

Gilbert, Arizona Hires Eight New Leaders

Objective

Gilbert, Arizona has a vision for its future. So, in order to make the vision reality, the Town Manager reorganized its governmental structure in 2006. As a result, in 2007, seven new leadership position recruitments needed to be conducted. While individually there wasn't anything out of the ordinary with these recruitments, combined they presented a challenge for several reasons. First, in order for Gilbert's strategic plan to move forward, the new team needed to be in place within a relatively short time frame. However, since these were management positions, careful considerations of the required skill sets and candidate abilities were required. Lastly, as with any recruitment, the need for a 'good fit' within the organization and its culture was imperative.

Solution

The executive search unit at CPS began working on the town's recruitments in December 2006. CPS's project manager started by determining how best to serve Gilbert's needs, which included putting together an experienced team to carry out the search efforts and staggering the recruitment schedules in order to complete the processes as quickly and thoroughly as possible.

As with any executive search the CPS project manager began by means of a kick-off meeting with the hiring authority. While the goal was to agree on the type of individuals the town was looking for and what skill sets were required, more information was gathered. For example, typical questions such as "Why would someone come to your organization?" and "What are the key issues, priorities and challenges that this person will face?" are asked in order to build a deeper understanding of the agency, the position, and what to market to potential candidates. Recruitment responsibility was then split between three CPS executive search staff – two, two and three positions each. Significant teamwork between the recruiters and their support staff was essential in order to meet the town's goals.

The CPS goal is to do a broad interview with approximately 10 to 15 people per recruitment, and then narrow the field to about six candidates for further hiring interviews with the agency. For Gilbert, this meant review of over 700 resumes, background and reference checks for roughly seven individuals, and assisting approximately forty candidates through the finalist selection process.

Results

In less than one year, CPS has successfully placed candidates in the Town of Gilbert for the following positions:

Support Services Director
Financial Services Manager
Planning and Development Services Manager
Administration and Customer Services Manager

Technology Services Manager
Developmental Services Director
Community Services Director

CPS also conducted an additional search for a Business Development Manager after an internal candidate was promoted. There were many benefits to conducting so many recruitments for Gilbert. The CPS team was able to develop a process that worked, grew even more efficient, and became very familiar with the organization - its major players and the culture – valuable tools for any recruitment.



Not only was CPS able to deliver several qualified candidates for our open positions – eight times within one year to be exact, they eased the entire process.

**George Pettit,
Town Manager,
Town of Gilbert**