



MEMORANDUM

DATE: May 2, 2013

TO: PERSONNEL COMMITTEE

FROM: Pamela A. Captain, CA/HR Director
PAC

RE: RECRUITMENT PROCESS FOR COMPTROLLER/TREASURER (or
ADMINISTRATIVE SERVICES DIRECTOR) POSITION

The process described below is suggested for filling the vacancy of the comptroller/treasurer.

1. Identify minimum requirements (Common Council)
2. Identify selection criteria (Personnel Committee)
3. Prepare recruitment materials (HR Department)
4. Take applications (HR Department)
5. Prepare interview topics (Personnel Committee)
6. Assemble 1st interview committee (TBD by Personnel Committee)
7. Hold 1st interview
8. Interview committee selection of final candidates
9. Hold 2nd interview (Personnel Committee)
10. Personnel Committee recommendation to Mayor
11. Mayor selection of final candidate

Identify minimum requirements for the position. The Personnel Committee needs to establish the minimum requirements for the position such as education, experience and certifications. See Exhibit A for suggestions.

Identify selection criteria. The Personnel Committee needs to identify, in addition, to the minimum requirements the preferred criteria to be used to select candidates for further consideration. What factors should be given greater weight in selecting candidates? The criteria that the Personnel Committee identifies will be used by the HR Department in scheduling prospective candidates for a first interview. Examples of selection criteria include:

Education, with an extra point given to those candidates who have a master's or other advanced degree beyond a bachelor's degree.

Experience, with an extra point given to those candidates who have experience in local government, Wisconsin government, treasurer and comptroller experience, management of IT and/or HR functions.

Certifications, with an extra point given to those candidates who have achieved additional certifications beyond the minimum required.

Additional/On-going Training, with an extra point given to those candidates who have exhibited a continuing commitment to training and/or leadership training.

Prepare recruitment materials. Unless the City desires to use a recruiting firm, the Human Resources Department will prepare recruitment materials. The position will be advertised with professional organizations with which we are associated such as: CVMIC, the League of Wisconsin Municipalities, Wisconsin Treasurers Association, Wisconsin Government Finance Officers Association and the Government Finance Officers Association (National). We do not plan on utilizing newspaper advertising unless that is something that the Personnel Committee wants us to do.

Take applications. Applications will be taken by the HR Department and reviewed for minimum qualifications. Using the selection criteria decided upon by the Personnel Committee, the candidate materials will be reviewed and organized and the top candidates will be scheduled to attend a first interview.

Prepare interview topics. Between now and the first interview the Personnel Committee will identify what topics are most important to discuss with prospective candidates. Based upon the interview topics selected by the Personnel Committee, I will draft questions to ask each candidate.

Assemble 1st interview committee. Consistent with past processes, the first interview is recommended to be held by an interview committee consisting of the following: Mayor; 1 Council Member, Finance Director from another community and Co-General Manager from the Utility. The 1st interview committee will recommend candidates for a final interview to be scheduled before the Personnel Committee.

Hold 2nd interview. The Personnel Committee will interview final candidates and make a recommendation to the Mayor who may or may not make the appointment. *See City Ord. SEC. 2-3-2(b).*



DIRECTOR OF ADMINISTRATIVE SERVICES

About the Position

The Director of Administrative Services is a new position and will perform administrative and managerial work to be appointed by the Common Council and reporting to the Mayor. The Administrative Services Director also serves as the Comptroller/Treasurer and is the chief financial officer responsible for the financial operation of the City. The Director of Administrative Services will have oversight of seven employees, including four of whom are direct reports, and will be responsible for supervising, directing and coordinating the financial and administrative activities of the City of Menasha, including finance, human resources and information technology functions. The Director of Administrative Services will also serve as the contract administrator for the city's contract with an outside vendor for city assessment services.

Education

A bachelor's degree in Accounting from an accredited college or university is required; a master's degree in Accounting, Public Administration or Business Administration is preferred. CGFO, CPA or CMA designation is required. A track record of continuing involvement in professional development is expected.

Experience

Requires technical experience in governmental finance and budgeting, familiarity with applicable tax, financial and debt related Wisconsin statutes. Must demonstrate strong management skills. Knowledge of information technology functions, personnel and labor relations experience is important.

Minimum of five (5) years as a department director or as an assistant director in a municipality of a similar size or larger. Or at least eight (8) years of progressively responsible work experience in local government, including direct supervisory and administrative experience as an administrator/manager or assistant administrator/manager required.

Essential Job Duties

- Administration of three city functions (Finance, Information Technology and Human Resources)
- Performs City Comptroller/Treasurer duties
- Provides forecasting of current year and longer term needs and trends and their probable implications
- Provides financial and fiscal recommendations to the Mayor, Redevelopment Authority and Common Council
- Provides reports to the Common Council on the financial condition of the city and its departments, Utilities and Redevelopment Authority
- Manages City debt to facilitate goals and priorities of Council

- Manages the development and implementation of departmental goals, objectives, policies and priorities for each assigned service area (Finance, Information Technology and Human Resources)
- Assist the Mayor to plan, organize and direct the development and implementation of the City's annual budget including monitoring of revenues and expenses; audit and exercise budgetary control over payment of bills, invoices, payroll and other vouchers for payment

Compensation

Minimum	Midpoint	Maximum
\$91,400	\$101,600	\$111,800

Ideal Candidate

The Director of Administrative Services will be actively involved in the conception and implementation of a new Administrative Services Department consisting of finance and administrative related functions. Encouraging strong communication and eliminating "silos" will be a priority to deliver streamlined, customer-focused processes that enhance efficiencies and deliver quality service. An individual who has the vision, insight, and experience to see the broader picture in terms of the community is desired.

The ideal candidate will be an excellent communicator with the ability to establish and maintain effective working relationships with citizens, elected officials, employees, and local, state and federal agencies.

A municipal government professional who is able to develop a high performing team, motivate and mentor, and delegate effectively will be successful. The successful candidate must demonstrate strong leadership skills and be able to encourage departmental ownership and accountability as well as organizational collaboration. The ideal candidate should be skilled in strategic planning, policy and decision-making, organization development, and performance management.

Knowledge of the principles and practices of city management is vital. Financial and budgetary expertise is required.



2013 SALARY RANGE

(Excerpted)

		MIN	MID	MAX
City Atty/Pers Dir	Grade 1	91,400	101,600	111,800
Public Works Dir	Grade 2	79,500	88,300	97,100
Comptroller/Treasurer	Grade 3	77,800	86,400	95,000

The City's wage-salary grade chart provides for periodic step increases throughout employment with the City ending at 25 years.



MEMORANDUM

April 11, 2013

TO: PERSONNEL COMMITTEE

FROM: PAMELA A. CAPTAIN, City Attorney/Personnel Director

RE: HOW TO CREATE AN ADMINISTRATIVE SERVICES DEPARTMENT

PURPOSE OF THE CHANGE: To create a higher level of integration between financial and administrative services within the City of Menasha.

Moving towards creating an administrative services department will take time. One of the first steps is to hire an administrative services director. This person will fill the mission critical comptroller/treasurer position. It is not an additional position. Over time, various duties will be shifted and positions restructured. When the Administrative Services Department is finished being put together, it is anticipated that approximately 50% of the comptroller/treasurer duties will be performed by the Administrative Services Director with the remaining 50% of the position duties focused on management (of finance, IT and human resources), forecasting and financial planning. This will require that approximately 50% of the remaining comptroller/treasurer duties will have to move to the remaining members of the department.

The city has a staff accountant position which position will need to be adjusted to take on additional higher level accounting/treasurer duties. The position level will likely be that of treasurer/deputy comptroller. Work will need to flow out to other employees in the administrative services department. There are currently two account clerk positions. With the addition of the payroll clerk position moving from personnel to finance, there will be three positions under the treasurer/deputy comptroller position. With the shifting of these positions a third person moves to the finance end of the administrative services department allowing the work to be better distributed. Additional training for current employees will be necessary and will be offered.

Once the administrative services director is in place and the finance part of the department is functioning to the satisfaction of the director, Information Technology will be the next area on which to focus. Springsted informs us that changes are necessary as it relates to the city's IT structure. An overall IT strategy is lacking. The Administrative Services Director will fill a current void as it relates to developing an overall IT strategy. The Administrative Services Director will further discussion and planning to determine what, if any, additional changes should occur as it relates to IT services.



MEMORANDUM

March 28, 2013

TO: PERSONNEL COMMITTEE
FROM: PAMELA A. CAPTAIN, CA/PERSONNEL DIRECTOR
RE: COMPTROLLER/TREASURER POSITION VACANCY

This meeting is requested in follow-up to the consensus of the Personnel Committee at its February 4, 2013 meeting to delay recruitment in filling the position vacancy of the city comptroller/treasurer until the release of the Springsted Incorporated report setting forth their recommendations.

Springsted Incorporated recommends as a high priority that the City recruit an Administrative Services Director and begin working on creating an Administrative Services Department.

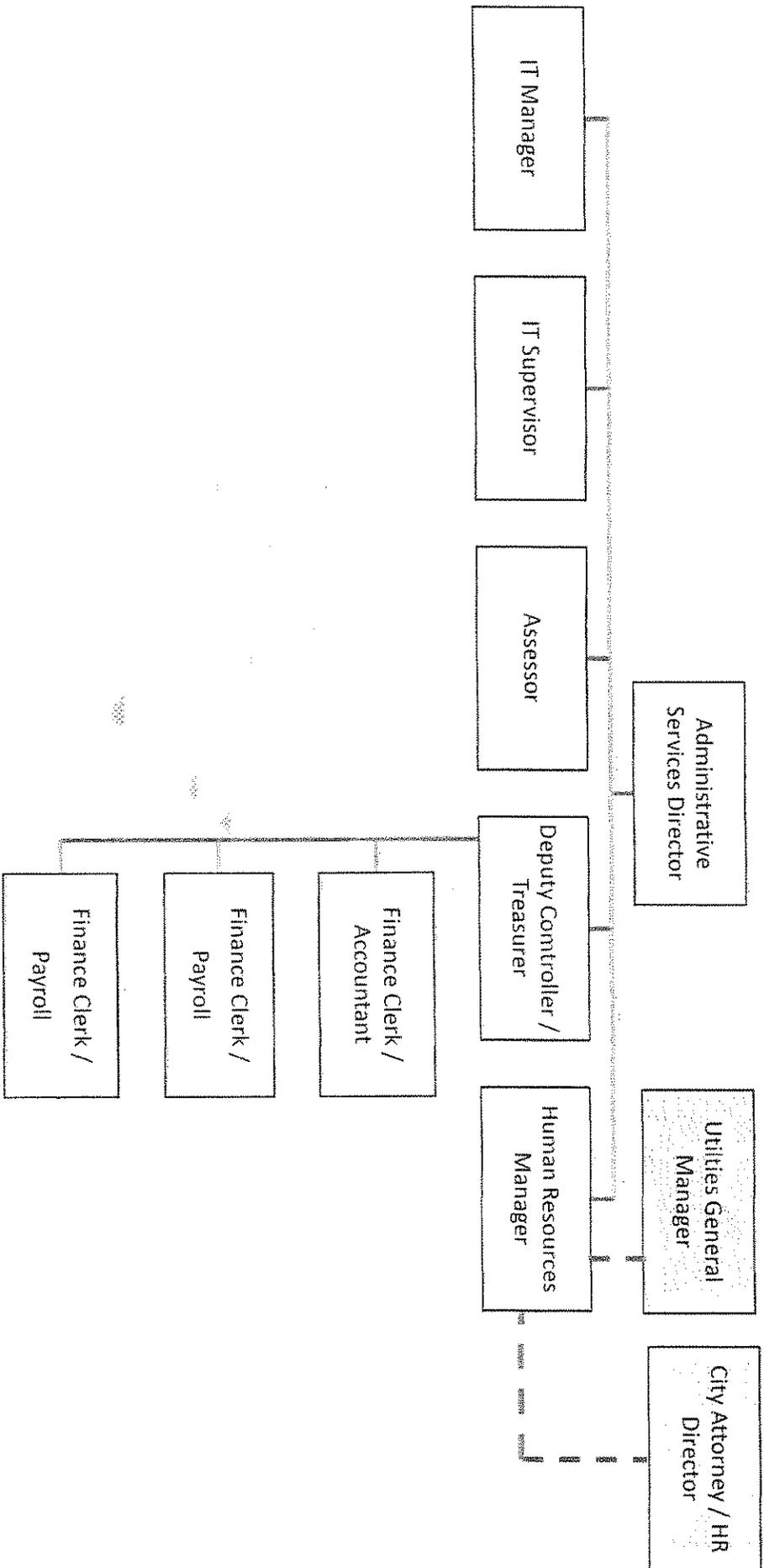
ADMINISTRATIVE SERVICES DIRECTOR: The person would report to the Mayor and be responsible for supervising, directing and coordinating the financial and administrative activities of the City. Administrative activities refers to those things that work across the whole organization including – finance, human resources and information technology. Springsted is recommending an integration (or bringing together) of the finance, human resources and information technology functions.

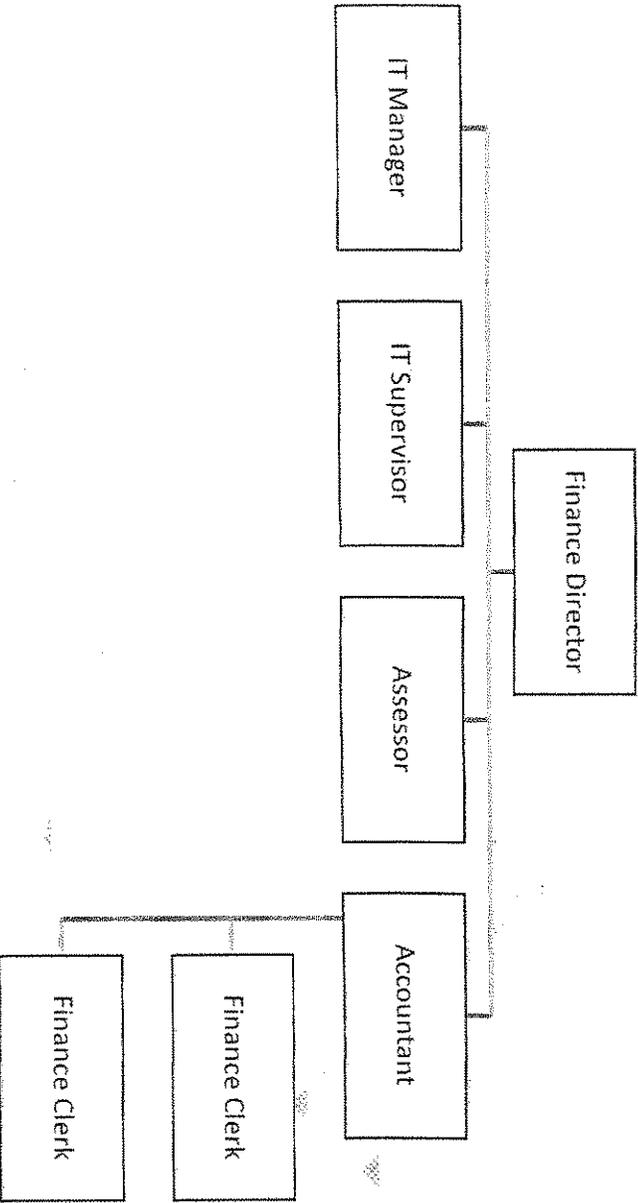
In its report, Springsted outlines the skill sets and competencies for this position to include financial and analytical skills, organizational and operational analysis, strategic planning, knowledge of information technology and human resources, the ability to collaborate and the ability to define and implement new business processes to maximize City resources.

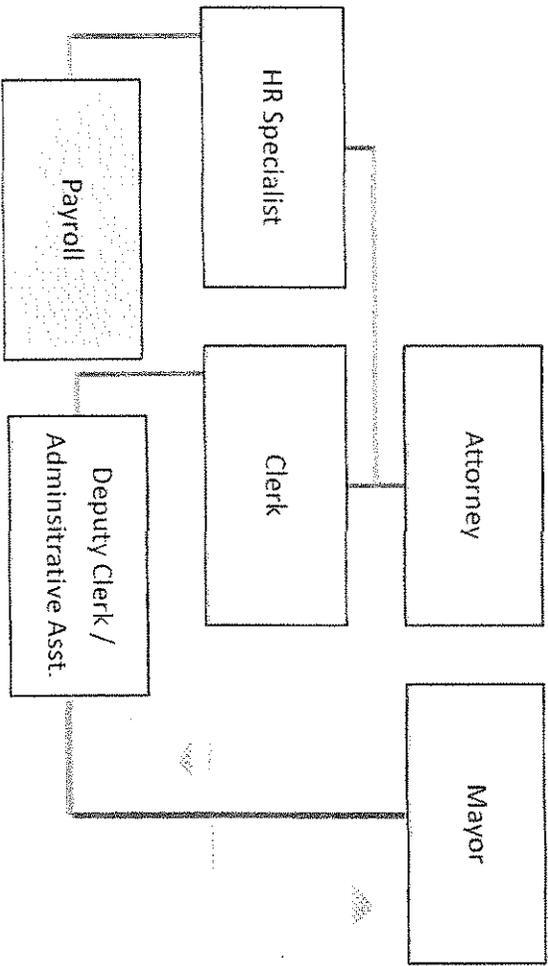
REQUESTED ACTION: 1. Authorize the personnel director to move forward filling the position vacancy based on the recommendations from Springsted Incorporated. OR

Alternatively, authorize the personnel director to secure a recruiting firm to move forward filling the position vacancy based on the recommendations from Springsted Incorporated.

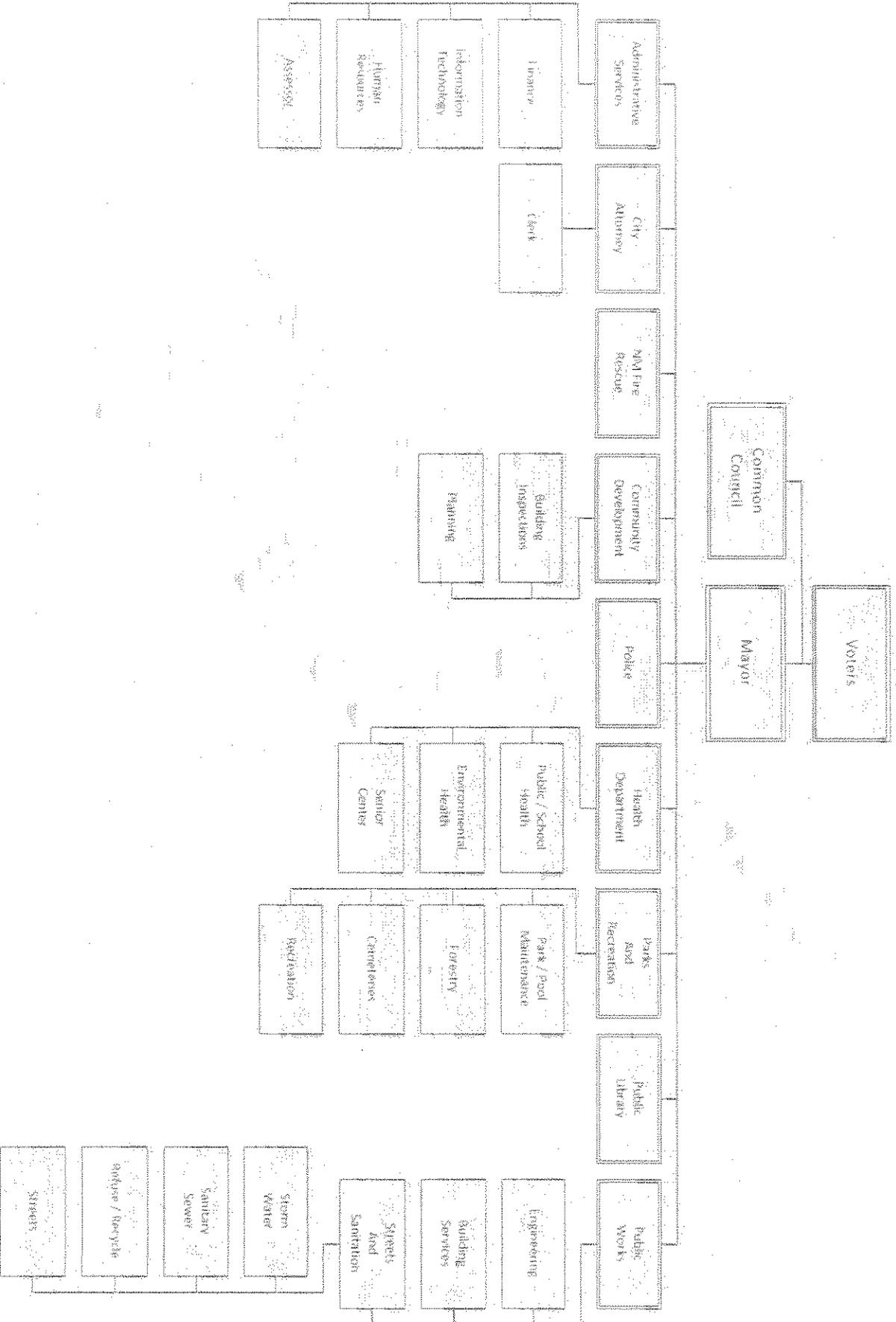
2. Set a schedule to bring candidates for the administrative services director position for interview before the Personnel Committee.





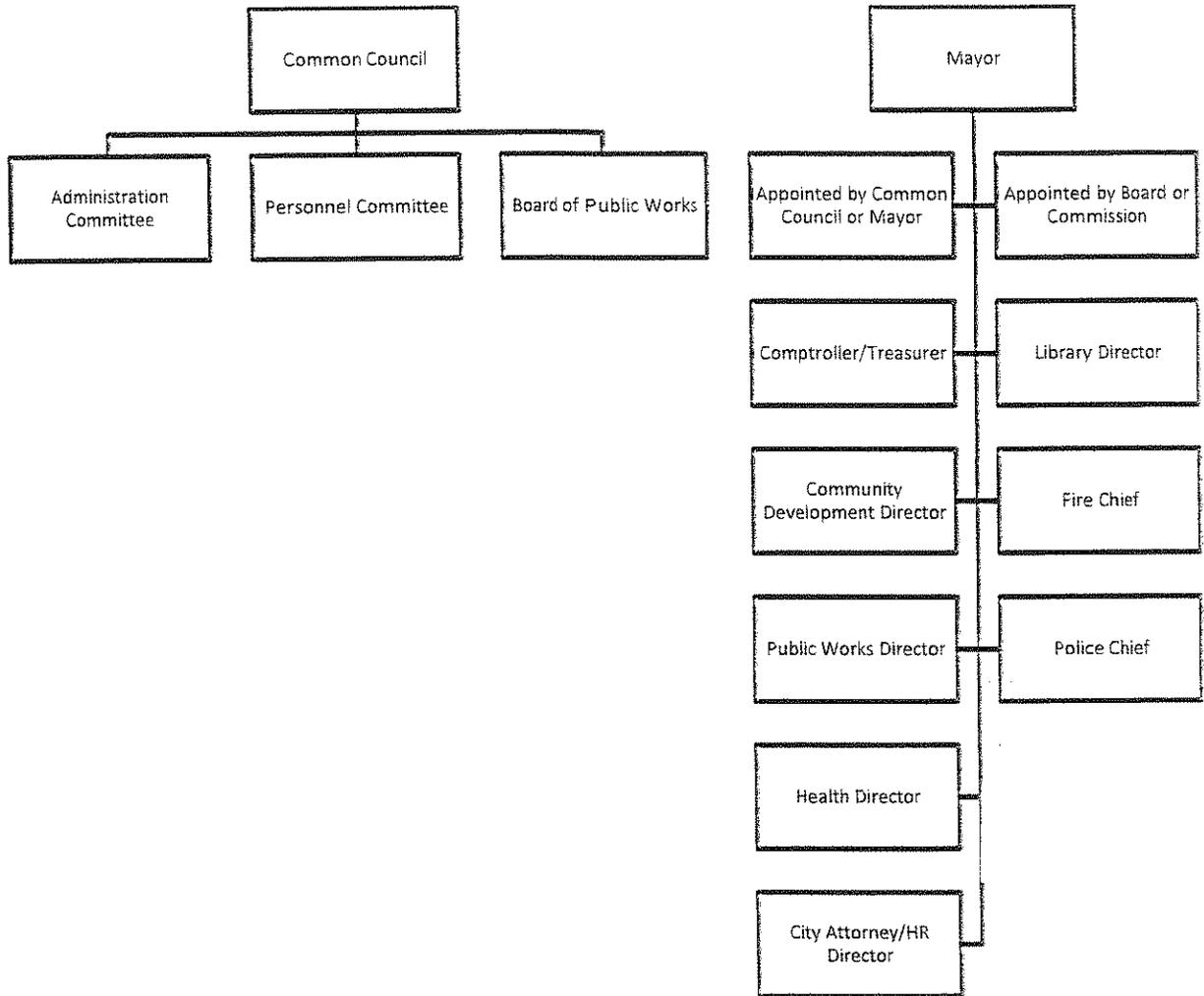


FROM SPRINGSTED INCORPORATED REPORT



CITY ORGANIZATIONAL CHART

Current



CITY ORGANIZATIONAL CHART

Proposed

