

Resources Available

When faced with the need to recruit a city manager, city councils will find a variety of resources available to assist them. For example:

Texas Municipal League--TML staff can offer advice on how to approach the recruitment process; TML has a section on its website (www.tml.org) where advertisements can be placed for position openings at no cost to member cities; they can suggest advertising sources and share executive search firms listings; they can help pass the word when a vacancy exists, including the placement of an advertisement on their website or their monthly magazine, Texas Town and City; and they can be a source of information on compensation and how other cities have handled situations that may arise during a recruitment.

Texas City Management Association--TCMA works closely with the Texas Municipal League, and is responsible for the preparation of this publication. TCMA has a website (www.tcma.org) with recruiting guidelines, position openings listings and lists of experienced managers in transition; and their members and staff can be a source of assistance and suggestions when identifying potential candidates, conducting background checks, and arranging interviews.

Current and Former Municipal Officials--In addition to the leadership and staff of groups such as TML and TCMA, city officials in adjacent cities or retired municipal officials may be able to assist. For example, a neighboring city official may be able to play a helpful role in the review of applicants, and a retired municipal official may be available to coordinate the recruitment process or to provide interim- management assistance.

Others Having an Interest in Municipal Government--Depending upon the situation, others such as college or university faculty members, municipal consultants, and community leaders may be able to provide leadership and assistance in some part or all of the recruitment process.

Other Professional Organizations--Groups such as the International City/County Management Association, American Society for Public Administration, and related local, regional, state, and national professional organizations can provide assistance in advertising the vacant position, as well as providing insight into the strengths and weaknesses of applicants or potential applicants.

Executive Recruitment Firms--There are several firms which do business in Texas that are available to assist in the recruitment of key management positions in cities. A list of these firms can be found on TCMA's website. Their role can include

coordinating the overall recruitment process, or they may be retained to assist on specific aspects of the recruitment such as the identification of potential candidates, background checks, or the development and conduct of the selection process.

While resources are available to assist, the more important considerations for those making the hiring decision are:

- Know what you are looking for when recruiting to fill a vacant city manager position.
- Remember that recruiting a city manager is a two-way street, and the city has a responsibility to present the position attractively, show interest in the applicants, and be competitive. Be sure the recruiting process is well organized and coordinated from the outset.
- Don't lose control of the recruitment process or the hiring decision.
- Don't involve someone in the recruitment process unless they have competent leadership or they know what they are doing.

These considerations must be constantly kept in mind as the recruitment proceeds. Their importance in relation to the steps involved in a recruitment are discussed in this report.