

Job Sites and Research Information of Assistance to MITs, Senior Advisors and ICMA/FCCMA Members – Second Edition March 2015

A Periodic Digest of Resources Prepared by Kurt Bressner, ICMA-CM, FCCMA/ICMA Senior Advisor, Florida

This is a supplement to the excellent Florida MIT Guide published in 2012 and available at this link. I urge you to download and use the MIT Guide as well. <http://fccma.org/members-in-transition-support/>

The following is summary listing of job sites. I may have missed a few so I can't call this a complete list. If you know of another site, please let me know and I will add it to the list. In the meantime, if any of these sites are new to you, try them out. They all offer free access to job hunters. The resource has been expanded to include information on careers in non-profits, job-hunting techniques, age discrimination and web sites to research specific locations and states. The summary also includes links to Judy Belmont's excellent articles about gratitude and positivity; important components of dealing with transition. The summary now includes a link to ICMA's national database on recognized jurisdictions. A link to the Florida League of Cities Research and Resources Library has been added. Also, information about age discrimination in job searches has been added. The recent update of the guide includes some excellent financial management tools. I have included some good job search resources via Twitter and a basic introduction to using Twitter and LinkedIn. This edition also includes helpful articles on resumes, interviewing and other help resources. As an appendix, please find a comprehensive list of interview questions that the Senior Advisor Program in Florida provides to interested agencies looking for a CAO.

Daily Job List Email Available for Free!

If you are interested in receiving a daily listing each morning of available CAO or Assistant CAO jobs, please email me. I receive the service compliments of Ron Holifield, President of Strategic Government Resources (SGR) to relay to MIT. Both Ron and I have been MIT so we understand the issues you may be facing. The daily job feed is a handy research tool available to you as a benefit of FCCMA and/or ICMA and

the Florida Senior Advisor Program. A Florida MIT commented on the daily email list as follows: *"I appreciate all the work you do daily for us MIT's - it is really helpful. For me, it helps me focus on evaluating the opportunities instead of trying to find them!"* Contact me at kbressner@gmail.com to be added to the list. All I ask is that you inform me when you accept a position so I can remove you from the email list.

Information about Members in Transition (MIT) Programs

ICMA: ICMA members should consider registering for the ICMA MIT program. Benefits are listed here:

http://icma.org/en/icma/members/benefits/members_in_transition

Since ICMA membership belongs to the individual, not the local government, it is important for members to contact ICMA whenever there is a change in employment status. E-mail membership@icma.org or call 202-962-3680.

FCCMA: FCCMA members should consider registering for the FCCMA MIT program. Benefits listed here: <http://fccma.org/members-in-transition-support/>

If you are a member of both organizations, register at both ICMA and FCCMA as the benefits differ.

Important ICMA document links that may be of assistance to MITs.

Link to ICMA Guide for Hiring Chief Administrator 2012

http://icma.org/en/icma/career_network/career_resources/recruitment_guidelines_handbook

This handbook contains useful information about the search process and has sample interview questions. . I have included this resource because it is helpful for a successful applicant to understand the CAO recruitment process.

A new 2014 Guide, ICMA Job Hunting Handbook for Local Government Professionals, 2014 (ICMA Members only)

http://icma.org/en/icma/knowledge_network/documents/kn/Document/6363/ICMA_Job_Hunting_Handbook_for_Local_Government_Professionals

TIPS From ICMA MIT Calls - This is an ongoing compendium of information on job searches, coping with stress, unemployment, etc. as written by MITs from all over the US. ICMA periodically updates this document.

http://icma.org/en/icma/knowledge_network/documents/kn/Document/2199/Tips_from_Member_in_Transition_MIT_Calls

ICMA Career Network - Includes resources available from ICMA

http://icma.org/en/icma/career_network/home

Note: You must be an ICMA Member to access this page.

ICMA Code of Ethics

http://icma.org/en/icma/ethics/code_of_ethics

Preparing for an Interview Wiki in ICMA's Career Resources topic at icma.org.

http://icma.org/Wiki/Preparing_for_an_Interview

Model Employment Agreement from ICMA 2012

http://icma.org/en/icma/knowledge_network/documents/kn/Document/5345/Model_Employment_Agreement

This document serves as a model employment agreement template for municipal government administrators. Complete in its content, the agreement covers a wide array of topics, including business expenditures, performance evaluation, relocation expenses, and indemnification. It provides additional language on various topics, allowing local governments to choose the option that best fits their organization. ICMA Members can download an editable copy (in Microsoft Word format) to modify according to their needs.

Is the local jurisdiction recognized by ICMA?

Follow this link for a national database maintained by ICMA:

http://icma.org/en/icma/knowledge_network/help/people_and_places/ICMA_Recognized_Local_Governments

A description of the ICMA recognition process may be found here: http://icma.org/en/icma/about/overview/local_government_recognition

Information about the Florida and ICMA Senior Advisor Program

Florida is fortunate to have an active and engaged Senior Advisor Program to assist members. We currently have eight Senior Advisors in service to providing the following basic services:

As volunteers, Senior Advisors provide, at no cost:

- Career and employment counsel to members;
- Guidance and counsel to members regarding ethics questions or concerns;
- Assistance to cities and counties with the managerial form of government;
- Assistance to cities and counties that are considering adopting the managerial form of government;
- Assistance to civic groups regarding the managerial form of government; and
- Assistance to members-in-transition (MITs) with guidance and direction as they seek new opportunities in public administration.

Senior Advisors are not “consultants,” but serve as colleagues and counselors.

Information about the Florida City and County Management Association (FCCMA) Senior Advisor Program can be found at:

<http://fccma.org/senior-advisors/>

Information about ICMA's Senior Advisor Program can be found at:
http://icma.org/en/icma/members/benefits/senior_advisor_program

All Florida Senior Advisors are members of ICMA and FCCMA. Senior Advisors are appointed by both FCCMA and ICMA to meet the needs of members of both organizations.

Job Posting Web Sites

City and County Jobs

Strategic Government Resources (SGR) All positions: <http://www.sgrjobs.com/>

ICMA All Current Jobs

Posted: http://icma.org/en/icma/career_network/job_seekers/browse_jobs

Alliance for Innovation Jobs Posted: <http://transformgov.org/en/jobads>

FCCMA Job Listings (All): <http://fccma.org/jobs/>

Florida Association of Counties Jobs Posted (All): <http://www.fl-counties.com/government-jobs>

National Association of Counties

<http://www.naco.org/PROGRAMS/JOBSONLINE/Pages/default.aspx>

Employ Florida <https://www.employflorida.com/vosnet/Default.aspx>

Florida League of Cities - Datagram Job List

<http://www.floridaleagueofcities.com/flcnews.aspx#classifiedAds>

Georgia Local Government Access (GLGA), a joint effort of the Georgia Municipal Association and the Association County Commissioners of Georgia <http://www.glga.org/>

National League of Cities - <http://www.nlc.org/about-nlc/career-center>

Careers in Government: <http://www.careersingovernment.com>
Included good articles and other information. Also, they have an indexed listing of search firms here:
<http://www.careersingovernment.com/tools/community/executive-recruiters-directory/>

Government Jobs Web Site:
<https://www.governmentjobs.com>

GovtJobs.com Web Site: <http://www.govtjobs.com/>

GovJob.net Web Site: <http://www.govtjob.net/>

Municipal Insider: <http://www.municipalinsider.com/jobs-center/>

GovHRUSA: <http://www.govhrusa.com>
A site devoted to matching up temporary or interim assignments.

Search Firms Web Addresses for Current Position Searches

Each of these firms actively engage in public sector searches specializing in municipal and county agencies.

Management Partners Incorporated www.managementpartners.com

Novak Consulting Group <http://thenovakconsultinggroup.com/>

Bob Murray Associates <http://www.bobmurrayassoc.com/>

Springsted <http://www.springsted.com>

The Mercer Group Inc. <http://www.mercergroupinc.com/>

Slavin Management Consultants
<http://www.slavinmanagementconsultants.com/welcome.shtml>

GovHRUSA: <http://www.govhrusa.com>

Strategic Government Resources

<https://www.governmentresource.com/>

Colin Baenziger & Associates <http://www.cb-asso.com/index.html>

See the tab “Market Yourself” for some practical advice on job hunting.

The Waters Consulting Group <http://www.watersconsulting.com/>

Brimeyer Fursman (Mainly in Midwest) <http://www.brimgroup.com/>

Ralph Andersen & Associates

http://www.ralphandersen.com/about_our_firm.html

Municipal Resources Inc. (New England)

<http://www.municipalresources.com/index.html>

S. Renee Narloch & Associates: <http://www.srnsearch.com>

Federal Jobs

The official US Government website has a jobs portal of its

own. www.USA.gov

<http://www.USA.gov/Citizen/Topics/Government-Jobs.shtml>

Other sites include the following:

Partnership for Public Service

http://ourpublicservice.org/OPS/about/job_openings.shtml

Opportunities in Public Affairs

<http://www.opajobs.com/>

Roll Call (Capitol Hill Newspaper)

<http://www.rcjobs.com/>

The Hill (Capitol Hill Newspaper)

<http://thehill.com/resources/classifieds/employer>

State Government Job Sites

MyFlorida Job Portal

<https://jobs.myflorida.com/index.html>

State Government Jobs (Useful Portal to All States' Job Sites)

<http://50statejobs.com/gov.html>

National Conference of State Legislatures (NCSL)

<http://www.ncsl.org/default.aspx?tabid=27278&isSearch=false&kwdid=519>

Non-profit Industry sites

www.idealists.org - the workhorse of non-profit job search

www.indeed.com - another central place for many for-profit jobs

<http://www.bridgespan.org/About/Bridgestar.aspx>

- really different jobs! Search firms seem to post here.

<http://www.dotorgjobs.com/> - part of Philanthropy, on-line presence of Changing Our World; based in Washington, DC.

www.cgcareers.org - has fewer jobs, mostly repetitive, some difference with major sites

<http://www.cof.org> Council on Foundations site with jobs at foundations all over US and some abroad www.socialservice.com/
- social service and social work jobs

www.execsearches.com - non-profit jobs, not a huge range

www.thenonprofitnetwork.org/findjob.php - job board on a LA-based site that offers free and low cost resources for the nonprofit sector

www.snpo.org/nonprofitcareers/ - jobs board for Michigan-based Society of Non-Profit Organizations

www.citylimits.org – a local NYC publication focused on social change and community activism and jobs related to activist and social change.

www.philanthropyjournal.com – has national jobs especially, North Carolina.

www.nonprofitjobmarket.org/ - non-profit jobs mainly Northeast and California

Source: Julia Erickson, Your “Right Fit” Job, 2009, page 59 (links updated March 2015) <http://julieannerickson.blogspot.com>

Additional Non-Profit or Association Management Job Sites:

Charity Channel

<http://charitychannel.com/career-search/>

Public Service Careers

<http://publicservicecareers.org>

Community Career Center (Enterprise, Inc.)

<http://www.nonprofitjobs.org/>

Intrahealth International

<http://www.intrahealth.org/section/careers>

Independent Sector Joblink

<http://www.independentsector.org/members/joblink.html>

Impaq International

<http://www.impaqint.com/careers>

Job Hunting Resources

Here is a link to CareerRealism: <http://www.careerealism.com/>

This site contains many short, excellent articles about job searching and other career advice. I periodically send out articles from this source.

If you have access to YouTube enter J.T. O'Donnell or Careerealism in the search area. There are a lot of very good, practical videos produced by Careerealism here. They may also be at the website.

7 Job Search Mistakes

<http://theundercoverrecruiter.com/job-search-mistakes-applicants-should-stop/>

7 Brilliant Ways to Use Your Contacts to Get a Job

<http://theundercoverrecruiter.com/7-brilliant-ways-use-your-contacts-get-job/>

Ten Tech Tips for Job Hunting

http://www.moneytalksnews.com/2013/07/10/10-tech-tips-for-job-hunting/?utm_source=newsletter&utm_campaign=email-2013-07-10&utm_medium=email

Resume/Cover Letter Articles and Advice

Best fonts for resumes and cover letters

<http://www.businessnewsdaily.com/5331-best-resume-fonts.html>

Best Keywords in a Resume (long link but a handy checklist of items to include in a resume)

http://www.nextavenue.org/article/2015-02/24-best-resume-keywords-your-job-search?utm_source=Next+Avenue+Email+Newsletter&utm_campaign=dbce7c0cbf-03_03_14_NextAvenue_Newsletter&utm_medium=email&utm_term=0_056a405b5a-dbce7c0cbf-164881989&mc_cid=dbce7c0cbf&mc_eid=1e2e90774e

5 Easy Tips to Make Your Cover Letter Stand Out

<http://www.careerealism.com/tips-cover-letter/>

Read this before you cut and paste a cover letter

<http://www.nextavenue.org/article/2014-10/read-you-cut-and-paste-cover-letter>

Red Flags for Employers Reviewing Resumes

<http://www.careerealism.com/resumes-red-flags-employers/>

Seven Resume Mistakes

<http://theundercoverrecruiter.com/7-resume-mistakes-you-probably-didnt-realize/>

Keys To Writing A Resume An Employer Will Want To Read

<http://www.careerealism.com/writing-resume-keys-employer-read/>

30 Second Screening: Will Your Résumé Survive?

<http://theundercoverrecruiter.com/30-second-screening-will-your-resume-survive/>

Dealing with Resume Gaps

<http://susanireland.com/resume/how-to-write/work-experience/unemployment/>

<http://jobsearch.about.com/od/resumes/a/resumegap.htm>

<http://www.theladders.com/career-advice/how-to-explain-employment-gaps-sabbaticals-negatives-on-resume>

<http://www.forbes.com/2010/12/03/resume-gap-employment-leadership-careers-job.html>

<http://www.gotthejob.com/blog/4-reasons-for-career-gaps-and-how-to-handle-them-on-your-resume.php>

Interview Articles and Advice

Six Common Interview Mistakes to Avoid

<http://jobs.aol.com/articles/2014/11/07/6-common-interview-mistakes-and-how-to-avoid-them/?ncid=edlinkuscare00000023>

10 Top Interview Tips and Tricks

<http://theundercoverrecruiter.com/top-10-job-interview-tips-and-tricks/>

5 Most Commonly Misunderstood Interview Tips

<http://theundercoverrecruiter.com/top-5-most-commonly-misunderstood-interview-tips/>

How to Answer, "what's your greatest weakness" question in an interview.

<http://theundercoverrecruiter.com/job-interview-how-answer-greatest-weaknesses-question/>

Criminal Orange & Other Video Interview Mistakes - In Photos: 8 Biggest Skype Mistakes

<http://www.forbes.com/pictures/fgdi45iked/criminal-orange-other-video-interview-mistakes/>

Job Interview Questions - The 5 Things Candidates Must Address

<http://www.social-hire.com/career--interview-advice/1325/job-interview-questions---the-5-things-candidates-must-address>

How to Answer the Top 10 Interview Questions

<http://theundercoverrecruiter.com/10-interview-questions/>

10 Job Interview Tips From A CEO Headhunter | Fast Company

<http://www.fastcompany.com/1839723/10-job-interview-tips-ceo-headhunter>

Note: Please see a complete list of public agency CAO interview questions attached as exhibit.

The Issue of Age Discrimination in Job Searches

Use age as an advantage. During interviews, concisely state how your experience and work ethic will help the public agency. Focus on accomplishments and how they translate to the needs of your prospective organization.

Regretfully, it exists. Here is a very insightful short blog by Arnie Fertig on the topic:

<http://money.usnews.com/money/blogs/outside-voices-careers/2012/07/31/4-tips-for-older-job-seekers-facing-discrimination>

Here also is a link to his coaching site. There are some great resource articles here:

<http://www.jobhuntercoach.com>

Other resources related to the issue of age discrimination may be found here:

Age Discrimination in Interviews

<http://www.careerealism.com/age-discrimination-interviews/>

Four tips for Job Seekers facing job discrimination.

<http://money.usnews.com/money/blogs/outside-voices-careers/2012/07/31/4-tips-for-older-job-seekers-facing-discrimination>

Seven ways to beat age discrimination in your job search

<http://www.careerealism.com/age-discrimination-over-40-job-search/>

Maintaining a positive and grateful attitude during your time of transition.

Here are two great articles about the importance of being grateful and positive, especially in times of personal struggle:

The 10 Essential Habits of Grateful People

<http://www.lifehack.org/articles/lifestyle/the-10-top-habits-of-grateful-people-even-in-tough-times.html>

The 10 Essential Habits of Positive People

<http://www.lifehack.org/articles/lifestyle/the-10-essential-habits-of-positive-people.html>

Judy Belmont, MS, LPC is a psychotherapist and national speaker on mental and emotional wellness. She is a member of the National Speakers Association and American Society for Journalists and Authors. She is a frequent media source on psychological and personal development issues, and is the co-author of the recently released "The Swiss Cheese Theory of Life." Judy's Emotional Wellness For Positive Living blog/website is www.judybelmont.com or <http://belmontwellness.com> , and she can be found on Facebook and Twitter @judybelmont. email at: Judybelmont@emotionalwellnessforlife.com

Here are several other excellent articles dealing with job separation and adversity.

Rebounding from Career Setbacks - Harvard Business Review (article is there – just scroll down)

<http://hbr.org/2014/10/rebounding-from-career-setbacks>

7 Habits of People With Remarkable Mental Toughness

<http://www.inc.com/jeff-haden/7-habits-of-people-with-remarkable-mental-toughness.html>

Eight Things You Should Not Do Every Day

http://www.inc.com/jeff-haden/8-things-you-should-not-do-every-day.html?goback=.gde_60439_member_233861910

15 Powerful Beliefs that Will Free You from Negativity

<http://www.marcandangel.com/2014/02/23/15-powerful-beliefs-that-will-free-you-from-negativity/>

Finally, you can find out a little more about yourself by taking the Myers Briggs Inventory for free here:

Myers-Briggs

Which Personality Type Are You?

<http://www.lifehack.org/articles/lifestyle/which-personality-type-are-you.html>

Financial Management During Transition and After

Money Talk News

Here is a link to a rather eclectic source of practical cost-saving ideas. There is also a helpful daily newsletter that you can subscribe to via e-mail. Currently, they are offering a very good report on 205 money saving ideas for free when you subscribe to the email newsletter.

<http://www.moneytalksnews.com/>

Choose to Save

This is a Swiss Army Knife financial site drawing resources from many organizations and companies. Of particular value is their collection of financial calculators to help you analyze your current situation.

<http://www.choosetosave.org/calculators/>

Social Media Resources (Twitter and LinkedIn)

Basic Guides on How to Use Twitter for Job Searches: (Two good sources)

<http://jobsearch.about.com/od/networkingsites/p/twitter.htm>

<http://mashable.com/2013/02/09/twitter-job-search/>

LinkedIn Instructions – Basic Instructions and How to Effectively Use Groups for Job Searches

<http://jobsearch.about.com/od/networking/a/linkedin2.htm>

<http://money.usnews.com/money/blogs/outside-voices-careers/2013/05/07/6-foolproof-ways-to-use-linkedin-groups-to-land-your-next-job>

How to convert your LinkedIn Profile to a Resume

<http://theundercoverrecruiter.com/how-convert-your-linkedin-profile-fine-looking-resume/>

How to convert your resume into a LinkedIn Profile

<http://www.job-hunt.org/resumes/master-resume-to-linkedin.shtml>

Social Media Tips: Effective Networking In 8 Simple Steps

<http://www.social-hire.com/career--interview-advice/1341/social-media-tips-effective-networking-in-8-simple-steps>

Seven Steps to Creating the Best LinkedIn Profile

<http://money.usnews.com/money/blogs/outside-voices-careers/2013/04/23/7-steps-to-creating-the-best-linkedin-profile>

Twitter For Job Seekers

http://www.social-hire.com/career--interview-advice/3354/twitter-for-job-seekers---how-to-leverage-140-characters-to-network-and-find-your-next-job?utm_source=ft

Resources for Candidates - Provided by Strategic Government Resources

These resource links are provided to assist candidates in conducting additional research on the communities in which various job opportunities are located. The links also provide valuable information on local cost of living and healthcare

County Health Rankings - Applicants may use this link to evaluate public health victories and challenges prospective organizations face. The site

may also help candidates grasp a deeper understanding of public health trends and local government's role in contributing to a higher quality of life. Link: <http://www.countyhealthrankings.org/>

U.S. Census Bureau: State & County QuickFacts - This site provides a variety of summary information on demographics and population for any unit of government in the United States. Link: <http://quickfacts.census.gov/qfd/states/00000.html>

City-Data.com - This site has collected and analyzed data from numerous sources to create profiles of all U.S. cities. Data includes demographics, cost of living, crime statistics, local news links, weather, hospitals, city guides, city and area population, and much more. Link: <http://www.city-data.com/>

ACCRA Cost of Living Index - The ACCRA Cost of Living Index provides city-to-city comparisons of key consumer costs. Link: <http://www.coli.org/>

Federation of Tax Administrators - This site provides summary tables of major state taxes, including state income tax rates and state sales tax rates. Link: http://www.taxadmin.org/fta/rate/tax_stru.html

State Business Tax Climate Index - The Tax Foundation's State Business Tax Climate Index enables business leaders, government policymakers, and taxpayers to gauge how their states' tax systems compare. Link: <http://taxfoundation.org/article/2015-state-business-tax-climate-index>

Florida League of Cities Research and Resources Library

If you are looking for background information about a community in Florida, this is a very helpful on-line database to obtain statistical summary data on Florida cities and towns. This may be helpful to evaluate whether to submit a resume or provide summary data before an interview. www.floridaleagueofcities.com/ResearchMaterial.aspx

The Research and Resources Library includes innovative features such as information obtained from the first CityStats Survey. More than 80

percent of Florida municipalities participated in survey. The results formulated individual city profiles and helped calculate cumulative findings.

It includes a Find a Peer City search tool to easily identify cities with similar characteristics and functions. The library also offers resources on current topics such as civic education, economic development and ethics.

This database of research reports, best practices and city statistics is a comprehensive resource on municipal governance, services and projects in Florida.

For more information, contact Monica Beyrouiti at (850) 222-9684 or mbeyrouiti@flcities.com

Twitter Sites of Possible Interest

Part 1: Job Search Resources and Job Lead Twitter Sites

Careers in Gov: @careersingov Careers in Government is an excellent Twitter site that has contemporary articles on the profession as well as specific job leads. This site is worth frequent visits.

Undercover Recruiter: @UndercoverRec Excellent site for many how-to articles on resumes, cover letters and interviewing.

InSoy Career: @InsoyCareer Another good site for how-to articles and resources related to job searches.

Recruiter.com: @RecruiterDotCom Twitter site that contains good resources and information on job searching tools and techniques.

Recruiter Tips: @Tips4Recruiters An excellent site for help on resumes, cover letters and interview tips.

BI Careers: @BI_Careers Twitter site of Business Insider Careers with good articles related to job searching strategies and help. Their web site

is: <http://www.businessinsider.com/careers>

GovernmentJobs: @GovernmentJobs Twitter site of Government Jobs, a source of job leads nationally. Their web page is: <https://beta.governmentjobs.com>, which is a test site.

Government Jobs GA: @PublicSectorGA Twitter site for Georgia specific job leads. Part of GovernmentJobs network. There is no Florida-specific site.

Social-Hire Com: @Social_Hire Twitter site with very good, practical job search articles. Based in the UK, the site has very good resources. Here is the website: <http://www.social-hire.com>

Part 2: Government Association Twitter Sites

ICMA: @ICMA Official Twitter site of ICMA

Alliance for Innovation: @TransformGov Twitter site for Alliance for Innovation

NACO: @NACoTweets Twitter site for National Association of Counties

FAC: @flcounties Twitter site of the Florida Association of Counties

NLC: @leagueofcities Official Twitter site for the National League of Cities

U.S. Mayors: @usmayors Official Twitter site of the U.S. Conference of Mayors. See also their web site for best practices: <http://www.usmayors.org/bestpractices/> This is a good resource for interview information.

FL League of Cities: @FLCities Official Twitter site of the Florida League of Cities. See also their jobs datagram that is updated regularly. That link is provided elsewhere in this guide.

Part 3: Twitter Sites that Provide Information and Articles of Interest

American Management Association: @AMAnet Good source of management articles and resources.

Governing Magazine: @GOVERNING

Forbes Magazine: @Forbes Twitter site for Forbes Magazine - good source of management and job search articles.

Fast Company: @FastCompany Twitter site of Fast Company Magazine - a good source of business help and job search articles.

Maria Popova: @brainpicker This is a very helpful and eclectic source of very interesting articles. You may find something here to help you prepare for an interview! Here's the companion website:
<http://www.brainpickings.org>

Pew Research Center: @pewresearch Twitter site with a very eclectic variety of current applied research. This is a good source for interview data.

GovTwit: @GovTwit A very good Twitter site for social media policy and practice information as well as links to other government Twitter sites of possible interest.

Inc: @Inc Twitter site of Inc Magazine. The site provides access to a wide variety of original articles from the magazine, many relate to career development, job change and job searches. Their web site is: <http://www.inc.com>

SGR: @StrategicGovt Twitter site for Strategic Government Resources. This is a good source of contemporary articles.

USA.gov: @USAgov Official Twitter site for the United States Government.

Steve Ressler: @govloop Official website of govloop that contains

excellent contemporary information of open access government, social media and other technology information. This is a good site to stay current. The website is: <http://www.govloop.com>

Municipal Leader: @MunicipalLeader Twitter site of Municipal Leader with many very good articles about local government and issues. This is a very good source for articles pushed from many sources. It is a digital clipping service.

MuniNetGuide: @MuniNetGuide Twitter site for a finance information and research site. Good resources for all types of governmental finance issues. Their website is: <http://www.muninetguide.com>

Part 4: Twitter Sites That Offer Support and Encouragement

LifeHack: @lifehackorg This is a great site for a very eclectic variety of self-help articles. Their web page is at: <http://www.lifehack.org>

Tiny Buddha: @tinybuddha This is a very good self-help site for dealing with a wide variety of issues and conflicts.

Judith Belmont: @judybelmont Twitter site of a very good author who has prepared many excellent self-help articles. Her website is discussed elsewhere in this guide.

This report was prepared to help you during transition and if you need other information or assistance, please call me, or any of the Florida Senior Advisors.

Summary Prepared By:
Kurt Bressner, ICMA-CM
FCCMA/ICMA Senior Advisor
Florida Senior Advisor Coordinator
Vero Beach, Florida
kbressner@gmail.com
www.linkedin.com/in/kurtbressner
561-436-2328

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Suggested Interview Questions Updated January 2015

The following are suggested questions that have been derived from the Florida Senior Advisors and ICMA

These general questions should be supplemented by more specific questions related to particular objectives, problems and priorities of the local government.

1. Describe your background and experience. What have been the areas of emphasis?
2. How does your experience qualify you for this position?
3. What do you know about (the city of county)?
4. Have you had experience in all areas of local government service? If you have not had experience in certain fields, what are they? How would you approach management in these areas?
5. What particular experience do you have 'with respect to budget preparation and finance? Give specific examples of how you addressed cost reduction in your most recent position.
6. What particular experience do you have with respect to personnel, labor relations, including collective bargaining?
7. How do you describe your management style?
8. What is your experience as a supervisor? How many people have you supervised?
9. Have you ever had to terminate an employee? What process did you follow?
10. What are your thoughts with respect to performance evaluation? What process do you follow to set objectives and monitor performance?
11. How will you go about assessing the strengths and weaknesses of the organization and identifying opportunities to improve?
12. How do you approach the planning process? What system do you use to set objectives and priorities?
13. What is important to you in establishing effective working relations in general?
14. How do you view the relationship between the manager and the City/County Council/Commission? How do you view your relationship with departmental heads and local government staff?

15. What techniques have you found to be most successful in assisting local government officials establish and implement long- and short-range goals for the community?
16. To what extent do you believe contact with citizens, neighborhoods and citizen groups is important? How do you typically handle this responsibility?
17. What experience have you had working on an intergovernmental or interagency basis? Have you worked directly with the state and federal governments? councils of governments and other units of local government?
18. What will your first steps be upon assuming responsibility for this position? What do you hope to accomplish in _____ in your first year?
19. From your vantage point what do you believe to be the challenges and opportunities facing our organization? How is this likely to change in the future?
20. What are your strengths? How do you use them?
21. What are your weaknesses? How do you overcome them?
22. Where do you want to be five and ten years from now?
23. Why are you interested in this position?
24. What are your expectations with respect to compensation?
25. Do you have questions of us?

KB: 5/20/14

Additional Interview Questions from ICMA

1. Briefly tell us about your professional and personal background and your career goals and achievements.
2. Why are you interested in this position, and what do you have to offer the local government organization and the community as a whole? Why do you wish to leave your current position? 3. You have had the opportunity to review and compare yourself with the recruitment profile, to review background materials on the municipality, and to visit our municipal facilities and community. What are your candid reactions and observations? Are there any city/county/town/village operations with which you have not had previous experience? Any concerns at all about our community or operations?
4. How would you characterize your management style as it relates to your interaction with the mayor, council members, county board, staff, employees, and citizens?

- A. What things are most important to you in a work situation?
- B. How do you prefer to work: alone or as part of a team?
- C. How do you keep informed about projects you have delegated?
- D. How do you keep informed about employee morale?
- 5. How do you deal with a large municipal organization such as we have here to ensure that municipal departments are responsive to the needs and requests of elected officials and citizens?
 - A. How many employees have you managed/super-vised in your previous position(s)?
 - B. How do you assess the strengths and weak-nesses of an organization? How do you identify opportunities to improve the organization?
 - C. How do you motivate, develop, and retain a professional staff?
 - D. Do you stand up strongly for your personal or staff recommendations?
 - E. How do you feel about performance evaluation? What process do you employ to set objectives and monitor performance?
 - F. What is your philosophy on employee development?
 - G. Have you ever had to terminate an employee? What process did you follow?
 - H. What experience do you have with labor relations?
- 9. How do you go about motivating the council, staff, and community groups toward working together for achievement of goals and objectives that are in the overall best interest of the community?
- 10. How do you keep the mayor and council informed of municipal activities and operations?
- 11. How do you carry out the governing body's policy decisions and directions?
- 12. How do you determine when to seek the advice of the governing body?
- 13. What do you do if you seriously disagree with a decision of the governing body?
- 14. How would the staff be involved with the mayor, council committees, individual council members, citizens, and community groups?
- 15. In terms of effective financial management activities, what has been your experience in capital improvements programming, goal setting, performance

budgeting, financial forecasting, development of alternative sources of revenue, and similar activities? How about bond rating successes?

16. What specific experience have you had involving high growth in communities you have served?

17. What experience have you had in intergovernmental relations?

18. What skills and experience do you have in maintaining a strong and comprehensive public relations effort and projecting a positive image of the city government and community image? 19. How do you work with the media?

20. Do you have an overall philosophy or strategy regarding economic development?

21. What technological innovations have you introduced in previous positions?

22. How do you relate to citizens and citizen groups?

23. What do you consider to be your strongest abilities as a public administrator?

A. What skills are you seeking to improve?

B. What are your major weaknesses?

C. What is the toughest management problem that you have ever faced?

D. What can you offer us that others can't?

E. What are your career goals, your future plans?

F. In your last position, what did you like the most? What did you like the least?

G. Why should we hire you?

H. What decisions are most difficult for you?

I. What are the reasons for your success?

22. Should we decide on you as our final selection and check you out with past employers, employees, and community leadership, what would we hear?

23. Are there any activities or incidents in your background that may reflect negatively on your performance or that would be awkward or embarrassing to us or you, if disclosed publicly? Are there any such concerns or circumstances that we should be aware of or discuss at this time?

24. Have you ever been terminated? If yes, please elaborate.

25. Have you or any organization you have served been the subject of litigation over matters pertaining to civil rights violations, sexual harassment, or any similar subjects?

26. We've asked you questions for a good time now; what questions do you have for us? What matters need further discussion? Please be candid.

27. Should you be offered our position, what would be your availability? What is your salary expectation? Would we need to agree on any conditions of employment (employee agreement, severance pay, or relocation assistance)?

Source: ICMA, JOB HUNTING HANDBOOK FOR LOCAL GOVERNMENT MANAGERS, 2014 Page 43.