

OVERVIEW OF A TYPICAL EXECUTIVE SEARCH PROCESS

The Michigan Municipal League is committed to strengthening the quality of municipal government and administration in Michigan. In terms of executive search, we recognize that selecting effective leadership for an organization is critical to organizational success. Accordingly, we work closely with our clients to gain a full understanding of the priorities of the community and structure the search process to gain a complete picture of a candidate's experience, qualifications and management style. This helps to ensure the best possible employment match, resulting in a successful, long-term placement.

As a non-profit membership organization, we are able to offer our members and other public sector employers highly professional executive search services at a very competitive price. Further, our objective is clear: to find the best management professionals to serve our member communities.

A typical executive search includes the tasks detailed within this section. However, each search process is tailored to meet the specific needs of the client community. Typically a search project proceeds with the following activities and requires 60 to 90 days to complete depending upon timing of ad placement, availability of candidates and elected officials and other factors.

Develop Recruitment Profiles

In the first meeting, the search facilitator will facilitate a work session to develop a comprehensive recruitment profile. The recruitment profile typically has two components:

1. The Candidate Profile outlines in detail the qualifications, experience and professional characteristics required for employment, and is designed to reflect the goals and priorities of the community. The completed profile will be used throughout the selection process as an objective tool for determining the most appropriate candidates to be interviewed, and ultimately a final selection.
2. The Community Profile provides a detailed description of the position, the organization (i.e. organizational structure, services provided, etc.) and the community itself. This component is an excellent opportunity to promote the benefits of your city or region to prospective candidates (i.e. local and regional attractions, school systems, community strengths and cultural or entertainment opportunities.)

The recruitment profile is used to develop a recruitment brochure which is featured on the MML website in its entirety. The brochure is also emailed directly to hundreds of Managers, Assistant Managers, department heads and other municipal professionals as identified to directly promote awareness and interest in the position.

Targeted Outreach (Optional Task)

In some cases it is helpful for the search facilitator to also meet with other stakeholders to gain a fuller perspective of the needs and priorities of the community. This extended outreach ensures an inclusive, collaborative process and ideally takes place during development of the candidate profile. These stakeholder meetings may include individual or group meetings with department heads, city employees, community and business leaders, public forums or focus groups or others as identified.

Develop and Administer Recruitment and Outreach Campaign

In order to recruit and select the most qualified candidates, it is necessary to effectively market the position to the widest and most appropriate audience. To accomplish this, we will develop an outreach and advertising campaign that includes placing advertisements in various professional publications specific to the area of expertise being sought. Our advertising strategy will include both written and electronic publications as well as direct recruitment efforts that include some or all of the following:

- MML Classified Ads (website, features complete recruitment brochure)
- ICMA Newsletter
- ICMA Website
- Other professional associations as appropriate (i.e. MGFOA, Illinois or Ohio Public Manager's Association, etc.)
- Other public associations as appropriate (i.e. MTA, MAC, etc.)
- Direct email and fax campaign
- Direct personal contacts

The full recruitment brochure will be featured on the League's web site which receives an average of 4,000 hits per week. This practice provides an excellent opportunity to promote the position and the community to a wide range of prospective candidates.

In addition to advertising the position, we will utilize our extensive network of contacts to identify professionals in transition and managers who may have an interest in the opportunity. We focus the recruiting effort on attracting the most qualified candidates, including passive candidates whom we target with direct recruiting and contact to promote interest in the position.

These customized and comprehensive outreach and recruiting activities result in the highest quality candidate pool. Following the closing date for receipt of résumés, we will proceed with résumé review and interviews.

Screen Résumés and Narrow Field of Applicants

As résumés are received, we will review each applicant against the criteria established in the candidate profile and identify those candidates who most closely meet the city's requirements. As appropriate, we will conduct prescreening interviews to ensure a comprehensive initial screening process.

At the conclusion of this initial screening process, the facilitator will present the hiring authority with a summary of the applicants, including their education, experience and related professional strengths and accomplishments. This applicant summary serves as the basis for a suggested "short-list" of the strongest candidates for further consideration. After discussion and consideration, the hiring authority will determine the candidates to invite to a personal interview.

Preliminary Reference Review and Background Investigation

As the field of applicants is narrowed, we will conduct preliminary reference reviews to verify an applicant's prior work history and learn more about the candidates' experience, past performance, and management style.

We will also assist in identifying a third party vendor to perform an in-depth background check (credit history, driving record, criminal record, educational verifications, etc.) for the final candidate. This extensive background investigation is completed by a third party vendor, and we will provide options and suggestions related to this. We will coordinate the background investigation free of charge, but the actual cost of the investigation will be billed as a project expense.

This level of investigation typically begins once a conditional offer of employment is extended to the final candidate.

Interview and Selection Process

Once a list of final candidates has been developed, we will assist in coordinating and scheduling interviews. As well, we will assist the hiring authority in developing their interview questions, with a focus on management technique, problem solving strategies and other topics related to the priorities outlined in the candidate profile.

Further, we will offer guidance and advice concerning appropriate interview topics as well as those that should be avoided. While our executive search facilitators have extensive experience in the field of human resources, and specifically interview and selection, they are not attorneys. It is always advisable for the city attorney to be apprised of the proposed interview and selection process.

A search facilitator will attend and facilitate the interviews with each of the final candidates. At the conclusion of the interview process, we will facilitate discussion and evaluation of each candidate.

Keep in mind that our search facilitators do not presume to choose the best candidate for the position. That important decision is completely at the discretion of the hiring authority. Rather, we will aide in assessing interview responses and how they relate to the objective criteria established in the candidate profile and provide related guidance and expertise.

Typically our intensive prescreening and interview process is sufficient for a client to reach a decision on extending a conditional offer of employment. Further, timing is critical in an executive search and any delay in action can result in losing a highly sought candidate. However, in some cases, the client community desires a second interview, or may even wish to consider additional candidates from its original pool of applicants. We will arrange and facilitate additional interviews at no additional cost.

Contract Negotiation and Search Close Out

We will facilitate the process of negotiating an employment agreement with the selected candidate. This may include sample contract language, comparative pay recommendations, severance clause suggestions or other topics about which the hiring authority may have questions.

After the hiring authority has reached an agreement with the individual selected for the position, we will perform closing tasks, such as notification of unsuccessful candidates.

Typical project timeline

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Weeks 11 & 12
Initial Meeting: Establish meeting dates, create profiles, recruitment strategy, ad language											
Optional targeted outreach with individuals/groups											
Place ads											
Direct recruitment, active solicitation of candidates											
Application screening, initial reference checks											
Prepare short list, meet & review candidates											
Conduct first interviews											
2 nd interviews, "meet & greet," site visits, etc.											
Extend conditional offer, negotiate terms											
Background checks, pre-employment tests as needed											
Close out activities											

OUR SEARCH FACILITATORS

Our executive search facilitators have decades of experience in local government management and understand the unique skills and abilities required to succeed in this environment. A facilitator will be assigned to work with you based on your preference and their availability. Our facilitators include:

Robert A. Hamilton: Mr. Hamilton is the 2007 recipient of the prestigious Jack M. Partriarche award, the highest award given by the MLGMA in recognition of outstanding service in city management. He retired as City Manager from the City of Monroe and has over 25 years of experience in municipal management. Mr. Hamilton holds a Master’s degree in public administration and has served as President of the Michigan Local Government Management Association.

Bill Baldrige: Mr. Baldrige is the 2002 recipient of the prestigious Jack M. Partriarche award, the highest award given by the MLGMA in recognition of outstanding service in city management. A graduate of the prestigious Fels Institute of the University of Pennsylvania, he retired in 1994 after 20 years as City Manager of Royal Oak, MI. Mr. Baldrige has also served as President of the International City and County Management Association and the Michigan City Management Association.

Paul Preston: Retired City Manager of the City of Mount Pleasant, Mr. Preston has nearly 30 years of experience in municipal management. Throughout his distinguished career, Mr. Preston was extensively involved in the MML, ICMA and MLGMA, including many leadership roles.

Alan Bakalarski: Mr. Bakalarski has decades of experience as a professional City Manager, including serving the City of Alpena for many years and most recently holding the position of City Manager in Ishpeming. He has been involved in professional associations including the International City and County Management Association and the Michigan Local Government Management Association.

Joyce Parker: Ms. Parker has a Master's degree in Public Administration from the University of Michigan and over thirty years of experience in City Management for full-service communities in the State of Michigan and Illinois, including suburban and urban cities as well as charter townships undergoing rapid growth and development. She is active in the Michigan Local Government Management Association and International City and County Management Association.

Below are listed some of the municipalities that have utilized the executive search services of the League in recent years. Clients have included cities, villages, counties and townships of all sizes throughout the State.

Previous executive search clients

City of Albion	City of Hart	Village of Bellevue
City of Alpena	City of Highland Park	Village of Beverly Hills
City of Baraga	City of Howell	Village of Caro
City of Battle Creek	City of Huntington Woods	Village of Cass City
City of Belding	City of Inkster	Village of Cassopolis
City of Berkley	City of Iron Mountain	Village of Constantine
City of Big Rapids	City of Ironwood	Village of Douglas
City of Bloomfield Hills	City of Ishpeming	Village of Franklin
City of Boyne City	City of Keego Harbor	Village of Holly
City of Brown City	City of Lapeer	Village of Kalkaska
City of Buchanan	City of Leslie	Village of Kingsley
City of Caro	City of Marine City	Village of Lake Orion
City of Cass City	City of Marlette	Village of L'Anse
City of Cedar Springs	City of Menominee	Village of Mattawan
City of Chelsea	City of Milan	Village of Middleville
City of Clawson	City of Monroe	Village of Newberry
City of Clio	City of Mount Pleasant	Village of Oxford
City of Croswell	City of Muskegon Heights	Village of Paw Paw
City of Davison	City of Norton Shores	Village of Reese
City of Eastpointe	City of Norway	Village of Sparta
City of East Grand Rapids	City of Parchment	Village of Stockbridge
City of Escanaba	City of Plymouth	Village of Wolverine Lake
City of Ewart	City of Portland	Brighton Township
City of Farmington	City of Rogers City	Delhi Township
City of Ferrysburg	City of Saint Clair	Huron Township

City of Frankenmuth	City of Saline	Lyon Township
City of Frankfort	City of Sandusky	Oakland Township
City of Grayling	City of Tecumseh	Shelby Township
City of Grosse Pointe	City of Three Rivers	Hartland Township
City of Grosse Pointe Woods	City of Troy	Spring Lake Township
City of Hamtramck	City of White Cloud	Ypsilanti Township
City of Harper Woods	City of Whitehall	Coloma Township
City of Hillsdale	City of Williamston	County of Saint Joseph
	City of Woodhaven	White Lake Fire Authority
		Saginaw County Road Commission
		Western Washtenaw Recycling Auth.

PROJECT FEES AND EXPENSES

Professional Fees

The Michigan Municipal League’s fee for executive search is typically 10% of the annual salary level for the position, but can be higher depending on the scope of search services undertaken. For example, including targeted outreach activities would result in higher fees. Most of our executive searches for member communities do not exceed 10%.

The Michigan Municipal League prefers to set a specific “not-to-exceed” dollar amount when the city has determined the scope of service it desires and a salary range for the position.

Project Expenses

In addition to professional fees, project expenses related to the executive search process are billed at actual cost and are estimated as follows:

- Actual cost of advertising: The number of ads placed and publications chosen are at the discretion of the hiring authority. We will provide information concerning rates for advertisements prior to ad placement. Typically advertising costs are around \$750, depending on the length of ad and number of publications.
- Actual cost of background investigation: The cost of investigation varies based on the items chosen, but typically range from \$150 to \$300 per candidate.
- Actual costs of travel and related out-of-pocket expenses incurred by the search facilitator: It should be noted that it is the policy of the League to minimize out-of-pocket expenses to the greatest extent possible. We charge the IRS rate for mileage reimbursement and make every effort to avoid overnight stay.