



**A GUIDE TO THE RECRUITMENT AND SELECTION
OF A CHIEF ADMINISTRATIVE OFFICER***

***PUBLISHED BY THE OHIO CITY / COUNTY MANAGEMENT
ASSOCIATION***

TABLE OF CONTENTS

Steps in the Recruitment & Selection Process	2
Format for an Administrator Profile	6
A Sample Administrator Profile	7
Interview Questions	9
Summary of Suggested Interview Techniques	12
Applicant Interview Questions	13
Interview Evaluation Form	16
Sample Ad for Typical City/Village Administrator Position	19
Sample Authorization and Disclosure Form	20
Sample Candidate Reference Check Sheet.	21

ABOUT OCMA

The Ohio City/County Management Association (OCMA) is the leading organization in the State of Ohio promoting and developing excellence in local government. OCMA supports its members through professional development programs, member services, promoting high ethical standards, and networking with other professional organizations to achieve excellence in government. OCMA's mission is to promote excellence in local government management and encourage personal and professional growth of local government administrators.

INTRODUCTION: The 1912 Amendment to Ohio's Constitution provided "home rule" to municipalities allowing them to choose a form of government locally by adoption of a charter. Under the Charter form of government Ohio municipalities were given an option to adopt the council manager form of government. Dayton became the first city to adopt the council manager form of government in 1913. In 1957 the legislature gave Ohio counties authority to establish county administrators and in 1976 Ohio townships were given the authority to appoint township administrators. These changes recognized the need and desire for professional local government management.

Formed in the mid-1960's, the Ohio City Management Association (OCMA) exists to support professionalization of public administration in Ohio's local governments and to provide for the continuing educational support to its members. OCMA provides a focal point for information and support to cities, counties, townships and villages interested in exploring new relationships between politics and administration. Often this interest involves considering the adoption of a charter form of government creating a council-manager system of government. Over the years, interest in professional administration in tandem with local political leadership has broadened to consider a variety of hybrid structures for carrying out the public's business.

OCMA believes a local government form which defines roles for political leaders, but calls for policy execution and administration to be in the hands of a professional, is a preferred approach for Ohio local government. Our experience with executive searches has given us insights into steps which can make any executive selection process more effective in launching a solid working relationship among council, administrator, staff and community.

HOW TO USE THIS RECRUITMENT GUIDE

This guide is intended for use by all local units of government in Ohio. The terms Administrator and Manager are used interchangeably, and readers should customize the information in this guide for their own situation. Similarly, in some places specific units of government are mentioned, but the intent is that this information can be customized for each local unit of government.

STEPS IN THE RECRUITMENT AND SELECTION PROCESS

The process of a search can be undertaken by two methods: internally or with the help/ guidance of a municipal executive search firm. Municipal executive search firms are professional organizations dedicated to the placement of executives in the private and public sector. With either option, the search process will be expedited if an internal search committee is established to handle some of the logistics of the search.

The following identifies and explains each step in the selection process including suggestions for making such searches successful. Estimates of the time each step should take are also indicated.

PREPARATION:

DEFINE THE POSITION (2-3 Weeks)

Review any local ordinances or State statutes that created the position to make sure they accurately reflect the administrator's duties and responsibilities.

Professional administrators can come from different backgrounds but a common denominator should be adherence to a framework of standards and practices which assure an understanding of the relationship the new hire is to have to policy, politics and administration. If being hired by a Council, Trustees, or a Board of Commissioners, it must be clear that he/she works for all of the elected officials. If being hired by the Mayor in a statutory form of local government, it must be clear the professional is being hired to be detached from partisan politics and have a focus on faithfully implementing policies adopted by Council. Many local government professionals are likely to be a member of the International City/County Management Association and, as such, have committed to that organization's code of ethics.

DEVELOP A PROFILE FOR THE INDIVIDUAL (2-3 Weeks)

A profile of the skills, experience, training and qualities of the position should be developed by the governing body. It is extremely important that the applicant and the mayor/council clearly understand what the duties and responsibilities of the manager or administrator are to be. The duties should be in writing and specifically set out in material provided to candidates as applications or expressions of interest are received.

Initially, position profiles should identify what's most important to the hiring body. Not *every* positive attribute needs to be listed in the position profile. From the profile, applicants should be able to determine if they are a good fit for the job and focus their preparation. Developing this profile is the job of the consultant and/or search team and it consists of two phases. First, generating a comprehensive list of position duties, major issues, professional skills required, and personal characteristics desired through one-on-one and then group discussions with the elected officials, key staff, and community leaders. Second, resolving differences and uncertainties and boiling these down to the primary and secondary duties, issues, skills, and personality traits sought -- which are then approved by the hiring body and included in the application material. Both take quite a bit of research time and facilitation skill to perfect.

The hiring body should prepare a packet of information which includes the budget, financial plan, comprehensive plan, demographics, strategic plan, mission, and any other pertinent information. Copies of relevant state statutes and/or charter provisions should be included. The hiring body also needs to consider the terms of an employment agreement to be offered.

It is extremely important that the manager/administrator and the mayor/council work as a team under a climate of trust, openness, and mutual respect. A team which knows what each player is to do and relies on each member doing their part.

Before any candidates are contacted or any processing done on applications, Council should engage in an inclusive process of defining the issues foreseen for the new administrator/governing body team. A thorough examination of the context for the new professional should include Council's discussion of the working relationship members expect to have with the new staffer. Including senior staff members and significant stakeholders municipal issues should be a starting point for drafting the profile. Done correctly, the profile becomes the seminal document in the search process. Council's interview questions and reference checks should be anchored in the profile. Applications should be pushed through the filter created by the profile to check their potential fit.

RECRUITMENT PREPARE AN ADVERTISEMENT AND ESTABLISH THE SALARY RANGE

Draft a job announcement providing brief overview of the municipality and its current characteristics (population, budget, reason for the opening). Candidates should be informed in the advertisement of Ohio Open Records Law and encouraged to seek information and ask questions they may have under consideration in deciding whether to submit a formal application.. (Attached please find a sample ad on page 19)

WHERE TO ADVERTISE

The three most common publications for placing position announcements are the International City/County Management Association (ICMA) job center, the Ohio City/County Management Association website and the Ohio Municipal League. It may be advisable to contact positively regarded professional municipal administrators to announce the opening and seeks suggestions about potential candidates that it might be useful for the local government to contact to encourage interest.

ACKNOWLEDGMENT LETTER

A letter thanking a candidate for his or her interest should be sent on city stationery as soon as an application has been received. It is acceptable to send an acknowledgment letter via e-mail if the application is received via e-mail. Applications received by postal service should be acknowledged the same way, by postal service.

RESIDENCY

Ohio law no longer allows residency requirements in local government charters. If residency within the municipality is desired, clearly state this in the advertisement. Thought should be given to define if the local government is open to candidates living outside of the jurisdiction which will broaden the pool of potential candidates. If residency is desired, it should be discussed whether the elected body is open to a period of transition during which a successful candidate may live outside the community.

OHIO OPEN RECORDS LAWS

The Ohio courts and Attorney General have ruled that job applications are considered public records upon receipt, whether they are received by the local government, a search committee, or a

consultant. As such, the public as well as the news media can request copies of that information (it may be redacted for the privacy information as per State law). Recognition of this should be included in any posted job announcement.

SELECTION:

SCREENING OF APPLICANTS

Screening can begin after the closing date for applications. When using an outside search firm, initial screening is usually performed by the consultant who may conduct initial interviews prior to presenting candidates to the elected body or official. Where the search process is being done in-house, screening can be done by the full council or an appointed sub-committee to weed out those without the basic qualifications for the position. A telephone interview may be helpful to further reduce the number candidates to 7 or 8. Depending on the number and the process you have approved, all applications received may or may not be forwarded to the entire council. It is recommended that the applicants be notified of their status once they have been eliminated from any further consideration.

BACKGROUND & REFERENCE CHECKS

The top 2-3 candidates selected by the elected body should have a personal reference check with at least three references. Reference checks are usually made with work-related contacts. The reference check should be done by the search consultant or screening committee.

The top 2-3 candidates should also have a background screening. It is recommended that this should be done by a private firm. Private firms can perform this service for a modest fee. This should include a check of criminal, credit, civil and other records along with verification of educational degree achievement. A written report should be obtained.

Please see the attached Sample Authorization and Disclosure Form on Page 20, which each candidate should sign.

See an example of a reference check form on page 21.

INTERVIEWS

It is important the entire hiring body interview all proposed interviewees. Questions intended to test the candidate's reaction to issues raised in the profile should be prepared in advance and asked of all candidates. After each interview panel members should be asked to record their reactions but not hold an extensive discussion of each candidate until all candidates have been interviewed. Sample questions and an interview evaluation sheet begin on page 10.

Normally, the local unit of government pays transportation costs, meals and lodging for candidates being interviewed and their spouses and/or families that will be moving with them if they are chosen for the position. It is also recommended that a tour of the community be provided by staff

or elected officials. A summary on interviewing techniques is included on page 13.

In some communities, the hiring body also involves other members of the community in the interviewing process with the candidates chosen for in person interviews. Members of the council may want to consider a panel interview of the finalists by members of the chamber of commerce, local civic or charitable institutions, other local governments or local government staff.

The hiring body is urged to identify its preferred candidate at the end of the interviews.

APPOINTMENT

When the hiring body has tentatively selected its preferred candidate, there are still several decisions that need to be made. Someone from the hiring body may wish to visit the candidate's present local government in order to speak personally with people there about the administrator's performance. The results of this exploration should be shared with all members of the selection process.

CONTRACTS

If a finalist is selected and tentatively agrees to be hired, a contract should be prepared reflecting the terms and conditions agreed upon with the finalist for his or her review. Contracts with Administrators are common.

Other finalists should not be rejected until the hiring body has reached agreement with its top candidate. Negotiations between the government and its top candidate can occasionally break down, requiring the hiring body to turn to its second choice.

The council must refrain from any announcement that the position has been filled until all details and/or an agreement are finalized and the candidate is agreeable as to the timing of the announcement.

Most administrators will require a minimum of thirty (30) days to give notice to the present employers and relocate to a new city.

FORMAT FOR AN ADMINISTRATOR PROFILE
(For Council Use)

Describe the background, skills and qualities you feel your city needs in an administrator.

GENERAL

Importance
(High, Med., Low)

- | | | |
|----|---------------------|-------|
| 1. | Relevant Education | _____ |
| 2. | Relevant Experience | _____ |

SKILLS AND PAST PERFORMANCE

- | | | |
|-----|--|-------|
| 1. | Council Relations | _____ |
| 2. | Administrative Ability | _____ |
| 3. | Written and Oral Communication Skills | _____ |
| 4. | Budget / Finance | _____ |
| 5. | Human Resources | _____ |
| 6. | Labor Relations / Collective Bargaining | _____ |
| 7. | Community Relations | _____ |
| 8. | Intergovernmental Relations | _____ |
| 9. | Economic Development / Revitalization | _____ |
| 10. | Innovation and Major Achievements | _____ |
| 11. | Infrastructure and Facilities | _____ |
| 12. | Specialized expertise which might pertain to your city, e.g. parks and recreation, utility management, solid waste and landfill management (be specific) | _____ |
| 13. | Emergency and Disaster Planning | _____ |
| 14. | Information Technology | _____ |

A SAMPLE ADMINISTRATOR/MANAGER PROFILE

EDUCATION AND EXPERIENCE:

A Bachelor's degree or equivalent experience in municipal government should be required, a Masters degree preferred. A minimum of three (3) years of experience as an administrator or assistant is required, with five (5) years preferred. Past experience of individual must show performance in areas including supervision, municipal budgeting and finance, human resource management, information technology, risk management, grants procurement and administration, economic development strategies, understanding of state laws, and other related matters including land use planning, zoning regulations, engineering and public works. Prior Ohio experience preferred. Experience and knowledge in municipal accounting is desirable.

SKILLS AND PAST PERFORMANCE:

1. Administrative Ability

Must have demonstrated performance in providing sustained administrative leadership and coordination of staff and board activities in carrying out the acts and directives of the council through overall supervision and coordination. Good communication skills are a must, including the ability to listen and communicate with various segments of the community. The person must be willing to devote whatever time is necessary to achieve the goals and guidelines established by the council. Knowledge of how to organize municipal departments, and demonstrated leadership qualities are desirable.

2. Council Relations

Ability to take time and interest in working with council members to keep them informed and explain technical processes. Should be able to adequately inform the council on a regular basis so there are no surprises. Both written and oral communications with the council are essential. The person must be able to accept constructive criticism and to implement the needed changes. Candidate must be open and honest with the council and able to present all sides of an issue which affect the city. The individual must be able to carry out the intentions and directions of the council.

3. Budget and Finance

Should have demonstrated prior experience in preparing, recommending and implementing a city budget. Experience and expertise in grant procurement is desirable, as well as dealing with city owned utility finances.

4. Human Resource Management/Collective Bargaining

Must have demonstrated performance in human resources and/or collective bargaining for a community having not less than 10 employees. Must have some knowledge of Illinois labor relations law. Must demonstrate a personality which can communicate city goals and needs to employees.

Community Relations

Candidate must have demonstrated involvement in community activities. Experience working with and understanding the needs of the business community is highly desirable. Candidate should be able to present a confident image of the city to the community at large. Must be able to demonstrate a positive, productive attitude to citizens of the community.

Intergovernmental Relations

Must be able to relate to and develop a good working relationship with other communities, county governments, schools, other local governments, and state and federal agencies.

Innovations and Major Achievements

Must have demonstrated the ability to set personal and employee goals, and be creative and aggressive in seeking solutions to city problems. Individuals must be able to seek and receive support and involvement from the council, employees and the community on various topics.

Infrastructure and Facilities

Prior knowledge in the operation of water and wastewater utilities and street drainage would be desirable. Ability to deal with maintenance and project funding is desirable, including the ability to deal with engineering firms and other types of consultants. Experience in contracting for services like solid waste hauling and recycling, along with working knowledge of information technology, is desirable.

Public Safety

Experience in overseeing emergency preparedness, police, and fire operations.

INTERVIEW QUESTIONS

It is suggested that the Mayor and Council each ask a question(s) and that they each ask the same question(s) to each candidate.

1. Provide a brief summary of your education and work experience.
2. How would you describe your leadership and management styles?
3. What do you perceive to be the Administrator's role in working with the Mayor? Council?, Attorney, Clerk?
 - a. How and when do you communicate with the Mayor and Council?
 - b. How and when do you delegate responsibility and authority?
4. In your opinion, what role should the Administrator have in the community?
 - a. Do you believe the Administrator should be an active member of a service or fraternal organization?
 - b. How do you deal with the news media?
 - c. How do you deal with special interest or single interest groups?
 - d. What is the best way for an Administrator to deal with an angry constituent?
5. Let's discuss personnel issues:
 - a. Have you been at the bargaining table and been actively engaged in negotiating an agreement?
 - b. Have you experienced mediation, fact finding or arbitration? Which ones?
 - c. Have you ever had to discipline, demote or fire an employee? Please elaborate.
 - d. How do you educate, encourage and motivate your staff?
 - e. Are you familiar with state and federal laws relating to non-discrimination, sexual harassment, ADA and equal opportunity?
 - f. Have you had charges of violation of state or federal employment laws or a grievance filed against you or your city?
 - g. Describe your experience in the preparation and implementation of personnel rules, regulations, and compensation plans.
 - h. What is your experience with employee benefits administration, group health insurance and risk management?

- i. What in your opinion is the most serious issue today in local government personnel management?
- j. How and when should private sector resources (e.g. contractors) be utilized to provide village services?

6. Now let's talk about municipal finance:

- a. Are/were you the designated budget officer for your city? Did you prepare and present the budget to the Council and upon adoption were you responsible for implementation?; what is/ was the form of the budget-line item, program?
- b. Have you experience with Debt Financing? Please give an example.
- c. Have you secured and administered any type of loans or grants? Please give an example.
- d. Describe the most successful capital improvement project you were responsible for and what made it successful?
- e. Have you reviewed the annual budget and/or annual report? If yes, what is your impression of the city's financial condition?
- f. What is your opinion of "pay as you go" financing of maintenance and capital projects? special assessments?; special taxing districts?
- g. What type of financial reports do you provide the elected body and with what frequency?

7. Please briefly describe your experience with:

- a. Land use planning
- b. Economic development/redevelopment
- c. Tax increment financing
- d. Business attraction and retention programs
- e. Beautification programs
- f. Business assistance programs; e.g. façade improvement; code compliance, etc.
- g. Annexation
- h. Subdivision policies and regulation particularly as they relate to stormwater management

- i. Zoning
 - j. Building code administration
 - k. Municipal facilities expansion, in particular water and wastewater utility expansions
8. Have you read the city's comprehensive plan? What is your opinion?
 9. Have you toured the city. What is your opinion of what you have seen?
 - a. Municipal facilities
 - b. Residential areas
 - c. The downtown
 10. In the field of intergovernmental relations, what experience have you had in dealing with other units of government (counties, schools, parks, Councils of Government, State Legislature, etc)?
 11. Do you feel comfortable "lobbying"?
 12. Have you been an active participant in the activities of a statewide municipal league, a statewide city or county management association, the International City/County Management Association (ICMA) or other professional organizations devoted to local government? Please give an example.
 13. Please describe what applications of computer technology you have implemented in your city;
 14. Where do you expect be in your career in five years, ten years?
 15. Is there anything embarrassing in your background, personal and professional life that would give us pause to consider offering you the position?
 16. If offered the position what would you expect in the way of an employment offer/agreement and when would you be able to start?
 17. What questions do you have of us?

SUMMARY OF SUGGESTED INTERVIEWING TECHNIQUES

Following are some recommended “do’s” and “don’ts” when interviewing candidates. Remember that the law does not prohibit employers from obtaining all the information about a candidate they deem important, so long as the questions are job-related and do not elicit information which could be used for discriminatory purposes.

DO:

1. Review questions ahead of time with legal staff who can advise Question objectively. Relate questions to the requirements of the job profile and be consistent from one applicant to the next.
2. Ask questions that require more than a yes or no answer. Use general or open-ended questions.
3. Avoid unduly sympathetic or unsympathetic words, gestures or facial expressions which would make the candidate think you agree or disagree with his / her answer.
4. Avoid posing a problem or situational question combined with possible solutions. Let the candidate generate his / her own solution.
5. Develop questions based on earlier statements made by the candidate.
6. Ask questions designed to encourage the candidate to reveal what knowledge and expertise he / she possesses.
7. Avoid “trick” questions.
8. Avoid displaying your personal opinions or viewpoints through the questions you ask.
9. Listen attentively to every question asked and every answer given. Make the candidate aware that you are listening by looking at him / her while speaking.

DON'T

1. Don't let early biases form.
2. Don't ask unnecessarily long questions.
3. Don't let the candidate digress beyond the point of answering the questions satisfactorily.
4. Don't ask confrontational or intimidating questions.

BIASES AND OTHER POTENTIAL PROBLEMS

Participants in interviews are very human and some of the following will likely influence the interview and selection process:

1. Governing bodies may not agree among themselves, creating an oversized list of everything each member is looking for in a candidate. Without a strong consensus, each member of the governing body will have a different vision of the “perfect” candidate.
2. Too much emphasis can be placed on experience in communities similar in size and demographics to their community, rather than on skill sets.
3. The candidate selection and interview process takes considerable time and it can be difficult for some participants to stay focused on the process. This is a reason to space out interviews.
4. Selecting a candidates is part art and science. With multiple qualified candidates, it often comes down to subjective but often legitimate “Fit & Feel” -- gut assessments.
5. Interviewers may prefer candidates that are most similar to themselves in terms of style or background. This may result in a first-impression or confirmation bias in interviews that diminishes the overall needs of the organization in hiring for a specific position. Stick to the agreed upon Profile to keep focus on issues facing the municipality.

APPLICANT'S INTERVIEW QUESTIONS

It is important to generate a two-way dialog during the interview process to increase the odds of attaining a "best fit" for both parties. Here are some great questions we've heard applicants ask either the recruiting team or the interview panel.

Candidates always should ask a question that reflects their research into the community. Governing bodies like it very much when candidates do their homework. For example, "I noticed in your budget that your TIF is scheduled to expire in a few years. Have you had any recent discussions about how you want to close it out and use the remaining funds?" Make sure you're prepared with helpful options...

"What were some of the characteristics you liked and didn't like about your previous managers?"

"If I were appointed to be your next Manager, what should I know about your organization that maybe has not been discussed so far?"

"If I were fortunate enough to be your next Administrator, would it be possible to have a goals setting session with all of you so I can understand the priorities you would like me to focus on?"

A good question to ask of the Mayor or Chair, "What is the number one need or goal in the community that you think the new Manager should address?"

If you are being interviewed by staff, addressing those present in the interview by name and asking each of them a question about their area based on your research of the organization leaves a very good impression.

One of the best questions in a second interview is also a tricky one. "What most impressed you about my credentials and are there any items you are uncertain about?" You can then address any perceived shortcomings or highlight an attribute you feel outweighs an actual shortcoming. Remember, there are not always weakness, just other combinations of skills that would be a better fit.

Another tricky but very useful one to understanding how the elected body operates is "What do you see the key differences to be between the roles of: a) the Mayor vs Council and b) Elected Officials vs Administrator and Staff?"

6 months from now, what would an excellent performance review for this position look like and how would it be conducted?"

If the hiring body does not give you an opportunity to ask questions, ask them if it would be OK for you to ask a "quick one." And then also include a closing statement indicating your desire to serve as their next Administrator -- but be succinct and respectful of their schedule.

Do not ask questions that require an answer from every board or council member or take a lot of time to answer.

Finally, individualized thank you letters or e-mails following the interview also tend to set a candidate apart from others, especially if the competition is tight.

INTERVIEW EVALUATION FORM

Applicant: _____

Rate applicants 0-4 for each criteria.

0: Not Recommended, 1: Qualified, 2: Well Qualified, 3: Superior

1. Experience and Expertise

- (a) Applicability of experience to your city and its challenges
- (b) Knowledge and involvement in all aspects of municipal government
- (c) Depth of experience
- (d) Degree of current/past responsibility
- (e) Application of technology to city operations

Comments: _____

2. Education

- (a) Relevant degrees
- (b) Specialized training; career development
- (c) Keeps current with new technology and advancements

Comments: _____

3. Communication and Public Relations Skills

- (a) Ability to transmit ideas clearly, directly and succinctly
- (b) Ability to organize ideas, summarize and express them with confidence- verbal and written
- (c) Manner in which the applicant comes across- e.g. openness
- (d) Approach to the news media, citizens, etc.
- (e) Use of information types- electronic, print, etc.
- (f) Is customer oriented
- (g) Non-verbal communication skills (physical, eye contact)

Comments: _____

4. Leadership Traits and Management Style

- (a) Ability to work with others- team leader and player

- (b) Ability to make decisions, recommendations and execute
- (c) Openness to alternative approaches
- (d) Is your idea of the type of individual for the position
- (e) Personality traits in relation to personality of city
- (f) Will move the organization and village forward

Comments: _____

5. Budget and Finance

- (a) Understanding of financial planning and budgeting
- (b) Knowledge of capital improvement programming
- (c) Grasp of overall financial administration and reporting
- (d) Knowledge of formation of operation and capital financing mechanisms
- (e) Ability to work with lean resources
- (f) Familiarity with loan and grant programs

Comments: _____

6. Personnel Management

- (a) Experience in human resource management
- (b) Ability to deal with personnel problems and problem employees
- (c) Experience in training and motivation of employees
- (d) Experience in collective bargaining and contract administration
- (e) Familiarity with state and federal employment laws

Comments: _____

7. Community and Economic Development

- (a) Overall knowledge of growth management, community planning and development and annexation, subdivision and building regulations
- (b) Experience in redevelopment and tools to encourage it
- (c) Familiar with business attraction and retention practices

Comments: _____

Comments: (Special observations during interview)

SAMPLE AD FOR A TYPICAL CITY/VILLAGE ADMINISTRATOR POSITION

City Name, OH (Pop: xxxxx)

(Job Title): Salary \$xx,xxx to x\$xx,xxxK + Excellent benefits DOQ&E. Exciting and challenging opportunity in a growing community with a good quality of life and excellent schools located The Mayor Village Council are seeking a proven visionary leader to team with them as they plan for a dynamic future. \$xx Million budget; xx full-time and xx part-time employees. Appointed by the Village President and approved by a six member Village Council who are elected at large to four year, staggered terms.

BA in public administration/ related field; MPA preferred. 3 years of progressively responsible municipal management experience as a village administrator or 5 years as an assistant village administrator in a full service community. Excellent communication and interpersonal skills. Proven ability to analyze issues and recommend actions; able to build positive relationships with the community and other governing bodies; experience in budget/financial management, economic and residential development, and labor relations.

Residency required (if applicable).

Cover letter and resume to XXXXX , Address; by (date); e-mail address . EOE/AA/ADA.

AUTHORIZATION & DISCLOSURE FORM

I, _____, voluntarily and knowingly authorize permission to the (local unit of government) Ohio, Name of firm. & its agents to conduct education verification, criminal, civil, credit and driving record investigations, also to contact individuals for personal and work experience reference checks about me now or at any time during my employment. I agree to provide references if not previously included with resume. I understand that preliminary background investigations will require that I provide my full legal name, common address, date of birth, and SSN.

A Consumer Report, also known as a Consumer Credit Report, as defined by the Fair Credit Reporting Act (“FCRA”) and applicable state law, is a written or oral report or other communication that may include a summary of my credit standing, credit capacity, credit worthiness, debts or check writing experience; insurability; character; general reputation; personal characteristics or mode of living. An Investigative Consumer Report is a report prepared that may contain information regarding my character, general reputation, personal characteristics, or mode of living obtained through any means, including personal interviews with my friends, neighbors, or associates or with others with whom I am acquainted or who may have knowledge concerning any such items of information.

I voluntarily and knowingly release from all liability the (unit of government), Name of Firm and its agents who request and/or conduct such investigations supplying information for such investigation, except that such release shall not be implied to waive any rights I may have to correct errors or misstatements contained in the consumer report or investigative report obtained pursuant to this agreement.

Signed

Dated

Full Name	Driver’s License #
Address	State of Issue
City, State, Zip	Date of Birth
Social Security #	

As an alternative, this information can be emailed directly to <e-mail address>

ADMINISTRATOR CANDIDATE REFERENCE CALL

CANDIDATE'S NAME:

NAME OF REFERENCE:

NAME OF PERSON MAKING CALL:

DATE OF CALL:

QUESTIONS

How long have you known (Name)?

In what capacity?

How long has he/she been in that capacity?

What are/were his/her chief responsibilities?

What were his/her most significant achievements?

In your opinion, in what area(s) did (Name) not perform as expected.

<If applicable> Why did (Name) leave?

What would you say are (Name) strengths?

What would you say are (Name) weaknesses?

On a scale of 1 (low) to 5 (excellent) how would you rate (Name) as a:

Communicator:

Manager:

Leader:

Participant in community activities:

Team Player:

Professional:

YES/NO: In your opinion:

Is (Name) honest and have integrity and a reputation for following and requiring the highest ethical standards?

Is (Name) a forward thinking leader and administrator able to encourage elected officials and staff to develop new ways of looking at problems and opportunities and arriving at effective solutions?

Does (Name) display an attitude of teamwork and creativity in municipal problem solving, while ultimately accepting responsibility for the quality and effectiveness of Village operations and work?

Does (Name) have a personal professional style, which will establish early credibility with

elected village elected and appointed officials, employees and community?

Does (Name) have the ability to develop positive relationships with elected officials individually and collectively and to treat them equally?

Is (Name) able to accept the policy direction of the Mayor and Council when it differs with his/ her recommendation?

Is there anything embarrassing in (Name) background, personal and/or professional life that would give us pause to consider appointing him/her village administrator? ***(Might ask village attorney to look at this one and to give you alternate language to get at the same thing).***

Finally, is there anything you would like to add? (If so, record it here).