

TOWN OF HARWICH
Town Administrator Search Committee

MINUTES
April 2, 2013

MEMBERS PRESENT:

John Wheeler, Chair
Leo Cakounes
Christina Joyce
Pam Parmakian

Tom Johnson, Vice Chair
Frank Sampson

MEMBERS ABSENT:

Shirley Gomes

OTHERS:

None

I. Call to Order

Tom Johnson, Vice Chair, called the meeting to order at 9:05 AM..

II. Old Business

A. Approve Minutes of March 21, 2013: *A motion was made by Frank Sampson and seconded by Leo Cakounes to approve the minutes with two corrections. The motion was approved unanimously.*

B. Agenda: *John Wheeler requested and the committee agreed to amend the agenda under Old Business by adding: Status of request for clerical time from the Town to support this committee.*

C. Status of Request for Clerical time from Town

John Wheeler will contact Mary Mc Isaac of the Treasurer's Office to determine with her the best way to coordinate secure receipt of candidate information from MMA Consulting Group, Inc. Additionally he will discuss the confidential review process by committee members of the candidates' information.

III. New Business

A. Review Desirable Characteristics Document

The committee reviewed the document (Attachment One) from MMA Consulting Group and prepared input for the firm which John Wheeler will forward to the firm. The input is Attachment Two of these minutes.

B. Discussion: Operational Guidelines

Acting Chair Tom Johnson asked that the committee be prepared at its next

meeting to discuss the methodology the committee will use to measure candidates.

John Wheeler will invite Mark Morse, MMA Consulting, to our next meeting.

VI. Adjourn

Tom Johnson, Vice Chair, adjourned the meeting at 10:09 AM..

Respectfully submitted,

Christina Joyce, Secretary

Approved May 6, 2013

**Attachment One
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**TOWN OF HARWICH
TOWN ADMINISTRATOR
CHARACTERISTICS OF THE IDEAL CANDIDATE**

SUMMARY

The Town Administrator must have leadership ability and strong communication skills. The Town Administrator should have strategic and financial planning experience and the capability to effectively and clearly delegate to, and hold subordinates accountable. A Bachelor's Degree is required and a Master's Degree is desired; ten years of senior municipal management experience is required.

EDUCATION, TRAINING, AND EXPERIENCE *

The ideal candidate will have at least a Bachelor's Degree; a Master's Degree in public administration or a closely related field is desired. A minimum of 10 years of experience in municipal management is required. A solid record of professional development and training is required. Knowledge of relevant State and federal laws is expected. The ideal candidate should have extensive experience working with boards and commissions, and experience identifying and recruiting citizens with skills and abilities to contribute to the community at a whole.

DESIRABLE COMPETENCIES OF THE TOWN ADMINISTRATOR

LEADERSHIP

The Town Administrator must have the ability to influence, persuade, motivate, and challenge department heads and employees. The Town Administrator must be a leader who can build trust and credibility with the Board of Selectmen, the public, and employees. The ideal candidate must be able to adapt his or her leadership style to a variety of situations.

COMMUNICATION AND HUMAN RELATIONS

The ideal candidate should be able to synthesize information and communicate complex concepts and ideas clearly and accurately to the Board of Selectmen and other Town officials. The Town Administrator should be willing to work as a partner with boards, committees, and commissions to achieve common objectives.

The ideal candidate should have strong listening skills and be attentive to citizens, department heads, employees, and other officials. The Town Administrator must show understanding, courtesy, tact, and concern for others and have the ability to develop and maintain effective relationships with local officials, employees, and the public. The ideal candidate must be able to effectively deal with individuals who are difficult, hostile, or distressed. The Town Administrator must relate well to people from various backgrounds and different situations. The Town Administrator must have the ability to build coalitions.

Attachment One

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The ideal candidate must be able to work with the Board to develop goals and objectives for the Town and work with Town employees to meet the goals established by the Board.

STRATEGIC THINKING

The ideal candidate must be a strategic thinker who is able to help the Board of Selectmen identify important trends and emerging issues and work with the Board to prioritize actions. The Town Administrator must be able to formulate plans consistent with sound operational practices and pursue the goals established by the Board. The ideal candidate must be able to analyze community problems and policy issues from a long-term perspective.

The ideal candidate must identify and understand economic, political, and social trends that affect Town government and the Town's financial capability to implement plans.

CREATIVITY AND INNOVATION

The Town Administrator must understand the use of information technology and have the capability to encourage department heads and employees to maximize its application as a communication and management tool. The Town Administrator must be open and accepting of new ideas. He or she must be creative and willing to advocate for projects that improve the community. The ideal candidate must encourage creativity and innovation.

ABILITY, SKILL AND KNOWLEDGE

ABILITY TO BUILD RELATIONSHIPS

The ideal candidate should have the ability to develop sound working relationships with members of the Board of Selectmen. The Town Administrator should provide advice and policy options to the Board. The Town Administrator should carry out the policies of the Board and help the Board to operate efficiently.

COMMUNICATION SKILLS

The ideal candidate should be a team player who has the skill to establish working relationships with department heads and employees. The Town Administrator must be able to establish positive relationships with employees and foster an open communication process.

Consensus-building skills and inclusive management style are desired.

KNOWLEDGE OF MANAGEMENT FUNCTIONS

The ideal candidate must display a wide-ranging knowledge and understanding of municipal management functions, including:

managing finances and preparing fiscal plans

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- developing and assisting with the implementation of a capital plan
- delegating important tasks to subordinates
- engaging in an ongoing communication process with department heads
- bargaining with employee organizations
- encouraging a strong customer service attitude among employees
- solving citizens' problems
- developing a cohesive management team
- managing a complex organization
- communicating Town policies and plans
- applying technology to the management of Town government
- applying State, federal and regional policies to Town operations

*The Harwich Home Rule Charter specifies education and experience requirements, including:
Bachelor's Degree, preferably in public administration, granted from an accredited college or university
At least five years of full-time executive experience in public or business administration or, alternatively, two years of experience and a Master's Degree

Attachment Two
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Town Administrator Selection Committee's
Changes to the document, "Characteristics of the Ideal Candidate"

Overall changes:

Committee wants to emphasize that the candidates must have "demonstrated" experience and performance rather than "the ability" to perform.

Slim down the document to reflect the required demonstrated skills (in bullet form?)

Two examples that may help understand the committee's goal here are:

Rather than "The ideal candidate must be able to work with the Board to develop goals...." – the committee is looking for: "The ideal candidate will have worked successfully with Boards developing goals...."

Rather than "The ideal candidate should have strong listening skills...." The committee is looking for: "The ideal candidate will have demonstrated listening skills....."

Change "**Characteristics of the Ideal Candidate**" to Selection Criteria for the Ideal Candidate"

Strategic Thinking – add to the third sentence the word "demographic" before "...and social trends....."

Change "**Desirable Competencies of the Town Administrator**" to Demonstrated Experience of the Town Administrator."

And in that section in fourth paragraph – add something to indicate candidate will "develop performance goals and objectives for the Town, the Department Heads and their employees to meet these goals."

Change "**Ability, Skill and Knowledge**" to "Demonstrated Skills and Knowledge."

Change "**Knowledge of Management Functions**" to Demonstrated Management Skills."

Same paragraph first skill – change to "developing annual capital and operating budgets, manage finances and prepare fiscal plans."

Also add: working effectively with human resources systems, i.e., performance, compensation, etc.

And in that same paragraph – last line revise to: applying State, federal, and town laws along with regional and town policies to Town operations