

# HIRING AN EXECUTIVE DIRECTOR

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# WHERE DO WE START?

- HISTORY OF PHA
- BOARD DYNAMICS
- WHY YOU HAVING TO LOOK?
- STRENGTHS AND WEAKNESSES
- PRIMARY GOAL AND OBJECTIVE

# WHAT DO WE EXPECT?

- PHA EXPERIENCE?
- PRIVATE BUSINESS EXPERIENCE?
- LEADERSHIP POTENTIAL?
- KNOWLEDGE ABOUT BUSINESS
  - PERSONNEL
  - RULES AND REGULATIONS
  - BOARD EXPERIENCE

# LEADERSHIP

- BYLAWS POSITION
- BOARD POSITION
- RESIDENTS
- STAFF
- HUD AND OTHER AGENCIES

# WHAT ARE WE LOOKING FOR?

- PROGRESSIVE, ADVENTURESOME?
- AGGRESSIVE, SELF CONFIDENT, OUTGOING PERSONALITY?
- PEACE MAKER
- METHODOICAL PLANNER, AVOID RISK, CONFORMIST
- POLITICIAN
- PERSON OF VISION: RESULTS ORIENTED

# BOARD CONCERNS

- LET THEM LEAD?
- DEALING WITH DISGRUNTLED EMPLOYEES
- SUPPORT AFTER HIRING
- BE UNIFIED BEFORE BEGINNING SEARCH
- DEVELOP A JOB DESCRIPTION
- HOW DO WE WANT TO CONDUCT SEARCH?

# THE SEARCH

- NATIONAL PUBLICATIONS
- HUD
- HEADHUNTER OR OUTSIDE AGENCY
- PERIODIC REPORTS, NARROW TO SMALL LIST OR DO INTERVIEWS AND SUGGEST ONE?
- INTERNAL PROMOTION

# OTHER ISSUES

- TIMING: TRANSITION, WHEN AVAILABLE
- INTERIM HELP
- SELECTION CRITERIA
- MAKE COMMITTEE OF BOARD?
- COMPOSITION OF COMMITTEE
- COMPENSATION
- COMMUNICATION

# THE COMMITTEE

- CHECK OPEN MEETINGS REQUIREMENTS
- KEEP MINUTES
- RESUME REVIEW PROCEDURES
- COMMUNICATION TO APPLICANTS
- VOTING
- TAKE TO THE FULL BOARD: HOW MANY, INTERVIEWS FIRST?

# NARROWING THE FIELD

- SELECT SMALL NUMBER OF CANDIDATES TO INTERVIEW
- CHECK REFERENCES
- DOES THE JOB DESCRIPTION NEED TO BE MODIFIED?
- FINALISTS SHOULD BE INTERVIEWED BY ENTIRE BOARD

# THE INTERVIEW

- THE JOB DESCRIPTION REQUIREMENTS
- EXPECTATIONS OF BOARD AND APPLICANT
- REVIEW THE FIVE YEAR AND ANNUAL PLAN
- HOW ABOUT THE PRIOR DIRECTOR?
- PERSONNEL/BUDGET/POLICY DISCUSSION
- MAY GIVE EXAMPLES FOR RESPONSE

# SELECTION AND NEGOTIATION

- WHICH APPLICANT BEST FITS THE NEEDS OF THE PHA?
- TO CONTRACT OR NOT TO CONTRACT?
- NEGOTIATING THE TERMS OF THE CONTRACT
- INTERVIEW FINALISTS AGAIN?
- MAKE FINAL OFFER

# ACCEPTANCE AND STARTING TO WORK

- WHEN CAN HE/SHE START?
- WHAT NEEDS TO BE DONE IN TRANSITION PERIOD?
- ANNOUNCE THE SELECTION AND HIRING
  - STAFF FIRST
  - RESIDENTS
  - NEWS MEDIA
  - DON'T FORGET HUD

# TRANSITION NEEDS

- REVIEW BUDGETS AND FINANCIAL STATEMENTS FOR PAST SEVERAL YEARS
- REVIEW AUDITS
- REVIEW HUD REVIEW DOCUMENTS
- REVIEW PERSONNEL RETENTION, DISCIPLINARY ACTIONS FOR PAST THREE YEARS

# MORE TRANSITION

- REVIEW PHAS, INCLUDING RESIDENT SURVEYS
- REVIEW SEMAP IF APPLICABLE
- REVIEW LAWSUITS PENDING AND SETTLED
- REVIEW EEOC COMPLAINTS
- REVIEW FAIR HOUSING COMPLAINTS
- REVIEW PAST YEAR BOARD MINUTES

# TRANSITION MEETINGS

- BOARD WELCOME RECEPTION
- MAYOR, CITY COUNCIL
- COMMUNITY ORGANIZATIONS
- HELPING ORGANIZATIONS
- TENANT ORGANIZATIONS

# ON THE JOB

- GIVE SPACE
- BE SUPPORTIVE
- MUTUAL TRUST
- REPLYING TO RESIDENTS, COMMUNITY, STAFF CONCERNS
- PROBABLY WILL BE DIFFERENT FROM PRIOR DIRECTORS

# BOARD SHOULD EXPECT

- OPENESS
- LEADERSHIP PLANS
- REPORTS AND STATUS
- WEAKNESSES AND REMEDIES FOUND
- COMMUNICATION

# DIRECTOR SHOULD EXPECT

- TRUST
- COMMUNICATION
- SUPPORT
- BEING ABLE TO MANAGE

# THE WORKING RELATIONSHIP

- FREEDOM OF EXPRESSION
- MUTUAL RESPECT
- DIRECTOR MANAGES AND MAKES DAY TO DAY DECISION
- DIRECTOR WORKS FOR THE BOARD, NOT ONE OR TWO COMMISSIONERS
- SUPPORT AND OPEN DISCUSSIONS
- DIRECTOR IMPLEMENTS BOARD RESOLUTIONS

# IN CONCLUSION

- WORK AS A TEAM
- OPENLY AND FRANKLY DISCUSS CONCERNS
- KEEP POLITICS OUT
- FOLLOW THE RULES AND REGULATIONS
- EVERYTHING IS NOT GOING TO BE PERFECT
- EVERYBODY IS GOING TO DISAGREE  
SOMETIMES
- BE UNIFIED

