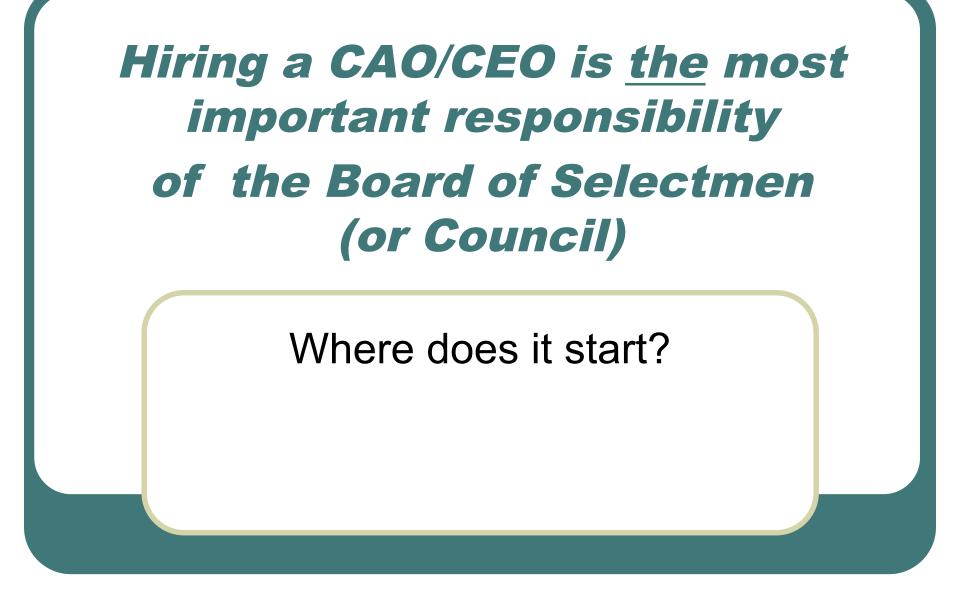
From Ad to Offer Hiring by Committee

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



4 <u>major</u> 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

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

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

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

SELECTION Board of Selectmen due diligence

•Candidates meet with Dept. Heads?

- Avoid Impulsive decision
- •Site visit
- Background check



FINALIZING ARRANGEMENTS Contract

Contents of the Contract

Who negotiates

•Who prepares?

MMMA Sample Agreement: http://www.massmanagers.org/home/pages/municip al-manager-employment-agreements

