



## Town Manager Search Committee

# Meeting Agenda

In keeping with Governor Baker's Executive Order of March 12, 2020; "Order Suspending Certain Provisions of the Open Meeting Law" – All Participation for Town Residents will be by Remote Access. If the audio becomes unavailable, the meeting will be paused until it can be restored, or the meeting will end.

**FOR PARTICIPANTS:** The Provincetown Town Manager Screening Committee meeting will start at 3:15pm. You can join the meeting starting at 3:00pm.

**TO JOIN THE MEETING:** Richard J. White is inviting you to a scheduled Zoom meeting.

**Topic:** TM Search Committee

**Time:** Tuesday, November 10, 2020 3:15 PM Eastern Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/84299958165?pwd=KzBUS3VvS0N4ZF1rb3c2cG8rVEZsUT09>

Meeting ID: 842 9995 8165

Passcode: 083967

Find your local number: <https://us02web.zoom.us/j/kc9SRdLLP3>

**To Ask A Question:** TM Screening Committee meetings are governed by the Massachusetts Open Meeting Law. When public participation is allowed on an agenda item, here is what you do to address the public body: • By computer or smartphone: • Click "Raise your hand" button, located on bottom of the Participant screen.

- I. Call to Order.
- II. Review Town Manager's Search Committee Synthesis
- III. Develop Screening Committee Feedback to potential candidates
- IV. Review of Questions
- V. Adjourn

Posted: Town Hall, [www.provincetown-ma.gov](http://www.provincetown-ma.gov), 11/06/2020, 11:15 am, AR



**Town Manager's Search Committee  
AGENDA ACTION REQUEST**

**Tuesday, November 10, 2020**

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# **DISCUSSION/REVIEW**

TMSC Synopsis, TM Ad and Brochure

**Requested by:** Elizabeth Paine, Secretary to the Select Board

**Action Sought:** Discussion

## **Proposed Motion(s)**

Discussion Dependent/Votes May Occur

## **Additional Information**

- Please see attached documents: TMSC submissions and list of possible questions for candidates.

## **Board Action**

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

## Town Manager's Search Committee's Bullet Point Submissions

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1. Leadership skills, even if outside of direct public administration. So, including public sector experience from financial services such as banking, investment management and consulting.
  2. Not a micro-manager. We have excellent talent already on the Town staff; we need a manager and leader, not a doer.
  3. Strategic planning and management skills, not tactical level thinking. Ability to pull together a five-year strategic plan (to be reviewed and revised every year) but not just "next year".
  4. Communication, communication, communication!! Get the Town involved, get the message out, get forums going to make the Town feel valued and included. Ensure the Town staff is on the same page and "singing from the same hymnal".
  5. A track record of proven accomplishments. What have you done, how have the results been proven, what is your duration in the past positions, would you prior employers rehire you and support you??
  6. Overall. we need proven leadership, strategic planning, administrative, communication and people management skills.

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1. Proven change agent skills: COVID, demographics, economy, etc.
  2. Demonstrated team building/project management accomplishments
  3. Demonstrated relationship building with union workers/management
  4. Understanding/implementation of Diversity, Inclusion and Equity training which includes coaching, counseling, modeling behavior - able to discuss in detail: racism, sexism, classism, ageism, and tokenism with the staff, select board and community at large

 (this may be better suited for the interview questions)

1. How would you interact with a summer season of theme weeks?
2. How do you envision community support?
3. How would you describe your vision of Provincetown?

- [REDACTED]
1. It is vitally important that an equal effort be made by the search consultant to identify non-Traditional candidates who may present a fresh new alternative to the Usual Traditional candidate “pool’ we have been accustomed to.
  2. Our New Town Manager extend a mechanism to “engage” the business community and its respective staff/workers to better move forward in financial planning and economic decisions for the Town as a whole.

[REDACTED]

Draft position description:

1. Please add a reference to the (complicated relationship) between the town manager and Provincetown\_(International Baccalaureate World) Schools.
2. In addition, we also need to add somewhere in the draft position description that among the many richnesses and complexities of Provincetown is its historic and current relationship with artists and the arts.

Draft brochure:

- 1) Please add a reference to the extraordinary fact that Provincetown’s public school is an IB World School.

## Possible Questions

Below are interview questions that we make available to Screening Committees and appointing authorities. This list is made available to assist not to direct. At the very least, they will help you formulate questions that you may want to consider asking candidates.

Obviously, there is not right or wrong answer to these or most other questions. The questions are designed to provide insight into how confident the person is; how s/he relates to you and how you believe they may be able to relate to the public. Questions you should be asking yourself while listening to the candidates answers are: does the person seem honest in his or her responses; do they demonstrate a sense of self-awareness; does this person have experience doing budgets, hiring people, motivating employees; how do they communicate; are they easy to follow; do they listen to the question before answering; is the persons answer thoughtful; do his/her answers make you think; is the persons answers connected, integrated and provide a sense that they have a comprehensive strategy and vision for doing the work; or is his/her answer standard off the shelf stuff you can purchase anywhere?

1. Provide us with a brief synopsis of your professional career, accomplishments and challenges?
2. Describe your management style? How would your subordinates describe your management style? How would your current and previous bosses describe your management style? Is there a difference? Can you explain why?
3. How have you grown as a manager? What are your top two strengths? What are your top two weakness? (please refrain from telling us that you are too nice of a person or that you spend too much time working in the office). How are you trying to improve on your weaknesses? Are you having success? Describe?
4. What systems have you put in place in your present job to improve communication within town government? Town Hall and Citizens? Describe your success or lack thereof?
5. How did you prepare for this interview? Did you visit the Town? If you didn't visit, why not? Did you meet with anyone? What material did you review? What can you tell me about Provincetown from your search?
6. Provide us a general assessment of Provincetown's financial condition? Did recent Town Meeting actions help or hurt? What steps would you take as TOWN MANAGER to address what you have seen?

7. What have you learned about this current Board of Selectmen? What do you think will be your biggest challenges working with this Board? How would you facilitate conflict between board members?
8. Describe in detail how you shop for groceries when you decide to shop at home? Be specific and describe each step?
9. What do you like most about being a manager? What do you dislike the most? Explain.
10. How will you spend your first six months in Provincetown? Explain what your strategy will be and how you plan on implementing it? Please provide some thoughtful detail while being concise?
11. Have you been following issues about Provincetown in the newspapers? What do you consider to be the top three issues facing the Town?
12. How long has it taken to negotiate union contracts in your present position? Explain your collective bargaining strategy and approach?
13. What role do the department heads play in development of the budget? How do you communicate budget tradeoffs to staff?
14. What role do the financial department heads play in the budget development of your current position?
15. How do you make important organization decisions and how do you communicate them?
16. How often do you meet with department heads?
17. If you disagree with the Board of Selectmen how do you handle it? Do you offer the Board alternative solutions to an issue when they have only picked one and you are aware of alternatives the Board may not be aware of?
18. How do you build consensus among the Board, the employees and the citizens?
19. How do you motivate employees to achieve more and to suggest innovative ways to perform routine day to day operations? How do you build morale?
20. What steps do you take as a leader to avoid being a prisoner of your office? What non-project/work activities have you promoted that have helped built a sense of community in the organizations you have led?
21. When jobs open up do you promote from within or do you look outside the organization for new talent?
22. Provide three examples of employees you have mentored, help learn and grow and seen have success either in taking on more responsibilities, receiving a promotion or growing into another higher-level opportunity?
23. How do you work with your police and fire chiefs? How do you provide oversight and stay informed on sensitive work/investigations without getting into the details?
24. How do you balance life, work, family, friends, hobbies, interests? Describe?
25. Please explain the importance of attracting, developing and maintaining a professional and stable work force that provides quality public services to the community?
  - a. Identify the elements essential to accomplishing this goal and how you would implement this in the Town of Provincetown?

- b. How would you sell the costs and benefits of increased services to the public considering the financial issues facing the Town considering that it relies on \$1.6 million of non-recurring revenue to fund its operating expenses and does not have a dedicated and recurring revenue source outside of debt to fund capital expenditures?
  - c. What is the value of maintaining a competitive wage and benefit package for Town employees and how do you successfully sell this concept to the tax payers of the community?
26. Explain how honest communications, honor and integrity relate to developing a quality working relationship with the public, committees and town employees. Provide an example for each of these constituencies in which your honesty and integrity may have hurt or embarrassed you in the short run?
  27. Describe your method of developing a cooperative team approach among Town employees. Please explain how you do this with the department heads as well as the rank and file?
  28. According to the Town Charter, the Selectmen supervise, evaluate and direct the Town Manager. With this in mind, how do you as Town Manager establish a leadership role as the professional manager of the Town?
  29. In your own words, what do you feel it takes to be a good Town Manager in Provincetown?
  30. How do you feel the Town of Provincetown will benefit from you as its Town Manager?
  31. Many Massachusetts towns rely on citizens to serve on Town boards. What do you see as your role in making citizen participation work?
  32. If you hire an Assistant Town Manager, what are some qualities and skills you will look for? How will those qualities and skills compliment yours?
  33. If you are appointed to this position, what would be your priority?
  34. What is the reason for your interest in Provincetown? Money? Change? Location? Other? Why?
  35. How do you feel this job fits into your future?
  36. Would you call yourself a good communicator? Why?
  37. How does your family feel about your interest in Eaton?
  38. What are your professional goals for the next three to five years?
  39. Why did you apply for this job?
  40. Why is this opportunity a good fit for you?
  41. In your professional position(s), how have you established credible relationships?
  42. Define accountability in the work place? How do you insure it? What systems have you put in place to enhance accountability?
  43. Have you ever fired an employee? Explain? What do you do in the organization to make sure the surviving employees understand the justification for such drastic action and what steps do you believe are necessary for a supervisor to take prior to terminating an employee?

44. How do you deal with the press?
45. When hiring employees what non-job related skills and qualifications do you look for when interviewing? What non-job related skills and qualifications do you possess that will add value to your work in Provincetown?
46. What were the last two interviews you had and what did you learn about yourself, good and bad?
47. Please share any success you have had with regard to economic development? Please be specific and concise with your experiences and successes? What were some lessons you learned from mistakes or failures?
48. A wise person is someone who know what s/he knows and what s/he doesn't know? What areas of the work of being a professional municipal manager where you are still learning and discovering? Share your plan for continuous improvement?
49. Reflecting on your research, what are the most critical issues facing the Town?
50. What role does communication play in the Town Manager's job? How do you (would you) communicate with boards, committees, employees, media and the public?
51. How do you prepare a budget? Describe how you prioritize budget recommendations for the Selectmen?
52. Have you experience in developing regional with other municipalities? Describe any successes or failures you have encountered?
53. What role does the School Superintendent play in your work?
54. How as Town Manager would you strengthen the Town Committees as they interact with each other and with Town departments?
55. Reorganizations of Town government are proposed from time to time? Any reorganization experience? Layout the methodology you use to acquire support inside the organization? With the Selectmen? What measures do you take to insure for a successful implementation? What communication strategies do you employ to insure the affected employees, the Selectmen and the community as to your progress?
56. In making difficult decisions, what 3 or 4 core values do you fall back on to aid in your decision?
57. Governing Boards sometimes propose programs, projects, actions or appropriations that are contrary to public recommendations you have made. Often, either at a Selectmen's meeting or at Town Meeting a citizen will ask you directly what your recommendation was, has it changed and why. How have you handled these situations?
58. Based on your research, what steps do you believe the Town will need to take to increase its economic development profile?
59. Please explain strategies you have or plan to implement to maximize the use of technology?
60. How does staff get a hold of you during work hours?
61. How often do you have staff meeting?

**62. Also, consider adding specific questions, particular to an individual candidate, that appears warranted from a careful review of the resume.**