



Memo

To: Mayor and Aldermen

From: Michael Brown, City Manager

Date: 02/18/2021

Re: City Manager Executive Search Process

On January 28, 2020, the Mayor and Council approved the contract and selection of Development Associates LLC to conduct the executive search for Savannah's next City Manager. The purpose of the memo is to propose a comprehensive process and timeline for your review and approval.

I have signed the contract and we are ready to proceed with the recruitment and selection process. Key principals of the process include:

- All nine member of Council need to control and own the decision making;
- The City must present itself as in consensus on the process;
- The City and Community must affirmatively seek to attract the best candidates;
- Input is needed from Council, the Community, and our employees about the desired qualifications and traits of candidates.

As noted previously, my goal is to support you in facilitating a search that relies more on objective, systematic, and accurate methods to recruit, screen, and evaluate candidates. In short, through our consultants' approach, the process will provide you with more detailed and in-depth information to assist you in making the most informed decision possible.

The proposal will also provide services to support the Governing Body, City Manager, and Staff for enhancing performance and professional development, developing and implementing an effective performance review system with the Manager and Council clarifying Council-Manager expectations.

I outlined the process below for your review. On Thursday, February 25, 2021, during the Council meeting, Developmental Associates will provide an overview of the process, timeline and discuss the next steps. After that, you will discuss and vote on the proposed City Manager process and schedule. Subsequently, Steve Straus will schedule meetings with each of you to discuss and gather information on emerging issues, challenges, and opportunities the City faces. If you have any further questions, feel free to contact me.

SAVANNAH CITY MANAGER SEARCH RECRUITMENT, SCREENING AND SELECTION PROCESS

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE
Steps 1: Conduct job and organizational analyses to identify expectations and competencies for the position by meeting with the following groups: <ul style="list-style-type: none"> • The City Council • Department Directors • Others (such as community members) if identified by the Mayor and Council • We can also administer electronic surveys to the public and to staff if the Council wishes 	<ol style="list-style-type: none"> 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 City Manager. 	<p style="text-align: center;">Day 1 Requires a meeting with the City Council for input and to explain the process</p> <p style="text-align: center;">Meeting Scheduled For February 25th Time: 6:30 p.m.</p> <p style="text-align: center;">Survey sent to Staff and Citizens March 11th to April 11th</p>
Step 2: Build a candidate profile (also make suggested updates to the existing job description) and post written job advertisements in leading professional journals, newspapers, and websites.	<ol style="list-style-type: none"> 1) Written ads for both print and online publications will typically generate the largest number of applications. 2) As the employing agency, the City would need to post the ads after they have been developed for any member-based organizations. (DA can also post ads and charge the City for those expenses.) 3) If the City would like an electronic brochure, Developmental Associates can also develop that. 	<p style="text-align: center;">Send profile to City Council for review by March 5th</p> <p style="text-align: center;">Council responds by March 11th</p> <p style="text-align: center;">Post Position Ad by March 15th</p> <p style="text-align: center;">Position Ad Closes by April 18th</p>

<p>Step 3: Implement a multi-method recruitment strategy:</p> <ul style="list-style-type: none"> • Conduct targeted recruitment of leading candidates • Post in key professional websites, emphasizing those that reach out to diverse candidates • Posting on list-serves in NC and neighboring states • Posting on social media • Posting on Neo-Gov the largest sources of government jobs 	<ol style="list-style-type: none"> 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 City. 2) By targeting candidates and making individual contacts, Developmental Associates can endeavor to generate a pool of diverse candidates with excellent credentials. 	<p>Send Candidate Applications to Council on April 19th April 20th</p>
STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE
<p>Step 4: Conduct initial (first) level screen of candidate applications /resumes that include the following components:</p> <ul style="list-style-type: none"> • Weekly updates to the City on applications • A media (Google) search (mentions of candidates in the news media) of the top candidates at this stage of the screening process 	<ol style="list-style-type: none"> 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. 	<p>April 22nd 4:00 p.m. (Requires closed meeting with the Council)</p>

<p>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:</p> <ul style="list-style-type: none"> • Video interviews • Emotional Intelligence (EQi) testing • Electronic survey questions (short essays on accomplishments) 	<ol style="list-style-type: none"> 1) Such advanced screening methods are useful when there is a large group of qualified candidates or the City 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 5) to invite to the final assessment process. 4) Provides detailed and uniform information to the Council to enable you to make an informed decision about which candidates proceed in the process. 	<p>May 6th 10:00 a.m. (Requires closed meeting with the Council)</p>
<p>Step 6: Design hiring process</p> <ul style="list-style-type: none"> • Exercises and rating criteria will be based on Council input in the job analysis (Step 1) 	<ol style="list-style-type: none"> 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 City. 3) The hiring process should assess Emotional Intelligence (EI) as well as Cognitive Intelligence (IQ) and technical skills. 	<p>Ongoing</p>
<p>Step 7: Recruit assessors to evaluate the candidates (Assessors can be approved by the Council)</p>	<ol style="list-style-type: none"> 1) The types of assessors recruited depend upon the types of exercises the candidates would perform. Assessors might include local government executives and (possibly) 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. 	<p>Ongoing</p>

	3) Assessors will be trained on how to apply behavioral-based rating systems when rating candidates.	
Step 8: Conduct selection exercises to evaluate the (up to 5) finalists <ul style="list-style-type: none"> DA would coordinate the entire process – it would be run virtually 	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 City 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 20 – 21st at 2:00 p.m. (Requires closed meeting with the Council. To hear the results from the assessor teams)
Step 9: Facilitate final evaluation process by assisting the Council in developing final evaluation strategies and structuring the panel interviews: <ul style="list-style-type: none"> Develop interview questions and evaluation process with the Council Facilitate public forums if so requested (we can conduct these virtually) 	1) Assists the Council in developing a systematic approach for evaluating the final candidates. 2) Provides expertise to the Council in making your evaluations and hiring decision. 3) Upon request Developmental Associates can provide certain interview questions to ask candidates as well as clarify rating criteria.	May 27th (Requires closed meeting with the Council. To discuss next steps)
Step 10: Facilitate thorough background investigations and Assist the City with compensation negotiations	1) Both legally and due to the sensitive and highly public nature of the position of City Manager, we recommend thorough reference checks and background investigation. 2) Someone outside the City should conduct the background investigation to ensure confidentiality. 3) We would coordinate the investigations and report detailed findings to the Council.	TBD

<p>Step 11: Provide executive coaching to the successful candidate</p> <ul style="list-style-type: none"> • 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 	<ol style="list-style-type: none"> 1) The assessment process provides rich information suitable for executive coaching. 2) The new City 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 successfully. 3) Feedback to internal candidates not selected often helps in their personal development and acceptance of the decision. 	<p>TBD</p>
<p>Step 12: Facilitation of Expectation Setting with the Council and Manager: Effective Council-Manager relationships require clear and effective expectations that drive the way the Council and Manager conduct business. All too often Managers and Councils do not actively articulate their expectations of one another which results in conflict and less effective performance.</p>	<p>Developmental Associates will kick off the process by facilitating a session with the Council and Manager to establish expectations of one another. We would then follow up with both the Council and Manager to review how well each has met those expectations during each of the performance review sessions described above.</p>	<p>TBD</p>
<p>Step 13: Developing and Implementing the Manager's Performance Review: The development and implementation of an effective Manager Performance Review requires a collaboration between the reviewers and the Manager. In addition, an effective review system requires 360 feedback from top-down (Council to Manager) and bottom-up (Leadership Team to Manager). Moreover, the review system should be performance-based (focusing, for example on key project initiatives) as well as behavioral.</p>	<ul style="list-style-type: none"> • Coordinating the design of a Performance Review Instrument with the Council, Manager, and Leadership Team. • Training/Facilitation of Feedback provided by the Council and by the Leadership Team. • Conduct a performance review, by facilitating a discussion of the results with the Council and Manager including remedial plans for the following rating period. • Conduct a performance review by facilitating a discussion of the results with the Leadership Team. 	<p>TBD</p>