

PECKHAM
&
MCKENNEY
EXECUTIVE SEARCH

**PECKHAM & MCKENNEY
EXECUTIVE RECRUITMENT WEBINAR**

This month's topic:
"How to Make a Job Opportunity Attractive to Applicants, and How an Applicant Presents Themselves to be Effective in a Recruitment and Placement Process"

June 22, 2023 | 10:00am - 11:30am



A Little Bit About Us

Carl Cahill, Retired City Manager

- 16-years City Manager
- 6-years Planning & Building Services Director

Tony Dahlerbruch, Retired City Manager

- Worked over 30 years in 6 cities in a variety of positions, 2 cities as City Manager (total of 12 years)
- Started as an Intern
- Former President of League City Managers Department

How to Make a Job Opportunity Attractive to Applicants

The Basics

- Hiring Practices
- Workplace Culture
- Compensation

Hiring Practices

Attraction
↓↑
Retention

- **Flexible**
 - Consider candidates with nontraditional backgrounds
 - Be sure the job description accurately reflects the job duties
 - Consider out-of-state candidates
 - Internal candidates – teachable, loyal, available now
- **Affirming**
 - DEI, fair treatment and full participation of all people.
 - Interview Panel – representative of community diversity
- **Fast**
 - Schedule Interviews promptly after filing deadline
 - Make hiring decision within one week of final interview (contingent)

Workplace Culture

Attraction



Retention

- **Creating a Positive Workplace Culture**
 - Civility – Council & Executive Team set the tone.
 - Onboarding Checklist & First Day Program
 - Employee Development & Training Program
- **Fun – in the Workplace**
 - Day 2 and beyond
 - Staff & Management Lunch Time Meetings, Team Building Retreats, Service Award Ceremonies.
 - Wellness Program with a Budget & Staff Committee to design inclusive game activities.

The Compensation

Attraction



Retention

- **Salary**
 - Is it comparable – externally competitive?
 - Is it fair - internally equitable
 - Does salary matter? Or is the biggest organizational cause of disengagement incompetent leadership?
- **Benefits**
 - Be creative, one size does not fit all.
 - Survey the staff
 - Plenty of low-cost benefits that meet the needs of the staff, e.g., flexible schedules.

How an Applicant Presents Themselves to be Effective in a Recruitment and Placement Process

The Application Process

- Be mindful that there are 2 parts of the initial application process.
 - Part 1: Your presentation of you; the cover letter and resume
 - Part 2: Who you don't know that you are competing against

Tailor your cover letter and resume to best represent you, your experience for the role the employer is seeking (connect the dots), and why you are best (your value).

Things to Keep in Mind

- Do homework about the agency, role, and community to understand as much about it as you can; tie your experience to what you learn. Call the recruiter too.
- Present yourself, in an honest manner, as having the experience and having performed in the capacity of the position, not aspiring to the role.
- Don't wait until the last minute to apply.
- Explain your transitions in recognition that lots of job movement, short tenures and separations (viewable to the public on the internet) can be a flag and hard for a community and hiring authority to accept.

How an Applicant Presents Themselves to be Effective in a Recruitment and Placement Process

The Supplemental Process (questionnaire and/or telephone)

- Be honest and genuine.
- Listen and understand what is being asked. Respond thoughtfully with relevant information.
- Know why you want the position.

Remember, this step is an interview, regardless of manner, style or process.

Things to Keep in Mind

- Be confident.
- Do your homework to be responsive.
- Employers want to know why they are a great organization for you, not what motivates you leave your current position.
- Be transparent and honest with the recruiter (re: salary, remote working, concerns, barriers, transitions, etc.); the recruiter is looking for the right/best fit, and will explain your situation.

How an Applicant Presents Themselves to be Effective in a Recruitment and Placement Process

The Interview Process

- Practice, be prepared and do your homework.
- Listen and understand what is being asked. Respond thoughtfully with relevant information.
- Address gaps in employment and separations/transitions concisely.
- Convey why you want this position and you are the best person for it.
- Recognize and acknowledge transitions, short tenures and separations may be a flag to the hiring authority and address solutions for communicating them if hired.

Things to Keep in Mind

- Each 1 hour interview is 10 to 14 questions. The first and last are typically the same. The middle questions will typically address experience with complex issue, leadership/management, communication, and working with others.
- Tie your experience to the position. Convey your knowledge about the community. Supplement with the value you add.
- Have a firm handshake and make eye contact. Dress professionally and appropriately. Be confident.
- Be mindful of the clock and time remaining.
- Don't talk negatively about past employers; talk about why this job is great not why you are leaving your current position; speak to the qualities and attributes of the position and of the City; add personality and personalization to your responses.
- Ask for the job; say you want it.

How an Applicant Presents Themselves to be Effective in a Recruitment and Placement Process

The Placement Process

- Final interview is about fit with the team, leadership and hiring authority.
- Respond timely with information for background and reference check.
- Negotiate reasonably and responsibly. Be open to compromise.
- Again, convey why you want this position and you are the best person for it.

Remember, this step is still an interview, regardless of manner, style or process.

Things to Keep in Mind

- Withdrawing from the process at this stage leaves a bad taste in everyone's mouth.



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QUESTIONS?