

# HOW TO HIRE A LOCAL GOVERNMENT ADMINISTRATOR



2013 REVISION

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*The sidebar on pages 8 and 9, "If you use an executive search firm," was contributed by Tom Dority, ICMA–Colorado range rider.*

*Appendix E, "Open meetings and records law considerations," was written by CML General Counsel Geoff Wilson.*

# A UNIQUE OPPORTUNITY

For many governing board members, hiring a local government manager may be the most important decision you will make during your tenure. Think about it: The person you choose as your next manager must be able to carry out all of the policies that you establish, in the way that you want them carried out. In addition, she or he must ensure the provision of all your government services at the level that your citizens demand and expect. Your new manager will have a major effect on your organization and community, one that will extend well beyond your term in office. That is a pretty high standard for your manager search, so it makes sense that you will want to do everything you can to get it right.

Hiring a local government manager is not a case of finding the “winning” candidate from among the applicants — it is more a matter of finding the right match for you and the manager. Select a mismatch, and you will be doing another search before you know it. Find the right match, and you will be making an investment in the long-term success of your community. This publication is intended to help you conduct a thoughtful, thorough manager search that will provide you and your eventual selection with all the information needed to determine if you are both making the right choice.

In these pages you will find a step-by-step guide to the search and hiring process, along with sample job announcements, position descriptions, and employment agreements.

In our state, the Colorado Municipal League, the Colorado City-County Management Association, Colorado Counties Inc., the Association of Colorado County Administrators, and the Department of Local Affairs are committed to the highest quality of local government.

We hope this guide will make the often-stressful search for a new manager easier and more likely to culminate in a partnership that will produce daily benefits for the people whom we all serve.

Best wishes for a successful search!

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# CHAPTER 1

## COLORADO'S LOCAL GOVERNMENTS, WHY THEY ARE UNIQUE, AND WHY IT MATTERS WHEN HIRING YOUR MANAGER

Colorado's local governments create the fundamental governance fabric of our state, with 271 cities and towns and 64 counties. While there are frameworks within which local governments can and shall operate, they also have the ability to create unique administrative organizations as well as strategies for responding to community needs and goals. Understanding how the board or council wants to administer these responsibilities is a key factor in deciding what skills you are looking for in a professional manager.

The council/board–manager form of local government in municipalities and towns, is the most widely used system in the United States and, increasingly, in other parts of the world. In the United States, the form dates back to the 1920s, and was started as a way of keeping local government operational needs separate from its political considerations. Over the years, it has been a good way for elected officials and professional managers to partner in the service of their residents. Under the manager system, elected officials create and adopt policies and managers carry them out in the course of directing the government's day-to-day operations.

Like towns and cities, counties are multipurpose local governments. However, unlike towns and most cities, Colorado counties are created by statute or by constitutional provision. And, unlike the plenary power enjoyed by municipalities, counties have only the powers expressly given to them by law. Counties also have a wide range of state-mandated functions, including the delivery of human services, conduct of elections, supervision of land use, and provision of transportation infrastructure. Structurally, counties must comply with constitutional statutory requirements, including the specification of independently elected county officers, although home rule allows counties some structural flexibility in their home rule charters.

Traditionally, commissioners have the responsibility for running administrative, budgetary, and policy making functions of the county as a whole but, due to the large number of complex and time-consuming issues facing county commissioners today, many assign the day-to-day operations to a professional manager. Generally, with a few home rule exceptions, counties do not have a governing charter that outlines the delegation of authority to a professional manager. A clear delineation of roles and responsibilities, delegation of authority, and clarity of expectations will help you as you search for your top candidates.

# CHAPTER 2

## GETTING STARTED: WHAT DO WE DO NOW?

When you have a vacancy in your city, town, or county manager or administrator office, deciding what to do first is sometimes influenced by what caused the vacancy. If the former manager gave you advance notice of the intention to leave, you are in the enviable position of having enough time to plan carefully for finding a successor. If the vacancy occurred suddenly, you might be under pressure to “do something — quick!” In either case, your first responsibility is to have a solid strategic plan and a collective understanding of your governance model so you can focus your search on identifying your best suited candidates. Take the time to get your house in order so you can find the best possible manager for your organization. Acting hastily may mean having to do it all over again sooner rather than later.

Getting started on a manager search involves several steps:

- Immediately pull together your internal team, such as your human resources director, attorney, communications staff, and any other senior staff needed to move forward.
- Consider designating an interim manager.
- Ensure you have time to discuss your goals, a strategic plan, and your own governance model so you can be clear of your own expectations when reviewing candidates
- Decide, as a governing board, what skills and experiences you will be looking for in a new manager.
- Determine what type of search you will use.
- Establish a timeline sufficient for you to conduct a smart, thorough search process.
- Get the word out that you are looking for a new manager.

It is important that you start the search process soon, but each of these measures deserves thoughtful consideration. On average, a successful search can take approximately three to six months. You should expect, as a governing board, to put in some extra hours meeting to gain consensus about each step. Doing so will help ensure that your search is headed in the right direction.

### DESIGNATING AN INTERIM MANAGER

Does your organization have a deputy or assistant manager or department head who takes over when the manager is absent? If so, this person may well be the choice to keep the organization operating smoothly during the search.

“But what if the interim is going to be a candidate for the manager’s job? Wouldn’t that give him or her an unfair advantage over other candidates?” Yes, it would give the interim manager an advantage. No, it would not be unfair. Remember: Your job is to find the best possible match for your organization — if watching the interim manager at work for a few months helps you do it, that is a good thing. For the same reason, do not be tempted to yield to pressure by appointing the interim to the permanent manager’s job and being done with it. This is an important decision, and you have not considered all of your options yet.

There is another possibility. Sometimes an organization does not have anyone who can assume the manager’s duties as well as continuing to do his or her own job. In such cases, local governments often look outside the community for an interim manager from among retired managers, former managers, consultants, or other qualified persons who are familiar with local government operations. If you choose this option, you may want to contact CCI or CML for their current lists of possible interim managers.

Whichever option you choose, designating a solid interim manager is important for two reasons: It ensures stability in the critical day-to-day operations of the organization, and it relieves you of a great deal of pressure, thus freeing you for the important task of finding the right new manager.

### DECIDING WHAT KIND OF MANAGER YOU ARE LOOKING FOR

It is only natural to compare manager candidates to the former manager — for better or for worse. We hear governing body members say, “She was so good that we want someone just like her” or “He was so bad that we want someone totally different this time.” A better course of action would be to think carefully about your community, where is it going, what it is going to need in the short- and long-term, its strengths and challenges, and what your goals are as a governing board.

To achieve the best possible search outcomes, you will need to align your board or council, the community, and your new manager. To quote Lewis Carroll, “If you don’t know where you are going, any road will get you there.” If you want to hire the best person for the job, you need to know clearly what that job is. It is important not to take an “I’ll know it when I see it” stance at the start of the recruitment.

There are a multitude of ways to move forward with a strategic planning process. Take the time to review various models, interview consultants, and decide the best path forward for your organization. You will need to decide the level of community input and outreach you will do, the amount of updated research and data you should utilize, and what your outcomes should be. For example, some questions you might ask yourselves could be: Is your community growing or contracting? Are you looking to professionalize your organization or are you on solid footing and need to continue the status quo? Are you in difficult financial times? Are you needing to focus on your internal services and human capital? Answering these questions and having a solid strategic direction will help you identify and match the best candidates for your local government.

There is also an array of governance models, but the most important point is for your board or council to discuss and decide how you want to communicate, what your expectations are for daily operating functions, and what your “rules of engagement” are going to be.

Once you have a clear understanding of the job at hand, your goals, and the strategic direction of the organization, you are starting to shape the type of person you need to hire to execute your vision.

First, get the right title — manager or administrator. Once you have a clear vision for the roles and responsibilities, you might be asking yourself what is the difference between a “manager” and an “administrator.” You have heard about managers, administrators, chiefs of staff, directors, executive directors, and more, but what do these titles really mean and is the title important to your daily operational decisions? Boards and councils use many different titles to describe the top staff person in their organizations and, most often, the titles do not imply more or less authority across organizations. The title itself does not imply if the position is a CEO (even if “CEO” is used as the title). The CEO, if one exists, is the first person below the board of directors with delegated authority over the organization. Many top staff positions are given only partial authority to make decisions, and therefore cannot be held accountable for the performance of the organization.

To get the right preferred profile of your new manager or administrator, ask yourselves these questions:

- What does the charter or position description say about the manager’s duties? Is it still accurate or should we change it?
- What sort of educational background do we want as a minimum and what would we like as the optimum?
- How much experience, and in what operational areas, must the new manager have? Does our organization have concerns about specialized areas (airport, utilities, unique recreation facilities, etc.) that require specialized experience?
- What is our population like? Do we have seasonal, second-home, or ethnically diverse populations that will require experience in understanding their special needs?
- Do we want someone with Colorado experience? Urban, agricultural, or resort town experience?
- How important is all that compared with finding the right personality fit?
- What kind of manager does our organization need right now? How does that translate into communication skills, supervisory style, customer service skills, and the ability to “play well” with others — all of the “others” in our community?

Appendix D includes both a worksheet to help determine an administrator profile as well as a sample profile that you might find helpful in reaching consensus. However you do it, nothing could be more important for your governing body than discussing and agreeing on the desired profile of your new manager. With that profile in hand, you are ready to plan your search.

## **DETERMINING WHAT TYPE OF SEARCH TO USE**

There are three basic methods for conducting a manager search:

- Conduct the search in-house using internal staff.
- Hire an executive search firm to conduct the search.
- Hire an outside party to help the governing body or staff conducts the search.

The type of search you choose will depend in large part on the amount of time and energy your governing board can devote to it, as well as on the size of your staff and, naturally, your budget.

Conducting the search in-house is a workable option for those local governments that have full-time personnel or human resources departments and who want to keep control of all phases of the search. Whether your search is local, statewide, or national, your staff will need to handle placement of the job ads, contacts with applicants, arrangements for interviews, and background checks. It will help considerably if your staff has experience in recruitment. The challenge is that a proper manager search can be complicated and very time-consuming. You will want to ask your staff if they are prepared to put in the time necessary to complete the process within the timeframe you have chosen.

Executive search firms, particularly those that specialize in public-sector recruitment, have verifiable track records, knowledge of candidates, objectivity, and external expertise. They know the best ways to advertise, know what to look for in screening applications, and can give you good advice about putting together your preferred profile, interviewing candidates, and negotiating with your final choice. The best firms work closely with governing bodies to ascertain their needs and wants, keep candidates informed about the process, and coordinate the entire process within a schedule that the firm and the governing body determine together. If you decide to use a search firm, consider the advice from an expert in the sidebar below and to the right.

## **IF YOU USE AN EXECUTIVE SEARCH FIRM**

*by Tom Dority, ICMA–Colorado range rider*

There are many reasons to consider using an executive search firm. An experienced and connected search firm, respected in the marketplace, provides access to talented candidates, and is knowledgeable about recruiting methods, many effective sources for advertising, compensation, contracts and background investigations. A search consultant also provides objectivity in the evaluation process and handles scheduling, resume review, backgrounds, and the interview process, which frees valuable time for you and the human resources staff. Many towns, cities, and counties do not have a full-time human resources office, so an executive search consultant can be incredibly helpful. Remember that the consultant can present many talented candidates, but it remains the responsibility of the elected officials to make a prompt and final selection of a chief administrator. If you decide to use a search firm, you should consider the following:

### **HOW DOES THE FIRM GET TO KNOW THE LOCAL NEEDS & EXPECTATIONS?**

The best firms understand not only the qualifications of candidates, but also the special needs of the particular community. They should make themselves aware of the current circumstances in your community and organization. Some are very familiar with Colorado communities; others are very capable of researching and becoming familiar. After all, they are in the business of analyzing communities on a daily basis and a wide geographic area. You should expect that they will be in your town, working with you and others in your organization as many as four or five times throughout the process, not just on the telephone or in airports.

### **DO THE QUALIFICATIONS, CREDENTIALS AND TRACK RECORD FIT YOUR COMMUNITY?**

A consultant should offer information about his or her background and education as indicators of the qualifications to manage your search process. In hiring public sector candidates, it makes sense to look for a consultant with an appropriate academic background as well as public sector experience. If you are satisfied with these qualifications, look at the longevity and success of the candidates whom the firm has placed in the past.

### **ASK IF THE FIRM CAN HANDLE THE ENTIRE PROCESS, OR PARTS OF IT.**

An excellent search firm can handle the entire process, from meeting with stakeholders, developing the position profile, and outlining a recruitment strategy, to creating a flexible and meaningful candidate selection process. A firm that offers to draw from a “database of candidates” may present the same pool of finalists over and over. That is not a valid substitute for a new, thorough process each time — one that is focused on your needs and expectations. A firm may be able to custom-design and handle specific portions of the process, if you prefer to cut costs and collaborate; however, any guarantees provided by a consultant may be diluted or voided by a process that is managed partially by your staff.

### **THE INTERVIEW AND SELECTION PROCESS.**

A good search firm not only provides a pool of excellent candidates, it custom designs a valid and reliable selection or assessment process. It should be able to discuss options with you and adopt a selection process that will provide exactly what you need to best to exercise your own judgment. That may include public meetings, introductions of finalists, presentations by finalists, professional interview questions, involvement of municipal staff members, scoring methodologies, citizens or outside panels, or many other components that have proven effective in other successful searches by the firm.

### **HOW WILL WE ACHIEVE THE BEST FIT?**

The executive search consultant is there to help you find the best candidate match; that is, the best “fit” for the elected board and the community. The responsibility of the consultant is to manage a process that results in finalists who have strong potential for that fit. Following that, it is the responsibility of the elected board to exercise collective judgment in selecting the best fit. The consultant can provide an objective and critical process to help you exercise that judgment.

### **FEES AND EXPENSES.**

You can expect that search firms will quote fees for services plus direct expenses for such items as travel, lodging, and so on. You may have other direct expenses, such as travel and lodging for candidates for interviews, sponsor meetings or dinners, etc. Some firms will charge lower fees if it is left to you to prepare the profile and advertisements, conduct background checks, review resumes, conduct the interviews without assistance, or manage other components of the complete search process. You can find excellent services for a fee that your community can accept and support.

In evaluating a firm’s proposal for professional services, look for:

- a search process that is described thoroughly;
- a timeline for the complete process (from 90 days to 150);
- fees attributed clearly to each step of the process;
- names and resumes of individual consultants, including recent searches
- a record of several recent searches for communities with similar characteristics to yours (not necessarily just Colorado communities)
- a record of equal opportunity placements;
- names of elected officials and others you may call for references on the firm;
- value-added services that may or may not be at extra cost, such as follow up with the elected officials and the new administrator for goal-setting or performance appraisal;
- guarantees of return services if the finalist you choose does not remain in your employ beyond one or two years, regardless of reason;

### **HOW LONG CAN WE EXPECT CONTINUED SUCCESS OF THIS APPOINTMENT?**

The most successful, long-tenured appointments are those where the elected board and the appointed administrator genuinely accept the joint responsibility to make each other successful in carrying out the policies and services of the local government. That is best achieved by a periodic process of examining the working relationship of the board and the administrator, and doing so with a deliberate, annual process of performance planning and evaluation, including professional growth and board development as well as performance. Remember, the chief administrator in most cities and towns is the only (or one of very few) direct employees of the elected board. Your search consultant may be able to assist with processes to strengthen this crucial relationship.

Hiring outside help to assist in-house staff conduct the search is a hybrid of the first two techniques. The governing body, after consulting with staff, may decide that it could conduct its own search if someone outside the organization helped with certain steps such as, placing ads, screening applications, recruiting candidates who might not otherwise apply, or any other steps that the governing body and staff are unable to do on their own. This individual must have the governing body's confidence as well as its clear expectations for the task at hand.

It might also be wise to engage the community, at the outset, in developing a profile of the desirable candidate.

## **ESTABLISHING A TIMELINE**

Typically, a thoughtful and timely search may take three to six months. Your search timeframe can be shorter or longer depending on where you are advertising, where you are located, and the quality of the applications you receive, among other things. It is not unusual for a manager search to take six months or more, but taking these steps will improve your chances of completing the search on schedule:

- Do not delay selecting an interim manager and a search process.
- Be clear and up-front in your advertisement. If, for example, you have decided that you will not pay more than a certain salary, do not advertise "Salary DOQ." If you select a solid field of finalists, you do not want half of them dropping out when they learn about your salary range. The rule of thumb is no surprises.
- Keep applicants updated about your process. When applicants hear nothing, they tend to cross you off their list.
- Stick to the schedule and ask that your search firm or staff keep to it as well.
- Get the word out. Most successful searches also include wide publication and extensive personal outreach. An advertisement, brochure, and application materials should be developed. Websites are also important in making the opportunity known to potential candidates.
- When you start looking for a manager, place advertisements in publications that will attract the most qualified local government candidates. There are some excellent places to list the opening — places where current experienced managers will see it. The most widely read collection of manager job openings are the International City/County Management Association's (ICMA) newsletter and the ICMA online JobCenter. Other professional resources include the National League of Cities (NLC) online Career Center, National Association of Counties (NACo), American Society of Public Administration (ASPA), and National Association of County Administrators (NACA), as well as the CML and CCI websites. The advantage of these resources is that they will attract local government managers — not the wider field of management applicants who respond to ads in local and statewide newspapers. If your charter or regulations require that you list job openings in a particular newspaper, make sure that you do that as well. When you advertise, it will be important that you include these elements in your ad:
  - The title of the position.
  - A brief, engaging description of your city, county or town, including population, location, number of employees, the services you provide, operating and capital budgets and other information that will be of interest to potential candidates.
  - You may want to consider including your organization's (or the governing body's) key goals and objectives.
  - Your website and social media site so interested applicants can learn more about you. Today's applicants may judge your community by its web and social media sites, so it is important to keep them current.
  - Minimum requirements for education and experience.
  - A brief description of key areas of interest and desirable experience and qualifications.
  - The salary range or compensation package.
  - Indication of whether residency is required.
  - A timeline of the process, including a filing deadline for receipt of applications — usually about 30 days from the publication date of the ad.
  - Where and to whom to send résumés with a notation as to whether email submittals are acceptable or required.

# CHAPTER 3

## FINDING THE BEST MATCH

### SCREENING THE APPLICATIONS

After writing a profile of the type of manager that your community is seeking and spreading the word that you are looking for a manager, the applications and résumés will start coming in.

The next important step in your process is to screen those applications and arrive at the list of candidates whom you will want to interview. This can be a daunting task, especially if you receive a large number of applications, but here are some tips for making it more manageable:

- Use your “Preferred Manager Profile” (Appendix D) as a checklist against which you can rate each application.
- If your profile has requirements that you absolutely insist upon, look for those first. If the résumé in front of you does not show those requirements, set it aside. The fact is, some applicants send out résumés to a very wide array of employers, even if they do not have the desired experience or training. You will want to stay focused on those applicants who show promise of becoming your next manager.
- Have all of the applications reviewed by the same people. You may want to have every member of the governing board read the applications, you may delegate the first screening to one person, or you may choose something in between. However you do it, it is important to have consistency in the screening process.
- Consider the “Yes — Maybe — No” system for screening applications. The “Yes” pile contains those applicants who seem to have all of the qualifications you seek (on paper, at least). The “Maybe” stack contains those who have some of your requirements and whom you might revisit if the “Yes” list does not pan out. “No” is just that: No.
- Decide how many finalists you will want to interview. If the screeners have settled on five or six strong applications, that is your group of finalists. If your “Yes” list is longer, you may want to conduct telephone or video interviews to get a better feel for the strongest candidates.
- Do not forget that under Colorado law, your list of finalists is public information. Decide early on how to manage media relations. Appendix E is a summary of the open meetings and open records laws and tells you about your obligations to disclose the applications of finalists. Your finalist candidates should be told about the law and should be given an opportunity to decide if they want to continue the process at the risk of having their current employer know that they are looking for another job. Appendix E can be copied and distributed to job applicants so that they are aware that their names and the materials that they submitted are public record.

### REFERENCE CHECKS

Consult your advisors in human resources and legal departments as you decide when and how to conduct reference checks. Some organizations will want to check the references of everyone who makes it to the semi-final round. Others wait until applicants are selected as finalists and confirm that they are still interested in the position.

There is good sense in checking references of anyone that you are considering bringing to your community for a personal interview. Should you discover that a finalist’s references are not very strong, you will be able to save both money and embarrassment by eliminating that candidate before the visit. While applications and résumés can reveal much about an applicant, talking to people who know the person — both those listed and others not listed — will give you information that no application can provide. You may want to have your top candidate sign a release holding your organization harmless in order to obtain this information.

When you check, what should you check? Here are some suggestions:

- Focus your background check on the candidate’s work experience. Verify the positions held, dates of service and the work completed as listed on the résumé. Some employers will only verify the job title and dates the applicant held the position(s).
- Talk with people who have worked with the candidate. Ask about management style and ability to produce results by working with other members of the team.
- Verify the candidate’s educational credentials.
- Ask the same questions about each candidate and ask specific questions about anything in a particular application that is unclear or contradictory.
- Today, thanks to the Internet, background checks are much more comprehensive than in the past. Within a short time, it is possible to get civil, criminal, and other information on your finalist, as well as what the press has said about the candidate in recent years.
- If your background check process includes looking into criminal and/or financial history, make sure that you have first obtained the candidate’s written permission.

## STAYING IN TOUCH

Acknowledge every application — even the inappropriate ones. If you are not going to consider an applicant further, tell that applicant, clearly but politely. If other applicants are still in the mix, make sure that you tell them so, either by letter or by phone. Most applicants for local government manager jobs have applied to more than one potential employer, and they need to know their status so that they can move on. To an applicant, there is nothing worse than hearing nothing and then finding out that your target town or county has hired someone else. Staying in touch reflects well upon the professionalism of your organization.

## PREPARING FOR INTERVIEWS

Interviews, whether in a semi-final round or with a group of finalists, represent the single most important phase in the screening process. The résumé and the supporting materials can give you a good idea of what the applicant might be like, but only an interview can provide the opportunity to ask specific questions, follow up on the answers to those questions, and observe how the candidate handles herself or himself. The questions you ask should be formulated to gain information about the applicant's qualifications for the job and not individual characteristics.

Consequently, you will want to prepare carefully for that conversation by taking the following steps:

- Develop, as a governing body, thought-provoking and relevant questions, and discuss in advance what might be good answers to the questions. The questions should be open-ended to provide candidates an opportunity to give you important information about themselves. Open-ended questions do not allow for “yes” or “no” answers, but require more expansive responses. For example, instead of asking “Do you work well with your council or board?”, consider asking “What examples can you give us of your working relationship with your current governing body?” Six or eight thoughtful, open-ended questions will elicit better information than 30 yes-or-no questions.
- Make sure that all of your interview questions are legal and appropriate, and ask the same questions of each candidate.
- Past behavior is a good indicator of future performance, so questions geared to the specific skills, knowledge, and/or characteristics required for the job can help determine the best applicant for the job.
- Plan for your interview to last at least an hour, and leave time between interviews in case you need it. A multiple-interview day rarely goes as smoothly as it looked on paper.
- Arrange in advance who will ask which questions. Rotating or alternating questioners gives everyone a chance to take notes.
- Inform the candidates of the nature of the interview process, including date and time, number of other candidates, whether there are any in-house candidates, and when a decision is expected to be made. Indicate that all the details and information will be confirmed in a written correspondence. If email is to be used for this correspondence, confirm the candidate's email address. If interviewing candidates from out-of-state, let them know the travel arrangements and confirm your policy on travel expenses and reimbursement of expenses incurred in conjunction with the interview.
- Will you be inviting the candidates to bring their spouses when they come for the interview?
- Will you be hosting dinners or social events to introduce candidates to the community? These are good ideas that can demonstrate your interest in the candidates but will require some additional staff time to coordinate.

## CONDUCTING THE INTERVIEWS

Be a good host. Almost everyone has been through an interview that felt more like an interrogation than a conversation. Make your candidates feel like welcome guests. For example,

- Hold interviews in a comfortable setting. Introduce yourselves, welcome the candidate, and congratulate him or her on an excellent application. It is also fine to spend a few minutes asking how the trip went and whether the accommodations are satisfactory, or any other way you know of to make the candidate feel at ease. You will have a better interview for it.
- Do not hide the candidate. The governing body is in charge and will make the final decision, but should arrange for the candidates to meet the management team and others who can answer their specific questions about the organization and the community. If you do this, be sure to ask those staff and/or community members for their reactions after you complete the interviews. They are not voting for their favorites, but their observations can be valuable as you make your decision.
- Help candidates show you how they can do the job. If the entire purpose of the interview is to learn as much as possible about each other, ask questions that will allow the candidate to tell you everything you want to know. The first question should be broad, open-ended and a good opportunity for the interviewee to describe his/her background, work experience, style, goals, strengths, and weaknesses. If, in answering first question, the candidate also answers the second, fifth, and seventh, that is fine; you are getting the information you wanted.

- Be fully present. It may not always be easy, but listen attentively, make eye contact, and nod to indicate when you understand. Stay away from confrontational or trick questions. Keep the interview moving forward, but feel free to ask follow-up questions if you don't fully understand what the candidate has said.
- Be prepared to answer questions from the candidates. When candidates have done their homework, they probably will have questions about the organization. Leave enough time to be able to ask "Are there any questions that you have for us?" Sometimes questions can tell you almost as much as answers.
- Tell the candidate what's next. As you wrap up the interview, let the candidate know how the process will go forward and when you will probably make your decision. Most experts advise against pinning yourselves down to a deadline that does not allow for enough time to discuss candidates, negotiate with your first choice, and move to your second choice if necessary. At the same time, do not keep everyone waiting forever.
- Meet as a governing body as soon as you can after the final interview. Your impressions and notes will be fresh, which will help you discuss and compare the candidates.
- When you have compared notes about the candidates and have arrived at a group decision about the best fit for you, you are ready to prepare an agreement that will make your decision official.

## WHAT MANAGERS TOLD US ABOUT INTERVIEWS

We asked managers to tell us what they liked and disliked about job interviews that they had been through. They liked:

- interviews where the entire board participated;
- meeting the management team;
- being interviewed by people who had prepared and who know their town or county; and
- getting a tour led by a knowledgeable staff person.

They did not like:

- interviews where some board members did not show up;
- councils that did not prepare for the interview and just "winged it;"
- sessions with employees where time was wasted with irrelevant questions; and
- negotiating an employment agreement with someone who was inexperienced in that process.

# CHAPTER 4

## SEALING THE DEAL

### NEGOTIATING WITH YOUR BEST MATCH

Once the governing body has reached a decision about its choice for the new manager or administrator, the next order of business is to negotiate an employment agreement that meets the needs of the individual and the organization. The governing body should be involved with the recruiter and/or municipal or county attorney. The negotiation needs to be conducted very carefully and constructively — it sets the tone of the relationship. A poor negotiation can lead to a bad outcome. Make it as pleasant and productive as possible. Once the negotiations are complete, you will need to make a media announcement and set about introducing the candidate to your community and staff. Think it through.

#### DO

- Do negotiate in a collaborative way, rather than defensively. The aim should be to solidify the happy relationship that you have just established.
- Do make an offer in writing; listing all aspects of what you believe is a fair compensation package.
- Do have negotiations conducted by someone(s) experienced in working with professional employees.
- Do give the candidate enough time to consult with his/her spouse, attorney or advisors, but set a fair and firm deadline.
- Do learn what provisions are most common in local government employment agreements in Colorado.

#### DON'T

- Don't inform all of the other finalists until you are sure that your first choice will accept your offer.
- Don't assume that your new manager will work under the same conditions as all other employees. You may be asking her or him to relocate from some distance, so there could be anxieties about housing, spouse's employment, etc.
- Don't negotiate by phone or email if it is possible to talk face-to-face. After all, that is how you will be working from now on. If distance or time is a problem, phone calls can be much more personal than emails.
- Don't insist that the candidate accept your offer on the spot. And remember that a candidate who is assertive about asking for what he or she needs will probably be a good negotiator when it comes time to represent your organization.

### SHOULD YOU HAVE A WRITTEN AGREEMENT?

While it is certainly possible to sustain a long, productive relationship without a written agreement, putting everything on paper has certain distinct advantages:

- Everyone — manager, council or board, and the public — knows exactly what is expected and the terms and conditions of employment.
- Written agreements preclude misunderstandings by either party, especially if an agreement is made between the manager and elected officials who later leave the board or council.
- Agreements in writing provide both parties with a basis for evaluation of the relationship and for fine-tuning it as appropriate.

### WHAT IS IN A TYPICAL EMPLOYMENT AGREEMENT?

An employment agreement does not need to be a lengthy legal document, although it usually is drafted by the local government's attorney. The new manager is often given an opportunity to prepare a first draft for consideration. Most agreements include:

- Compensation — starting base salary
- Descriptions of benefits such as health, disability, and life insurance
- Statement of what retirement plan
- Outline of leave days (vacation, holidays, sick, personal, etc.)
- Whether, and on what basis, automobile use is provided
- Provision for general business expenses such professional activities, membership dues, conference expenses, etc.
- Termination and severance pay provision
- Notice required for either party to terminate the relationship
- Other provisions for such considerations as timing and method of performance evaluates

- How future salary adjustments will occur
- If the manager must reside in the jurisdiction
- Whether outside activities (such as teaching or consulting is permitted, etc.)

The first agreement often will contain provisions that disappear in subsequent documents. Those one-time provisions, in addition to the starting date, may include language about moving expenses temporary housing and housing assistance where these have been negotiated.

Most written employment agreements contain similar sections with similar language, although each is different in a few particulars. We recommend that you have your city, town or county attorney review and approve all legal agreements.

# CHAPTER 5 FOR MORE INFORMATION

These organizations offer information on a variety of management and local government matters.

**Colorado Municipal League (CML)**

1144 Sherman Street  
Denver, CO 80203-2207  
303-831-6411 / 866-578-0936  
[www.cml.org](http://www.cml.org)

**Colorado Counties Inc. (CCI)**

800 Grant Street  
Denver, CO 80203  
303-861-4076  
[www.ccionline.org](http://www.ccionline.org)

**Colorado Department of Local Affairs (DOLA)**

1313 Sherman Street, Room 518  
Denver, CO 80203  
303-866-2771  
[www.colorado.gov](http://www.colorado.gov)

**Colorado City/County Management Association (CCCMA)**

[www.coloradoccma.org](http://www.coloradoccma.org)

**Association of Colorado County Administrators (ACCA)**

[www.coadmin.homestead.com/](http://www.coadmin.homestead.com/)

**International City/County Management Association (ICMA)**

777 North Capitol Street, N.E., Suite 500  
Washington, D.C. 20002-4201  
202-626-4600  
[www.icma.org](http://www.icma.org)

**National League of Cities (NLC)**

1301 Pennsylvania Avenue, N.W.  
Suite 550  
Washington, D.C. 20004-1763  
[www.nlc.org](http://www.nlc.org)

**National Association of Counties (NACO)**

440 First Street, N.W. Washington, D.C. 20001  
202-393-6226  
[www.naco.org](http://www.naco.org)

**American Society for Public Administration (ASPA)**

1120 G Street, N.W. Washington, D.C. 20005  
202-393-7878  
[www.aspanet.org](http://www.aspanet.org)

# APPENDIX A

## ICMA CODE OF ETHICS WITH GUIDELINES

The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in May 1998. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in July 2004.

The mission of ICMA is to create excellence in local governance by developing and fostering professional local government management worldwide. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.
2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

### *Guideline*

*Advice to Officials of Other Local Governments.* When members advise and respond to inquiries from elected or appointed officials of other local governments, they should inform the administrators of those communities.

3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.

### *Guidelines*

*Public Confidence.* Members should conduct themselves so as to maintain public confidence in their profession, their local government, and in their performance of the public trust.

*Impression of Influence.* Members should conduct their official and personal affairs in such a manner as to give the clear impression that they cannot be improperly influenced in the performance of their official duties.

*Appointment Commitment.* Members who accept an appointment to a position should not fail to report for that position. This does not preclude the possibility of a member considering several offers or seeking several positions at the same time, but once a bona fide offer of a position has been accepted, that commitment should be honored. Oral acceptance of an employment offer is considered binding unless the employer makes fundamental changes in terms of employment.

*Credentials.* An application for employment or for ICMA's Voluntary Credentialing Program should be complete and accurate as to all pertinent details of education, experience, and personal history. Members should recognize that both omissions and inaccuracies must be avoided.

*Professional Respect.* Members seeking a management position should show professional respect for persons formerly holding the position or for others who might be applying for the same position. Professional respect does not preclude honest differences of opinion; it does preclude attacking a person's motives or integrity in order to be appointed to a position.

*Reporting Ethics Violations.* When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report the matter to ICMA. In reporting the matter, members may choose to go on record as the complainant or report the matter on a confidential basis.

*Confidentiality.* Members should not discuss or divulge information with anyone about pending or completed ethics cases, except as specifically authorized by the Rules of Procedure for Enforcement of the Code of Ethics.

*Seeking Employment.* Members should not seek employment for a position having an incumbent administrator who has not resigned or been officially informed that his or her services are to be terminated.

4. Recognize that the chief function of local government at all times is to serve the best interests of all of the people.

### *Guideline*

*Length of Service.* A minimum of two years generally is considered necessary in order to render a professional service to the local government. A short tenure should be the exception rather than a recurring experience. However, under special circumstances, it may be in the best interests of the local government and the member to separate in a shorter time. Examples of such circumstances would

include refusal of the appointing authority to honor commitments concerning conditions of employment, a vote of no confidence in the member, or severe personal problems. It is the responsibility of an applicant for a position to ascertain conditions of employment. Inadequately determining terms of employment prior to arrival does not justify premature termination.

5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.

*Guideline*

*Conflicting Roles.* Members who serve multiple roles — working as both city attorney and city manager for the same community, for example — should avoid participating in matters that create the appearance of a conflict of interest. They should disclose the potential conflict to the governing body so that other opinions may be solicited.

6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.
7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

*Guidelines*

*Elections of the Governing Body.* Members should maintain a reputation for serving equally and impartially all members of the governing body of the local government they serve, regardless of party. To this end, they should not engage in active participation in the election campaign on behalf of or in opposition to candidates for the governing body.

*Elections of Elected Executives.* Members should not engage in the election campaign of any candidate for mayor or elected county executive.

*Running for Office.* Members shall not run for elected office or become involved in political activities related to running for elected office. They shall not seek political endorsements, financial contributions or engage in other campaign activities.

*Elections.* Members share with their fellow citizens the right and responsibility to vote and to voice their opinion on public issues. However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school, state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office.

*Elections in the Council-Manager Plan.* Members may assist in preparing and presenting materials that explain the council-manager form of government to the public prior to an election on the use of the plan. If assistance is required by another community, members may respond. All activities regarding ballot issues should be conducted within local regulations and in a professional manner.

*Presentation of Issues.* Members may assist the governing body in presenting issues involved in referenda such as bond issues, annexations, and similar matters.

8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.

*Guidelines*

*Self-Assessment.* Each member should assess his or her professional skills and abilities on a periodic basis.

*Professional Development.* Each member should commit at least 40 hours per year to professional development activities that are based on the practices identified by the members of ICMA.

9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.
10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

*Guideline*

*Information Sharing.* The member should openly share information with the governing body while diligently carrying out the member's responsibilities as set forth in the charter or enabling legislation.

11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

*Guideline*

*Equal Opportunity.* All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.

It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

12. Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.

*Guidelines*

*Gifts.* Members should not directly or indirectly solicit any gift or accept or receive any gift—whether it be money, services, loan, travel, entertainment, hospitality, promise, or any other form—under the following circumstances: (1) it could be reasonably inferred or expected that the gift was intended to influence them in the performance of their official duties; or (2) the gift was intended to serve as a reward for any official action on their part.

It is important that the prohibition of unsolicited gifts be limited to circumstances related to improper influence. In de minimus situations, such as meal checks, some modest maximum dollar value should be determined by the member as a guideline. The guideline is not intended to isolate members from normal social practices where gifts among friends, associates, and relatives are appropriate for certain occasions.

*Investments in Conflict with Official Duties.* Member should not invest or hold any investment, directly or indirectly, in any financial business, commercial, or other private transaction that creates a conflict with their official duties.

In the case of real estate, the potential use of confidential information and knowledge to further a member's personal interest requires special consideration. This guideline recognizes that members' official actions and decisions can be influenced if there is a conflict with personal investments.

Purchases and sales which might be interpreted as speculation for quick profit ought to be avoided (see the guideline on "Confidential Information").

Because personal investments may prejudice or may appear to influence official actions and decisions, members may, in concert with their governing body, provide for disclosure of such investments prior to accepting their position as local government administrator or prior to any official action by the governing body that may affect such investments.

*Personal Relationships.* Member should disclose any personal relationship to the governing body in any instance where there could be the appearance of a conflict of interest. For example, if the manager's spouse works for a developer doing business with the local government, that fact should be disclosed.

*Confidential Information.* Members should not disclose to others, or use to further their personal interest, confidential information acquired by them in the course of their official duties.

*Private Employment.* Members should not engage in, solicit, negotiate for, or promise to accept private employment, nor should they render services for private interests or conduct a private business when such employment, service, or business creates a conflict with or impairs the proper discharge of their official duties.

Teaching, lecturing, writing, or consulting are typical activities that may not involve conflict of interest, or impair the proper discharge of their official duties. Prior notification of the appointing authority is appropriate in all cases of outside employment.

*Representation.* Members should not represent any outside interest before any agency, whether public or private, except with the authorization of or at the direction of the appointing authority they serve.

*Endorsements.* Members should not endorse commercial products or services by agreeing to use their photograph, endorsement, or quotation in paid or other commercial advertisements, whether or not for compensation. Members may, however, agree to endorse the following, provided they do not receive any compensation: (1) books or other publications; (2) professional development or educational services provided by nonprofit membership organizations or recognized educational institutions; (3) products and/or services in which the local government has a direct economic interest.

Members' observations, opinions, and analyses of commercial products used or tested by their local governments are appropriate and useful to the profession when included as part of professional articles and reports.

# APPENDIX B SAMPLE JOB ADS

## COUNTY ADMINISTRATOR

\_\_\_\_\_ County is located in the beautiful \_\_\_\_\_ Valley, Colorado. The County is approximately 80% Federal/State land and is supported by agriculture, oil and gas development, and tourism. The County Administrator position performs complex and specialized administrative duties including, but not limited to, leadership and guidance in the development of the County's strategic plan and the short and long range plan; provides assistance in the annual budget process; coordinates and manages economic development activities for the County. Position requires a degree in Business, Public Administration or closely related field with at least five (5) years of responsible management experience in the public sector preferable county government; or any combination of education, training and experience which provides the required knowledge, skill and abilities required for the job. Salary Range: \$75,000-\$120,000 DOQ. Full benefit package. Submit completed county application and resume to \_\_\_\_\_ County HR Department, P.O. Box \_\_\_\_, \_\_\_\_\_, CO \_\_\_\_\_. Applications and a complete job description can be obtained from the County website at [www.\\_\\_\\_\\_\\_](http://www._____). EOE, Announcement #1310 Application deadline: \_\_\_\_\_.

## CITY MANAGER

The current city manager is retiring. Non-partisan mayor (two-year term) and six-member council (four-year overlapping terms). \_\_\_\_\_ is a full-service community with an excellent, stable workforce of 232 FTEs and \$20.3 million general fund.

The candidate should be seeking a long-term engagement, possess a Bachelor's Degree (MPA or equivalent desired) with at least 3-5 years of managerial experience in local government or the private sector. The successful candidate must have outstanding communication skills including public speaking, success in executive team building and management, experience in intergovernmental relations, be innovative and able to think outside the box. The candidate will have a demonstrated skill in economic development and the capacity to serve as the community's ambassador, relating to people with tact and diplomacy. \_\_\_\_\_ is seeking a proven, dedicated manager with experience in finance, budgeting and downtown development. The new manager is expected to become actively involved in the community. For additional information, go to \_\_\_\_\_.

### HOW TO APPLY

Please send resume, cover letter, salary requirements or history, and five professional references by close of business to [address & email].

## TOWN ADMINISTRATOR

The Town of \_\_\_\_\_, Colorado (pop. \_\_\_\_\_) is seeking qualified candidates for the position of Town Administrator. The City of \_\_\_\_\_ is a community known for its family-friendliness, excellent public schools, safe neighborhoods with quality housing, excellent businesses, of which contribute to a high quality of life. The City Administrator reports to Mayor/ City Council and is responsible for all city operations including management of employee's and a budget of six million dollars. The position requires a Bachelor's Degree in Public Administration/Business Administration/closely related field. Skills to possess include experience in dealing with Tax Increment Financing and Economic Development; strong Budgeting and Financial skills; excellent Oral and Written skills; Negotiation skills; as well as Code Administration.

### HOW TO APPLY

A letter of interest and resume may be submitted to [ADDRESS], and must be received by \_\_\_\_\_.

# APPENDIX C

## SAMPLE POSITION DESCRIPTIONS

### CITY MANAGER

**REPORTS TO:** City Council

**FLSA STATUS:** Exempt

**SUMMARY:** The City Manager is responsible for the efficient administration of all departments within the City Government as defined by the city organizational structure and City Charter.

**ESSENTIAL FUNCTIONS:** (Essential functions, as defined under the Americans with Disabilities Act, may include the following tasks, knowledge, skills and other characteristics. The list of tasks is ILLUSTRATIVE ONLY, and is not a comprehensive listing of all functions and tasks performed by positions in this class.)

Provides direct supervision to all department heads subordinate to his/her position within the city organization. The City Manager may provide direct or indirect supervision to any employee subordinate to his/her position, regardless of the department which the employee works within.

To see that all laws and ordinances are enforced.

To appoint the heads of several city departments, whose appointment is not otherwise specified in the Charter, and to direct and supervise such department heads.

To give to the proper department or officials ample notice of the expiration or termination of any franchises, contracts, or agreements.

To see that all terms and conditions imposed in favor of the City or its inhabitants in any public utility franchise, or in any contract, are faithfully kept and performed.

To recommend an annual budget to the City Council; and to administer the budget as finally adopted under policies formulated by the City Council; and to keep the City Council fully advised, at all times, as to the financial conditions and needs of the City.

To recommend to the City Council, for adoption, such measures, as he/she may deem necessary or expedient.

To attend Council meeting with the right to take part in discussions, but not to vote.

To exercise and perform all administrative functions of the City that are not imposed by the Charter or ordinance upon some other official.

Not counteracting any other provision in the Charter, the Manager may, in the event of an emergency, at his discretion, exercise complete administrative authority over any department, department head, or city employee and all city owned property. The City Manager shall determine when such emergency exists.

To be responsible for the maintenance of a system of accounts of the City, which shall conform to any uniform system required by the City Council, and which shall conform to generally accepted principles and procedure of governmental accounting. He shall submit financial statements to the Council monthly, or more often as directed.

To act as Purchasing Agent for the City and in such capacity to purchase all supplies and equipment and dispose of the same in accordance with procedures established by the Council.

To establish, subject to approval by the Council, appropriate personnel rules and regulations governing officers and employees of the City.

To perform such other duties as may be prescribed by the Charter or required of him by ordinance or by direction of the Council.

Prepare an annual report of the affairs of the City including a financial report. Copies of such audit and annual report shall be made available for public inspection at the office of the City Clerk.

### QUALIFICATIONS:

**Minimum Education and Experience:** Masters degree in area of Management, Administration or Business. Advanced training in any area of expertise required as part of being City Manager. Ten years of progressively responsible experience in Municipal Government; or Any combination of education, training and experience which would qualify for the position as determined by City Council.

**Knowledge, Skills and Abilities:** Thorough knowledge of municipal government operations, practices and procedures. General knowledge of budgets accounting practices, purchasing procedures, infrastructure maintenance, water and wastewater issues, contract administration, law enforcement, personnel issues, records maintenance and security services, recreation programs, planning and zoning issues, fire suppression, and prevention techniques. Thorough knowledge of current management, administrative, and supervisory techniques. Must have good oral and written communication skills. Ability to deal with people in a positive manner.

**Licensing and/or Certification Requirements:** Colorado Drivers License

## TOWN ADMINISTRATOR

### Job Summary:

Under the policy direction of the Mayor and six-member Town Council, the Town Administrator (TA) exercises management authority according to a 1994 Ordinance pursuant to the Home Rule Charter of 1984. The TA carries out the Town goals and policies as adopted or directed by the Town Council and provides leadership and strategic direction to all Town operations and employees. The TA represents the Town providing leadership, guidance and direction in developing organizational policies, processes and systems to ensure an effective and efficient Town operation. The TA also works on community and intergovernmental projects and represents the Town in the community.

### ESSENTIAL FUNCTIONS, DUTIES AND RESPONSIBILITIES:

#### SUPERVISION RECEIVED:

This is an at-will position working under the policy direction of the Town Council. The TA serves at the pleasure of a majority of Council for an indefinite period. The Council expects to enter an employment agreement governing the terms of the TA's employment.

#### SUPERVISION EXERCISED:

The TA directly supervises the Deputy Town Administrator Management Services, the Deputy Town Administrator Development Services and either directly or indirectly all department directors, in addition to the supervision and management of all municipal operations.

#### ESSENTIAL DUTIES AND RESPONSIBILITIES:

Exercises supervision and control over all administrative departments and employees (except the Municipal Judge and Town Attorney), and recommends to Council proposals advisable to establish, consolidate or abolish administrative departments. Proposes a plan of administrative organization to be adopted by the Council.

Exercises and performs all administrative functions of the Town that are not imposed by the Charter or Administrative Code upon some other official, except in the event of an emergency, when the TA may exercise complete authority over any department.

Recommends to the Council for adoption such measures, resolutions, acts and policies as the TA may deem necessary or desirable for the efficient and proper operation of the Town and the performance of its functions.

Provides professional advice to the Town Council. Formulates and recommends policies and procedures for the Town. Communicates official plans, policies, and procedures to staff and the public; makes formal presentations as necessary. Attends Council meetings and work sessions. Tracks Council direction and inquiries. Prepares and reviews operational, administrative and other special reports. Receives general policy direction from the Town Council and follows up with appropriate staff or outside organizations to take necessary action.

Coordinates the administration and enforcement of all laws and ordinances of the Town, except to the extent that the administration of such enforcement is confided to other Town officials by law or by ordinance. Enforces all terms and conditions imposed in favor of the Town in any contract or franchise.

Attends all Town Council meetings and presents regular TA reports. Prepares and submits to the Council a complete report on the finances and administrative activities of the Town for the preceding year and makes written or verbal reports at any time concerning the affairs of the Town. Provides quarterly financial reports to the Town Council.

Serves as leader of the executive leadership team, implementing Town Goals, as well as developing and supporting organizational goals, values, culture, long-and-short-range planning, policies, programs and practices consistent with tenets of continuous improvement.

Recommends and administers policies and procedures; makes recommendations for improvement. Leads strategic planning activities and problem solving initiatives for the organization. Identifies issues and opportunities, assesses risks and benefits of options, implements and monitors optimal solutions; implements innovations and develops information for effective decision making.

Recruits, hires, supervises and evaluates assigned staff. Responsible for determining work procedures and priorities. Keeps the Town Council apprised of issues, activities, projects and concerns through frequent communication. Is self-directed in accomplishing assigned tasks and reporting on progress. Approves and organizes agendas and plans for Town Council Study Sessions and other meetings.

Responsible for the administration of the Town budget and establishes such controls as necessary to ensure the financial integrity of the Town. Keeps the Town Council advised of the financial condition and future needs of the Town and make such recommendations to the Council as he or she may deem necessary. Serves as a member of the Town Budget Committee. Oversees development, review, analysis and preparation of the Town Budget, capital budgets and master financial plans. Monitors and evaluates Town finances and budget requests. Works on financial issues with broad impact to the Town such as tax policy and compensation policy.

Confers and works with department and division heads, distributes requests for follow up action and work assignments, obtains information on a variety of matters. Convenes and facilitates meetings, task forces or other methods to address policy issues and business practices that impact operations.

Provides effective and efficient customer service both internally and externally. Creates and retains effective working relationships throughout the organization and in the community. Responds to Council and citizen requests for information and assistance. Responds to citizen inquires and concerns on behalf of the Town including investigation, research and problem solving. Maintains critical, sensitive and confidential communication. Utilizes diplomacy, communication and conflict management skills. Investigates and resolves complaints. Negotiates and executes economic and intergovernmental agreements in the interest of the City.

Coordinates the activities of the various boards, commissions and committees of the Town with the activities and policies of the Council. Serves as Town liaison or appointee to various to various committees, boards, and agencies. Conducts meetings of boards and task forces as assigned. Assumes leadership role in convening and facilitating task forces to address community issues.

Issues such administrative regulations and outlines general administrative procedures in the form of rules which are not in conflict with the Town charter, the Personnel regulations of the Town and the laws of the State or ordinances of the Town. Reviews, recommends and implements the Town's Personnel Policies and Procedures Manual. Develops and authorizes the Town's Operations Manual. Oversees other Town operational regulations, Town's compensation, and evaluation systems.

Performs such other functions and duties as may be prescribed by Charter, ordinance, or resolution of the Council, or as directed by the Town Council.

## **ESSENTIAL QUALIFICATIONS:**

### **EDUCATION AND EXPERIENCE:**

The ideal candidate will have a minimum of seven (7) years progressively responsible public or private sector experience leading to a proven capability to lead and manage a full service municipality that includes safety, infrastructure, economic development and administration. At least three (3) years experience at an executive level is required. A Master's degree in Public Administration or a field closely related to a multi-service business organization or municipal government is required. An equivalent combination of education and experience may be considered.

### **NECESSARY KNOWLEDGE, SKILLS AND ABILITIES:**

In-depth knowledge of organization, programs and policies, and political processes of Town government.

Demonstrated skills to establish strong trust with Town Council and to enhance the credibility of Town government. Commitment to accountability and transparency in all Town matters.

Demonstrated ability to deal with complex organizational and community issues.

In-depth knowledge of ethics, principles, techniques and practices of intergovernmental relations, public relations and regional political environment.

Ability to lead staff. A leader with foresight to imagine and anticipate trends and opportunities. Ability to help staff members to embrace the big picture. A facilitative style, supportive of department heads and interested in the work and employees of each department. Ability to set direction, remain in regular communication and hold department heads accountable for accomplishments.

Demonstrated strategic planning and financial management skills. Experience with economic development issues, public-private partnerships, cooperative intergovernmental efforts and fiscally conservative management.

Management and analytical skills and a talent for innovation that can introduce to local government effective management practices from private business.

Ability to exercise initiative and judgment as well as make decisions within the scope of assigned authority.

Ability to exercise discretion and maintain a high level of confidentiality, tact, integrity and ethics in dealing with sensitive matters.

Excellent written and verbal communication skills with the ability to effectively communicate and interact with all levels of personnel within the Town, Council members and the public. Excellent diplomacy, presentation, customer service and relationship building skills.

Ability to represent the Town positively at all times. Skill in marketing the Town in the business community and to residents.

A thorough approach to research, examining alternatives and presenting well documented recommendations to elected officials, including explanation of alternatives, pros and cons. Ability to be nevertheless decisive when necessary and appropriate.

Commitment to appear at stakeholder meetings and actively participate in Town functions and organizations as an involved member of the community.

A leader who remains primarily at the “helm” of the organization to provide direction and insure accountability.

An understanding of the importance of positive public relations, including communications with the public and the news media. Skill in public speaking and presentations.

Knowledgeable and aware of various community activities, functions, projects and programs.

Knowledge of business retention and redevelopment and related public financing methods.

Familiarity with trends in technology useful for municipal functions. A user of information technology and proactive in adapting modern technology to Town functions.

Aware of local, regional, state and national municipal issues and practices, with a network of knowledgeable, objective advisors.

#### **DESIRED PERSONAL CHARACTERISTICS:**

The strength of character and persuasion to establish strong working relationships with the Town Council and staff and to help them focus on long term gains. Acts as role model for Town Core Values and aligns department activities with Town Goals and Core Values.

Sensitivity to and interested in community pride and character. Outgoing and genuinely interested in the community, viewed by citizens as approachable. Responsive, both personally and for the organization, toward residents and businesses seeking services from the Town. Personal commitment to quality customer service. Ability to communicate effectively and remain calm even in an emotionally charged atmosphere. Ability to negotiate effective, realistic resolutions between diverse and competing interests.

Strong integrity and ethics, demonstrating the highest standards of professional conduct. Ability to excel in participatory climate without abdicating decision making responsibilities. Understanding the need to listen and learn before acting upon initiatives or making significant changes.

Open rapport with staff members, valuing the talents and accomplishments of each. Belief in respect for each individual and in the value of professional development for each. Ability to deal consistently, firmly and effectively with all employees and employee groups. Ability to effectively manage and document employee performance, provide constructive and positive feedback and administer appropriate discipline effectively. The skills necessary to say “no” to a resident, customer or staff member based upon fair, honest and respectful consideration.

High energy and imagination and a commitment to innovation. A combination of patience and good humor.

#### **OTHER:**

During the period of his/her appointment, the TA shall not be an employee of, or perform any service for compensation from, any person or entity other than the Town, unless the TA has first obtained the approval of the Town Council. The TA is expected to be fully engaged in Town business and community affairs.

The TA is expected to currently reside or move into \_\_\_\_\_ within six months following appointment, with the option to extend up to twelve months, and demonstrate a genuine interest in the community.

The TA responsibilities require frequent evening and weekend commitments, as well as occasional out of state travel.

The ability to successfully pass a background investigation is required.

Valid driver's license and good driving record required.

#### **WORK ENVIRONMENT AND PHYSICAL DEMANDS:**

**Tools and equipment used:** Various computers, software packages, automobile, telephones, facsimile machines, copy machine, printers, calculator, motor vehicle and other various equipment.

**Physical demands:** This position is primarily administrative in nature, working indoors completing tasks such as reading, writing and reviewing reports, papers and other correspondence. This portion of the job will require acute mental skills, a lengthy attention span and involves sitting (70%), walking (15%) and standing (15%). Ability to communicate in a clear and concise manner both in writing and verbally is essential to this position. Interaction with co-workers is an everyday occurrence and requires the ability to direct, negotiate, mediate and problem solve.

While performing the duties of this job, the employee is frequently required to use hands, fingers, handle, feel or operate various objects/equipment, and perform repetitive motions. Periodically be required to stoop, kneel, crouch, crawl, push or pull objects, climb, reach and lift objects up to 10 pounds.

Occasionally, the employee will be required to drive in order to attend meetings.

Specific vision abilities required by this job include normal vision to perform routine observations, close vision to read

detailed reports, charts, and computer printouts and to operate equipment.

The job description does not constitute an employment agreement between the employer and the employee, and is subject to change by the employer as the needs of the employer and requirements of the job change.

**ADDITIONAL INFORMATION:**

\_\_\_\_\_ is committed to maintaining a friendly, home town atmosphere. We place a premium on teamwork and participation while encouraging creativity and individual initiative. We believe that through collaboration, leadership can occur at all levels. We take our commitments seriously and strive to reach positive solutions.

The duties of the job description are to be performed by demonstrating the Town's core values of Commitment to Quality Service, Integrity, Innovation and Teamwork. This job description does not intend to list every function of the position, does not constitute an employment agreement, and is subject to change.

In order to ensure the safety of the public and reduce the risk for loss, background screenings are completed on applicants selected for employment, internship opportunities and safety sensitive volunteer positions. All positions are subject to a basic screening process including but not limited to criminal history search, reference check, degree and employment verification. In addition to the basic screening process, other screenings may include but are not limited to: Motor Vehicle Record (MVR) check, polygraph examination, psychological evaluation, credit report and/or physical examination.

## **COUNTY ADMINISTRATOR**

### **JOB SUMMARY**

Directs and coordinates the operations of all county departments to ensure the policies of the Board of County Commissioners (BOCC) are implemented and that the health, welfare, safety and quality of life of the county's citizens is preserved. Ensures budget preparation and presentation to the BOCC, including corrective actions throughout the year.

### **JOB SCOPE**

### **ESSENTIAL FUNCTIONS**

- Plans and coordinates with department directors on short- and long-range goals, objectives, organizational structure, and overall direction for the county's operations. Develops annual objectives with department heads that are measurable and consistent with the strategic plan.
- Monitors, reviews, and communicates the operational implementation of the BOCC's strategic plans to ensure that the BOCC's long-range goals and objectives are met. Works with BOCC and department heads to develop a business plan for the county (with a 5 year overlook).
- Operate county in financially successful manner. Coordinates the annual budget, presents to the BOCC for approval, and ensures expense and revenue budgets are managed properly. Enforces cost control measures, eliminates redundant systems, and establishes and implements the county's cost measurements. Collects, reviews, and analyzes data concerning the county's budget and makes recommendations/reports to BOCC.
- Plans, allocates, and monitors time, people, equipment, and other resources for the county to ensure efficient organization and provision of services. Directs, plans, assigns, reviews, and controls work production and activities of the county's departments through the management structure, to include review and approval of procedures, allocation of resources, and problem resolution. Hires, fires, promotes, develops department directors.
- Ensures county personnel system provides for individual growth, development, accountability and reward.
- Develops common ground with municipalities and major business interests.
- Facilitates development of county policies, including policy governance.
- At the direction of BOCC, represents the county at various functions such as making speeches at civic and business associations, meeting with influential persons within the community, developers, officials, citizens, and representatives of the press, to establish goodwill and resolve/respond to issues. Serves as the county's representative on numerous boards, committees, associations, and other groups on behalf of BOCC.
- Coordinates and attends meetings of the BOCC to present staff recommendations; receives BOCC policy directions; communicates such policy internally and externally. Monitors performance of county staff to ensure BOCC is receiving necessary information; assigns necessary staff follow-up.
- Plans, organizes, and evaluates daily operations of Administration; including scheduling, equipment, manpower, and policies and procedures. Plans short-term activities and special projects; develops and implements work objectives for unit.
- Conducts regular staff meetings to review progress, accomplishments, budgets, and operating plans for the county's departments.
- Monitors legislation pending in the legislature; secures policy direction from BOCC and communicates to legislators.
- Reviews and approves all purchase order requisitions over \$5,000. Reviews and approves expenditures per financial management policies.
- Maintains and upgrades professional knowledge, skills, and development by attending seminars and training programs and reading trade and professional journals and publications.
- Performs other related work as required.

### **EXAMPLES OF REQUIRED SKILLS, KNOWLEDGE, AND ABILITIES**

Principles and practices of public administration. Municipal budgeting procedures and multi-funded financing operations. Administrative principles and practices, including goal setting and program budget development and implementation. Administration of staff and activities, either directly or through subordinate supervision. Applicable state, federal and local laws, rules and regulations. Methods and techniques of research, statistical analysis and report presentation. Computer applications related to the work.

Researching, compiling, and summarizing a variety of informational and statistical data and materials. Organizing work, setting priorities, meeting critical deadlines, and following up assignments with a minimum of direction. Applying logical thinking to solve problems or accomplish tasks; to understand, interpret and communicate complicated policies, procedures and protocols. Communicating clearly and effectively, orally and in writing. Planning, organizing, assigning,

directing, reviewing and evaluating the work of staff. Selecting and motivating staff and . providing for their training and professional development. Preparing clear and concise reports, correspondence and other written materials..

#### **EXAMPLES OF REQUIRED PHYSICAL AND MENTAL ABILITIES**

- Develop and implement the county's mission goals and procedures; determine needs for capital expenditures.
- Speak effectively and respond to questions before groups of employees, officials, and the general public.
- Deal with the public and elected officials in an effective and diplomatic manner.
- Read, analyze and interpret professional periodicals and journals, technical procedures and government regulations.
- Adapt to change, and to actively influence and motivate a variety of people in changing situations.
- Define problems, collect data, establish facts and draw valid conclusions.
- Interpret a variety of technical instructions with abstract and/or concrete variables.
- While performing the essential functions of this job the employee is frequently required to stand, walk, sit, and talk or hear.
- Personnel and operating budgets; and prepare special reports or analyses for jurisdiction or outside agencies.
- Concentrate and pay close attention to detail in reviewing, preparing and presenting budgets, reading and writing reports, or representing the county at in-house or outside public meetings.
- Mental/visual effort required due to sustained periods of concentration with frequent breaks in concentration caused by interruption from staff requiring assistance. Job requires ability to work under pressure of dead lines.

#### **MINIMUM EDUCATION, EXPERIENCE AND CERTIFICATION REQUIREMENTS**

Bachelor's degree required in Public Administration, Business, or related field; (Master's degree preferred); and seven years' progressively responsible and complex experience in local government management, at least three of which were in managerial positions; or, any combination of education and experience which produces the required knowledge, skills, and abilities. Must possess a valid state driver's license and satisfactory motor vehicle record.

# APPENDIX D ADMINISTRATOR PROFILE

## ADMINISTRATOR PROFILE WORKSHEET FOR COUNCIL OR BOARD USE<sup>1</sup>

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

<b>GENERAL</b>	<b>IMPORTANCE</b> ( <i>High, Medium, Low</i> )
1. Relevant education . . . . .	_____
2. Relevant experience . . . . .	_____
<b>SKILLS AND PAST PERFORMANCE</b>	
1. Council relations . . . . .	_____
2. Administrative ability . . . . .	_____
3. Written and oral communication skills . . . . .	_____
4. Budget/finance/information technology . . . . .	_____
5. Human resources/risk management/benefits administration _____	_____
6. Labor relations/collective bargaining . . . . .	_____
7. Community relations . . . . .	_____
8. Intergovernmental relations . . . . .	_____
9. Economic development/revitalization . . . . .	_____
10. Innovation and major achievements . . . . .	_____
11. Infrastructure and facilities . . . . .	_____
12. Specialized expertise that might pertain to your locality, e.g., utility management, solid waste, and landfill management (be specific) _____	_____

## SAMPLE ADMINISTRATOR PROFILE

### EDUCATION AND EXPERIENCE

A bachelor's degree or equivalent experience in local government should be required, a master's degree preferred. A minimum of three years of public administration experience is required, with five years preferred. Past local government experience of individual must show performance in areas that include budgeting and finance, human resource management, information technology, risk management, grants procurement and administration, economic development strategies, understanding of state laws, and other related matters including land use planning, zoning regulations, engineering and public works. Prior Colorado experience preferred. Experience and knowledge in local government accounting is desirable.

### SKILLS AND PAST PERFORMANCE

**Administrative ability.** Must have demonstrated performance in human resources and/or collective bargaining for a community having not less than 10 employees. Good 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 departments and demonstrated leadership qualities are desirable.

**Council relations.** Ability to take time and interest in working with councilmembers to keep them informed and explain technical processes. Should be able to adequately inform the council on a regular basis so there are no surprises. Both written and oral communications with the council are essential. The person must be able to accept constructive criticism and to implement the needed changes. Candidate must be open and honest with the council and able to present all sides of an issue that affect the locality. The individual must be able to carry out the intentions and directions of the council enthusiastically.

**Budget and finance.** Should have demonstrated prior experience in managing a city or county budget. Experience and expertise in grant procurement is desirable, as well as dealing with locally- owned utility finances.

<sup>1</sup> Reprinted with permission from *Recruitment Guidelines for Selecting a Local Government Administrator*, International City/County Management Association (ICMA), 2001.

Collective bargaining/human resource management. Must have some knowledge of Colorado labor relations law, with preferred demonstrated ability in the collective bargaining process. Must demonstrate a personality that can communicate the local government's goals and needs to employees.

Community relations. Candidate must have demonstrated involvement in community activities. Experience working with and understanding the needs of the business community is highly desirable. Candidate should be able to present a confident image of the local government to the community at large. Must be able to demonstrate a positive, productive attitude to citizens of the community.

Intergovernmental relations. Must be able to relate to and develop a good working relationship with other local governments, county governments, community organizations, schools and state and federal agencies.

# APPENDIX E

## OPEN MEETINGS AND RECORDS LAW CONSIDERATIONS

by Geoff Wilson, Colorado Municipal League general counsel

Several provisions of Colorado's open meetings law<sup>1</sup> and open records law<sup>2</sup> affect the hiring of a municipal manager. These provisions generally relate to employment processes, materials submitted by applicants and disclosure of the names of "finalists." An introduction to these provisions is set forth below; however, readers are advised that this overview should not substitute for advice from your own municipal attorney.

### EMPLOYMENT PROCESSES

The open meetings law requires that a "search committee" of a "local public body"<sup>3</sup> establish "job search goals, including the writing of a job description, deadlines for applications, requirements for applicants, selection procedures, and the time frame for appointing or employing a chief executive officer" at an open meeting.<sup>4</sup>

One of the questions that has been raised in connection with this language (which was first added to the statute in 1996 (HB 96-1314; 1996 Colo. Laws, Ch. 147) is whether it applies when a local government does not formally designate a "search committee," such as when the governing body itself conducts the process of hiring a chief executive officer. A conservative course of action in light of this ambiguity would be to develop those aspects of the employment process referenced in the statute in an open meeting, regardless of what local public body performs the function.

### MATERIALS SUBMITTED BY APPLICANTS

Records submitted by a non-finalist for an "executive position," which is broadly defined as a "nonelective employment position with a ... political subdivision" (the definition excludes positions in a classified or civil service system),<sup>5</sup> are not subject to release.<sup>6</sup> Records submitted by or on behalf of finalists, with the exception of letters of reference or medical, psychological and sociological data concerning the finalist, are available to the public for inspection and copying.<sup>7</sup> These provisions apply regardless of whether the local government itself conducts the selection process or a private firm does so on the local government's behalf.<sup>8</sup>

If an applicant for an "executive position" is specifically applying for a "chief executive officer" position,<sup>9</sup> the statute defines "finalist" (and thus which applicants' materials are public) as those whose names must be made public, pursuant to the Open Meetings Act, no later than 14 days prior to "any appointment or employment" of one of the applicants.<sup>10</sup> The act does not define who is a "finalist" among applicants for an "executive position" that is not a "chief executive officer" position.

You may wish to let your applicants know that, once they become a finalist, their application is a public record under Colorado law. No applicant should expect his or her application to be confidential after this point.

### DISCLOSURE OF THE NAMES OF FINALISTS

As noted above, under the open records law, information concerning an applicant must be released once the applicant becomes a finalist.

In addition, the open meetings law provides that no later than 14 days prior to "appointing or employing" someone to fill a chief executive officer position, the local public body shall make public a list of all finalists under consideration. No offer of appointment or employment may be made prior to this public notice.<sup>11</sup> The statute does not specify how the list will be made public. A prudent course would seem to be to use the same process that the municipality uses to provide notice of its public meetings.

1 C.R.S. § 24-6-401 to 402.

2 C.R.S. § 24-72-201 to 206.

3 "Local public body" is defined quite broadly and includes the municipal governing body and any committee created by the governing body, so long as the committee has been delegated a "governmental decision-making function." C.R.S. § 24-6-402(1)(a).

4 C.R.S. § 24-6-402(3.5).

5 C.R.S. § 24-72-202(1.3)

6 C.R.S. § 24-72-204(3)(a)(XI)(A)

7 C.R.S. § 24-72-204(3)(a)(XI)(B).

8 C.R.S. § 24-72-204(3)(a)(XI)(C).

9 The Open Records Act does not define "chief executive officer." Nonetheless, a municipal manager or administrator, particularly in a council-manager form of government, is generally understood as being within the contemplation of this statute.

10 C.R.S. § 24-72-204(3)(a)(XI)(A); C.R.S.; §24-6-402(3.5).

11 C.R.S. § 24-6-402(3.5).