



Helena City Manager Recruitment and Selection Roadmap

December 5, 2022

The City Commission will meet to review recruiting steps and adopt a schedule. The Commission will hold this discussion in a public meeting. The meeting will include defining the position and recruitment profile; determining the salary range, recruiting period, and advertisement(s); and making preliminary decisions regarding selection criteria. Following are the steps associated with the recruitment and selection process and a preliminary recruitment process overview.

1. Define Position and Recruitment Profile

- Reviewing charter provisions or ordinances creating the City Manager to ensure they continue to accurately reflect the city's expectations and job requirements [Attachment A].
- Reviewing the recruitment brochure including the profile of the skills, training and qualities of the "ideal" candidate and the Commission's priorities for the position. The brochure is included as Attachment B. This step is critical to subsequent steps in the recruiting and screening process.

2. Review Salary Range Options, Determine Recruiting Period, and Prepare Advertisements

- We recommend updating the former salary range ensure the city remains competitive.
- Review draft job announcement [Attachment B]. The job announcement will specify the date for the first screening of applications. The closing date should be minimum of four weeks after publication of the first announcement (posting period may depend on selected advertising venues).
- Determine required application materials. Resume, cover letter, three professional references.
- Review proposed advertising venues. We want to achieve national reach including venues that reach candidates in unrepresented groups [Attachment C].
- Determine whether Commission will require the candidate to live in the city limits.

3. Recruitment

- City Press release(s) regarding job posting - brief the media on the timing and steps involved in the overall process. After the initial screening deadline, brief the media and the community on the overall response.
- Implement approved outreach and advertising plan.
- Active recruiting of candidates (e.g., email and LinkedIn).
- Job will be posted on the City's website,

4. Selection

Develop selection criteria in advance

- Determine screening and interview criteria (screening criteria is based on specific education, experience, and the Commission can assess on paper; interview criteria/questions can assess behavioral or communication characteristics the commission can assess in person).

4. Selection (continued)

- Determine additional selection or informational processes (e.g., a writing exercise, video, in-person presentation, city tour, Helena Citizens Council, panel interviews or discussions).
- Reference and background check criteria.

Apply selection criteria to candidates

- Review resumes and cover letters to identify interviewees (screen submissions down to 10 or fewer candidates).
- Conduct video preliminary interviews to narrow interviewees to 3 – 4 finalists.
- Writing exercise?
- In person interviews with candidates including stakeholder interactions or interviews.
- Consideration of legal guidance regarding the confidentiality of applicant submissions and the public’s right to know.
- Reference and background checks (professional references, criminal background, credit check?).

5. Hiring & Transition

- Negotiating compensation.
- Developing employment contract and defining probationary period.
- Announcing the selection.
- Coordinating the transition.
- Onboarding.
- Presenting the performance appraisal and objectives.

Proposed/Preliminary Recruitment Process Overview*

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16
	12/5	12/12	12/19	12/26	1/2	1/9	1/16	1/23	1/30	2/6	2/13	2/20	2/27	3/6	3/13	3/20
Define position & profile																
Determine \$, duration, ads																
Recruitment period																
Resume screening																
Preliminary (screening) interviews																
Finalist interviews, panel, etc.																
Reference and background checks																
Job offer																
Negotiate comp. & contract																
Successful candidate starts TBD																

**The preceding table is a preliminary proposed schedule. Actual dates are contingent on City Manager Relations Subcommittee and City Commission schedules/availability, candidate availability, travel logistics (e.g., airfare) and related factors.*

Helena, Montana Code of Ordinances

2-1-1: APPOINTMENTS:

The commission shall appoint a city manager [1](#), a clerk of the city commission and a deputy clerk. (Ord. 2910, 6-4-2001)

Notes

- [1](#) 1. See also section [2-2-1](#) of this title.

2-2-1: APPOINTMENT:

The city manager [1](#), shall be the administrative head of the city government, and shall be responsible for the efficient administration of all departments. The manager shall be appointed without regard to political beliefs, and may or may not be a resident of the city when appointed. The commission may require the manager to become a resident after appointment. The manager shall hold office at the will of the commission. (Ord. 2910, 6-4-2001)

Notes

- [1](#) 1. See also section [2-1-1](#) of this title.

2-2-2: POWERS AND DUTIES:

The city manager shall have all of the powers and duties imposed by state law and this code including the power to engage such officers and employees as are necessary for administration of the city, and any other duties which the commission may prescribe. (Ord. 2910, 6-4-2001).

2-2-3: SALARY:

The city manager shall receive such salary as may be fixed by the commission. (Ord. 2910, 6-4-2001)

Charter, City of Helena, Montana (as Amended 01/2001)

ARTICLE III

City Manager

Section 3.01 - Appointment, Removal and Compensation

1. The commission shall appoint and remove the city manager by a majority vote of the whole number of the commission.
2. The appointment shall be based on merit only and shall be for an indefinite term.
3. The commission shall set the salary of the city manager.

Section 3.02 - Duties and Responsibilities

1. The city manager shall be the chief administrative officer of the city and shall be responsible to the commission for the administration of all city affairs required by this charter, law, ordinance or resolution.
2. The manager shall:
 - a) cause the enforcement of laws, ordinances, and resolutions;
 - b) perform other duties required by law, ordinance, or resolution;
 - c) direct, supervise, and administer all departments, agencies and offices of the city except as otherwise provided by law or ordinance;
 - d) carry out policies established by the commission;

Section 3.02 - Duties and Responsibilities (continued)

- e) prepare commission agenda;
- f) make recommendations to the commission;
- g) report to the commission on the affairs and financial conditions of the city;
- h) execute bonds, notes, contracts, and written obligations of the commission subject to the approval of the commission;
- i) report to the commission as the commission may require;
- j) attend commission meetings with the right to take part in the discussion, but may not vote;
- k) prepare and present the budget to the commission for its approval and execute the budget adopted by the commission;
- l) appoint, and be administratively responsible for all city employees, including their suspension or removal, except as otherwise provided by ordinance;
- m) be responsible for the administration of an employee appeals procedure as adopted by the commission.

Helena City Manager Job Posting Potential Venues

Paid job postings - \$ 3,043

- PublicServiceCareers.org (American Society for Public Administration, Network of Schools of Public Policy, Affairs, and Administration, Association for Public Policy Analysis and Management) (\$250 for 30 days)
- International City/County Management Association (ICMA) – 60-day online ad that appears in two newsletters each week for up to eight weeks (\$450)
- <https://workplacediversity.com/> (\$200 for 60 days)
- Govtjobs.com – (\$199)
- LinkedIn Job Post – online job posting (\$300 for 30 days)
- National Forum of Black Public Administrators (\$350)
- Diversity.com (\$260 for 60 days)
- Washington Association of Cities – AWC Jobnet (\$200)
- Recruit Disability (\$195 for 30 days)
- League of Women in Government (\$175)
- League of Oregon Cities (\$80)
- Local Government Hispanic Network (\$100)
- Hispanic/Latino Professionals Association (HLPAs) (\$199 for 30 days)
- South Dakota Municipal League (\$50)
- Association of Idaho Cities (\$35/399 words)

Free job postings

- City of Helena Civic HR (Will automatically post to Indeed and Glassdoor, but we will want to regularly repost/refresh these postings)
- Montana Job Service
- Indeed.com
- Glassdoor
- Montana League of Cities and Towns
- National Congress of American Indians
- Inclusv
- Colorado City/County Management Association
- Utah League of Cities and Towns
- North Dakota League of Cities
- US Jobs
- Handshake (Carroll, UofM, MSU, Providence, etc.)
- USNLX
- Facebook
- CMS Website
- PostJobsFree
- Helena Chamber of Commerce (can post for free if you are a member)—same is true for state and regional Chamber of Commerce sites (WY-\$410, SD-\$500, ND-\$540, ID-\$335, CO-\$595). MT Chamber of Commerce does not offer a job posting resource.