

Memo Regarding Management Recruitment Policy

City of Waukesha

June 30, 2014

The Work Group agrees that the City Administrator should be responsible for and in charge of hiring department heads. The City Administrator should be in charge of filling these positions because the City Administrator holds supervisory control over the specified department heads. The ability to determine who is to be hired for a particular position is the most important tool of supervisory control. While the Common Council holds supervisory authority over the City Administrator, the City Administrator holds supervisory authority over the specified department heads.

Filling a department head position has often become a time consuming and inefficient process. Based upon past practices, members of the Common Council have been involved in the process of filling the position. The Work Group is of the opinion that it is necessary to adopt a policy that makes it clear that the City Administrator is the individual with the authority, subject to Common Council approval, to hire specified department heads. The policy will lead to more efficient hiring and allow the City Administrator to create the management group that the City Administrator determines is best suited for the City.

The Common Council is the City's policy decision maker. The Administrator is the administrative decision maker. The line between policy decisions and administrative functions is not always clear. While some may argue that any decision is a policy decision, a professionally run government understands the need to keep the two functions separate. Attached is a two page document entitled DECISION AREAS FOR THE COMMON COUNCIL VS ADMINSTRATOR. This document was modified from one provided to all new Water Utility Commissioners. This document is pertinent to this discussion as it provides a good explanation of the duties of the Common Council, as a policy maker, versus the duties of the City Administrator, as a general manager of the City.

The ordinance establishing the office of City Administrator indicates that the Office of City Administrator was created to ensure that all officers, employees and departments ... operate as efficiently as possible and to insure competent, expeditious, and harmonious administration ... City Administrator is the Chief administrative officer of the city ... responsible for the overall coordination and direction of the day-to-day operations of the City government ... ¹ The policy decision being asked of the Common Council is whether it

¹ In the event the position of City Administrator needs to be filled, then the selection process shall follow Section 2.015 of City ordinances. The Human Resources Manager shall either solicit proposals to conduct a recruitment search for City Administrator or select a firm of notable reputation and experience without bidding, based on time

agrees that the City Administrator should be the individual that controls the administrative duty of filling positions.

Mayor Shawn Reilly

constraints to fill said position. Regardless of the manner used for selection, the City Council shall approve the contract for services consistent with the City's purchasing policy.