

Subject: [Fwd: Hiring new manager]
Date: Fri, 13 Jun 2003 15:49:42 -0700
From: Brian Platts <bplatts@shaw.ca>
To: Corrie Kost <kost@triumf.ca>

Subject: Hiring new manager
Date: Fri, 13 Jun 2003 12:56:31 -0700
From: Bill Tracey <bill_tracey@telus.net>
Reply-To: systek@engineer.com
Organization: Systek Engineering Ltd.
To: dnvCouncil@dnv.org
CC: "FONVCA (E-mail)" <fonvca@fonvca.org>, David Moulton <bigdmoulton@hotmail.com>

Dear Mayor and Council,

I attach for your consideration two documents:


- * BC Public Service Executive Community of Practice - Competency Framework
- * Candidate Profile - City Manager


The first document describes a set of core competencies which can be used as the basis for questioning candidates during interviews, and as a set of metrics against which to measure performance after hiring. It is a public document which every potential candidate ought to be aware of.

The second document was prepared at my request by a very well-respected City Manager, currently happily employed in that role, whose name I am not at liberty to disclose. However, I know enough about this person and his background and experience to put a very high value on the profile he has produced, and I commend it to you for use in your current search for a new manager/administrator.

I am aware that you have received similar input from FONVCA and from NET. The information I am providing is not intended to supplant, but to supplement, what those organizations have provided.

Sincerely,
Bill Tracey
3804 Brockton Crescent
604-929-4122

 Core Competency.doc	Name: Core Competency.doc Type: WINWORD File (application/msword) Encoding: base64 Download Status: Not downloaded with message
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 Candidate Profile for City Manager.doc	Name: Candidate Profile for City Manager.doc Type: WINWORD File (application/msword) Encoding: base64 Download Status: Not downloaded with message
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BC PUBLIC SERVICE
EXECUTIVE COMMUNITY OF PRACTICE – COMPETENCY FRAMEWORK

Core Competency & Definition	Performance Indicators
<p>Understands Government Understands the “business” of government including its role and strategic direction. Knowledgeable about key policies and practices that enable work to be accomplished within government.</p>	<p>Knows the business</p> <ol style="list-style-type: none">1. Interprets socio-economic trends which may impact decision-making and service delivery.2. Keeps informed of public issues and concerns.3. Understands how ministry business fits within in the context of overall government priorities.
	<p>Accomplishes work</p> <ol style="list-style-type: none">4. Understands how business unit decisions impact long-term ministry effectiveness.5. Effectively utilizes the processes that are unique to government.6. Uses informal networks to get things done.7. Uses decisions comfortably in an ambiguous environment.
<p>Demonstrates Leadership Demonstrates integrity and maintains ethical principles and standards. Works collaboratively with others to realize organizational goals. Positively influences people and events.</p>	<p>Shares a vision</p> <ol style="list-style-type: none">1. Generates a commitment to the ministry vision.2. Translates the ministry vision into goals, objectives and actions.
	<p>Acts decisively</p> <ol style="list-style-type: none">3. Demonstrates initiative to resolve issues.4. Addresses potential problems in a proactive manner.5. Challenges others to make difficult choices.
	<p>Builds support</p> <ol style="list-style-type: none">6. Ensures staff understand how their work contributes to ministry objectives.7. Assures staff that their input is valued.8. Involves others in planning and decision-making.9. Demonstrates versatility in leadership style.10. Encourages feedback on personal and business unit performance.
	<p>Develops Teamwork</p> <ol style="list-style-type: none">11. Encourages the achievement of results through teamwork, cooperation, and collaboration.
	<p>Ethics and Values</p> <ol style="list-style-type: none">12. Protects fairness and maintains political and personal neutrality.13. Acts in the public interest by ensuring that the public trust is upheld.

Core Competency & Definition

Manages Performance

Focuses on producing results and achieving goals. Works to improve own performance while enhancing overall organizational capability. Makes effective use of available resources.

Manages Change and Transition

Anticipates and successfully responds to changing demands and priorities. Actively contributes to change initiatives and maintains productivity through periods of ambiguity and transition.

Performance Indicators

Builds organizational relationships

1. Establishes effective working relationships to accomplish desired results.
2. Builds effective business alliances and partnerships with outside agencies and institutions.
3. Delegates responsibility to staff.
4. Develop a community of shared interests with diverse partners.

Accountable for results

5. Sets goals and standards and regularly evaluates performance.
6. Evaluates programs for legislative, financial and program compliance.
7. Resolves multiple issues simultaneously.

Initiates and leads the change process

1. Initiates and change process.
2. Champions change initiatives and builds support among stakeholders.
3. Helps others through change and transition.
4. Maintains productivity through periods of ambiguity and transition.

Creates an innovative environment

5. Approaches issues with curiosity and open-mindedness.
6. Reviews successful solutions in other sectors for their applicability to the government environment.
7. Applies knowledge of emerging trends and practices.
8. Responds to challenges with innovative solutions and policies.

Fosters a learning environment

9. Encourages innovative thought and action.
10. Looks at failures as opportunities to learn.
11. Encourages risk taking.

Core Competency & Definition

Communicates Effectively

Expresses ideas, issues, facts and information in a timely, clear and organized manner to create positive relationships supportive of productive working environments. Listens with respect to build understanding.

Focuses on Diverse Citizen and Client Needs

Effectively delivers services to meet diverse citizen and client needs. Balances citizen and client expectations with organizational realities.

Builds Organizational Health

Models safe work practices and inclusive behaviour. Works to ensure a balanced, positive and respectful work environment.

Performance Indicators

Fosters open expression of ideas

1. Promotes mutual understanding and respect.
2. Encourages the expression of different opinions.
3. Listens to concerns expressed by others.

Makes presentations with impact

4. Communicates clearly and engages others.
5. Tailors presentation to audience requirements.
6. Listens and responds to feedback.
7. Persuades peers and superiors to support ideas and initiatives.

Negotiates strategically

8. Clearly defines outcomes for negotiations.
9. Searches for common objectives to resolve disagreements.

1. Champions citizen and client-centred service.
2. Deliver services to meet diverse citizen and client needs.
3. Effectively resolves conflicting needs and demands.
4. Explores and implements enhanced service delivery alternatives.

1. Champions an inclusive and discrimination-free work environment.
2. Manages a diverse workforce.
3. Promotes a healthy and stimulating work environment.
4. Models a balance between work and personal life.
5. Promotes innovative work arrangements.

CANDIDATE PROFILE

CITY MANAGER

GENERAL

The ideal candidate will be a high profile senior executive who has a proven track record and knows how to get the job done. The candidate will possess strong leadership and interpersonal skills with the proven ability to develop credible and effective working relationships with a wide range of people and interests. The ideal candidate will be a strategic thinker with the ability to promote the vision of the community. This individual will be guided by the highest ethical standards.

PRIORITY CRITERIA

Experience

- Senior level experience within a large, complex organization, ideally in a local government setting
- Politically sensitive with a strong understanding of the political environment and a keen sense of emerging issues and their potential impact on local government strategy
- Has the experience and proven track record in building relationships with senior levels of government and being able to influence their decision making on issues that impact on the community
- Has worked with a diverse Board of Directors with different and sometimes competing interests
- Demonstrated success in managing significant change in a complex environment

Strategist

- Has a proven track record in being able to create and sell a vision
- Understands the levers that influence decision makers
- Has the ability to move the business forward
- Ability to develop a clearly defined business plan that works
- Has the ability to conceptualize the nature and evolution of local government and to provide effective, progressive advice to elected officials

Interpersonal Skills

- Has excellent negotiation skills
- Has good mediation/conflict resolution skills
- Is politically sensitive (Big P – small p)
- Has the ability to develop multi-levelled partnerships
- An effective motivator of people
- Has the ability to create a highly motivated *team*
- Has the ability to bring together differing views and interests
- Fosters creativity and innovation

Communication Skills

- Possesses the presence, stature and communications ability to generate respect and trust with a wide range of stakeholders
- Is extremely persuasive and has the ability to influence decisions
- Understands the need for and the role of consultation in developing consensus or *informed consent*

Marketing

- Knows how to market a product over a sustained period of time
- Understands and appreciates the different sector and audience support required to effectively move a local government forward
- Understands the media and knows how to use it effectively

Financial Management

- Has strong financial skills
- Maintains a focus on financial management

Personal Characteristics

- Patient and persistent – ability to manage a number of different projects at the same time
- High level of personal integrity, adheres to a strong code of ethics
- Confident and self assured
- Intelligent with a bright and inquiring mind
- Excellent judgement with a strong intuitive sense
- Committed to participative decision making but prepared to be decisive as required
- High level of personal energy and stamina
- A strong leader
- An appropriate sense of humor
- Innovative and creative

- Strong sense of accountability
- Positive and enthusiastic
- Good listener
- Good team player
- Appreciates the value of measured risk taking