in jeopardy without any guarantee of being selected for the position. Such a process was followed in Polk County for Administrative Officer and my understanding is that the process was not a pleasant one for the applicant.

The City Council can promote from within and then back fill the position. This has been done in many communities and is an option for the City Council.

The third method is open recruitment and has been discussed previously.

TIMING OF RECRUITMENT

The following is an estimate of the time necessary to complete the recruitment process if the City Council decides to conduct an open recruitment.

Sept. 1-30	Advertise availability of position
Oct. 1-31	Screen applications
Nov. 1-15	Interview top applicants
Nov. 16-20	Develop list of top candidates
Nov. 20-30	Visit current employer of applicant
Dec. 1-15	Offer employment
Jan. 1-15	New City Manager Assumes Office

RECOMMENDATION

It is recommended that the Council review the attached material and be ready to decide whether it will be involved in open recruitment. Timing is important, and the recruitment should start as soon as possible so that the current charter requirement of not having an acting City Manager for more than 4 months can be met.



League of Oregon Cities

Local Government Center, 1201 Court St. N.E., P.O. Box 928, Salem 97308 • Telephone: (503) 588-6550; 1-800-452-0338 toll free; FAX: 378-5859

August 7, 1992

RECEIVED
AUG 13 1992

Don H. Otterman
City Manager
City of Keizer
P.O. Box 21000
Keizer, OR 97307

RE: League of Oregon Cities'
City Administrator Recruitment Service

Dear Don:

Thank you for your interest in the League's City Administrator Recruitment Service. For this service, the League contracts with the Local Government Personnel Institute (LGPI) and has found the staff invaluable in personnel recruitment matters.

Let me briefly outline the key elements of the League's City Administrator Recruitment Services (CARS) which are available to the City of Keizer.

1. LGPI will meet once with the Council to draft a profile for the City Manager position. The profile is generally used to tailor a job description when advertising the position, as well as a guideline for the Council as they begin to sort through resumes and interview candidates.
2. LGPI will draft and place advertisements.
3. All applications will be sent to LGPI, if the City so desires. LGPI will send acknowledgement letters over the Mayor's signature to all candidates applying.
4. LGPI will respond to inquiries concerning the recruitment status during the process.
5. LGPI will screen the applications down to those which most closely fit the developed profile and forward their recommendations to the Council for further local screening. (However, all applications will be sent to the City for review.)

LOC-CARS August 7, 1992

6. LGPI will perform background checks on four (4) candidates which the Council will choose. LGPI will prepare packets of information on those finalists for the Mayor and each Council member.
7. LGPI will send out rejection letters as appropriate in the process. The City will send out the rejection letters to the unsuccessful finalists.

The above process is not a rigid one. I am available to meet with the Council on any occasion to discuss the process as it unfolds or to assist you in any other way which you feel might be appropriate.

I have enclosed 1 copies of our Guide to Hiring a City Administrator which I think you will find helpful.

The fee for our CARS service is \$3,800 plus the actual cost of ads placed. This fee covers all elements described above including up to four (4) background checks. Additional background checks are \$250 each. If the City desires only one or two of the outlined services, a reduced rate may be negotiated. Conversely, if the City desires additional assistance, such assistance will be provided at additional cost. Examples of additional assistance which the City may desire are: assistance in preparing for the interview process, LGPI presentations at more than one Council meeting, etc.

It generally takes approximately 3 1/2 months from the time of placing advertisements to the time of making a final selection.

We look forward to hearing from you.

Sincerely,



Richard C. Townsend
Executive Director

RCT/bw

Enclosures

cc: Maria Keltner, LGPI

LOC-CARS August 7, 1992

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We look forward to hearing from you.

Sincerely,



Richard C. Townsend
Executive Director

RCT/bw

Enclosures

cc: Maria Keltner, LGPI

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

ORDER

CITY MANAGER HIRING PROCEDURE

WHEREAS, the City of Keizer wants to hire a City Manager, and

WHEREAS, the City of Keizer wants to be able to discuss candidates for City Manager during an executive session, and

WHEREAS, the City of Keizer has retained the Mid Willamette Valley Council of Governments to assist in the hiring of a City Manager, now therefore,

IT IS HEREBY ORDERED by the City Council of the City of Keizer that the work plan for recruiting, selecting and hiring of the City Manager proposed by the Mid Willamette Valley Council of Governments, a copy of which is attached hereto, is established as the procedure for hiring Keizer's City Manager.

IT IS FURTHER ORDERED, by the City Council of the City of Keizer that time will be set aside during a City Council Meeting for public input into the desired credentials and qualifications for Keizer's City Manager.

Passed this _____ day of _____, 1983.

Signed this _____ day of _____, 1983.

Mayor

City Recorder
LIEN & HOBSON

Attorneys at Law
3737 Cherry Ave. N.E.
Salem, Oregon 97303
Area 503-593

W. PLAN

OBJECTIVE: BY SEPTEMBER 12, 1983, THE KEIZER CITY MANAGER WILL HAVE BEEN RECRUITED, SELECTED, HIRED AND REPORTING TO WORK FOR THE CITY OF KEIZER.

PRODUCT	ACTIVITIES	HOURS	TIME SCHEDULE		INDIVIDUAL(S) RESPONSIBLE
			INITIATE	COMPLETE	
A. Job description prepared and approved in final form by the Council.	A.1 Draft job description; submit to Council for review and modification.	3.0	5/02/83	5/23/83	Fleming
	A.2 Modify job description per Council decisions..	1.0	5/02/83	5/23/83	Fleming
	A.3 Council approves job description.	--	5/02/83	5/23/83	Council
	A.4 Type final job description in job announcement format, and print.	1.5	5/02/83	5/23/83	COC Secretary
B. Establish salary range and fringe benefit package for City Manager position.	B.1 Collect comparative information from cities of similar size within the State of Oregon and contract cities of California regarding salary and fringe benefits offered the City Manager.	3.0	5/02/83	5/23/83	Fleming/Hershey
	B.2 Prepare and submit recommendation to Council on the salary and fringe benefit package to be offered the City Manager.	2.0	5/02/83	5/23/83	Fleming
	B.3 Modify salary and fringe benefit package to be offered the City Manager per Council decisions.	0.5	5/20/83	5/23/83	Fleming
	B.4 City Council approves the salary and fringe benefit package to offered the City Manager.	--	5/02/83	5/23/83	Council
C. Establish scope of recruitment for City Manager position.	C.1 Prepare and submit recommendation to Council on newspapers and trade journals in which to advertise City Manager position.	2.0	5/02/83	5/23/83	Fleming/Hershey/ Council subcommittee

W. PLAN

OBJECTIVE: BY SEPTEMBER 12, 1983, THE KEIZER CITY MANAGER WILL HAVE BEEN RECRUITED, SELECTED, HIRED AND REPORTING TO WORK FOR THE CITY OF KEIZER.

PRODUCT	ACTIVITIES	HOURS	TIME SCHEDULE		INDIVIDUAL(S) RESPONSIBLE
			INITIATE	COMPLETE	
D. Establish recruitment and selection schedule of activities, timeframes for accomplishment, and assignment of responsibility.	C.2 Prepare and submit recommendation to Council on recruitment list including cities, other forms of local government, minority and women organizations to mail job announcements to.	1.0	5/02/83	5/23/83	Fleming/Hershey Council subcommittee
	C.3 Modify recruitment list per Council decisions.	0.5	5/02/83	5/23/83	Fleming
	C.4 City Council approves the recruitment list.	--	5/02/83	5/23/83	Council
	D.1 Prepare and submit recommendation to Council on the recruitment and selection schedule.	3.0	5/02/83	5/23/83	Fleming/Hershey Council subcommittee
	D.2 Modify schedule per Council decisions.	1.0	5/02/83	5/23/83	Fleming
E. City Manager position announced for recruitment.	D.3 City Council approves recruitment and selection schedule.	--	5/02/83	5/23/83	Council
	D.4 Implement schedule.	--	5/02/83	5/23/83	Fleming
	E.1 Compose and type newspaper and publication ads.	1.0	5/24/83	5/27/83	Fleming/COG Sec.
	E.2 Mail job ads to designated newspapers for publishing.	1.5	5/24/83	5/27/83	COG Sec. (Fleming)
	E.3 Type envelopes and mail job announcements to designated cities, local governments, minority and women's organizations.	2.0	5/30/83	7/08/83	COG Sec. (Fleming)
	E.4 Respond to personal inquiries re position and send job announcements and application forms.	3.0	5/30/83	7/08/83	COG Sec. (Fleming)
	E.5 Receive and date stamp application materials	1.5	5/30/83	7/08/83	COG Secretary

OBJECTIVE: BY SEPTEMBER 12, 1983, THE KEIZER CITY MANAGER WILL HAVE BEEN RECRUITED, SELECTED, HIRED AND REPORTING TO WORK FOR THE CITY OF KEIZER.

PRODUCT	ACTIVITIES	HOURS	TIME SCHEDULE		INDIVIDUAL(S) RESPONSIBLE
			INITIATE	COMPLETE	
F. Close City Manager position for accepting additional applications.	F.1 Close position - no further applications accepted. Send letters to applicants submitting materials after closing date.	2.0	7/08/83	7/15/83	Fleming/COG Sec.
	F.2 Type listing of applicants name, sex, and race for affirmative action record keeping purposes.	2.0	7/08/83	7/15/83	COG Secretary
G. Applications received for City Manager position are pre-screened to semi-finalists.	G.1 Develop prescreening criteria based on qualifications from job announcement.	2.0	6/27/83	7/08/83	Fleming
	G.2 Review and summarize qualifications of all applicants and tentatively identify semi-finalists.	20.0	7/08/83	7/22/83	Fleming
	G.3 Confirm the identity of the semi-finalists through secondary review.	4.0	7/08/83	7/22/83	Fleming/Council subcommittee
	G.4 Send notification of candidacy to applicants (e.g., they are in the top or they are not).	4.0	7/08/83	7/22/83	Fleming/COG Sec.
H. The top twenty applicants are screened to the top 6-8 candidates.	H.1 Set up meeting with three members of the City Council to brief them on the first level of screening. Council members will review the application materials of the top twenty candidates, and select the top 6-8 as finalists.	4.0	7/18/83	7/22/83	Fleming/Council subcommittee
	H.2 Compose, type and send notification of candidacy to all but the top 6-8 candidates.	2.0	7/18/83	7/22/83	Fleming/COG Sec.
	H.3 Call the 6-8 finalists to confirm continued interest in the position, secure the names of two employment references and schedule them for the interview with the Council.	3.0	7/18/83	7/22/83	Fleming

OBJECTIVE: BY SEPTEMBER 12, 1983, THE KEIZER CITY MANAGER WILL HAVE BEEN RECRUITED, HIRED AND REPORTING TO WORK FOR THE CITY OF KEIZER.

PRODUCT	ACTIVITIES	HOURS	TIME SCHEDULE		INDIVIDUAL(S) RESPONSIBLE
			INITIATE	COMPLETE	
1. Conduct final interviews and select the new City Manager.	H.4 Compose, type and send letters confirming date/location of the final interview. Communicate reimbursable expenses for each applicant. Send information on hotels/motels, Hut Limosine schedule, etc. to out-of-state applicants.	5.0	07/25/83	07/29/83	Fleming/COG Sec.
	H.5 Contact references of candidates and record comments.	10.0	7/25/83	8/05/83	Fleming
	I.1 Develop standardized questions to ask each applicant participating in the final interview.	3.0	7/25/83	8/05/83	Fleming/Council subcommittee
	I.2 Copy the application materials of each applicant.	1.0	7/25/83	8/05/83	COG Secretary
	I.3 Provide each member of the Council with a copy of the application materials of each finalist.		8/05/83	8/05/83	Fleming
	I.4 Conduct interviews.	8.0	8/08/83	8/12/83	Council (Fleming)
	I.5 Provide Council with summary of comments from references.	0.5	8/08/83	8/12/83	Fleming
	I.6 Identify finalist to whom position will be offered.		8/08/83	8/12/83	Council
	I.7 Identify Council member who will offer the position and negotiate salary, starting date and moving expenses, if applicable.		8/08/83	8/12/83	Council
	I.8 Notify unsuccessful candidates of their status.	1.0	8/15/83	8/15/83	Fleming/Council

OBJECTIVE:

BY SEPTEMBER 12, 1983, THE KEIZER CITY MANAGER WILL HAVE BEEN RECRUITED, HIRED AND REPORTING TO WORK FOR THE CITY OF KEIZER.

WG PLAN

PRODUCT	ACTIVITIES	HOURS	TIME SCHEDULE		INDIVIDUAL(S) RESPONSIBLE
			INITIATE	COMPLETE	
J. Develop and initiate employment contract for new Manager.	J.1 Develop draft employment contract and submit to City Council for review.	2.0	7/08/83	7/23/83	Fleming/Hershey
	J.2 Modify employment contract per Council decisions.	1.0		7/23/83	Fleming
	J.3 City Council approves employment contract.		7/08/83	7/23/83	Council
	J.4 Obtain City Manager's signature on employment contract; make arrangements for payment of moving expenses, if applicable.		8/15/83	8/25/83	Mayor or Council-person selected by the Council.

5/5/83

Cost Proposal

Recruitment of Keizer City Manager

110 hours staff time \$2,050

Consultant 80 hours

Secretary 21 hours

Director 9 hours

Printing and Copying 70

Reports to Council, 150 Job Announcements
Job Resumes for interviews, etc.

Postage 40

Long Distance Telephone 150

\$2,310

Advertising:

League of Oregon Cities Newsletter \$ 0

International City Management
Newsletter 0

Keizer Times 50

Statesman Journal 100

The Oregonian 200

Jobs Available (West Coast news-
letter) 50

Approximate Total \$400



City of Keizer

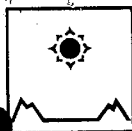
930 Chemawa Rd. N.E. • P.O. Box 8900, Sp. 292
Keizer, Oregon 97303-0890 • (503) 390-3700

COUNCIL MEETING: February 27, 1989

AGENDA ITEM NO.: 11

TO: MAYOR AND CITY COUNCIL
FROM: SUSAN DARBY, CITY RECORDER
SUBJECT: CITY MANAGER RECRUITMENT

Attached are two proposals for the City Manager Recruitment process. One is from Mid Willamette Valley Council of Governments and the other is from the League of Oregon Cities in conjunction with the Local Government Personnel Institute. The League has also included "A Guide to Hiring a City Administrator" which is located in the back of your Council binder.



MID WILLAMETTE VALLEY COUNCIL OF GOVERNMENTS

105 HIGH STREET S.E., SALEM, OREGON 97301

Telephone (503) 588-6177

CHAIRPERSON: MARY BARTLE PEARMIN
BOARD OF EDUCATION
CHEMEKETA COMMUNITY COLLEGE

VICE CHAIRPERSON:
MAYOR MARION ROSSI
CITY OF INDEPENDENCE

DIRECTOR: ALAN H. HERSHEY

TO: Mayor and Council
City of Keizer

DATE: February 24, 1989

FROM: Alan H. Hershey, Director

SUBJECT: ASSISTANCE FOR RECRUITMENT AND SELECTION OF A NEW
CITY MANAGER

1. To prepare this proposal Janet Fleming and I carefully reviewed our files from the 1983 process.
2. We strongly feel there are some differences in condition to take into account. For instance, we prefer that applications be received at City Hall rather than at our offices and that Keizer provide secretarial staff for the return correspondence to candidates.
3. We added a tour of Keizer facilities on the day of the interview just prior to it. The tour would be conducted by department heads. This would give them an opportunity to meet candidates. However, department heads would be instructed to provide information, not to ask questions of the candidates.
4. We will collect suggested interview questions from Council members and provide others ourselves and coordinate a final interview question list with a Council subcommittee.
5. We do few executive searches. Those we do undertake, we treat as special projects and invest a lot of ourselves in to produce a quality product. Upon request, we will provide a list of local government leaders with whom we have worked on executive recruitment and selection tasks.
6. Our program cost for this job in 1983 was \$2,310 but included a lot of the copying and secretarial tasks. Based on the attached detailed proposed work plan our costs are estimated to be \$1,500.

Janet and I are available on short notice to discuss this proposal further with you at your convenience.

AHH/1w

PROPOSED WORK PLAN

CITY MANAGER RECRUITMENT AND SELECTION PROCESS

CITY OF KEIZER

- A. Job description prepared and approved in final form by the Council.

Individual(s) responsible: PAYNE - DONE

- B. Establish salary range and fringe benefit package for City Manager position.

Individual(s) responsible: COUNCIL - DONE

- C. Establish scope of recruitment for City Manager position.

1. Prepare and submit recommendation to Council on newspapers and trade journals in which to advertise City Manager position. Approve recommendation.

Individual(s) responsible: HERSHEY/ PAYNE - DONE

2. Prepare and submit recommendation to Council on recruitment list including cities, other forms of local government, ~~minority~~ and women's organizations to mail job announcements to. Approve recruitment list.

Individual(s) responsible: HERSHEY/COUNCIL

- D. Establish recruitment and selection schedule of activities, process for screening, timeframes for accomplishment, and assignment of responsibility.

1. Prepare and submit recommendation to Council on the recruitment and selection schedule.

Individual(s) responsible: HERSHEY/FLEMING

2. Approve recruitment and selection schedule/process.

Individual(s) responsible: COUNCIL

- E. City Manager position announced for recruitment.

Individual(s) responsible: DARBY

1. Compose and type newspaper and publication ads.
2. Mail job ads to designated newspapers for publishing.
3. Type envelopes and mail job announcements to designated cities, local governments, minority and women's organizations.
4. Respond to personal inquiries re position and send job announcements and application forms to applicants.
5. Receive and date stamp application materials.

- F. Close position for acceptance of additional applications.

Individual(s) responsible: DARBY

1. Send letters to applicants submitting materials after the closing date. Fleming to compose letter.
2. Type listing of applicants name, address, sex and race for affirmative action record keeping purposes.
3. Send all applicants letter confirming that their materials were received, and advising them of the screening process and schedule. Fleming to compose letter.

G. Applications received for City Manager position are prescreened to semi-finalists.

1. Develop prescreening criteria based on qualifications from job announcement. Review and summarize qualifications of all applicants and identify 20-30 semi-finalists.

Individual(s) responsible: FLEMING

2. Send notification of candidacy to applicants (e.g., they are in the top or they are not). Fleming composes letter.

Individual(s) responsible: DARBY

H. The semi-finalist candidates are screened to the top 6-8 candidates.

1. Set up meeting with three members of City Council to brief them on the first level of screening. Council members will review the application materials of the top 20-30 candidates and select the top 6-8 as finalists.

Individual(s) responsible: FLEMING/COUNCIL--3 MEMBERS

2. Compose, type and send notification of candidacy to all but the top 6-8 candidates.

Individual(s) responsible: FLEMING/DARBY

3. Call the finalists to confirm continued interest in the position, secure the names of two employment references schedule them for the interview with the Council; arrange for travel and lodging.

Individual(s) responsible: DARBY

4. Compose, type and send letters confirming date/location of the final interview. Communicate reimbursable expenses for each applicant. Send information on hotels/motels, Hut Limosine schedule, etc. to out-of-state applicants.

Individual(s) responsible: DARBY

5. Contact references of candidates and record comments. (at least two)

Individual(s) responsible: FLEMING

- I. Conduct final interviews and identify the candidate for whom a community visit will be arranged.

1. Collect suggested questions from Council - HERSHEY
2. Develop standardized questions to ask each applicant participating in the final interview.

Individual(s) responsible: HERSHEY/FLEMING

3. Conduct interview preparation session (1-1/2 hour) to prepare Council for orderly interviews.

Individual(s) responsible: FLEMING

4. Copy: application materials of each applicant; essay materials of each applicant; and, summary of comments from references of each applicant. Provide each Council member with a copy of this material. DARBY

5. Provide 1 1/2 ~~hour~~ tour of Keizer facilities. DEPARTMENT HEADS

6. Conduct interviews, identify the individual(s) for community visit.

Individual(s) responsible: COUNCIL

7. Notify candidates of their status.

Individual(s) responsible: MAYOR/DARBY

- J. Conduct background investigation on those applicants the Council is most interested in for the City Manager position. (Background investigation may include community visits; telephone conference calls or other types of inquiries to gain as complete information as possible on the applicant(s))

Individual(s) responsible: MAYOR/COUNCIL MEMBERS

- K. Select the final candidate and offer the position of City Manager. Identify Council member who will offer the position and negotiate salary, starting date, and moving expenses (if applicable).

Individual(s) responsible: COUNCIL

- L. Develop and initiate employment contract for new Manager-- obtain City Manager's signature on employment contract; make arrangements for payment of moving expenses (if applicable).

Individual(s) responsible: COUNCIL

SCREENING PROCESS

PHASE I: Identify Semi-Finalists

Review all applications received and identify the best twenty to thirty applicants. This phase of the process will be completed by the COG. The materials submitted by all applicants would be available to the Phase II Sub-Committee for review should any of those individuals wish to review them.

PHASE II: Identify Finalists

A Council Sub-Committee would be created composed of three Council members. This Sub-Committee would be responsible for carefully reviewing the 20-30 applicants identified in Phase I, and identifying 6-8 individuals for interview by the Council. Two of the candidates identified by the Sub-Committee in this phase of the process would be considered 'alternates' and invited to the interview only if other candidates withdraw from consideration.

The finalists from this process would be sent essay questions to complete and bring to the Phase III Interviews with them.

PHASE III: Interview Finalists

The full Council would be involved in interviewing candidates identified as finalists.

PHASE IV: Background Investigation

The Mayor and Council members (no more than three) should conduct a background investigation on the finalist(s). This background investigation could include telephone contacts, written contacts, and visits to the home community of the candidate(s). Should the Council decide to visit the home community of a candidate(s), the Council will determine who in the community to talk with. COG will provide a suggested list.



League of Oregon Cities

SALEM: Local Government Center, 1201 Court Street N.E., P.O. Box 928, Salem 97308, Telephone: (503) 588-6466
EUGENE: Hendricks Hall, University of Oregon, P.O. Box 3177, Eugene 97403, Telephone: (503) 686-5232

February 23, 1989

Andy Orcutt, Mayor
City of Keizer
P. O. Box 21000
Keizer, Oregon 97307

RE: League of Oregon Cities'
City Administrator Recruitment Service

Dear Mayor Orcutt:

Thank you for your interest in the League's City Administrator Recruitment Service.

Let me briefly outline the key elements of the League's City Administrator Recruitment Services (CARS) which is available to the City of Keizer.

- We will work with the council to draft a profile for the City Manager. The profile is generally used as well as a guideline for the Council as they begin to sort through resumes and interview candidates.
- All applications will be sent to the League, if the City so desires. Acknowledgement letters over the Mayor's signature will be sent to all candidates applying.
- We respond to inquiries concerning the recruitment status during the process.
- We will screen the applications down to 15-20 candidates which most closely fit the developed profile and forward our recommendations to the Council for further local screening. (However, all applications will be sent to the City for possible review.)

*LGPI
588-2251*

*Personnel
Concepts
Pamela
Jeff Collier
initial [Townsend]*

- Background checks will be performed on a small number of candidates which the Council will choose. Packets of information will then be prepared on those finalists for the Mayor and each Council member. This information will be used to select those that you wish to interview for the position.
- We can assist the Council in preparation of the interview process if they desire.
- We send out rejection letters as appropriate in the process.

The above process is not a rigid one. For much of the process, we contract with the Local Government Personnel Institute and have found Colleen Hoss, LGPI Director, invaluable in personnel recruitment matters. We are available to meet with the council on any occasion to discuss the process as it unfolds or to assist you in any other way which you feel might be appropriate.

The fee for our CARS service is \$900.00 which covers all elements described above except background checks. Backgrounds are \$140 each. If the City desires only one or two of the outlined services, a reduced rate may be negotiated.

Enclosed is a formal proposal to conduct the CARS for the City of Keizer including a work outline, proposed timeframe, and a manager profile outline. We are also including copies of the League's Guide to Hiring a City Administrator for you and each Council member.

It generally takes approximately 3 1/2 months from the time of placing advertisements to the time of making a final selection. That time frame can be shortened considerable, depending on how fast the Council wants to accomplish each phase of the process.

Sincerely,



Richard C. Townsend
Executive Director

RCT:dm

Enclosure

cc: Colleen Hoss, LGPI

RECRUITMENT AND SELECTION OUTLINE
CITY MANAGER
CITY OF KEIZER

- I. Meet with City Council to review and discuss the recruitment and selection process.

The LGPI recruitment service is designed to assist a jurisdiction in selecting the employee who best fits its needs. The involvement of the jurisdiction in the process is an integral part of the process.

- II. Develop the City Manager profile.

LGPI will work with the City Council to draft a profile for the City Manager position. The profile is generally used as a guideline to screen resumes and interview candidates.

- III. Screen applications to the top qualified candidates.

LGPI will develop screening tools and screen applications to the top 15-20 candidates which most closely fit the developed profile. LGPI will then send all applications with the top 15-20 separated to the Council.

- IV. Perform background investigations.

Thorough reference checks will be made on those top candidates indicated by Council (5-6). A report will be developed summarizing the information received and background packets prepared for each Council person.

- V. Send regret letters.

LGPI will send regret letters to those no longer under consideration.

- VI. Develop and administer the interview process.

LGPI, if desired, can contact candidates and arrange interviews and participate in the interview process.

- VII. Send regret letters.

LGPI will send regret letters to those interviewed but not selected.

CITY MANAGER
CITY OF KEIZER

TIMEFRAME

Meeting with Council to discuss process,
approve timeline, develop profile

Application deadline

March 31, 1989

LGPI screens resumes and recommends
top 15-20 candidates to Council

April 18, 1989

Council screens applicants and
identifies candidates for background
investigation

May 9, 1989

(LGPI sends regret letters sent to
those applicants no longer
under consideration)

Background completed and packets
prepared and mailed to Council

May 30, 1989

Council selects candidates, interviews
are arranged and conducted

June 19-20, 1989

(LGPI sends regret letters to candidates
not selected)

Approved by

City Council: _____

DRAFT PROFILE
CITY OF KEIZER
CITY MANAGER

EDUCATION AND EXPERIENCE

SKILLS AND PAST PERFORMANCE

- I. Administrative Ability
- II. Budget and Finance
- III. Labor Relations/Personnel
- IV. Community Relations
- V. Council Relations
- VI. Intergovernmental Relations
- VII. Innovation and Achievement

APPENDIX

Conclusion

Now you have as complete a background in recruiting a city administrator as is possible to provide. If you feel a little overwhelmed by the task or the choices, don't be. Remember, hiring an administrator is making an investment in your community. The time you spend now is likely to be reflected in the quality of administrator you hire. Like anything else, you can reduce the risk of making a bad decision by doing a thorough job. Some councils have found that the process of recruiting for a new administrator has provided an important chance to review and revise council goals and even make the council a stronger, closer team than before.

If you have questions, or just want to share frustrations, the League or members of the Oregon Section of ICMA are available to assist you.

Step

Date will be Done
and Time Required

budget, comprehensive plan, charter, etc. Many cities arrange tours of the city and city facilities for candidates prior to the interview.

2-3 finalists. If the council is not able to select a new administrator following the first set of interviews, a second interview with the top finalists may be necessary. At this stage, the city may want to pay for expenses of spouses to accompany candidates.

Expenses, spouses, tours? Prior to interviewing applicants, the council needs to decide whether to pay travel expenses, whether to pay for spouses, and whether or not to arrange tours, etc.

Appendix G provides a summary on interviewing techniques.

Approximate total
time required,
including relocation:
16 weeks

7. Negotiations and selection

When the city selects its preferred candidate, there are still several decisions that need to be made. Someone from the council may wish to visit the candidate's present city in order to speak personally with people there about the manager's performance. Although this isn't done often, cities that have done it have felt the expense and effort was worthwhile.

Mechanical details also need to be decided. A salary needs to be agreed upon. Moving expenses need to be discussed. Fringe benefits need to be negotiated. The council also should be prepared to discuss an employment contract with the new administrator.

Other finalists shouldn't be rejected until the city has reached agreement with its top candidate. Negotiations between the city and its top candidate occasionally break down, requiring the city to turn to its second choice.

Occasionally, the city will have only one finalist who meets the city's needs. If that person refuses the job, the city must either turn to a less acceptable candidate or begin the recruitment over again. Remember, this is an extremely important selection. A decision based on expediency may prove wrong later. The council should not shy away from re-advertising if they are not satisfied with applicants for the job.

Date replacement on board. Most administrators will require a minimum of 30 days to give notice to present employers and relocate to a new city.

Step

Date will be Done
and Time Required

5. Background checks

Generally, a list of six to ten finalists is a good beginning point for background checks. This will generally produce at least three to six suitable candidates for interviews. A larger starting list is necessary if the city wishes to interview more candidates; however, transportation and other costs may limit the number of candidates that smaller cities wish to interview. Those selected should be contacted by phone and asked to send references to whomever will be performing background checks. (Better yet, ask for the references in your ad.) Letters should be sent to the remaining candidates advising them that they are no longer under consideration.

1½ to 3 weeks,
depending on number
of candidates and
whether or not the
city does background
checks or hires a
firm or the League.

Background checks are usually made with work-related contacts. The number required for each individual varies. The council's profile can form the basis of evaluating a candidate's background. Although some cities seek written references, phone calls are quicker and, often, more candid. Reference checking is a tedious, expensive and time-consuming process if done well. However, money spent here can save time and money spent later if unqualified candidates are flown in for interviews. A minimum of 1½ weeks is normally necessary to complete background checks.

6. Interviews

It is important that the whole council interview finalists. Consensus is important in selecting an administrator. It's not likely to be achieved if one or two people conduct the interviews and "hand" the rest of the council the name of the new manager.

2 weeks. A week's
notice is usually
necessary to fit
interviews into
applicants'
schedules.

Interviews should be scheduled as close together as possible--preferably the same day--in order to assure equal treatment of all candidates. Job-related questions should be prepared in advance and asked of all candidates. The council's administrator profile is useful in deciding which questions to ask and in evaluating responses. Sample questions and an interview rating form are included as Appendices F and H.

It is normal for a city to pay transportation costs, meals and lodging for candidates being interviewed. Prior to interviews the council may wish to send the applicant information about the city such as the

Step

Date will be Done
and Time Required

3. Where to advertise

4 to 6 weeks

The three most common places cities in Oregon advertise are the League Newsletter, ICMA's newsletter (very important), and Jobs Available. These three will generally reach the vast majority of interested applicants. Addresses and general publication information are contained in Appendix D. More expensive places to advertise include major regional newspapers (Portland, Seattle, San Francisco and Los Angeles).

Cities can also spot potential applicants by reading listings in the League's Resume Service which is published in the Newsletter.

A. Acknowledgment letter

A letter thanking a candidate for his or her interest should be sent on city stationery over the mayor's signature as soon as an application is received. This is a good opportunity to tell the candidate a little more about the city, and the geographic area. Details of the selection process should also be provided. It will save the city a lot of phone calls and personal inquiries later. A sample letter is provided as Appendix E.

4. Screening of applicants

1 week

Screening can begin within a week of the closing date, if that date refers to postmarks. Whether the full council (or a subcommittee), a private firm or the League does the screening, the primary document used in the screening should be the profile developed earlier by the council. The CARS process selects 15-20 candidates which most closely fit the profile developed. All applications received are forwarded to the council; however, the most likely candidates are so noted.

Occasionally, a city prefers to further narrow down applicants by asking for written correspondence. Select applicants are sent several essay questions relative to the position. The council can then judge their opinions, breadth of experience and expertise, and the written response for timeliness, thoroughness, use of the English language, etc. From these responses a smaller number are selected for interviews.

(if this option is taken, generally allow 3-4 weeks additional time.)

Steps in the CARS Selection Process

This chart identifies and explains each step in the selection process. In addition, rough estimates of the time that each step may take are indicated on the right side. After reading this form, it is useful for the council to use Appendix A to develop a recruiting plan, complete with estimated time frames, for your city.

<u>Step</u>	<u>Date will be Done and Time Required</u>
1. <u>Define position and develop profile for individual</u>	1 day to 2 weeks
A. Review any charter provision or ordinance creating the manager/administrator position and the administrator's job description to make sure they continue to accurately reflect the city's expectations and job requirements. B. Council should prepare a <u>profile</u> of the skills, training and qualities of the "ideal" candidate. This is discussed more in Appendices B and C. This step is critical to several later steps in the recruiting and screening process.	Council often meets the first time to review recruiting steps and adopt a schedule. A blank Profile Form is distributed. Council completes the form at this or a subsequent meeting. Some cities ask for citizen input through a variety of forms.
2. <u>Prepare advertisement and review salary range</u>	Can be done within time identified for Step 1.
A. A review of the present salary range is useful in order to make sure the city remains competitive. The annual salary survey published by the Local Government Personnel Institute (LGPI) is a useful source of information on salaries for Oregon managers. National salary data is available from ICMA. Call the League or LGPI if you don't have a copy of the Oregon survey or would like national salary information. B. Draft a complete job announcement. Words saved now will probably cost extra effort and money later in screening unqualified applicants. Sample announcements are enclosed (see Appendix D). A closing date should be included. A minimum of three weeks <u>after the first publication of the announcement</u> is not unreasonable for setting a closing date.	

The League's

City Administrator Recruitment Service (CARS)

The League can offer cities the full range of services in the recruitment and selection of a city manager. Over the years, the League has assisted countless cities in various steps of the recruitment process. Recognizing the importance of good administrators, both for the city and all cities state-wide, the League provides several free services (including this guide) and subsidizes the cost of other services for which fees are charged. Following is a description of services available from the League.

Free Services

1. The League will contact a city with a vacancy as promptly as possible and offer to assist the city.
2. Copies of this guide will be sent to the mayor and each councilmember.
3. League staff, experienced in recruiting, will travel to meet with the council (at no charge) to explain the steps in the recruiting process and help the council develop a recruiting plan. League staff will help the city with salary comparisons and preparation of an advertisement at this meeting.

Fee Services

The League will also provide a full range of additional recruiting services to cities. A flat fee is charged which pays for direct costs to the League such as travel, staff time and telephone calls. These fees are subsidized by general League dues. If reoccurring long-distance trips are necessary, additional costs may be requested of the council.

Services available to the city include:

1. Assisting the council in developing an "Administrator Profile."
2. Placing advertisements in a number of national, regional and local publications.
3. Receiving and screening applications (including drafting and sending acknowledgment letters).
4. Performing background checks on candidates selected by the council (includes sending letters to those not selected for further consideration).
5. Arranging interviews
6. Assisting in the interview process.

Management Recruiting Firms

The following firms have performed manager recruitment for Oregon cities.
This list is not all-inclusive.

In-State Firms

League of Oregon Cities
P.O. Box 928
Salem, OR 97308
Telephone: 588-6466; 1-800-452-0338

Public Management Associates
14100 S.W. Weir Road
Beaverton, OR 97005
Telephone: 641-7553

Performance Management Associates
017 S.W. Curry
Portland, OR 97201
Telephone: 292-3560

Murphy/Symonds & Stowell
1210 Orbanco Building
1001 S.W. Fifth Ave.
Portland, OR 97204
Telephone: 242-2300

Out-of-State Firms

Ralph Andersen and Associates
1446 Ethan Way, Suite 101
Sacramento, CA 95825
Telephone: (916) 929-5575

Waldron & Company
1423 Western Avenue
Seattle, WA 98101
Telephone: (206) 382-1500

Korn/Ferry International
1800 Century Park East, #900
Los Angeles, CA 90067
Telephone: (213) 879-1834

Pros and Cons

	<u>Pros</u>	<u>Cons</u>
A. Private Firm	-Full service, relieves city staff and council of recruiting/screening chores -Actively solicits candidates -Experienced -May be able to dedicate more time than League or city to project -Knows city managers on regional or national basis	-Often expensive -May not be familiar with city -It may be more difficult to communicate with a private firm than with the League
B. League	-Can be full service -Less expensive than private firm -Experienced -Knows city and state -Knows city managers on state or regional basis -Good contacts with other Leagues and cities for background checks	-Does not normally solicit candidates -Other service demands may limit ability of the League to respond quickly
C. City	-Least expensive -Council more involved in selection process	-May not be experienced, possibly resulting in serious or costly mistakes -Won't normally solicit or know of possible candidates -Won't normally have outside contacts for references -Can interfere with normal city business and take extensive staff time
D. Combination	-Lower cost than A or B -Benefit of experience of private firm or League -Retains council role at one or more screening steps -Relieves city staff of recruiting chores	-Coordination problems -May have time delays relaying information -More expensive than city alone -Some private firms may not be interested in a combined approach

If a councilmember's ideas are totally unrealistic (such as experience as president of an investment brokerage house...), we gently try to channel the person to a more realistic background.

The Profile

After talking with each member, we draw a profile which seems to best represent the collective thinking of the council. At a meeting of the council we discuss this profile and get comments, criticisms, or exceptions. By the time the meeting is concluded we have fairly specific and reasonably complete agreement as to what we are looking for.

At this meeting, agreement is also reached on the time schedule (last date to file, consultant report due, and interview schedule), the amount and content of announcement in professional journals, confidentiality of applications, and the importance of prompt action by the council once the report is submitted. Relations with the media are also agreed upon. The process is reviewed with the outgoing manager and his or her views are sought. The circumstances under which the manager is leaving determines the emphasis placed on this step. In some cases a meeting with top staff is held to explain the process but not to seek their assistance in naming candidates.

We are then off and running in reviewing applications and letters of interest. At the same time we are matching up qualifications of people who might be qualified and soliciting their interest. Many potential candidates will not initiate an application unless asked and others may not know of the vacancy or, if they do, may not have thought of their own candidacy. Knowledge of the city, conditions of employment, and the ability to sell the job (in the highest sense of the word) to potential candidates is an important factor. ADL values the confidence that potential candidates may have in the recruiter and the recruiter's willingness to shoot straight in discussing the position.

All applications or expressions of interest or inquiry are answered and information about the job is provided.

The Interview Process

Applications are reviewed against the specifications for the job. Gradually, through a variety of methods, we reduce the applicants to the best qualified although still more than will be recommended. At this point, a more intensive screening process is started. Personal interviews may be held and other evaluation techniques used. Ultimately ADL must decide those best suited for that particular job. Usually about five (no magic to this number) are selected and a detailed report and evaluation is provided the council. All applicants are listed in the report to the council, however, so that the council knows who has applied. ADL does not (and will not) rank the finalists but gives the council assurance that those recommended are well qualified for the position. Determination is also made that those recommended will indeed take the job if offered under proper circumstances. Candidates recommended are notified by ADL well before their names are submitted in

order that they can take whatever steps they deem necessary "back home." They are also told when the interviews with the council will take place. We urge that such interviews be held on a weekend.

ADL does not (and will not) rank the finalists but gives the council assurance that those recommended are well qualified for the position.

ADL expects to defend its recommendations to the council but recognizes that if the council wishes to interview other applicants it is free to do so. We discuss interviewing techniques with the council and provide an interviewing rating sheet. We do not, however, participate in the interviews, feeling that at that point the selection is strictly between the council and the potential employee. If requested, we make travel arrangements and will also assist in finalizing employment agreements though this service is less frequently used.

The city is expected to pay the travel expenses of finalists and in the larger cities sometimes pay travel expenses for the spouse. The city is also expected to make lodging reservations, meet candidates at the airport if necessary, and in general act as a good host. For candidates coming from other parts of the country, a tour of the city and its facilities is helpful. ADL, of course, pays travel expenses of candidates asked to meet the recruiter for interview or discussion although we travel extensively in this connection.

Although, in view of our procedure, it seems unnecessary to stress it, the fact is that there is no such thing as a list of the five top managers in the United States. The list varies with the city, the requirements of the job, the salary, and the emphasis desired by the council. The executive recruiter's job in assisting a city council to find its new manager is to help find the five best suited to its city.

Many cities do not use an executive recruiting service. Some should not. A city may be too small or unwilling to face taxpayer criticism; the assistant city manager may be ready, willing, and able to step up; the council may not want a professional manager no matter what the charter says; the city may be so fouled up that no self-respecting search firm could in all conscience recommend the job to anyone. In the great majority of cases, however, a competent firm, knowledgeable in the local government area, can help a council make what is usually its most important decision during its stay in office....the selection of the city manager.

Postscript: A few readers may have wished for a more in-depth explanation of the techniques rather than the process of executive search. It is well to point out that if all secrets are revealed we may soon have more recruiters than managers....a situation much to be deplored, particularly by me.

Although, in view of our procedure, it seems unnecessary to stress it, the fact is that there is no such thing as a list of the five top managers in the United States.

Occasionally, a consultant can be heard to boast that he or she has the ability to provide candidates who are "easy to handle," rather than trying to educate councils concerning the proper professional role between council and chief administrator.

recommend the more "safe" and proven candidate, and thus, they themselves become low risktakers. Many highly qualified candidates exist among the younger managers or the slightly unorthodox manager, and I have a concern that our sophistication could make it more difficult for these people to be interviewed by city councils.

This leads to the second concern--a fear that is shared by many--will the executive search firms of the future tend to set the standard for the pure city manager?

When executive search firms go out to recruit candidates, they often use associations as their sources, such as leagues, ICMA, and personal acquaintances, especially if someone in the firm happens to know a former city manager of the community. The assumption here is that John Doe served Keane Center once, therefore, he may know someone qualified to serve as city manager. Times change, so do councils and so do personalities of any given city. (Isn't this one reason we are such a mobile profession?) This whole process,

when used without a great deal of caution, could well lead to placement going, in many cases, to the inside group or the well-known. This is not conducive to a good profession.

Finally, I believe that many of us are leery of executive search firms because we fear that we can no longer be coy about our being "on the market". We fear that if our resume shows up too many times in a search firm without getting some action, we are thereafter considered by the firm as one of those managers who applies frequently for other jobs. The search firm is an outside source that we are uncertain about, it represents change, a new way to play an old game. Some of us are very worried that we are getting new referees and they are going to call a different game.

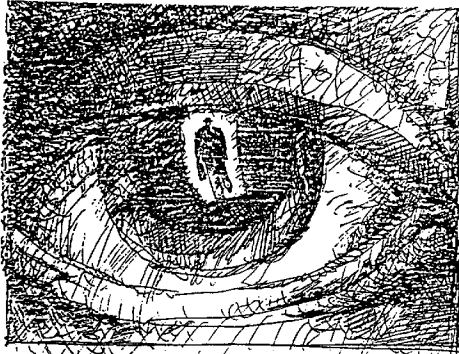
I think it is too early to tell what the effect on us, individually, is going to be, but I do think that search firms are a phenomenon we are going to have to get acquainted with and even do our best to get on familiar terms with.

Reputable firms welcome our criticism and will work to improve themselves. Like city administrators, they would like to see methods devised to expose the unethical. We, at ICMA, need to work to bring this about.

Will the executive search firms of the future tend to set the standard for the pure city manager?

Executive Search: Pros and Cons

By John W. Elwell
City Manager, City of Albert Lea, Minnesota



A very definite trend has been established in recent years concerning the use, by various city councils, of executive search firms to recruit their city managers when a vacancy occurs. This new phenomenon has created a great deal of concern within the profession. The ICMA Task Force on Placement and Support Services, appointed in 1976, has held two national meetings and a series of regional meetings at which this subject has been extensively discussed. Regional chairpersons have held at least one meeting in every region of the United States and the subject of executive search firms has consistently been a lively topic of discussion. The views which are expressed in this article are primarily my personal views on the subject.

There are two fundamental observations concerning the development of growing use of executive search firms. The first of these, in my opinion, is the fact that the use of these firms will continue to grow, because councils faced with increased complexities of urban administration in today's world will be turning more and more towards assistance from executive search firms or outside agencies. The complexities of placement are such that the continued reliance upon an informal hit and miss approach to recruitment will not provide for the professional growth and development which we are all seeking. Some form or some system must be developed to make the process more formal and more sophisticated. Executive search firms are presently the only tool being utilized which can claim to provide a more formal and sophisticated procedure. Therefore, some examination of these agencies is in order.

Advantages

By far, the greatest advantage to the executive search firm is the fact that it does tend to make a much more formal process out of the placement function. The search firm will, by the very nature of the process, insist that the council very carefully establish criteria for the selection of a new manager. In the absence of a formal process, council members will often sit in an informal manner and hold verbal discussions concerning their needs. Sometimes, they will appoint the mayor and two or three members of the council to screen the applications that come forward. The natural result in this situation is that the committee finds itself reacting to a large stack of applications rather than screening those applications according to predetermined written criteria.

A related advantage is that the consultant, if competent and knowledgeable, can provide a great deal of leadership to the council in establishing these criteria. Many councils do not have a great deal of experience at recruiting and, sometimes, have never participated in recruiting a city manager. The consultant can also advise the councils if they are about to adopt bad criteria. Many times, expert advice can prevent a council from following unrelated job standards.

Introduction

Your city manager or city administrator (called "administrators" for the rest of this guide) is the most important employee of your city. He or she functions as the critical link between the council and city staff, assuring that council policy becomes reality in day-to-day services. The desired relationship between the administrator and the council, city employees and the community is different for each city. As circumstances or needs change within a community, it is common for cities to hire a new administrator with various skills and abilities to reflect the needs of the city. Hiring a city administrator is one of the most important decisions you'll make during your term on the city council. It therefore is critical that care be taken to use a thorough, well-defined process.

Fortunately, cities don't have to replace administrators very often. Unfortunately, since most cities don't have a lot of experience in recruiting, they are sometimes at a loss about how to recruit. This guide is a product of the League's City Administrator Recruitment Service (CARS), a program designed to assist cities in recruiting city administrators.

This booklet is designed to help a city council recruiting a city administrator to review the recruitment alternatives, understand each of the steps involved, and adopt and carry out a recruiting plan. The options below will be discussed in greater detail and tools will be provided to help the governing body carry out certain steps.

Alternative Ways to Recruit

There are four alternatives available to a city recruiting for a city administrator:

1. The city can hire a private recruiting firm.
2. The city can utilize the services of the League of Oregon Cities.
3. The city can perform all the steps itself.
4. The city can perform some steps itself and contract to have other steps performed by a private firm or the League.

Background Reading

The following articles are reprinted, with permission, from the December, 1976, issue of Public Management, published by the International City Management Association (ICMA). The articles spell out recruiting services offered by professional recruiting firms. Although the articles are somewhat dated, the ideas presented are current and to the point.

The green publication in the back pocket of this folder, entitled "Selecting a Professional Municipal Administrator," is published by the ICMA and spells out recruiting steps if the city wishes to perform the recruitment itself. The booklet is made available by the Oregon Section of ICMA.

Following these articles, an attempt will be made to list pros and cons of a city choosing any of the four alternative recruitment procedures available to the city.

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EMERGENCY
ORIENTATION
 ability to access
 both your own and
 others and their
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 and can coordinate
 north coast
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 to consume this
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 Commission
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 training and
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 1-800-232-2200
 C. E. Egan, Director

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UNIVERSITY OF OREGON
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 and
 Wood, Oregon
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 1-800-232-2200
 R. 972-5346
 for All Kind
 of Repro-
 duction
 Services See
 Director, Co.

In cooperation with Oregon Section, International City Management Association and International City Management Association.

Format for Administrator Profile

(For Council Use)

Describe the background, skills and qualities you feel your city needs in an administrator.

General

Importance
(High, Med., Low)

1. Education

2. Experience

Skills and Past Performance (Be specific to issues on technical expertise as it might pertain to your city.)

1. Administrative Ability

2. Budget/Finance

3. Labor Relations/Personnel

4. Community Relations

5. Council Relations

6. Intergovernmental Relations

7. Innovation and Major Achievement

Format for Administrator Profile

This form shows one possible format for the council to follow in developing an "Administrator Profile." Typically, individual councilmembers would complete the form, describing under each heading the qualities and skills desired in the administrator. Each area is then ranked as high, medium or low in importance. Once all councilmembers complete their forms, a single person in the city or at the League combines the individual forms into one profile that represents the consensus of the council. The entire council then reviews the combined profile, makes necessary changes, and adopts it.

In addition to assisting the council (and any recruiting service the council may hire) in the selection process, the profile can be an important community document. It allows the city to see the qualifications the council will seek in the next administrator. Although not common, some cities hold public hearings to get public comment on what kind of administrator citizens desire.

A blank copy of the profile form is found in Appendix C for the council to use in developing an Administrator Profile.

General

1. Education

Many cities prefer a B.A. or M.A. in public administration, business administration, or a related field. The requirement is usually interpreted liberally and it is common to allow a candidate to substitute experience for some required education.

2. Experience

Most cities will seek someone with management experience, either as a city manager, assistant city manager, or department head. Special experience, such as operating an electrical utility, is important to note here. The number of years of experience required varies.

Skills and Past Performance

1. Administrative Ability

2. Budget/Finance

3. Labor Relations/Personnel

4. Community Relations

5. Council Relations

6. Intergovernmental Relations

7. Innovation and Major Achievement

Steps in the Selection Process

(For Council Use)

<u>Steps</u>	<u>Who will Do This?</u>	<u>Date this will be done and Time Required</u>
1. Define position and profile for individual		
2. Prepare advertisement and review salary range		
3. Where to advertise		
Acknowledgment letter		
4. Screening of applicants		
5. Background checks		
6. Interviews		
Expenses, spouses, tours?		
7. Negotiations and selection		
8. Date replacement on board		

Basic Publications Cities Use to Advertise Vacancies

1. League of Oregon Cities Newsletter

The Newsletter is published monthly, at the beginning of the month. Copy can be mailed or phoned in. There is a \$3.00 charge for each publication of a vacancy. No standard format is used. Following is an example of a job announcement in the League Newsletter.

Address: League of Oregon Cities
P.O. Box 928
Salem, OR 97308
Phone: 588-6466 (800-452-0338 toll-free)

REEDSPORT--City Manager. Population 4,900. Salary open, depending on qualifications. Appointment by 7-member council elected at large from precincts for 4-year staggered terms. \$3.2 million budget, 35 employees. Require degree in public administration, business administration, or related field; MPA/MBA and 5 years municipal management experience preferred. Send resume to Reedsport Manager Recruitment, P.O. Box 928, Salem, OR 97308. Closing date: March 29, 1986.

2. ICMA Newsletter

The International City Management Association Newsletter is probably the best publication in which to advertise city administrative positions. The newsletter is published every two weeks. A standard format is used. Following is an example of a job announcement in the ICMA Newsletter.

Address: ICMA Newsletter
1140 Connecticut Avenue, N.W.
Washington, D.C. 20036
Phone: (202) 828-3600

Cornelius, OR (5,000) - City Mgr. Sal. min. \$26,500. 6 persons holding pos. since ICMA recog. in 1949. Appt. by mayor & 4-mbr. incl. on a nonpartisan basis for 4-yr. overlapping terms. \$2.4 mil. budg.; 25 employ.; full-serv. Pref. deg. in pub./bus. adm.; 3 yrs. loc. govt. exp. req. or exp. pref. Resume, sal. hist. & refs. to Cornelius Recruitment Services, P.O. Box 928, Salem, OR 97308, by 6/5/85. RC

3. Jobs Available

This is primarily a West Coast publication devoted exclusively to job announcements. There is a fee for ads and the deadline for copy varies. Best bet is to phone in ads. The format includes title of position, location and salary range, education and/or experience desired, description of duties or other pertinent data, filing deadline and where applicants must apply (and name and title of person placing ad for billing purposes). Following is an example of a job announcement in Jobs Available.

CITY OF DRAIN

DRAFT ADMINISTRATOR PROFILE

Education and Experience:

Bachelor's degree or equivalent experience in municipal government required. Minimum of three years of public administration experience with five years preferred. Past experience of individual must show performance in areas including municipal engineering and public works, grants procurement and administration, economic development strategies, understanding of state laws, including budget process, purchasing, and other related matters. Prior experience preferred in the Pacific Northwest. Experience and knowledge in municipal accounting desirable.

Skills and Past Performance:1. Administrative Ability

Must have demonstrated performance in personnel relations for entity having not less than 7-9 people. Communication skills are a must, including the ability to listen, communicate with various segments of the community, and develop good relations with the business community. Person must be willing to devote whatever time is necessary to achieve the goals and guidelines established by the council. Knowledge of how to organize municipal departments, and demonstrated leadership qualities are desirable.

2. Council Relations

Ability and interest to take time in working with the council in keeping them informed and explaining technical processes. The person should be able to adequately inform the council on a regular basis so that there are no surprises. Both written and oral communications with the council are essential. The person must be able to accept constructive criticism. Candidate must be open and honest with the council and able to present all sides of an issue which affect the city. The individual must be able to carry out the intentions and direction of the council enthusiastically.

3. Budget and Finance

Should have demonstrated prior experience in managing a "big business" since the city has a \$2.5 million budget. With a tax base of \$30,000, it is essential that a candidate have knowledge in local budget law and, in addition, be frugal with expenditure of funds. Additionally, experience and expertise in grantsmanship are desirable, as well as dealing with city-owned utility finances.

Sample Applicant Acknowledgment Letter

Dear _____:

Your application has been received for the position of city administrator. The council and I would like to express our thanks for your interest in the position.

We thought you might appreciate a little more information about the City of Jonathan and our city administrator position. The city has a population of 5,000 and is located in a rich farming area of central Oregon. Our economy is based on supporting surrounding cattle and wheat farming, and a heavy tourist trade drawn by our climate and outdoor recreational opportunities. The city has a strong and expanding retail trade in support of both agriculture and tourism. There is little manufacturing or industrial activity, although we are interested in broadening our economic base to include both types of employers.

Rain is light--about 25 inches a year. The average temperature in winter is 45°F and 75°F in summer. We have light snow and occasional freezing in winter. The temperature in summer rarely exceeds 100 degrees. The general area is very popular with outdoor enthusiasts. The air and water are pure and the scenery is exceptional. We've enclosed a Chamber of Commerce brochure for your information.

The council is clear and unanimous in the qualities we seek in our new administrator. Because of enormous growth pressures in this area, we seek a manager who has had experience in anticipating and coping with the impacts of growth--both on the community and on the city as a service provider. Someone who can build strong personnel, budget, and administrative systems as the city grows to support increased population is important. Strong communication skills are considered vital in order to help keep the community informed and involved in the face of rapid change.

Our schedule for recruiting calls for applications to close on January 1. We will begin screening applications immediately and hope to select several candidates on whom to conduct background checks by January 14. We expect the background checks to take approximately two weeks and anticipate notifying candidates we wish to interview during the first week of February. It is our desire to have a new administrator on board by mid- to late-March. Please understand that we will move as quickly as possible and will make every effort to advise you as soon as any action is taken on your application.

Thank you again for your interest in the City of Jonathan.

Sincerely,

Mayor

Address: Jobs Available
P.O. Box 1040
Modesto, California 95353
Phone: (209) 577-0658

CITY ADMINISTRATION

CITY ADMINISTRATOR - Drain, OR - Population 1,125 - (Beginning Salary: \$20,000-25,000 annually, plus fringes.) Position responsible to Mayor and four-member Council. Three persons holding position during past 30 years. Responsibilities include coordination and planning of public works including municipal electric utility, personnel and financial management. Ability to pursue economic development strategies, experience in municipal engineering and working knowledge of state and federal grant programs desirable. Bachelor's degree or equivalent experience, three years minimum required. APPLY BY: December 20, 1985. Send resume, including references, salary history, and expectations to: P.O. Box 928, Salem, OR 97308.

QUESTIONS FOR INTERVIEW

1. How would you characterize your style of management?
How do you relate to employees, department heads, boards, the Council and general public?
2. What do you perceive to be the City Manager's role in working with the City Council?
How do you view the role of the Mayor and City Council in dealing with the City Manager and the administration?
What do you think of Standing Committees of the Council?
3. Based on your education, experience and background, what do you consider to be your strengths in dealing with municipal problems?
4. Recognizing the limits of span of control in an organization, how and when do you delegate responsibility and authority?
5. In your opinion, what role should the City Manager have in the community?
Do you believe the City Manager should be an active member of a service or fraternal organization?
How do you deal with the news media?
6. Have you had experience in labor negotiations?
Have you been at the bargaining table and been actively engaged in negotiating a contract?
Have you had to go to mediation, fact finding or arbitration?
7. Have you had to deal directly with personnel problems?
Have you ever had to discipline, demote or fire an employee?
Have you been involved in training or motivating employees?
8. Are you familiar with state and federal laws relating to non-discrimination and equal opportunity?
Have you had any experience in dealing with charges of discrimination or a grievance filed against you or the City you served?
Have you been involved in developing personnel rules, regulations and procedures?
9. What is your experience in the area of finance?
Have you been involved directly in the mechanics of budget preparation?
Were you the designated budget officer for your City and did you present the budget to the City Council?
10. Did your City have to present a budget outside the 6% limitation to a vote of the people?
What was your role in the campaign?
What was your rate of success?
Have you ever been involved in a vote on a new tax base?
11. Have you administered various grant programs?
Specifically, what programs have you administered with either state or federal grants?

Summary of Suggested Interviewing Techniques

The following are some "do's" and "don'ts" when interviewing candidates. Remember that the law does not prohibit employers from obtaining all the information about a candidate they deem important, so long as the questions are job-related and do not elicit information which could be used for discriminatory purposes.

Do

1. Question objectively. Job-related and consistent from one applicant to the next.
2. Ask questions that require more than a yes or no answer. Use general or open-ended questions.
3. Avoid unduly sympathetic or unsympathetic words, gestures, or facial expressions which would make the candidate think you agree or disagree with his/her answers.
4. Avoid posing a problem or situational question combined with possible solutions. Let the candidate generate his/her own solution.
5. Develop questions based on earlier statements made by the candidate.
6. Ask questions designed to encourage the candidate to reveal what knowledge, opinions he/she possesses.
7. Avoid "trick" questions.
8. Avoid displaying your personal opinions or viewpoints through the questions you ask.
9. Listen attentively to every question asked and every answer given. Make the candidate aware that you are listening by looking at him/her while speaking.

Don't

1. Let early biases form.
2. Ask unnecessarily long questions.
3. Let the candidate digress beyond the point of answering the questions satisfactorily or showing that he/she is unable to answer the question.
4. Ask stress-producing questions which are relevant and job-related. Questions of this type should be pre-planned and should not be used to humiliate the candidate.

CARS Recruitments

Since 1979 the League has assisted the following cities with administrative recruitment. Cities considering using the League's services may wish to consult one or more of these cities.

Albany
Astoria
Baker
Beaverton
Boardman
Brookings
Canby
Cannon Beach
Cascade Locks
Coos Bay
Cornelius
Cottage Grove
Coquille
Drain
Estacada
Florence
Forest Grove
Gladstone
Gold Beach
Grants Pass
Independence
Junction City
Lincoln City
Medford
Milwaukie
Mt. Angel
Myrtle Creek

Myrtle Point
Newberg
Oakridge
Ontario
Oregon City
Pendleton
Philomath
Port Orford
Reedsport
Roseburg
Sandy
Scappoose
Seaside
Sisters
Stayton
Sutherlin
Sweet Home
The Dalles
Tillamook
Toledo
Umatilla
Vale
Veneta
West Linn
Wilsonville
Winston

8. ECONOMIC DEVELOPMENT

- a. Overall knowledge of growth problems
- b. Experience in downtown development
- c. Dealing with community development

1	2	3	4	5
Not Recommended	Qualified	Well Qualified		Superior

Comments: _____

9. PUBLIC WORKS

- a. Knowledge of street maintenance and construction practices
- b. Knowledge of operation, maintenance and construction of utility services
- c. Knowledge of public works administration

1	2	3	4	5
Not Recommended	Qualified	Well Qualified		Superior

Comments: _____

10. GRANTS

- a. Knowledge of filling out grant applications
- b. Experience in working with governmental agencies
- c. Knowledge of administrating a grant program according to regulations
- d. Track Record in receiving grants

1	2	3	4	5
Not Recommended	Qualified	Well Qualified		Superior

COMMENTS: (Special observations during interview)

4. LEADERSHIP TRAITS (Judgement)

- a. Ability to work with others
- b. Ability to make decisions, render judgements
- c. Openness to alternative approaches
- d. Individual type of leadership
- e. Fit your idea of individual for position

	1	2	3	4	5
Not					
Recommended		Qualified	Well Qualified		Superior

Comments: _____

5. PUBLIC RELATIONS

- a. Manner in which applicant comes across
- b. Personality traits in relation to personality of _____ (city)
- c. Approach to the news media
- d. Possible blend in the organization

	1	2	3	4	5
Not					
Recommended		Qualified	Well Qualified		Superior

Comments: _____

6. BUDGET & FINANCE

- a. Understanding of mechanics of budget
- b. Knowledge of budget elections
- c. Grasp of financial administration
- d. Formation of local improvement districts
- e. Ability to work with a lean budget

	1	2	3	4	5
Not					
Recommended		Qualified	Well Qualified		Superior

Comments: _____

7. PERSONNEL

- a. Experience in personnel problems
- b. Delegation of responsibility
- c. Training and motivation of employees

	1	2	3	4	5
Not					
Recommended		Qualified	Well Qualified		Superior

Comments: _____

ORAL RATING FORM

Applicant _____

1. EXPERIENCE AND MATURITY

- a. Applicability of experience to _____ (city) problems
- b. Involvement in all phases of municipal problems
- c. Depth of experience
- d. Degree of responsibility

1	2	3	4	5
Not Recommended	Qualified	Well Qualified		Superior

Comments: _____

2. EDUCATION

- a. College or advanced degree
- b. Specialized training
- d. Keeps updated regarding new technology and advancements

1	2	3	4	5
Not Recommended	Qualified	Well Qualified		Superior

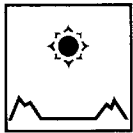
Comments: _____

3. COMMUNICATION SKILLS

- a. Ability to transmit ideas clearly
- b. Ability to organize ideas, summarize and express them with confidence
- c. Non-verbal communication skills (physical, eye contact)

1	2	3	4	5
Not Recommended	Qualified	Well Qualified		Superior

Comments: _____



MID-WILLAMETTE VALLEY COUNCIL OF GOVERNMENTS

105 HIGH STREET S.E.
SALEM, OREGON 97301

Telephone (503) 588-6177
FAX (503) 588-6094

1957-1992

35
Years
of
Service

CHAIR:
COMMISSIONER DENNIS GOECKS
YAMHILL COUNTY

VICE CHAIR:
CRAIG SMITH
SALEM-KEIZER SCHOOL DISTRICT

DIRECTOR: ALAN H. HERSHEY

MEMORANDUM

TO: Mayor and City Council
City of Keizer

DATE: August 10, 1992

FROM: Alan H. Hershey
Executive Director

SUBJECT: ASSISTANCE WITH RECRUITMENT AND SELECTION OF A NEW CITY
MANAGER

BACKGROUND

1. Don Otterman called after your last council meeting to request a proposal for staff assistance to the City Council for recruitment of a new City Manager.
2. COG provided staff assistance to the City Council in the 1989 and 1983 recruitments.
3. We do few executive searches. Those we undertake are treated as special projects and we invest a lot of ourselves to produce a quality product.
4. The Council of Governments is governed by an Agreement adopted by the governing bodies of all members. As you know, the Agreement was recently updated and approved by 35 units of government. While the Keizer City Council approved the Agreement, its approval was subject to availability of financing which is pending the September 15 levy election.

EXECUTIVE COMMITTEE RECOMMENDATION

The Executive Committee of the COG Board of Directors met this afternoon. Their recommendation to the COG Board of Directors which meets August 18 at 3:00 p.m. is:

1. The COG would like to do the job. Membership is required for COG to provide the service. However, Keizer could pay membership in two installments -- 1/2 now and 1/2 prior to January 1. (This allows you a decision after the September 15 levy results are known.)

2. The advantage of this is that all COG services would be available to the City -- mapping, street naming, transportation planning, etc. etc.
3. COG staff are available for the Keizer recruitment project. As in the past, we would work cooperatively with the outgoing City Manager to draft a work program for review and approval of the City Council. The Work Program includes tasks, dates and who is responsible. All policy matters would be presented to the Council in advance for its decision.
4. Our cost for staff assistance would be \$1,200 with the City of Keizer bearing direct costs for
 - a) advertising,
 - b) travel expenses of candidates, if any,
 - c) telephone expenses for notification and discussion with candidates and reference checks, and
 - d) clerical expenses.
5. COG staff will be available for clerical work in the event the City of Keizer is shorthanded at the time advertisements are ordered, letters go out to candidates, etc. Our clerical assistance will be charged at actual cost for actual hours performed.