

Board of Selectmen
Wednesday, August 14, 1996
Minutes

Present: Chairwoman Carolina Kiggins, Selectwoman Cynthia Paine and Selectman David Ernst. Selectmen John Ryerson and Ira Wood were absent due to previous commitments. Town Administrator John P. Hinckley was also present.

The meeting was opened at 7:30 p.m. on the Town Hall second floor by Chairwoman Carolina Kiggins who welcomed Mr. Mark E. Morse, President, MMA Consulting Group, Inc. of 41 West Street, Boston, MA 02111.

Selectman Ernst outlined a process that the Board might wish to consider.

Mr. Morse outlined several approaches to a search that the Board might wish to adopt indicating that a town the size of Wellfleet could undertake many parts of a search itself with the support of a consulting group where the selectmen saw an advantage to the use of outside services. Mr. Morse indicated that the town might choose to:

- 1) Place ads.
- 2) Develop criteria for a Chief of Fire/Emergency Services in Wellfleet. He suggested that a consultant might be helpful here.
- 3) Screen candidates initially.
- 4) Prepare, along with the consultant, an evaluation process for likely candidates.
- 5) Develop a screening group to advise the Board of Selectmen.

Mark Morse recommended the use of a Fire Chiefs' network in addition to a number of publications available through the consultant. He also recommended standard sources such as the Beacon and the Boston Globe.

Mr. Ernst's proposal was discussed with regard to:

- 1) Soliciting and doing initial screening of candidates dropping those persons who were clearly "no nos".
- 2) Having the consultant interview a number (TBD) of candidates and recommend three-five candidates for the Selectmen to interview.

Morse emphasized that prior to any formal interview, a pre-screening could be done by the consultant or the Board (with some pre-preparation on process) that would:

- A) Screen resumes
- B) Telephone call to candidate for further screening
- C) A check with local sources regarding the candidate

In response to questions from Selectwomen Kiggins and Paine, Mr. Morse discussed the "Assessment Center" concept in an evaluation process. He indicated he would provide the Board with a pamphlet on the subject noting that it was designed for a Civil Service environment. He suggested that by removing those sections relating

to Civil Service, the remaining process would be an appropriate resource for Wellfleet.

Discussion of the Assessment Center continued with Mr. Morse describing the "In Basket" technique which is an assessment model which requires the candidate to go through an in basket of communications and handling each document as they are pulled from the basket. This is a tool that helps to assess the candidate's ability to handle priorities, make proper decisions, use good judgement. The exercise should take approximately 1 1/2 to 2 hours and should give the observer(s) a sense of the candidate's ability to plan, organize, present and implement.

On a question from the Chair regarding the involvement of the Board of Selectmen in the assessment model, Mr. Morse indicated that observation should be the key and that the Selectmen should ensure that committee activities remained under their control (at least two members of the local committee should be Selectpersons).

On a question from the Board, Mr. Morse indicated that an Assessment Center should consider at least two (2) and preferably up to five (5) candidates in order to be cost effective. He projected a cost (TBD) in the neighborhood of \$7,000 for this exercise. The five would come out of an ideal pool of around ten (10) candidates coming from the initial screening process chosen by the Board.

The Chair pointed out that the Town's dispute resolution document should be provided to the consultant as background.

The discussion moved to advertisements. Mr. Morse indicated that the following was important to include in a solicitation:

- 1) Education
- 2) Hazardous waste experience
- 3) Budget
- 4) Personnel (numbers including career and call employees)
- 5) Population (year round and seasonal)
- 6) Distance from nearest hospital
- 7) Emphasis on Emergency Services
- 8) Salary Range
- 9) Description of Wellfleet and its location

Mr. Morse indicated that the assessment and support process represents several days work by the consulting group depending on the Board's final decision on the format of the process. Mr. Morse emphasized that a local advisory committee should include a "Fire Chief type". It was agreed that Mr. Morse would take Selectmen Ernst's outline and draw up a proposal for the Board to consider.

On a question from the Chair, Mr. Morse indicated that he felt a candidate could be selected in the November - December time frame if the initial ads were placed in September and the initial review

took three (3) weeks or less. Mr. Morse again emphasized that fire chiefs were extremely difficult to obtain.

It was agreed by the Board that Selectman Ernst would prepare the Ad, Selectwomen Kiggins and Paine would work on a draft profile. These drafts would be promulgated to all Board members for review and adoption.

Discussion continued on a variety of issues including Public Safety Directors, part-time Chief, adequacy of facilities, telephone interview process.

Other

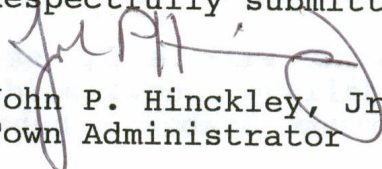
The Town Administrator presented a 111F (injured on duty situation) process request from the police. The Board discussed and agreed to follow the procedure outlined in the 11/14/95 memo from the former Acting Town Administrator which was approved by the Board of Selectmen, Labor Counsel and the Public Safety Department Heads, at that time.

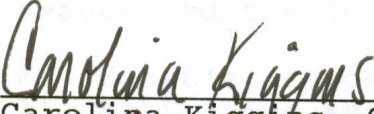
On a motion by David Ernst, seconded by Cynthia Paine, the following action was approved on a 3 - 0 vote:

Motion: "That the employee submit all relevant medical information and that the procedure in the 11/14/95 memo be observed".

The meeting was adjourned at 9:35 p.m.

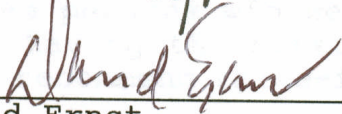
Respectfully submitted,


John P. Hinckley, Jr.
Town Administrator



Carolina Kiggins, Chair

Cynthia Paine



David Ernst