



MEMORANDUM

Date: May 10, 2023

To: Assembly City Manager Search Committee

From: Dallas Hargrave
Human Resources & Risk Management Director

Re: City Manager Recruitment Process

This memorandum outlines options for the Assembly City Manager Search Committee to consider when deciding the City Manager recruitment process, including the “pros and cons” of each option. Additionally, if the Search Committee is interested in using option two or option three, I have included preliminary recruitment and selection information and a timeframe. The specific selection criteria for this recruitment process will only be discussed in executive session.

Recruitment process

Below are three recruitment options that the Assembly City Manager Search Committee can consider using. If the Search Committee selects option two or option three, and those recruitment efforts are unsuccessful, the Search Committee could still eventually choose option one.

Option 1: Selecting an Executive Search Firm

Identify an executive search firm that specializes in municipal leadership. Use their services to source and pre-screen candidates.

PROS

- Recruiters often have their finger on the pulse of who is looking within the specialty (municipal leadership).
- A good recruiter will also contact individuals who are not looking and proactively source candidates for you.
- Uses less existing staff resources.

CONS

- You will mostly be offered the candidates within that recruitment firm’s “stable” of executives.
- May have to go through an RFP process to select the search firm which would add time to the selection process.
- Can be expensive—will likely cost 25% - 33% of annual salary

Option 2: In-house recruitment

Run an in-house recruitment effort similar to the process that was used when the current City Manager was hired.

PROS

- Gives the Assembly a degree of control over the sourcing process used.
- Cost effective.

CONS

- May miss candidates who will only go through a recruitment firm.
- More staff intensive.
- Will likely mostly get candidates who are actively looking.

Option 3: Blended Effort

Run an in-house recruitment effort but allow recruiters to provide candidates. CBJ staff would screen applicants, but if a candidate was chosen who was forwarded by a recruitment firm, we would pay a fee to the recruiter.

PROS

- Recruiters often have their finger on the pulse of who is looking within the industry.
- Recruitment firms looking for the fee may also actively source candidates who are not looking but might be interested.

CONS

- There would be a fee to the recruitment firm if that is where the final candidate is selected from.
- Still moderately staff intensive as prescreening would still be conducted at the staff level.

Proposed Selection Process

If the Search Committee selects option two or option three, I propose the following selection process steps. This is a general outline and the exact process that the Search Committee uses may need to be adapted based on the results of the recruitment efforts.

1. Mayor appoints Assembly City Manager Search Committee. The Committee is charged with approving recruitment and selection process and materials, and with identifying a slate of finalists for full Assembly consideration.
2. Position is posted for 30 days. Advertising to include internal posting process (includes governmentjobs.com and indeed.com), AML, and national professional posting boards (NLC, ICMA, NACO).
3. HRRM Director screens applicants against subcommittee criteria. For those candidates who possess the identified experience and education, an initial video conference screen is conducted to verify work history, get a general sense of communication style, and answer questions the candidate might have.
4. Results of the initial screening process are presented to the Committee who selects 6 – 10 candidates to take through an initial video conference interview.
5. Committee then selects the top 2 – 4 candidates for a site visit and selection process.

6. The entire Assembly sits as the finalist panel to interview and select the top candidate. Selection process activities will be identified in executive session.

Recruitment and Selection Timeframe

Below is a general proposed timeframe for the City Manger recruitment and selection process.

Date	Activity
April 17	Mayor appoints City Manager Search Committee
May 15	Search Committee meets to identify selection criteria and recruitment parameter.
Late May to Late June	Recruitment period. Search Committee continues to meet to develop selection process materials.
Late May to Late June	HRRM Director screens candidates who meet the criteria identified by the Search Committee. Prepares reports for Search Committee
May 30	Search Committee meets to discuss selection materials.
June (Date TBD)	Search Committee meets to discuss selection materials.
June (Date TBD—after position closes)	Search Committee meets to review slate of candidates and make a determination on which candidates will proceed further in the selection process. HR begins background checks on semi-finalist candidates.
July 5-8	Search Committee interviews semifinalist candidates via phone.
July 8	Search Committee identifies finalists to recommend to full Assembly.
July 10	Full Assembly meets to select finalist candidates for site visit.
July 11-14	HR staff arrange for candidate site visits. HR conducts reference checks on candidates identified for a site visit.
August 7-12	Finalist selection process conducted
August 14-18	Negotiations with successful candidate- candidate gives notice if currently employed.
September 18	First day of employment/cross over with current City Manager

Decision Needed from Search Committee

The Assembly City Manager Search Committee should select a recruitment process from the three options so that the HRRM Director can begin the recruitment effort. If option two or option three is selected, then the Search Committee should provide guidance to the HRRM Director regarding the proposed process and timeframe. The specific selection criteria applied to the selected process will be identified in executive sessions.