From Ad to Offer
Hiring by Committee

Peter Hechenbleikner, Reading Town Manager
Mary Pat Flynn, Falmouth Selectman
Paul DeRensis, Sherborn Selectman (Moderator)

MMA Annual Meeting 1-21-12 “From Ad to Offer: Hiring by Committee”
Hiring a CAO/CEO is the most important responsibility of the Board of Selectmen (or Council)

Where does it start?
4 major steps to the process of filling a vacancy in the CAO/CEO Position

(this assumes that the Community wants an “open” process)

• Interim CAO/CEO
• Recruitment Process
• Selection Process
• Finalizing Arrangements

MMA Annual Meeting 1-21-12 “From Ad to Offer: Hiring by Committee”
Why is there a vacancy in the Position?

This can have an effect on the process for hiring.

- New Position
- Termination
- Resignation for Another Position
- Retirement
What do you do in the short term?
**Designating an interim CAO/CEO**

- **Internal** (candidate for permanent position?)
- **MMMA** (Massachusetts Municipal Management Association)
  - www.massmanagers.org or contact the MMA at 800.882.1498
- **Collins Center**
- **Word of mouth**
How do you now fill the Permanent Position of CAO/CEO?

The Board of Selectmen must discuss and vote to establish a recruitment process.

HR Administrator and/or Assistant CAO/CEO are good resources.
What are the options for a process for a recruitment process?

- Consultant bring finalists to Board
- Consultant + screening committee
- Screening committee
- Board of Selectmen as screening committee (OML considerations)
Where can the Board of Selectmen get recruitment process help and guidance?

- HR Office and/or Assistant CAO/CEO
- Consultant
- MMA Member groups (MMMA and MSA)
- Neighboring CAO/CEO
- MA Recruitment Guidelines Handbook
Other recruitment process considerations

- Screening Committee make-up?
- Community input?
- Candidate profile?
- Potential Charter Changes?
Additional recruitment process considerations – Minimum qualifications

- In-house candidate?
- Require/desire MA experience?
- Professional credentials? ICMA, ICMA Credentialed, MMMA

MMA Annual Meeting 1-21-12 “From Ad to Offer: Hiring by Committee”
Still more recruitment process considerations – Relations with Applicants

- Confidentiality
- Keep applicants informed
- Make salary/benefits parameters clear
- Paying for applicant’s expenses
SCREENING/SELECTION

Now that you have a pool of applicants, how do we select the right one?

- Who will do screening?
- Move process expeditiously
- Maintain confidentiality
- Evaluate resumes based on candidate profile

MMA Annual Meeting 1-21-12 “From Ad to Offer: Hiring by Committee”
SELECTION
Screening Committee
Interviewing

- Confirm re reimbursement of expenses
- Additional community info
- Standardized questions/exercises
- Advise candidates of process
SELECTION
Board of Selectmen
interview

• Removal of confidentiality – check in with candidates
• Interview in open session
• Standardized questions/exercises

MMA Annual Meeting 1-21-12 “From Ad to Offer: Hiring by Committee”
SELECTION
Board of Selectmen due diligence

• Candidates meet with Dept. Heads?
• Avoid Impulsive decision
• Site visit
• Background check
FINALIZING ARRANGEMENTS

• Making an Offer
• Negotiating Compensation, Benefits, Start Date
• Contract

MMA Annual Meeting 1-21-12 “From Ad to Offer: Hiring by Committee”
FINALIZING ARRANGEMENTS

Contract

• Contents of the Contract
• Who negotiates
• Who prepares?

MMMA Sample Agreement:
http://www.massmanagers.org/home/pages/municipal-manager-employment-agreements
Does it always work this smoothly?

Lessons learned

Questions?