

**To: Mayor Hemminger and Town Council**  
**From: Joan Guilkey, on behalf of CHALT, and additional signers**  
**Date: February 14, 2018**

**Re: Town Search for New Manager**

Selecting a new Town Manager is one of the most important tasks you will undertake, and it is vitally important that you get it right. Getting it right means hiring someone who not only has the technical skill and experience to effectively manage a large, complex government organization but who also will meet Chapel Hill residents' high expectations for transparency, integrity, and public participation in town decision-making.

You are more likely to achieve this hiring goal if you take steps now to ensure that the selection process itself is transparent and provides adequate opportunity for public involvement. Based on the information that has been shared with the public thus far, the process falls short in this regard. The new Manager deserves to be able to begin work having the full confidence and support of the town residents. To make that happen, we therefore recommend the following:

- The search team should include at least one Chapel Hill resident with no conflict of interest and with proven expertise in executive hiring. That citizen (or two) should help create the candidate profile, choose competencies and conduct interviews.
- Hold additional public forums for residents to provide input about the competencies and behaviors the Council should seek in a candidate. The present proposal appears to turn the search over to Development Assoc. and excludes a meaningful role for the public. The public forum should be scheduled at an early stage in the process.
- Provide an opportunity for public comment after the consultant has submitted a draft of the desired profile for the manager candidate. For example, allow public comment on the draft profile during a regular council meeting or during a special work session devoted to the search process.

In addition, we offer the following comments to help improve the process of selecting a new manager:

- Hiring is inherently a subjective process. While valid screening tools can help reduce that subjectivity, the composition and skills of the search committee also plays an important role. We strongly encourage you to balance the team by allowing citizens with no conflict of interest and with proven hiring expertise to serve on the selection committee from beginning to end.
- We are concerned that the selection process, as it has been presented to the public, relies too heavily on the Emotional Intelligence assessment (EI) and too little on skilled interviewing on competencies. EI assessments can be helpful and so can simulations. But these tools are not sufficient to identify candidates with behavioral preferences such as commitment to transparency, integrity, trustworthiness, factual input, and empathy toward public participation that town residents want the new manager to exhibit.

Let us use this hiring search as an opportunity to acknowledge past mistakes and make a fresh start. We therefore ask you to deviate from a boilerplate, closed approach and allow greater transparency and public participation.

Thank you for your attention.

Signed by,

Joan Guilkey  
David Adams  
Silvia Clements  
Sheila Creth  
Tom Henkel  
Charles Humble  
Fred Lampe  
Erin Langston  
Ken Larsen  
Adrienne Madry

Scott and Sarah Madry  
Julie McClintock  
John Morris  
Amey Miller  
Gianni and Lynn Scattolini  
David Schwartz  
Del Snow  
David Tuttle  
Neva Whybark  
Diane and Bob Willis