Russell Reynolds ASSOCIATES

Search Advisory Task Force Meeting

City Manager

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Private and Confidential

Defining the elements of an effective Advisory Task Force

Mission, Strategy, & Culture	▪ Understands the City of Austin, trends, internal and external risks ▪ Has a culture that promotes trust, respect, candid conversation/debate and camaraderie ▪ Has a relationship with the City of Austin that is based on mutual respect and constructive dialogue ▪ Has a collective desire for a diversity of perspectives, backgrounds and experiences
People & Composition	▪ Composed of individuals who have a broad mix of backgrounds, skills and experiences ▪ Should reflect the interests of each District ▪ Should reflect the diversity of the search ▪ Exhibits nonpartisan behavior at all times
Commitment	▪ Commitment to maintaining confidentiality during the entire search process ▪ Understands the time commitment necessary for a City Manager search ▪ Will be able to devote time to attend all required meetings, conference calls, etc.

Search methodology and process

Phase One — Leadership needs assessment and crafting a focused search strategy

Our work together begins with detailed planning for all four phases. We set a **Timeline** based on the Mayor's and City Council's expectations as detailed in the Elements of Engagement. Confidentiality is stressed and assured at this early stage and throughout the entire process. We understand the recruitment process is subject to open records as required by state law and candidate confidentiality will be carefully managed.

- Once a timeline is agreed upon by the Council, we begin our search process with our signature **Leadership Needs Assessment.** The phase includes extensive meetings with members of the Council-designated group followed by interviews conducted together with members of the community to determine what they expect from a city manager.
- These conversations add to our understanding of the City of Austin's organizational climate and its future objectives, its competitive backdrop, and the **Key Competencies** necessary to lead the organization forward.
- The findings from these in-depth discussions are reflected in the **Leadership Needs Assessment Report** we present to the group. From these insights, we prepare a **Position Specification**, which serves as the primary marketing document for the search, names the key competencies, and is used to communicate search priorities. The document will serve as the guidepost during all remaining steps in the search, including initial candidate screening, face-to-face interviews, candidate evaluations, and references.

Search methodology and process *(continued)*

Phase Two — In the market, sourcing and developing candidates

Compiling Market Data

Our extensive network of market sources allows us to reach every faction of the philanthropic, nonprofit, public, and private sectors. Our team uses internal idea sourcing, results from relevant searches, and original research to identify the candidate pool.

Initial Outreach

Our team makes an initial outreach campaign to a targeted group of individuals to determine their qualifications and interest level. While we target high-level individuals, we place a special emphasis on the development of a diverse pool of nationwide candidates.

Initial Candidate Screening

Our team conducts interviews in-person or via videoconference with prospects identified through sourcing as well as qualified applicants and nominees. Our approach to candidate assessment is competency-based and focused on your needs as specified in the Position Specification. We also focus on the prospect's depth of knowledge, impact on the industry, personal characteristics, and reputation.

Communicating with the Council-designated group

Our team keeps the Council-designated group informed about our progress throughout our candidate development and vetting process during weekly or bi-weekly Conference Calls and Status Report documents. Together, we are honing our sense of the viable candidate universe through this consistent candidate calibration.

Communicating to Your Constituencies

We assist in your communication about the progress of the search with your diverse constituencies, as needed.

During Phase Two, we are critically thinking about the results of the Leadership Needs Assessment and what type of leadership the City of Austin needs to successfully drive the city into the future.

Search methodology and process *(continued)*

Phase Three — Candidate identification, interviewing, and referencing

Candidate Profile Review

At this meeting, we brief the Council-designated group on our conversations with and assessments of the top group of prospects from which the group selects individuals to interview. A **Profile Review Book** is provided, which contains candidates' resumes and pertinent information.

Candidate Interviews

Our involvement is full-service and we handle all logistics of the candidate interviews, including candidate scheduling and travel. Interviews can be conducted at a location sensitive to the need for confidentiality as well as convenient for the Council-designated group. We prepare the group extensively for interview sessions by providing detailed candidate reports and assessments as well as an **Interview Guide** derived from our competency-based approach to candidate assessment.

Further Candidate Assessment

Once finalists are selected, we can use our Executive Assessment team to develop more complete profiles of the candidates by administering various **Psychometric Questionnaires**. Our team also performs preliminary referencing. This data is analysed and compiled into formal **Reference Reports** for the group's review. When a final candidate has been mutually agreed upon, we expand our reference checks to a full slate of supervisors, peers, and subordinates qualified to comment in depth about the candidate.

Phase Four — Offer, negotiations, and closing the deal

Compensation Package & Negotiation

We work with you on the structure of an appropriate compensation package to attract the finalist. In some instances, we serve as an intermediary to resolve differences in order to complete a win/win negotiation.

Relocation Logistics

In the event a non-resident candidate is selected, we work with the organization to arrange proper orientation and relocation services for the candidate and her/his family.

Transition Strategy

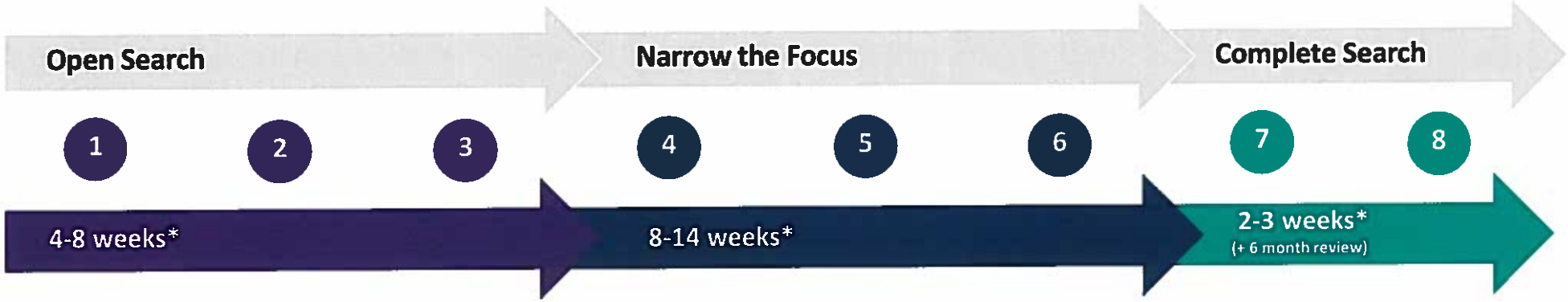
We assist the City of Austin in developing a strategy for announcing the candidate's appointment and orchestrating the candidate's successful transition into the role.

Follow Up

Although the recruiting process is complete when an offer is accepted, we regularly contact and work with the successful candidate and the City of Austin to assist in an effective and efficient transition in the long term. This is particularly important in the first 12 months of the new City Manager's tenure.

Search process

With a proven and proprietary approach to finding exceptional leaders, we adapt to your unique needs



Kick-off
- Conduct org. analysis
- Draft position specification
- Tailor search plan / timeline
- Create list of target organizations

Enter the target market
- Revise position specification
- Identify target organizations
- Build list of prospective candidates

Screen prospective candidates
- Conduct RRA interviews/ assess competencies
- Interview internal candidates
- Bi-weekly status calls

RRA presents candidates
- Candidate reports
- First round interviews with City Council or Citizen's Group

Client/candidate interviews
- Additional round of client interviews (exact groups to be determined)
- Finalist undergo RRA psychometrics & interviews
- Create short list

Final candidate selection
- Prioritized 360° reference call list and background checks
- Compensation overview
- Identify the successful candidate

Make offer and begin on-boarding
- Signed offer letter
- Announcement of successful candidate

Client and candidate feedback
- Client feedback results
- Follow-up actions
- Thorough post-completion review
- Successful candidate review

**All time periods are estimates only and actual times may vary.*

Key initial takeaways

- Ability to Enact Policies
- Adopt Measurement Metrics
- Affordability
- Affordable Housing
- Community Relationships
- Cost of Living
- East and West Development
- Economic Growth
- Environment
- Equity
- Financial Management
- Growth
- Homelessness
- Infrastructure
- Innovation
- Land Utilization
- Mobility
- Morale
- Partnership with City Council
- Passion
- Planning and Development
- Responsible Land Growth
- Social Sustainability
- Staff Leadership
- Strategic Advisor
- Sustainability
- Teamwork
- Trust

Potential relevant experience and competencies

FOR DISCUSSION

Based on our understanding of the situation, we believe that the successful candidate may possess experience in several of the competency areas listed below. Through our conversations, we would assign importance to each of these areas, and also identify other skills and competencies that will be critical for success.

Competencies	Low — Importance — High
Strategic and Visionary Leadership: proven experience conceptualizing, developing, and delivering key initiatives; capable of articulating a compelling vision for growth; an entrepreneurial, innovative and, ideally, cross-disciplinary thinker able to keep pace with a growing city; can provide complete and objective information regarding new/current policies, along with the pros, cons, and long-term impacts, both positive and negative	
Outstanding relationship builder: a highly collaborative individual with exceptional listening skills who can capably lead a complex organization and fast paced city; navigate potential differences of opinion, and partner effectively with internal and external stakeholders	
Ability to integrate smoothly and collaborate effectively: visionary and influential leader who has the passion to build relationships with and inspire different constituencies in a genuine, meaningful way	
Operations and Business Acumen: a qualified leader able to allocate funds effectively and manage budgets; has vast organizational experience and the ability to manage/partner with City Council and additional key stakeholders effectively	
Political and Intellectual Presence: an ambassador who can maintain and build upon strong support from the City's various community members, organizations, and supporters; develop a productive partnerships with local, state, and federal stakeholders, as well as leaders within the private sector; operate with gravitas in the public sphere	
Management Experience: proven experience efficiently leading departments of similar scope and size; ability to motivate, inspire, and develop teams	
Passion for the City of Austin: alignment with the City's mission, values, and goals; enthusiasm for its programs and growth strategy	

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