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
- METHODICAL 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