



Charlotte City Council
Council – Manager Relations Committee
Summary
October 15, 2012

COMMITTEE AGENDA TOPICS

- I. City Manager Recruitment Process
Staff Resource: Cheryl Brown, HR Director

The committee will discuss the process and make recommendations to City Council regarding recruitment of the next City Manager.

Attachments

1. City of Charlotte City Manager Profile
2. Results of RFI Process to Select an Executive Search Firm
3. Proposed Schedule of Activities and Calendar
4. RCA

- II. Next Meeting

COMMITTEE INFORMATION

Councilmembers Present: Mayor Foxx, Warren Cooksey, James Mitchell, David Howard, Patsy Kinsey

Staff Resources: Cheryl Brown, Carol Jennings, David Sanders

Meeting Duration: 4:05pm-5:20pm

DISCUSSION HIGHLIGHTS

Opening by Mayor Foxx: Thank you for coming to discuss the process for selecting the next City Manager and thank you to Cheryl and Carol for preparing these documents.

Mayor Foxx: 4 Categories of issues 1) Timeline 2) Only 3 search firms responded to the search of information. We need to inquire what type of searches they have done. What cities have they done them for? Were searches done internally or externally for the organization? 3) Staff input on job descriptions and committee input. 4) In terms of timing, do we want to work on multiple levels?

Mayor Foxx: What would committee members like to accomplish today?

Howard: I've heard of Spencer Stuart. Find the firm that understands our challenges. Make sure it's clear that there's an open process. I may have further questions. This feels like one of the most important things I'll vote on because it will probably outlast me.

Mayor Foxx: What I heard you say, is to frequency of the search?

Howard: Correct.

Mitchell: I was disappointed that Russell Reynolds had not responded. Is the opportunity to respond closed?

Brown: No, we can add firms.

Mitchell: Also, the job description is from 2007 and I feel we are in a different place. We need someone who is more visionary and I'm not saying something is wrong with Curt's leadership.

Brown: We resurrected the 2007 job description just to get the process going. We can solicit feedback from community leaders and others. I don't plan to use the 2007 job description in its entirety; we want you all to incorporate suggestions.

Mayor Foxx: There was public input but it was after the search firm.

Sanders: Feedback from community, stakeholders, employees.

Howard: You should ask this feedback before the process.

Sanders: Typically that doesn't happen. Initially, when an applicant is looking, they will get general information and links to access information about the City.

Cooksey: I apologize for being late. In reviewing the packet since last Monday I've come to appreciate the profile. The more we wait to define details, people may be deselecting themselves. People who qualify understand what to do. We shouldn't wait to get precise details. I am in favor in getting back on schedule and get a job description out there as soon as possible.

Mayor Foxx: I agree with getting stakeholder input although it may slow down the process. I will be clear that we may very well look both internally and externally. I know most think we hire internally as we the last two CM's.

Kinsey: I agree with Cooksey.

Mitchell: Let me understand, take the current profile just to get interest?

Cooksey: Yes.

Howard: I'd rather take time, job description is important and because people judge themselves against that, it may attract or not attract who we are looking for. If you take your time and do it right, you may just get the right people to apply.

Cooksey: After talks with HR they may tell a person to apply anyway. Has there been conversation about attaching a contract to this position? It's never been done but should we? An internal candidate understands our culture and

relationships.

Mayor Foxx: Fair question and we can analyze that thru applications process or maybe not. However we decide we need to go about this as a group. I'm in favor of going the stakeholder route which will very well save us time down the road. Have we ever had an interim Manager?

Jennings: Pam was interim CM when Wendell White left.

Kinsey: I agree with an interim but it shouldn't be a candidate.

Mayor Foxx: Follow up with Mitchell's suggestion of Management Partners & Mitchell will provide Cheryl with a contact at Russell Reynolds. Prepare a Proposal A and Proposal B, which have different time lines.

Jennings: Is the Council Retreat still a goal to have someone hired?

Howard: Schedule shouldn't dictate us getting the right person. We've been well run; we're not going to stop. Let's get this right.

Mayor Foxx: We have the holidays approaching so that shortens the timetable.

Cooksey: Our growth and etc., is a limiting factor. Don't think there is a lot for us to choose from.

Mayor Foxx: Pubic Sector vs. Non Traditional experience. How do you feel about that?

Howard: The next City Manager will be hiring the next Aviation Director. I hate to use this as an example; Library went out, they went very traditional and got into a squeeze and in their situation it was better to go private sector and technology knowledge.

Kinsey: I have been on the Library Board, and the City of Charlotte is not at all similar to the Library. I don't think we have something we need to fix.

Mayor Foxx: If we are certain about what we don't want to do, we need figure out what to submit to Council.

Kinsey: Will go traditional way but the person should have public sector experience.

Cooksey: I am open to outsider but realistically the person would need public sector experience.

Mitchell: Arts & Science Council was able to get turned around with private sector experience and we need that open mindedness, a bold visionary.

Howard: We can't let notice drive us, Curt & Pam took more than two months to hire.

Cooksey: Yeah but January will between budget cycle.

Mayor Foxx: I agree not to select an interim who's applying for the CM position. How should we create the process?

Brown: There was a tight time-frame for firms to reply. Six firms replied and only three of the six submitted proposals.

Mayor Foxx: Was there understanding that the position be only for a public sector candidate?

Brown: We do have the job description open for an executive level person or CEO from outside of government.

Howard: Many feel we won't look on the outside.

Mitchell: Seem like firms with limited experience are charging more. Ask how many have placed a City/County Manager.

Mayor Foxx: Let's walk through their experience

Brown: We asked them what they've done for experience.

- Coleman Lew – lean more towards the private sector
- Waters Consulting – the bulk of recruitment for ACM's, CM's, and County Administrators
- Springsted – significant experience in City Administration & Engineering and Fire Chief

Howard: Maybe add a column for experience.

Jennings: We intentionally did not request a proposal from Mercer.

Brown: We chose not to use Mercer for performance related reasons. We used them for Pam and Curt.

Mayor Foxx: What's the difference between small vs. large firms?

Brown: Firms with majority public sector recruiting will have more knowledge of who's out there and up and coming.

Brown: I will include Management Partners.

Mitchell: Provides Brown with more search firms.

Brown: Typically, large international firms base their fees on a percentage of the hiring salary.

Jennings: Job hasn't been posted per Council request.

Mitchell: We understand that Curt's salary is a problem. How do we readjust the salary to get the type of City Manager we want?

Jennings: The firms should be able to help us with that.

Sanders: Normally salary isn't posted.

Mitchell: Oh, it's negotiable.

Brown: Proposed schedule and draft profile, sent to firms. HR does some of the work the fee is adjustable. The search firms reaches out and solicit other managers

Mayor Foxx: If we want to get stakeholder input before searching for candidates, what does HR do vs the Firm?

Brown: They will go through resumes to narrow the possibilities and create a review packet.

Mitchell: Before 70 people applied and the number went down to eight. Our question is how did we get to eight? We need to be more engaged.

Mitchell: I'm uncomfortable with just these three firms.

Mayor Foxx: Get a broader pool of search firms. Some are just private sector but I'm not saying that's a bad thing. Non-traditional candidates are different.

Foxx: In terms of what HR does, what is the understanding?

Brown: Create recruitment advertisements, Profile, Job Specifics, Bio of Charlotte, and after selections, HR will handle just logistics like setting up meetings, and etc.

Mayor Foxx: How much candidate information is shared with HR?

Sanders: All of it, the information is saved and we capture it.

Brown: I prefer it to go directly to the Search Firm.

Howard: Possible interims managers are confident.

Cooksey: In the private sector a CEO runs the Board, it is the opposite in the public sector.

Mayor Foxx: We will brief the Council at the Budget Retreat on Oct 30 and present our options.