League of Oregon Cities Annual Conference Conducting CAO Searches

Partnering with Local Governments to Recruit, Assess, and Develop Innovative, Collaborative, Authentic Leaders
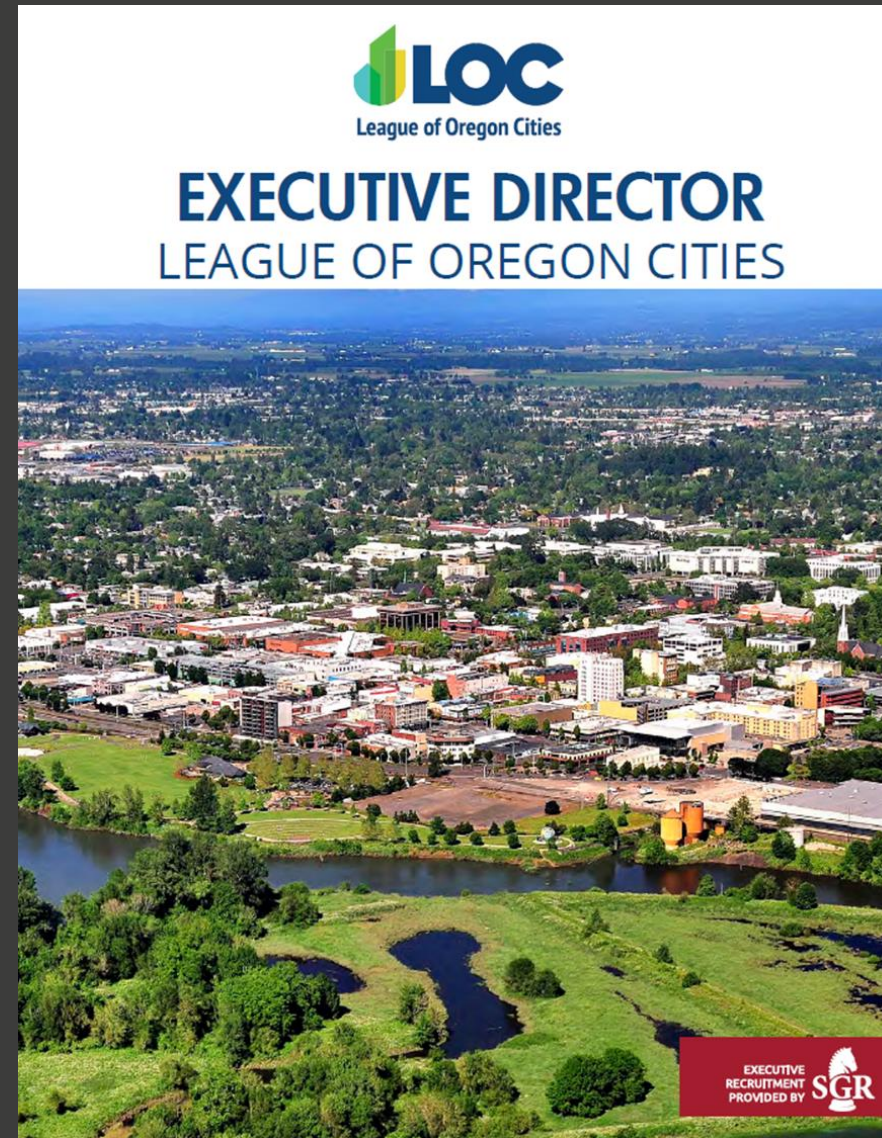
Start by Listening

Gather valuable input from principal stakeholders to build confidence and trust in the process. Options include:

1. Surveys
2. Listening sessions with:
   1. Neighborhood associations
   2. Civic clubs
   3. Ministerial alliance
   4. Local interest groups
   5. Public meetings
   6. Employees
   7. Development community
   8. Business Community
   9. School District, county, special units of government
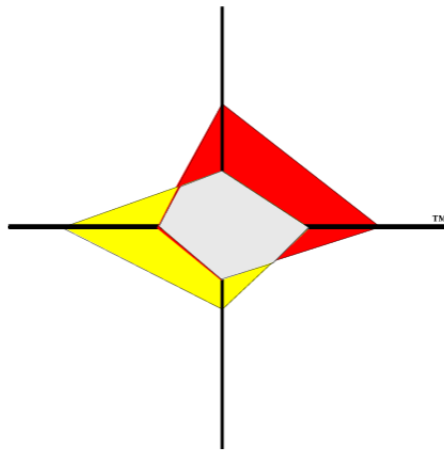   10. etc

Position Profile Brochure

- *The Organization*
- *Governance*
- *About The Position*
- *Challenges & Opportunities*
- *Ideal Candidate Attributes*
- *Education & Experience*
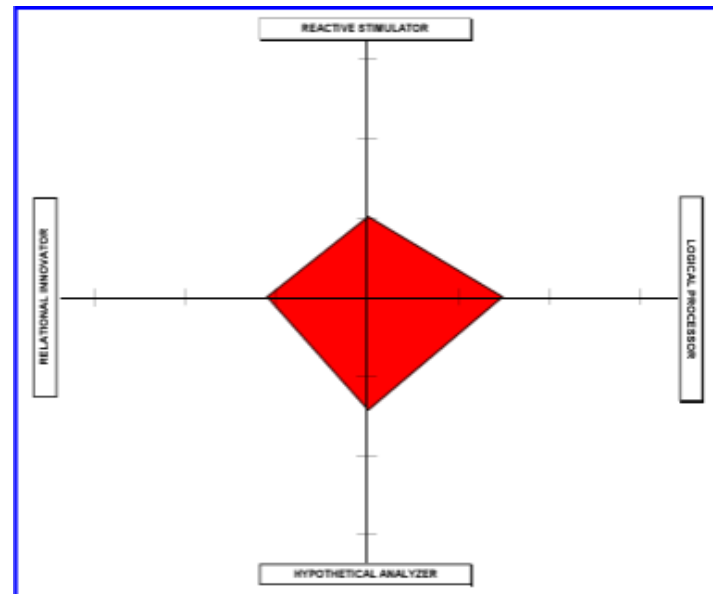- *Compensation & Benefits*
- *Resources*

"I Opt"®
(Input Output Processing Template)
INDIVIDUAL ANALYSIS REPORT

This report has been prepared for:

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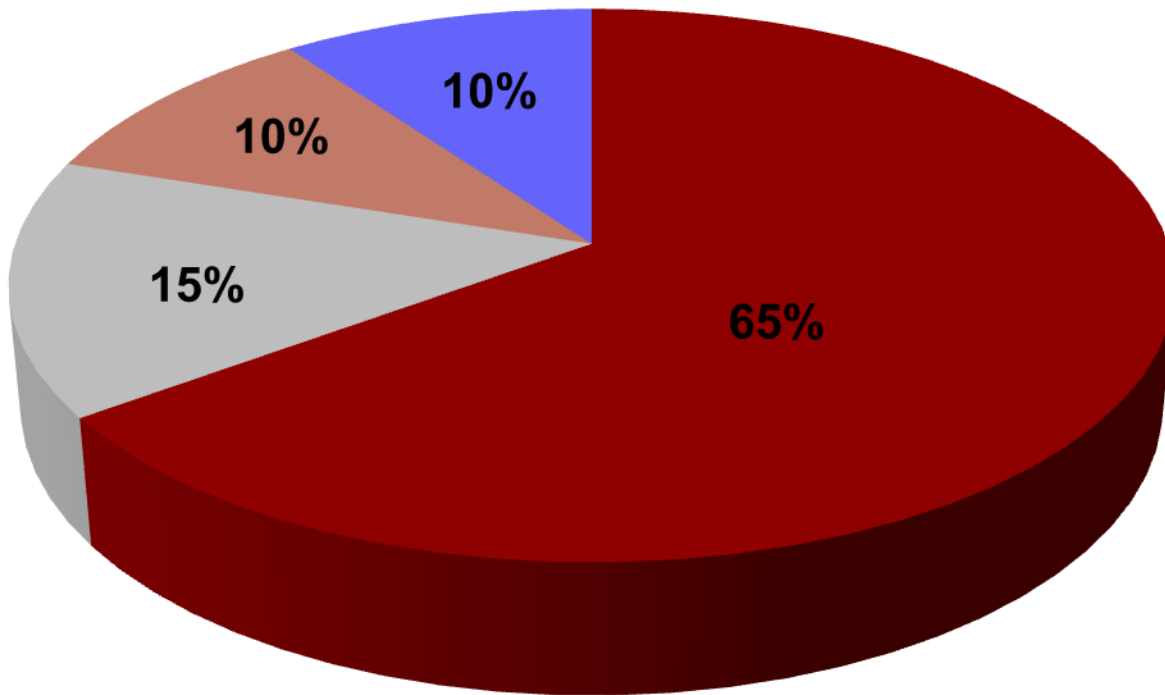Trademarks: Professional Communications, Inc.

I-OPT (Input-Output-Processing-Template), which is a validated measurement tool that shows how a person perceives and processes information. SGR will provide individual I-OPT assessments for governing body members, the outgoing city manager, and key staff members to determine the different 25 information processing styles of each and how the different styles can work better as a team to accomplish change.

SGR's
5 Keys to a Successful Search

- A comprehensive understanding of the unique culture, needs and desires of the organization and its members:

  - Search Committee
  - Governing Body
  - Senior Staff
  - Community Stakeholders

- Dynamic state of the art talent marketing, including a comprehensive social media campaign that includes custom-made graphics and timely social media platform placements, that reaches a national candidate pool in a way that engages and makes them interested in the opportunity.

- Candidate vetting that ensures in-depth understanding of the position and organization:

  - Stage 1 Media (Semifinalists)
  - Stage 2 Media (Finalists)
  - Criminal, Legal, Credit, Academic (Finalists)
  - 360 Degree Reference Checks (Finalists)

- Candidate understanding of the organization and membership to minimize withdrawals late in the process to help ensure a successful conclusion.

- A process that is guaranteed (12-months), smooth, seamless and user-friendly for both candidates and the client.

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5

SGR's Typical Source of Semifinalists

- Direct Outreach by SGR (Website, 10 in 10, Social Media, Email, Personal Contact)
- National Trade Advertisements & Websites
- State Trade Advertisements & Websites
- All Other Sources (City Website, Personal Contact by Colleagues, etc.)

65%
15%
10%
10%

Approach and Methodology

This engagement entails the following steps:

1. **Organization/Position Insight and Analysis**
   - Project Kickoff Meeting and Develop Anticipated Timeline
   - Listening Tour
   - Develop Recruitment Brochure
   - I-OPT Workshop
2. **Recruitment Campaign and Outreach to Prospective Applicants**
   - Advertising and Marketing
   - Communication with Prospective Applicants
   - Communication with Active Applicants
3. **Initial Screening and Review by Executive Recruiter**
4. **Search Committee Briefing to Review Applicant Pool and Select Semifinalists**
5. **Evaluation of Semifinalists**
   - Written Questionnaires
   - Live Virtual Two-Way Semifinalist Interviews with Recruiter & Search Committee
   - Media Searches - Stage 1, as described below
6. **Search Committee Briefing to Select Finalists**
7. **Evaluation of Finalists**
   - Comprehensive Media Searches - Stage 2, as described below
   - Background Investigation Reports
   - Individual Assessments
   - First Year Game Plan and/or Other Advanced Exercise
   - Press Release Announcing Finalists (if requested)
8. **Interview Process**
   - Face-to-Face Interviews
   - Stakeholder Engagement (if desired)
   - Deliberations
   - Reference Checks (may occur earlier in process)
9. **Negotiations and Hiring Process**
   - Determine Terms of an Employment Offer
   - Negotiate Terms and Conditions of Employment
   - Press Release Announcing New Hire (if requested)

SGR
Project Methodology

Keep in touch!

To subscribe to the 10 in 10 update on Servant Leadership Contact
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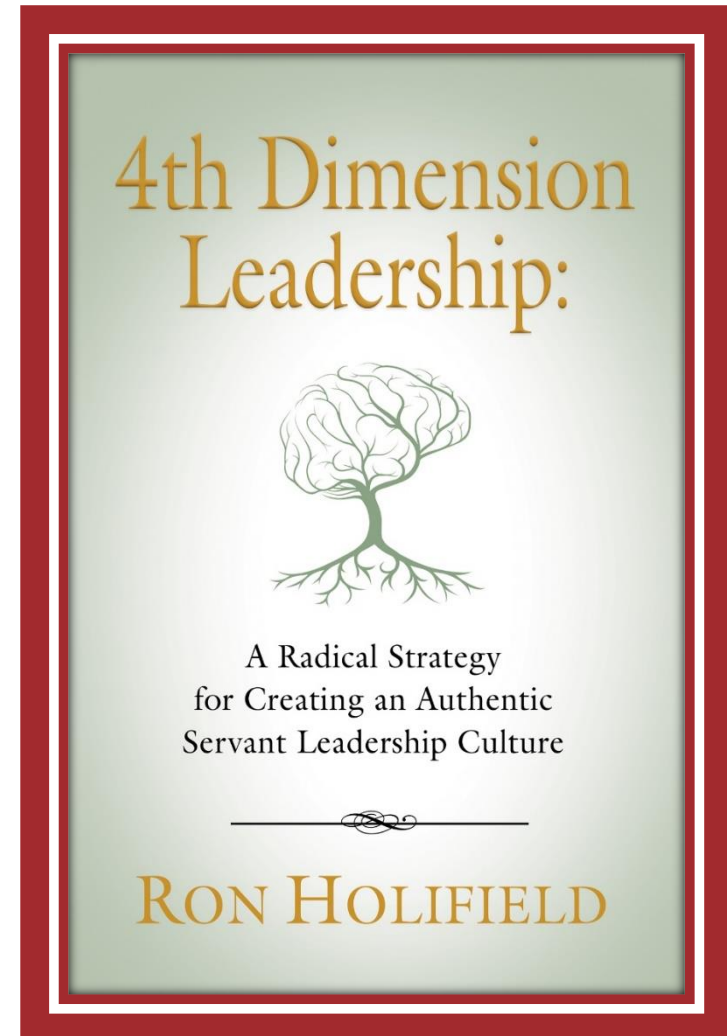
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4th Dimension Leadership:

A Radical Strategy
for Creating an Authentic
Servant Leadership Culture

RON HOLIFIELD

Questions?

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