TOWN OF CHAPEL HILL

Item Overview

Item #: 2., **File #:** [18-0102], **Version:** 1 | **Meeting Date:** 2/14/2018

Discuss Expectations and Competencies for the Town Manager Recruitment and Selection Process *(Item published 2/12/18)*

Presenter:
Stephen K. Straus, Ph.D.

Company:
Developmental Associates, LLC

Overview: On January 24, 2018, the Council authorized the Mayor to execute a contract with Developmental Associates for the recruitment and selection of a new Town Manager. The next step in the process is for Developmental Associates to meet with the Town Council, as well as Town staff, to consider the following questions:

- What do you see as the most critical challenges facing the Town, both now and for the next 2-3 years?
- What are the most critical competencies you think the Town Manager should have?

In addition, Developmental Associates will identify opportunities for community input into the selection process.

☆ **Recommendation(s):**

That the Council offer input as part of Developmental Associates' job and organizational analysis, including responses to the questions above.

Where is this item in its process?

Here are the key dates for the Council during this selection process *(future dates are tentative and are subject to change)*:

02/14/18: Provide job and organizational input (Council Business Meeting)
03/01/18: Post job advertisement
04/11/18: Conduct initial (first) level screening (5:00PM Council Closed Session)
05/02/18: Conduct second level screening (5:00PM Council Closed Session)
06/01/18: Assessment Center Debrief (Council Closed Session)
06/11/18: Select candidate to extend conditional offer of employment (Council Closed Session)

📎 **Attachments:**

- Chapel Hill Town Manager Search Planning Document

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The Agenda will reflect the text below and/or the motion text will be used during the meeting.

PRESENTER: Stephen K. Straus, Ph.D.

RECOMMENDATION: That the Council offer input as part of Developmental Associates' job and organizational analysis, including responses to the questions above.

SECTION I: SCOPE OF WORK
TOWN OF CHAPEL HILL
TOWN MANAGER

RECRUITMENT AND SELECTION
Menu of Offerings

Directions: Below are the steps identified in the proposed Scope of Services, the dates when we could complete each step. This plan includes four meetings with the Town Council. Those suggested dates are delineated in red.

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	SUGGESTED TIMELINE
Steps 1: Conduct job and organizational analyses to identify expectations and competencies for the position by meeting with the following groups: ▪ The Town Council ▪ Department Directors ▪ Others (such as community members) as identified by the Council	1) Provides a foundation for defining the competencies sought in recruitment and in designing the selection process. 2) Builds stakeholder buy-in and perspective into the selection process. 3) Conducting a job analysis is essential for legal defensibility. 4) Conducting the organizational analyses identifies future challenges for a proactive Town Manager	February 14 with Council, Public and Staff
Step 2: Build a candidate profile and post written job advertisements in leading professional journals, newspapers, and websites.	1) Written ads for both print and online publications will typically generate the largest number of applications. 2) As the employing agency, the Town would need to post the ads after they have been developed for any member-based organizations. (DA can also post ads and charge the Town for those expenses.) 3) If the Town would like a brochure, Developmental Associates can also develop that.	Post by March 1
Step 3: Conduct targeted recruitment of leading candidates	1) We have direct access to several thousand local government executives across the country. We will send out a mass email to all of these executives, but also make direct contact with a number of those that we think would be a particularly good fit with the Town of Chapel Hill. 2) By targeting candidates and making individual contacts, Developmental Associates can supplement the candidate pool with managers with excellent credentials, especially from NC and the region.	Through April 6

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	SUGGESTED TIMELINE
Step 4: Conduct initial (first) level screen of candidate applications/resumes	1) First level screening involves a structured process for evaluating resumes and supporting documents. We require all candidates to post their applications through NEOGOV to ensure they are responding to the specific requirements of the position and not just submitting a general resume. 2) The job analysis provides the basis for developing a structured screening guide to ensure consistent application of the selection criteria to each resume. 3) Narrow the field of candidates to a number that can be screened more intensively (through the secondary screening process described below). 4) Provides detailed and uniform information to the Council to enable it to make an informed decision about which candidates proceed in the process.	April 11
Step 5: Conduct second level screening of candidates for the position. We employ four methods in the secondary screen. To ensure objectivity, a different member of our staff would conduct each method, and we keep a "firewall" between these methods. These four methods are as follows: • Telephone interviews • Emotional Intelligence (EQi) testing • Electronic survey questions (short essays on accomplishments) • A media (Google) search (mentions of candidates in the news media) of all candidates that pass this stage of the screening process.	1) Such advanced screening methods are useful when there is a large group of qualified candidates or the Town is unfamiliar with many of the candidates. 2) The screening method would be driven by the job analyses (Step 1). 3) Upon completion the Council would be ready to identify the finalists (up to 6) to invite to the final assessment process. 4) Provides detailed and uniform information to the Council to enable it to make an informed decision about which candidates proceed in the process.	May 2
Step 6: Design hiring process	1) The hiring process should be valid (job related) to identify the best candidates. 2) The hiring process should provide an opportunity to assess the most critical competencies required for the position including the ability of the candidate to meet the primary challenges facing the Town. 3) The hiring process should assess Emotional Intelligence (EI) as well as Cognitive Intelligence (IQ) and technical skills.	By May 2

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	SUGGESTED TIMELINE
Step 7: Recruit assessors to evaluate the candidates (Assessors can be identified and approved by the Council)	1) The types of assessors recruited depend upon the types of exercises the candidates would perform. Assessors might include local government managers and community members. 2) Assessors must complete a Statement of Confidentiality. Moreover, no single assessor will know the overall outcome of the process. That information is provided to the Council only. 3) Assessors will be trained on how to apply behavioral-based rating systems when rating candidates.	By May 2
Step 8: Conduct selection exercises to evaluate the (up to 7) finalists Analyze EQI in-depth	1) The exercises will be valid, reliable, and unbiased. 2) The candidates will be sent preparatory information and given thorough explanations in advance of the process. 3) The exercises should enable the Town to assess the strengths and weaknesses of each candidate and to determine those candidates that have the skills to fill the position. 4) The rating criteria will be premised on the job analysis and designed using objective, behavioral-based rating criteria.	May 31- June 1 Council closed session on June 1
Step 9: Facilitate final evaluation process by assisting the Council in developing final evaluation strategies and structuring the panel interviews: ▪ Develop interview questions and evaluation process with the Council	1) Assists the Council in developing a systematic approach for evaluating the final candidates. 2) Provides expertise to the Council in making its evaluations and hiring decision. 3) Developmental Associates can provide certain interview questions to ask candidates as well as clarify rating criteria.	TBD
Step 10: Facilitate thorough background investigations	1) Both legally and due to the sensitive and highly public nature of the position of Town Manager, we recommend thorough reference checks and background investigation. 2) Someone outside the Town should conduct the background investigation to ensure confidentiality. 3) We would coordinate the investigations and report detailed findings to the Town Council.	TBD

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	SUGGESTED TIMELINE
Step 11: Provide executive coaching to the successful candidate ■ Review the challenges facing the community and organization ■ Analyze the results of the selection process ■ Analyze the findings of the EQi ■ Develop a plan of action ■ Developmental feedback provided to internal candidates who are not selected. This includes a review of EQi and assessment center results	1) The assessment process provides rich information suitable for executive coaching. 2) The new Manager will be facing exciting but formidable new challenges. He/she can benefit from professional guidance in developing a plan of action to meet those challenges successful. 3) Feedback to internal candidates not selected often helps in their personal development and acceptance of the decision. This also paves the way for greater support of the selected candidate by incumbents.	TBD

*A.1: EMOTIONAL INTELLIGENCE FACTORS**

SELF-PERCEPTION REALM

EQ-i Scale	The EI Competency Assessed by the Scale
1. Emotional Self-Awareness	*Ability to be aware of and understand one's feelings and their impact*
2. Self-Regard	*Ability to respect and accept one's strengths and weaknesses*
3. Self-Actualization	*Ability to improve oneself and pursue meaningful objectives*

SELF-EXPRESSION REALM

EQ-i Scale	The EI Competency Assessed by the Scale
4. Emotional Expression	*Ability to express one's feeling verbally and non-verbally*
5. Independence	*Ability to be self-directed and free of emotional dependency on others*
6. Assertiveness	*Ability to express feelings, beliefs, and thoughts in a nondestructive way*

INTERPERSONAL REALM

EQ-i Scale	The EI Competency Assessed by the Scale
7. Interpersonal Relationships	*Ability to develop and maintain mutually satisfying relationships*
8. Empathy	*Ability to recognize, understand and appreciate the feelings of others*
9. Social Responsibility	*Ability to contribute to society, one's social group, and to the welfare of others*

DECISION MAKING REALM

EQ-i Scale	The EI Competency Assessed by the Scale
10. Impulse Control	*Ability to resist or delay and impulse, drive, or temptation to act*
11. Reality Testing	*Ability to remain objective by seeing things as they really are*
12. Problem Solving	*Ability to solve problems where emotions are involved*

STRESS-MANAGEMENT REALM

EQ-i Scale	The EI Competency Assessed by the Scale
13. Flexibility	*Ability to adapt one's feeling, thinking, and behavior to change*
14. Stress Tolerance	*Ability to effectively cope with stressful or difficult situations*
15. Optimism	*Ability to remain hopeful and resilient, despite setbacks*