

From Ad to Offer Hiring by Committee

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

***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

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

- **Making an Offer**
- **Negotiating Compensation, Benefits, Start Date**
- **Contract**

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?