

Recruiting, Coaching and Developing the Next Generation of Finance Directors



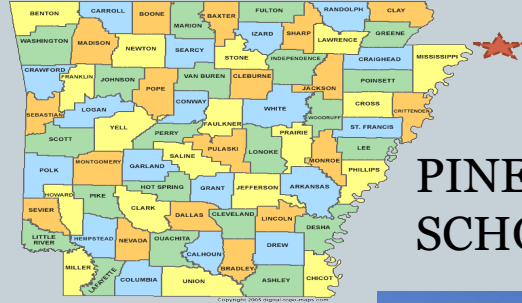
G. CHRIS HARTUNG

CHRIS HARTUNG
CONSULTING

FORMAL EDUCATION

BA GOV'T.

SMU



PINE BLUFF HIGH SCHOOL

MPA
UNT



WORK IN LOCAL GOVERNMENT



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City of Dallas
City Auditor's Office

Assistant City Auditor
E. F. "Doc" Craig - President MFOA

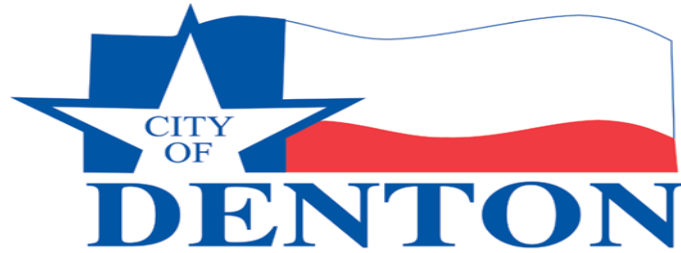


- Outstanding Finance Staff:
 - CFO David Leininger
 - ✦ Now, CFO of DART
 - Budget Officer Lewis McLain
 - ✦ Later First Budget Officer for a Texas County and Executive Director of GFOAT
- First City to implement Zero Base Budgeting

PRACTICAL EXPERIENCES



- Chris' Arrival in Denton



- Looking for Finance Director for a year.
- My first use of Executive Search Firm.
- He had one candidate.

What is the Problem?



- Functional Issues- the Silo Effect
- Lack of Cross Training
- Lack of Succession Planning

Compare and Contrast:



- Police Chief Development
- Parks and Recreation Director

The Employment Environment in 2017



“The Dominant Factor in the next two decades is not going to be economics or technology, it is going to be demographics.”

-Peter Drucker

“We are about to face a demographically driven shortfall in labor that will make the 90’s seem like a minor irritation.”

-Anthony Carnevale, Chair National Commission on Employment Policy

What were they seeing?



Baby Boomers	83 million
Generation X	40 million
Millennials	84 million

Age of Appointed City Managers

Age	1934	1971	2002
<30	7%	26%	2%
31-40	34%	45%	13%
41-50	37%	21%	36%
51-60	19%	5%	43%
>60	3%	3%	7%

*Source: 2002 State of the Profession survey data
(ICMA, July 2002 as reported in PM Magazine Oct.2003)*

Time Out!



The Great Recession of 2008-20??

Many put plans on hold.

Demographics don't change.

Fruit Basket turnover.

Final thoughts



- From the candidates' standpoint – lots of opportunities
- From the employer's standpoint-a very competitive environment

Recruiting, Coaching, and Developing the Next Generation of Finance Directors



KATIE CORDER
SENIOR VICE PRESIDENT, EXECUTIVE
RECRUITMENT
STRATEGIC GOVERNMENT RESOURCES



Financial Recruitment Today



- **More difficult to obtain a large number of qualified applicants**
 - Multiple recruitments in a single geographical area
 - Unstable politics and a focus on governmental finance creates hesitation
 - Requirements of the position (CPA, Master degree)
 - Experience levels
 - Scalability
 - Chief Financial Officer vs. Finance Director
 - Communication

Employer Perspective



- Prioritize your job requirements
- Prioritize your experience desires
 - Look elsewhere in the organization for various responsibilities
- Consider what job functions need to be of a similar value/size experience
- Strategic and Generalist skills
- Soft skills
 - Presentations
 - Political Buffer
- Consider interim placements

Candidate Perspective



- CPA = Golden Ticket
- Cover Letter and Resume
 - Use numbers, numbers, and more numbers
 - Demonstrate strategic and leadership skills as well as technical skills
 - ✦ Project Management, Advisory Roles, Political responsibility, Conflict resolution
- Communication
 - Introvert vs. Extroverts
 - 30,000 foot view
- Certifications, Cross-training, City Manager's Office

Top 10 Lessons Learned



1. Be on time.
2. Be polite to everyone throughout recruitment process.
3. Be mindful of your social media presence.
4. Do not show your frustration even when frustration is warranted.
5. Follow directions.
6. Show insight in your cover letter.
7. Double check your spelling and grammar.
8. Ensure that your budget and CAFR is online or otherwise available and accurately matches your cover letter and resume.
9. Discuss your application with your references.
10. Interview your future organization!

City of Georgetown



PRESENTED BY:
DAVID MORGAN, CITY MANAGER
LAURIE BREWER, ASSISTANT CITY
MANAGER

Overview



- Retention
- Hiring Practices
- Training/Development Opportunities
- Promote Ethical Practices

Retention: Create A Positive Work Culture



- Enhancing Engaged and Enabled Employees
- Updated Values Statement
- Conducted an Employee Survey
 - Communications
 - Training Development
 - Performance Management

Hiring Practices



- Group interviews
- Prioritize job requirements
- Hire for culture and train for skills
- Be patient to find the right fit

Training/Development Opportunities



- Understand and value employee growth/development
- Expose employees to broader city initiatives
 - Projects/task forces
- Connect employees to the outcomes/benefit of their work
 - Example – Accountants visiting city operations or capital project construction

Advice for Early Career Professionals



- **Develop Training Plans**
- **Find a Mentor**
- **Participate in Regional Collaboration**
- **Obtain Certifications**

Promote Ethical Practices



- ICMA “two year rule”
- Should this practice be promoted in finance and other areas?
- What role do cities have to promote/reinforce these practices?