

Calendar of Events

- | | |
|--|---|
| <p>March 1
Legacy Project Brown Bag Luncheon
Virtual</p> <p>March 3
SWICMA Luncheon
Mascoutah, IL</p> <p>March 8
ILCMA Professional Development Seminar
Naperville, IL/Hybrid</p> <p>March 8
Metro Managers Luncheon
Naperville, IL/Hybrid</p> <p>March 9
IAMMA/APWA Lake Chapter Seminar
Lincolnshire, IL</p> | <p>April 7
SWICMA Luncheon
O'Fallon, IL</p> <p>April 12
ILCMA Professional Development Seminar
Naperville, IL/Hybrid</p> <p>April 12
Metro Managers Luncheon
Naperville, IL/Hybrid</p> <p>April 13 - 14
Downstate Meeting
Rantoul, IL</p> <p>April 21
IAMMA Conference
NIU Naperville</p> |
|--|---|

To view all upcoming events
[click here](#)

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President's Column

By Rudy Espiritu, Chair, Membership Services Committee and Village Administrator, Village of Berkeley

The Membership Services Committee has been focused on establishing new programs to increase outreach and membership. Over the past few months, the Committee has been focused on the following initiatives:

Outreach Strategy for Minority and Non-Traditional Managers – ILCMA recognizes that we continue to see less students getting their MPAs to go into city management. We have less interns in our profession and know the challenges of filling positions that would normally be part of the “traditional” city management route. Therefore, we continue to see more managers appointed that did not come up through the “traditional” ranks. Given this shift in our profession, the Membership Services Committee is looking to prioritize outreach to both minority and non-traditional managers to use ILCMA as a resource. The Committee is looking to do outreach to other professional organizations and use IAMMA's gap analysis to see how to reach members in non-traditional ways.

continued on next page



Job Mart
Click here to see job listings



continued from page one

Focus on Department Head/Middle Management Level

The Membership Services Committee is looking to help develop those at the department head/middle management level by having them join ILCMA as full or affiliate members. We are looking to partner more with professional associations to do more training events jointly. If you have someone in your organization that could potentially become a city manager in the future, please encourage them to join ILCMA and also get involved by attending our professional development.

Welcoming Environment and Building Networks for People of Color

As stated above, knowing that we continue to have less people go into city management, ILCMA must advance our efforts to recruit people of color into our profession. This is especially important as local governments implement DEI initiatives that help reflect their communities. Additionally, we must make every effort to retain and develop the people of color that are in our profession right now. People of color, including me, can be our biggest advocates to recruit minorities into our profession. The Membership Services Committee is looking to create a more welcoming environment and to help build networks for people of color by reaching out to university MPA programs for recruitment. We also hope to build connections by leveraging the ILCMA network to link to the National Forum for Black Public Administrators (NFBPA) and Local Government Hispanic Network (LGHN).

Mentor Program

We are looking to enhance the Mentor Match program, as the Mentor Match program through Higher Logic is not utilized to the fullest capacity. We know there are members that wish to be mentored and members that are willing to mentor. The Membership Services Committee is looking to way to connect these individuals together. A survey will be sent out to those that participated in the recent Mentor Match program on what worked and what did not. We are also looking to learn if the Higher Logic platform was useful in making those connections or if another approach would be warranted. Using the survey information, we will be making another push for the Mentor Match program in the coming months. If you are a seasoned assistant/manager, please consider mentoring to help groom our next generation of leaders.

List of Resources for new Managers/Administrators

our most recent membership survey found that many newly appointed, non-traditional managers have trouble adjusting to the duties and responsibilities of being the city manager. Most of these managers are usually from another department, such as Public Works or Community Development. The Membership Services Committee is putting together a list of resources around various topics,

continued on next page



[Apply Here](#)

Lifesaver Award

Do you know someone who has provided assistance to a member in transition (MIT)? If so, consider nominating them for recognition through the MIT Lifesaver Award! Anybody who has been an MIT knows it is a very difficult time and any assistance provided by their fellow ILCMA members is greatly appreciated. The Membership Services Committee has been working to develop a simple, inexpensive, durable, and easily identifiable form of recognition, in a manner that encourages and promotes such assistance to ILCMA members who assist MITs. A lifesaver-ring lapel pin will be awarded to members who provide significant, tangible assistance to an ILCMA MIT. Significant, tangible assistance may include sharing a room at an ILCMA or ICMA conference, adding an MIT to an interview process, hiring an MIT part-time, full-time, or for a special project, or inviting an MIT to a regional managers' lunch. Applications are available on the ILCMA website and may be submitted to the Secretariat who will provide the info to the Membership Services Committee for review.



[CLICK HERE FOR INFO](#)

ILCMA Connect is an enhanced member benefit that is a powerful network to connect colleagues from across the state of Illinois to exchange knowledge and share solutions.

ILCMA Connect, which automatically enrolls all ILCMA voting members, students, and cooperating members, is a cloud-based, private online community. ILCMA has started off with one general community for launch, which includes an open forum for general discussion. The potential exists for affiliate associations to have their own specialty community, so look for this new feature soon. ILCMA members will receive an email with a subscription notification. In addition to being able to chat with colleagues, members will be able to participate in discussions; access a library of resources specific to communities; and post images, videos and documents to share with others. ILCMA Connect access is tied to ILCMA corporate membership. Members will be able to join communities, update individual profiles and manage the frequency of community notifications. To learn more and join the discussion, please visit the ILCMA Connect website.

continued from page one

such as the ICMA Code of Ethics, who can set the Board agenda, home rule vs. non-home rule, filing deadlines, etc. to help those that are new to the position.

The Membership Services Committee recognizes that some of these initiatives could be implanted immediately and others will take years to implement. We are proud that the ILCMA Executive Board have prioritized these initiatives, as we continue to improve and enhance the ILCMA. As the world changes, as our communities change, the city management profession grows with that change. If you have any suggestions or comments regarding the work the ILCMA Membership Services Committee is doing, please feel free to contact Dawn Peters or me. We would certainly welcome your input on how we can improve member services.

Welcome New Members

New applications for Full (voting) membership are listed below and will be effective 30 days from the date of this publication unless a written objection is received by ILCMA. Objections should be addressed to the executive director.

Full Members:

Cody Moake, Chief of Staff, City of Marion
Wendy Ryerson, Administrator, Lee County
Sue Scarpiniti, Village Administrator, Village of North Riverside
Steve Pamperin, City Planner, City of Charleston

Members:

Cynthia Jimenez, Administrative Assistant-Community Development, Village of Beach Park
Tony Figueroa, Hera Registry
Cliff Johnson, Hera Registry



Interested in Becoming a Credentialed Manager?

The Application Deadlines and Fees are:

- January 3
- July 7
- April 3
- October 2

In addition to the \$75 cost of the Applied Knowledge Assessment, the online application fee is \$50.

ILCMA Board Election Process Begins

Do you have a colleague who could be a dedicated member of the ILCMA Board of Directors? Would you like to serve? Now is the time to nominate qualified candidates for positions on the Board of Directors. A letter detailing why the candidate is qualified to serve along with an up-to-date resume is due at the ILCMA Secretariat, Center for Governmental Studies, NIU, 148 N. Third Street, DeKalb, IL, 60115 or by e-mail to dpeters@niu.edu **by March 15. There is one Director position that expires in June 2023, so there will be one opening for a three-year Director position. If a current Director with an unexpired term is interested in the Secretary/Treasurer position, then there will be TWO Director positions open.** Nominations will also be accepted for President Elect and Vice President. Officers are elected for one-year terms with the expectation that an officer will ascend to the next position the following year. Newly elected board members will serve three-year terms. ILCMA is committed to diversity and encourages all qualified individuals regardless of race, color, national origin, sex, religion, age, physical or mental disability, marital status, veteran status, gender identity and expression, sexual orientation, political affiliation, or any other factor unrelated to professional qualifications, to apply.

After the nominating deadline, the Nominating Committee, chaired by Dorothy David, ILCMA Past President, with a representative from each of the affiliate groups and one at-large member will meet to determine a slate. The slate will be announced in the April newsletter. At that time, others wishing to have their name appear on the ballot will have an opportunity to submit a petition. If a contested election results, a ballot will be mailed May 15, 2023. If no contest develops, the election of the slate will take place by electronic ballot through SurveyMonkey.

9th Annual ILCMA 5K Race Results

The ILCMA runner and walkers took to the Constitutional Trail at the winter conference last month. Every race we've had in Normal has been anything but normal. The first time in the nine-year history of the race we had rain. We missed the Amtrak train stop but the lead runners were hampered by a freight train that slowed them down just before the finish line. And, we had the warmest weather (36 degrees) in the history of the race. (Normal holds the record for the coldest race at minus 5 degrees.)

Mark Moran continued his dominance in the race series as he captured his seventh age group win. Other age group winners were:

Andrew Buckwinkles
Joe Carey
Micah Chambers
Larry Kravets

Sheri Anderson
Ben McCready
Tami Ogden

Scott Crocker won the walk contest for his third victory in the series. Sheri Anderson thought the 5K was too short a distance (Ah, music to my ears) so she ran a couple of extra miles and still won her age group. (Remember, we are non-competitive.)

The race director would like to thank Jim Arndt for his race day volunteering with registration and being a course marshal. Also Gene Kotlinski, Doug Damery, Michael Nourie and Clint Johnson from the Normal Park & Rec Department for providing and placing the turn-around cones.

The ILCMA runners and walkers will have an opportunity to run around Lake Geneva with the WCMA runners at the summer conference. The fun run/walk will be held on Thursday, June 8th at 4:45 p.m. Plenty of time to finish before dinner and a Taste of Wisconsin. See you next month.



*Advancing Civic Leadership
 Navigating the Future*

Mar. 22, 2023 — NIU Naperville

Learning to Listen in an Age of Distraction

Presented by Professor Judy Santacaterina, M.A., Director, Bachelor of General Studies Baccalaureate Degree Program and Director of Individual Events, NIU Forensics, College of Liberal Arts and Sciences at Northern Illinois University

Mar. 28, 2023 — Virtual Webinar

Branding and Community Engagement NEW

Presented by Ann Tennes, MPA, Director of Marketing and Communications, Village of Skokie

Mar. 31, 2023 — Virtual Webinar

The Performance Measure Puzzle – Part 2: How to Appropriately Construct and Use Performance Measures

Presented by Greg Kuhn, Ph.D., Director, Center for Governmental Studies, Northern Illinois University

Apr. 4, 2023 — Virtual Webinar

Conducting a Community Needs Assessment

Presented by Mindy Schneiderman, Ph.D., Assistant Director, Center for Governmental Studies, Northern Illinois University

Apr. 20, 2023 — Virtual Webinar

Conversations on Diversity and Equity (CODE): Being Self-aware and Engaged

Presented by Monique Bernoudy, M.S.Ed., Assistant Vice President, Division of Academic Diversity, Equity and Inclusion, Northern Illinois University



*CLA Courses Qualify for ICMA's
 Voluntary Credentialing Program*

go.niu.edu/cla



NORTHERN ILLINOIS UNIVERSITY

**Center for
 Governmental Studies**

Outreach, Engagement and Regional Development



ILCMA AWARDS PROGRAM



NOMINATE A COLLEAGUE TODAY!

NOMINATIONS DUE BY

April 30, 2023

ILCMA started the awards program in 1994 to honor those in the association who have exemplified excellent public service. There are two major award categories: The Robert B. Morris Lifetime Achievement Award and the Special Service Award. There are three categories within the Special Service Award: Service to the Profession, Service to the Association, and Service to the Community. The award criterion for each award is described in detail below.

Robert B. Morris Lifetime Achievement Award

The ILCMA Lifetime Achievement Award was renamed the Robert B. Morris Lifetime Achievement Award in 2004 in honor of Robert B. Morris. Mr. Morris was hired in 1951 as the Village Manager (VM) in Glencoe and was the first VM in Illinois not trained as an engineer. Bob went on to serve in the village of Glencoe for over 30 years. His distinguished career and ILCMA legacy is highlighted by many professional contributions and accomplishments including the following:

- In 1964 ILCMA hosted the ICMA 50th Anniversary Conference in Chicago, IL. Bob Morris served as the chair of the conference committee.
- Also, in 1964 Bob Morris was elected ICMA Regional Vice President.
- From 1982–1991 Bob served as Midwest Manager and Director of Training and Development, ICMA Retirement Corporation, Evanston, IL
- ILCMA joined the ICMA Range Rider (now Senior Advisor) program and Bob Morris became one of the first Illinois Range Riders. Les Allen, long time manager of Decatur, was his counterpart. Bob went on to serve as a Range Rider until 2006.

Qualifications

The Robert B. Morris Lifetime Achievement Award is presented to a retired individual who has served no less than 20 years in local government, at least eight of those in Illinois. Selection for the Robert B. Morris Lifetime Achievement award is based on the following criteria:

- 1) The nominee's professional contributions to the communities in which he/she has served;
- 2) The nominee's personal contributions to the communities in which he/she has served;
- 3) The nominee's contributions to the advancement of the local government management profession through leadership, advocacy, and the development of other professionals;
- 4) The nominee's exemplary service to the Illinois City/County Management Association;
- 5) A clear indication that the nominee has, throughout his/her career, dedicated himself/herself to public service above and beyond the organizations in which he/she served.

The award recognizes a manager whose service has been judged by peers as strong or exceptional, and who has made major contributions beyond direct service to local government (e.g., through service to the associations and the profession). An ILCMA Lifetime membership is awarded to the recipient.

Special Service Awards

Service to the Association

Gregory J. Bielawski Service to the Profession

Leslie T. Allen Service to the Community

Qualifications

The Special Service Award is presented to individuals who have notable association or affiliate activity and significant professional accomplishments in the following areas:

- 1) Service to the Association: The nominee has actively served the Illinois City/County Management Association through exemplary service to an ILCMA committee, the executive board, or has made other significant contributions to ILCMA.
- 2) Service to the Profession: The nominee has demonstrated concern for the support, well-being, and growth of other professionals and those aspiring to a career in local government management, or the nominee has actively promoted the profession to the community at large including, but not limited to, university programs, Illinois Municipal League, and regional councils of government.
- 3) Leslie T. “Les” Allen Service to the Community: The nominee has demonstrated exemplary service within one’s organization by being an above average professional manager and having displayed the characteristics of integrity and leadership to provide exceptional service to one’s community in order to get project(s) completed. This award can also honor a nominee who has served a cause that is beyond that of the municipality or county through volunteerism in national, state, regional, and local organizations. This award can encompass private interests, family interests, acts of heroism, charitable acts, or social accomplishments.

Don’t forget to nominate a member anytime throughout the year for the ILCMA Lifesaver Award! This award is for members who go above and beyond for a member in transition.

ILCMA Board Approves New Diversity, Equity and Inclusion Statement of Values at the February Board Meeting



Diversity, Equity and Inclusion Statement of Values

The Illinois City/County Management Association (ILCMA) is committed to fostering, cultivating and preserving a culture of diversity, equity, and inclusion where all board members, staff, volunteers, and members feel respected and valued regardless of race, ethnicity, gender identity, gender expression, sexual orientation, socio-economic status, age, physical/mental ability, religious, political, cultural beliefs, professional background, geographical region, other ideologies, or any other characteristic that would create implicit or explicit biases.



Defining Diversity, Equity and Inclusion

Diversity includes all the ways in which people differ, encompassing the different characteristics or dimensions that make one individual or group different from another.

Operationally, diversity encompasses acceptance and respect. It is understanding that each individual is unique, having individual differences that need to be recognized. These differences can encompass the dimensions of race, ethnicity, gender identity, gender expression, sexual orientation, socio-economic status, age, physical/mental ability, religious, political, cultural beliefs, professional background, geographical region or other ideologies.

Equity is the fair treatment, access, opportunity and advancement for everyone, while at the same time striving to identify and eliminate structural, institutional and systemic barriers that prevent full participation by/from individuals of marginalized groups.

Operationally, equity is the proportional distribution of desirable outcomes across groups. Sometimes confused with equality, equity refers to outcomes while equality connotes equal treatment. Where individuals or groups are dissimilarly situated, equal treatment may be insufficient for, or even detrimental to, equitable outcomes. More directly, equity is attained when an individual's race, gender, socio-economic status, sexual orientation, etc. does not determine, limit or enhance their educational, economic, or social opportunities.

Inclusion is the act of creating a sustainable culture that fosters belonging in which any individual or group feels welcomed, respected, supported, and valued as members, partners, volunteers and leaders.

Operationally, inclusion promotes broad engagement, shared participation and advances the authentic sense of belonging through safe, positive, and nurturing environments. Inclusion is about understanding each other and moving beyond simple tolerance to accepting and celebrating the rich dimensions of diversity contained within each individual. Inclusion is key to eliminating systemic inequality.



Defining Diversity, Equity and Inclusion

ILCMA's philosophy on our goals to provide informed leadership for diversity, inclusion, and equity include:

- We will strive to incorporate diversity, equity and inclusion in accordance with our vision and mission.
- We commit to address inequities in our policies, programs, and services.
- We will update and document progress on our diversity, equity, and inclusion practices.
- We commit to being transparent about diversity in all our interactions.
- We will dedicate our time and resources to expand diversity within our board, leadership positions, committees, membership, award/scholarship nominees, vendors, sponsors, volunteers and speakers.
- We commit to attract and retain members from diverse backgrounds and foster inclusive and supportive environments.
- We commit to lead with respect and tolerance and we encourage all members to demonstrate this within our organization.
- We commit to promote and champion diversity, equity, and inclusion within the association, and among its members, participants and partners.
- We commit to have critical conversations that promote continuous reflection and integrate change.
- We commit to develop and apply a DEI framework that evaluates all programs and actions with a diversity, equity, and inclusion lens.

ILCMA's commitment to these values is unwavering. These values are central to our mission and to our collective professional impact.

IAMMA Celebrates 50th Anniversary with Golden Gala at ILCMA Winter Conference

During the ILCMA Winter Conference, IAMMA celebrated its 50th Birthday with the Golden Gala. It was an amazing event with live band karaoke and a fun photo wall with a half-century of IAMMA history. It was great to see so many friends, mentors, and truly accomplished individuals all sharing this one formative experience. It put into perspective how much this organization has shaped the profession. CONGRATULATIONS IAMMA on 50 YEARS!



IRMA PRESENTS:

Is Your Public Works Department Ready for a Surprise IDOL (OSHA) Inspection?



Presented By Frankie Giannetti,
IRMA Loss Control Manager

**Thursday, March 9
12 p.m. to 3 p.m.
Half Day Brewing**

200 Village Green, Lincolnshire, IL 60069

12 p.m. | Check-In & Appetizers

12:30 p.m. | Program Begins

2 p.m. | Networking & Brewery Tour

This event is organized through the partnership of the Illinois Association of Municipal Management Assistants and the American Public Works Association - Chicago Metro Chapter Lake Branch



For more information and registration please visit <https://OSHA.eventbrite.com>.



INTERESTED IN THE
LOCAL GOVERNMENT HISPANIC NETWORK?
JOIN THE ILLINOIS CHAPTER!



BENEFITS OF REGIONAL CHAPTER MEMBERSHIP

- Low annual dues and unlimited number of members. We keep dues low to encourage more members to join and grow professionally to take on leadership positions in the future.
- Access to LGHN webinars and events and participation on LGHN committees.
- Unlimited no-cost job postings on the LGHN job board (a value of \$100 per 30-day posting).
- Chapters may use LGHN's exempt status and assistance to seek sponsors to support chapter events.
- LGHN assistance with planning chapter/regional events.
- Access to programming and networking through connections with other LGHN chapters.

MEMBERSHIP RATES

- \$550 per jurisdiction for smaller jurisdictions (fewer than 999 employees)
- \$1,050 for larger jurisdictions (1,000 or more employees).
- \$50 for Associate Members - Not-for-profit (individual)
- \$100 for Associate Members - Individual
- **Students are FREE!**

CONTACT

Kevin Bueso
IL-LGHN Chair
lghnil22@gmail.com
M: 847-313-1015



Scan Me

Over 255 ILCMA Members Attended the 2023 Winter Conference

ILCMA Winter Conference is a Great Success with over 250 people in attendance! The feedback from members and sponsors has been excellent! You don't want to miss the 2023 Summer Conference on June 7 - 9 in Peoria! Registration will open soon!



More Conference Photos





Preparing the Next Generation and we need YOU!



ILCMA invites seasoned managers/administrators and assistants to become an ILCMA mentor.

The ILCMA Mentor Match program reflects ILCMA’s commitment to developing the next generation of local government management professionals. Mentor Match is the latest addition to an expanding line-up of our services to support members’ professional development needs. It is an online tool - including a searchable database - that facilitates the establishment of mentoring relationships. It is user-driven, allowing registered Mentees to search among registered Mentors using specified criteria to find individuals whose experience and expertise match areas in which they wish to be mentored. Likewise, registered Mentors can search for and identify potential Mentees.

Why be a Mentor?

Volunteering as a Mentor can be mutually rewarding: mentees gain encouragement and guidance for their careers, and mentors gain deeper insights into their own careers and the satisfaction of helping others.

Mentoring offers value for people at any career stage, and everyone can benefit from mentors who help them see their situation and opportunities from a fresh perspective; even successful executives seek out mentoring. Mentors are encouraged to share expertise, insight, and experiences from their life's work to help others negotiate their own career paths, overcome obstacles, reinvigorate their passion, and plan next steps.

The future of the profession depends on the mentorship for the next generation of managers. ILCMA invites you to use the new mentor/mentee matching service through ILCMAConnect, which is the current ILCMA listserv platform. ILCMAConnect brings the power of data and search to help mentees find mentors that match their needs. To sign up to be a mentor, all you need to do is go to your ILCMA Connect page and sign up to be a mentor: <https://connect.ilcma.org/home> If you any issues logging in to ILCMA Connect contact Alex Galindo at agalindo@niu.edu.



VIEW ENROLLMENT INSTRUCTION VIDEO



VIEW MENTOR DISCUSSION VIDEO

**Please save the date for the upcoming
12th Annual Legacy Project Conference
Friday, May 19, 2023
NIU Naperville**



Operationalizing Racial Equity in Your Organization



A **Hybrid Event** presented by the ILCMA Professional Development Committee

Join your colleagues to learn more and ask questions about a recent pilot program helping communities increase knowledge and skills on practical ways to increase diversity and racial equity in their practices and processes. The development of this new program was sponsored by the Metropolitan Mayors Caucus (MMC), Illinois City/County Management Association (ILCMA), and University of Illinois at Chicago – Great Cities Institute. This important pilot program took place in the Fall of 2022 and wrapped up earlier this year. Attend the March 2023 ILCMA Professional Development program to:

- Learn more about the “Learning to Operationalize Racial Equity (LORE)” pilot program initiated between Metropolitan Mayors Caucus, Illinois City/County Management Association, and University of Illinois at Chicago – Great Cities Institute
- Understand how key concepts like diversity, equity and inclusion can help you identify ways to improve employee morale, engagement and performance
- Discuss how starting your organization’s equity journey with a pilot project can lead to the use of diversity, equity, and inclusion efforts to identify solutions across all aspects of your internal environment.
- Hear from participants in the initial LORE pilot cohort group about their experiences, pilot initiatives and early results.

SPEAKERS:

Kathleen Yang-Clayton, PhD joined the faculty in the Department of Public Administration, College of Urban Planning and Public Affairs at the University of Illinois-Chicago in 2017. She is a Research Fellow at the Great Cities Institute and a member of several national initiatives that integrate public administration and racial equity together from the Kettering Foundation, National League of Cities and the International City/County Management Association. Her current work focuses on the operationalization of racial equity practices inside of large public organizations that increase the public’s trust in government and improves government performance, especially but not exclusively in historically marginalized communities. She was appointed Associate Dean for diversity, equity and inclusion at her college in 2021.

Adam Slade, MPPA, M.Ed, is a Visiting Research Specialist at the Great Cities Institute (GCI) at University of Illinois Chicago. Adam engages in public administration research on racial equity policy and process improvement, organization change transformation, education policy, government budgeting and finance. Previously, Adam worked for the Metropolitan Planning Council focusing on technical assistance to many local units of government around municipal capacity building in the Northeastern Illinois region and advocating for effective government policies. Prior to that Adam was a Senior Consultant at the Government Finance Officers Association, working with city, county, and state government organizations guiding financial process analysis, delivering training and conducting research. His current work focuses on operationalizing racial equity for local government organizations and guiding government and philanthropic community engagement through technical assistance and research.

Addresses ICMA Practice Area: 3 Equity and Inclusion

March 8, 2023, 9 AM continental breakfast & registration

9:30 AM - 11 AM presentation

Attend in-person at NIU Naperville or virtually through Zoom. Registration rate is the same for in-person and virtual attendance \$35. Register for Metro Luncheon "Up Close and Personal with Neil C. James of MMC." as well for \$65. Student Rate \$20 or \$45 for both events.

[**Click here to register**](#)

*Up Close
& Personal
With*



NEIL C. JAMES

**EXECUTIVE DIRECTOR OF THE
METROPOLITAN MAYORS CAUCUS**



**A HYBRID EVENT ON
MAR 8**

For the March Metro Luncheon, Neil C. James will join us to provide an up close look at the Metropolitan Mayors Caucus. Come hear a little about Neil, what's new at the MMC, and how Managers/Administrators can get involved in MMC initiatives along with their Mayor/President.

Neil C. James, a Chicago native, was appointed Executive Director of the Metropolitan Mayors Caucus in October of 2022. Neil becomes only the 2nd ever Executive Director at the Mayors Caucus.

Prior to his appointment to the Mayors Caucus, Neil served as the Executive Director of the West Cook County Solid Waste Agency for 7 years. Neil also served first, as Policy Analyst of the West Central Municipal Conference beginning in 1998, and then as their Deputy Director beginning in 2002. His experience also includes work with the State of Illinois House of Representatives, Office of the Speaker from 1992 to 1998.



**Networking & Registration 11:30 AM
Lunch at Noon
Presentation begins at 12:30 PM**

Attend in-person at NIU Naperville or virtually through Zoom. Registration rate is the same for in-person and virtual attendance \$35. Register for ILCMA Professional Development Event "Operationalizing Racial Equality" as well for \$65. Student Rate \$20 or \$45 for both events.

[Click here to register](#)

WHITE PINES
— GOLF CLUB —

Metro Managers
ANNUAL GOLF OUTING

Wednesday, May 10th
Deadline for Registration May 1st

Check-in 8:00 AM
Shotgun Start 9:30 AM
Lunch Included at the turn
Awards Buffet 2:00 PM

Course Contests
Longest Drive 5 West
Closest to the Pin Hole 14 West
Longest Putt Hole 9 West



White Pines Golf Club
500 W Jefferson St, Bensenville, IL 60106



Please contact Allison Matson with any questions at
847-526-9600 or amatson@wauconda-il.gov

Metro Managers 

continued on the next page

Metro Managers ANNUAL GOLF OUTING

Name: _____
 Address: _____
 Business Name: _____
 Phone: _____ Email: _____

GOLF REGISTRATION

- # ___ I/We will participate in the entire outing # ___ x \$85.00 = \$ _____
- # ___ Number of participants staying for the reception
- # ___ Number of participants NOT staying for the reception
- # ___ Number of participants NOT golfing, attending the reception only
 # ___ x \$40.00 = \$ _____ Total enclosed: \$ _____

Team Members

Player 1 name: _____
 Player 2 name: _____
 Player 3 name: _____
 Player 4 name: _____

Return this form or register on line by May 1st to:

NIU Center for Gov. Studies
 ATTN: Dawn Peters
 148 N. 3rd Street
 Dekalb, IL 60115

Thank you for your support!



Register Here

GOLF SPONSORSHIPS

- ___ **Event Sponsors \$1,000.00**
 Sponsorship includes recognition and logo on event signage and literature, at club entrance and hole #1. **Foursome Included!**
- ___ **Awards Reception Sponsors \$400.00**
 Sponsorship includes logo on event signage, literature and at the awards reception.
- ___ **Lunch Sponsors \$400.00**
 Sponsorship includes business logo on event signage at the turn.
- ___ **Beverage Cart Sponsors \$300.00**
 Sponsorship includes business logo signage on beverage carts.
- ___ **Build-your-own Bloody Mary Sponsors \$300.00**
 Sponsorship includes logo on drink tickets and signage at check-in.
- ___ **Hole Sponsors \$150.00 each** ___ x \$150.00 = ___
 Sponsorship includes logo on signage at one of the course's holes.



IML Manager Committee Column



TIF Legislation Update

On February 8, IML Executive Director Brad Cole sent an update to TIF communities regarding SB 1391 (Sen. Gillespie, D-Arlington Heights). This bill, while likely to be discussed and negotiated further, includes many proposed changes that IML believes to be counterproductive or harmful to TIF districts. At this time, IML is opposed to SB 1391. IML will continue to defend the current TIF statute and will oppose any efforts to weaken or diminish municipal authority in administering TIF programs.

IML is asking municipal officials to contact their local legislators to share with them their concerns about SB 1391. IML has a dedicated TIF webpage, iml.org/tif, which includes our general fact sheet and other important TIF resources.

In addition to contacting local legislators, IML is asking municipalities to adopt resolutions in support of TIF. These resolutions are a helpful tool as we advocate for the preservation of TIF. IML has developed a model TIF resolution that we ask to be returned to us.

Pension Consolidation Lawsuit Update

On February 7, the Illinois Appellate Court for the Second District issued its unanimous panel judgment and opinion in favor of Defendants (Governor JB Pritzker, the Illinois Police Officers' Pension Investment Fund, the Illinois Firefighters' Pension Investment Fund et al), affirming the trial court's previous order granting summary judgment in favor of Defendants. The case has been under appeal from the Circuit Court of Kane County. IML filed an amicus brief in support of Defendants and this desired outcome.

The Appellate Court decision validates the efforts put forth through many years to consolidate downstate police officers' and firefighters' pension funds for investment purposes. This ruling may still be appealed to the Illinois Supreme Court.

Local Sales Tax Jurisdiction Boundary Verification Map Available

The Illinois Department of Revenue (IDOR) has released its local sales tax jurisdiction boundary verification map, which requires annual review for accuracy by local governments. Local governments wishing to report changes to IDOR must do so by April 1. All changes will take effect July 1. Any updates not reported by April 1, other than boundary changes made by local ordinances, such as annexations or disconnections, will not be made until July 1, 2024.

Changes can be sent to IDOR by email at REV.GIS.Tech@illinois.gov or by mail at:

Illinois Department of Revenue
C/O GIS Department MC 1-140
101 W Jefferson St
Springfield, IL 62702-5145

CAREER COMPASS #100: Leadership Lessons from 99 Career Compass Columns

To celebrate the milestone of 100 Career Compass columns, Frank Benest has culled his “top 10” list of leadership lessons from the first 99 in hopes that these lessons provoke your leadership thinking and action.

BY DR. FRANK BENEST, ICMA-CM
(RETIRED)



#1 Leadership starts with self-awareness.
To exert positive influence, a leader must strive to be self-aware and self-critical. Self-awareness includes understanding your own values, strengths, and areas for growth and development. It also includes awareness of your “gifts” that you as a leader are compelled to give away. >

Reflecting on my life story, I have come to understand that my gift is courage. People tend to follow me because I am willing to take risks in pursuit of worthy ends. I know that I can leverage this gift and attract followers. However, when I over-do this gift, my risk-taking becomes recklessness. Given this tendency, I endeavor to surround myself with trusted and truth-telling coaches and colleagues who can help me avoid unwarranted gambles.

Strong leaders leverage their strengths instead of focusing on their weaknesses. To minimize the impact of their weaknesses, good leaders “flex” their behavior. For instance, those of us who tend to talk too much and dominate meetings may structure team meetings so that we first ask for ideas from others, acknowledge different perspectives, and speak last. If you are not good at conducting large community meetings, you may partner with a colleague who knows how to facilitate large gatherings of people.

(See *Career Compass* #19 “Why Should Anyone Follow Me?” and #22 “Overcoming Your Blind Spots.”)

#2 People choose to follow.

Even if you are a chief executive of a local government agency, your positional or formal authority can only force a minimal level of compliance on the part of employees or others. To create followers,

IN LOCAL GOVERNMENT, LEADERSHIP IS EXERTED IN A MESSY AND UNCERTAIN WORLD.

formal authority is helpful but completely insufficient. People decide to follow (or not) because of a leader’s interpersonal (even moral or spiritual) attributes.

Given that leadership is based on your people skills, you can lead from any place. Leadership has nothing to do with position. Leadership is all about exerting positive influence.

(See *Career Compass* #41 “The Post-Heroic Leader,” #92 “Leveraging Six Sources of Influence,” and #5 “Developing Leadership Skills When You Have No Formal Authority.”)

#3 Relationships facilitate results.

For most of my career as a city manager, I was more results-oriented than relationship-oriented. Only when I became more seasoned did I realize that a leader produces results through relationships.

People tend to follow you if they have a positive relationship with you and feel connected to you.

(See *Career Compass* #79 “Leading by Connecting.”)

#4 Leadership is all about engaging others in conversation.

Leading is often about connecting with others through conversation. Conducting authentic conversations can help you:

- Glean critical information from others, especially “soft” data (their values, interests, concerns, and fears).
- Address those concerns.
- Incorporate the ideas of others into any proposed actions.
- Create relationship and connection.

It is not an authentic conversation if you as the leader are not truly open to the conversation and different perspectives and ideas. The key questions for leaders are: “Am I truly open to be changed by this conversation?” and “Am I willing to constructively respond based on the conversation?”

Conducting authentic conversations requires humility. Humility is a modest view of our own importance. Humility acknowledges that leaders are dependent on others to generate good ideas and different perspectives as well as to achieve good results. Humility is a critical leadership competency.

(See *Career Compass* #61 “Leadership is the Art of Conversation,” #76 “Humble Leaders Get Results,” and #89 “Avoiding the Arrogance of Expertise.”)

#5 Empathy is a superpower.

Empathy is defined as seeing the world through the eyes of

the other person. It is the ability to understand, acknowledge, and consider (and hopefully respond to) the unique hopes, fears, ideas, and perspectives of the other person.

Why is empathy so critical in the uncertain environment of local government? First, empathy allows you to create relationship and connection. Second, in times of adversity, organizations need employees and other stakeholders to adapt. A leader cannot exert influence and promote adaptation without acknowledging the hopes, values, and fears of others and then tying positive change to those values and concerns.

Leaders need data from employees and other stakeholders. This includes not just facts and figures but also their beliefs and values based on their life experiences and their current feelings and emotions.

The best way to promote empathy is to engage in authentic conversation and ask questions, such as:

- Why is this issue important to you?
- If we figure out how to address this issue or problem, what is your hope?
- What would success look like?
- What are your concerns?
- What are we missing?
- Who are we missing?
- How might we address this issue or problem?
- If you were to join the effort to address this issue, how could I support you?

Leadership is as much about asking questions than providing

A LEADER PRODUCES RESULTS THROUGH RELATIONSHIPS.



answers. Of course, after generating this “soft” data, it is critical to respond to the data in some concrete fashion.

(See Career Compass #86 “Empathy Is a Superpower.”)

#6 Effective leaders avoid seeking buy-in.

Even if you are trying to secure buy-in for a worthy idea or project, you will ultimately fail. Elected officials, employees, and outside stakeholders can smell the search for buy-in a mile away. Seeking buy-in is often manipulative. You are trying to “sell” your idea or program and therefore people will resist.

Instead of buy-in, leaders should engage decision-makers and other stakeholders, including employees, in a series of conversations and identify their interests, concerns, and ideas. You can then work to incorporate their ideas and address their concerns so that they get their “fingerprints” on

the proposal (so the proposal becomes “our” proposal, not “my” proposal). Your original idea that is reshaped with the input of others is typically a better and more realistic proposal.

Once you identify a stakeholder’s interests, it is helpful to “frame” the proposal in terms of those interests. By properly framing an issue or idea, others will be able to consider the positive possibilities of the proposed action. After providing the basic information to all stakeholders, you frame an issue differently for different groups. For example, if you want to pursue a clean energy project, you may want to frame the project either as a “save the planet” effort or a “jobs” program, depending on the interests of the key players.

You may also want to call the project a pilot or an experiment. With pilot projects, you expect and learn from mistakes. Decision-makers are often

open to pilots since they are “reversible.” In pursuing your agenda as a leader, it is often important to “think big but start small.”

(See Career Compass #47 “Leadership Myths Debunked” and #18 “Taking Smart Risks.”)

#7 Leaders must remember “why” they exert leadership.

When facing a challenge, we often run into staff meetings and focus the discussion on “what” we need to do and “how” we need to do it. It is important that we start with the “why” for ourselves and others.

Everyone has their own “why” based on their values and passions. My “why” may be promoting social justice or building community. Others may value environmental sustainability.

There are no easy technical solutions to the big adaptive challenges, such as homelessness or climate protection. It is hard to sustain your leadership efforts when you are continually criticized or blocked in trying to move forward on a worthy initiative. Therefore, it is essential to remind yourself of your “why” and engage others in their “why” or purpose.

Exerting leadership is difficult but our contributions expand our lives and who we are.

(See Career Compass #57 “Leading by Living Your Values.”)

#8 Successful leaders are storytellers.

In local government, you certainly need data and sound analysis to persuade

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SEEKING BUY-IN IS OFTEN MANIPULATIVE.

decision-makers. While data is necessary, it is completely insufficient. Storytelling is the most powerful way to communicate and lead.

While professionals and administrators are driven by “what I know,” elected officials are often driven by “what I believe.” The narrative (or story) is key to persuading elected officials and community stakeholders.

To be authentic, stories must be aligned with the data. Stories put a human face on the data, make the data come alive, and move people to action. Data does not change behavior—stories do. Stories are “data with a soul.”

(See Career Compass #50 “Story-Telling: A Powerful Way to Lead and Communicate.”)

#9 Amid turbulence, great leaders point the way and serve as multipliers.

In this era of great uncertainty and turbulence of all kinds, an effective leader provides “clarity” of where their team is going and “flexibility” on how to get there. In turbulence, long-term planning is useless. Within certain guiderails, people must have the autonomy to “figure it out.”

With the end-goal in mind, successful teams take a few steps forward, pivot as necessary, and learn as they go. The role of the team leader is to help the team figure out the direction; send the team on its way; support team members;

and promote learning, shared accountability, and adaptation.

As they help their teams adapt, effective leaders are “multipliers” (not “diminishers”). They amplify the smarts and capabilities of those around them. They help people stretch, learn, and grow.

In contrast, diminishers tell people what to do and then test them to see if they did it the “right” way. (With adaptive challenges, there is no right way.) By “telling and testing,” these kinds of managers diminish the capabilities of those around them. They are know-it-alls, not learn-it-alls.

(See Career Compass #94 “10 Principles for Leading in Turbulency,” #84 “We Need Adaptive Leaders Now,” and #41 “The Post-Heroic Leader.”)

#10 Effective leaders are culture-builders.

Leaders are ineffectual without great followers. Therefore, to become an effective leader, you must attract, retain, and grow your organizational talent.

You cannot win the war for talent on salary and benefits. Competitive compensation is necessary but will not carry the day. A leader attracts and retains talent based on organizational culture.

Culture is “the way we do things around here.” Values, beliefs, and behaviors create and sustain organizational culture, whether it is at the organization-wide level, at the department or division level, or at the team level.

In an enriched culture, employees conclude that:

- I have a sense of purpose in my work.
- I belong here.
- People care about me.
- I have some flexibility in how I do my work.
- I feel appreciated.

Formal and informal leaders are culture-builders every day. Their values and most importantly their behaviors build and sustain a positive culture. They “model the way.” (See Career Compass #51 “Building a World-Class Culture” and #85 “To Thrive in Post-Pandemic, Enhance Employee Experience.”)

Conclusion: Leadership Is an Art

Leadership is an art, not a science. In local government, leadership is exerted in a messy and uncertain world. You achieve artistic mastery amid uncertainty by being guided by your purpose and values. However, you may not have the right answer and anybody can block you. The key challenge for leaders is “how do I get to ‘yes’ when anybody can say ‘no’?”

Given this political reality, you need to engage in authentic conversations with decision-makers, employees, and other stakeholders. In these conversations, you must ask questions and collect soft as well as hard data, incorporate the ideas of others, figure out a direction, take a few steps, pivot as necessary, and learn as you go.

Good leaders are agile learners. They are always asking themselves and others:

- As we proceed, what is going well?
- What is not going so well?
- What are we learning to apply as we continue the journey?

- How can I better support you on our journey?

To be a good leader, you obviously must give a lot of yourself. But as you give a lot, you get a lot.

I plan to continue writing Career Compass columns for the ICMA Coaching Program (at least for a while). I hope that these advice columns are worthy of your consideration as you continue on your leadership adventure.

Remember, through leading in pursuit of noble goals, you make a positive contribution to the lives of community members and those who serve with you. **FM**

DR. FRANK BENEST, ICMA-CM (RETIRED),

is ICMA’s liaison for Next Generation Initiatives and resides in Palo Alto, California. If you have a leadership or career question you would like addressed in a future Career Compass, e-mail careers@icma.org or contact Frank directly at frank@frankbenest.com.



Sponsored by the ICMA Coaching Program, Career Compass is a monthly column focused on leadership and career development issues for local government professional staff.

To view and access any of the first 99 Career Compass columns, visit icma.org/career-compass.

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How to Use #ILCMAproud in Social Media

Social Media Hashtag

What is a hashtag?

- This: #
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- Use it to draw attention, organize, promote.

How do I use a hashtag?

- Put a # in front of a word or phrase
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- Capitalization only matters for readability (#KnowWhatIMean vs #knowwhatimean)
- Hashtags can be used on Twitter & Facebook. NOT LinkedIn.

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How to create a simple Facebook post (you must have a Facebook account):

- Open Facebook on your computer or device.
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Find ILCMA on Twitter: <http://twitter.com/ILCMA>

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- Share photos
- At conferences, follow conference speakers and fellow attendees

How to create a simple Tweet (you must have a Twitter account):

- Open Twitter on your computer or device.
- On a computer: click on the Home button. At the top of the screen you'll see "What's happening?" Click there and start typing (don't forget the hashtags).
- On a mobile device: click on the square with feather icon in the upper right corner. A screen that says "What's happening?" should pop-up. Touch there and start typing (don't forget the hashtags).



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Spotlight on: Illinois Public Risk Fund

The Importance and Benefits of a Safety Team Committee

By Robert M. Buhs, Executive Director, Illinois Public Risk Fund

In Illinois, there are many units of local government who have experienced the numerous benefits of having a risk management program. The most important of those benefits is the reduction of workplace injuries and accidents. Second, is the reduction in workers' compensation premiums.

As we all know, there are many moving parts and pieces in creating a risk management program that has measurable outcomes. The process of building that program begins with a sincere commitment from management, which includes both support and funding, as well as establishing a safety team committee, made up of qualified employees, that will guide the program forward to obtain successful outcomes.

In this article, I want to focus on the safety team committee, from choosing the team member, the committee's roles and responsibilities, and their purpose. With any committee, there needs to be a clear understanding of the committee's purpose, mission statement, as well as "guiding principles" that focus on the health and safety of the work force.

The successful risk management programs have a safety team committee comprised of empowered membership of frontline workers, supervisors and leadership who are experienced and knowledgeable in their respective field of work. The committee should be large enough so that all departments are represented. In organizations where there are multiple collective bargaining agreements, committee membership may need to include leaders from all bargaining units. Some collective bargaining agreements may specify the makeup of a joint labor-management safety team committee.

There are many benefits that can be gained by having a working safety team committee, but one "buy-in-benefit" is to have employees serve on the committee who are given the responsibility to actively participate in the development, implementation and monitoring of the organization's safety and educational programs. In essence, they are subject matter experts who are respected by their co-workers.

Safety team committees can serve many purposes depending on how they are utilized within each organization. Some typical roles that a safety team committee can take on include establishing communication between employees and management, increasing awareness of on-site safety, identifying risks and planning solutions for potential hazards, performing routine safety inspections, and helping facilitate routine safety drills such as fire or severe weather drills. However, the primary focus of their work is to help reduce the risk of workplace injuries and accidents and to ensure compliance with Illinois OSHA health and safety regulations.

It's sad to say that traditionally Safety team committees have been reactive in purpose and only address a problem after a

worker is injured or becomes sick. Today, we are witnessing Safety Team Committees responsibilities that are proactive with finding safety issues and problems and then fixing them before an injury or accident occurs. This is a far more effective way to improve safety and health of the organization's members.

Typical responsibilities given to safety team committee include:

- Developing safe work practices.
- Crafting written safety programs.
- Leading safety training.
- Conducting workplace inspections and safety audits.
- Reviewing incidents, near misses, accident investigation reports, claim summaries and loss analyses to prevent reoccurrences of similar incidents.
- Proposing and creating safety checklists.
- Promoting employees' interests in health and safety issues.
- Providing a forum in which labor and management can discuss health and safety issues and collaborate on solutions.

Issues to Avoid

Some pitfalls a Safety team committee may want to avoid are as follows: inadequate size, lack of training, lack of management support, and poorly defined member roles; these can all decrease the effectiveness of a safety team committee. Other potential pitfalls include begrudging or lackluster participation; domination by management; inability to implement changes; and a lack of communication, follow-up, or formal meeting agendas.

Regularly rotating members of the committee can help protect against "groupthink," when committee members may fail to recognize certain hazards or potential issues. A two-year period is a good benchmark for serving as a safety team committee member. This timeframe is not too long of a period to make employees complacent in their role and brings a fresh set of eyes and thoughts to the group. If you are initiating a safety team committee for the first time, consider "staggering" the term of the safety team committee members – if you are currently using a safety team committee then consider staggering the terms amongst the longest serving members. This will avoid having a committee full of "new members" every two or three years if the terms all end on the same day/year.

I cannot emphasize enough that to be "truly effective" Safety Team Committee members should be able to identify problems, use their range of insights and experience to seek solutions, and given the responsibility to actively participate in the development and implementation of the safety solution or program. And finally, that each committee member is given the ability of providing the necessary oversight needed to ensure that the program or procedures are adhered to.

As stated, successful risk management programs rely on a well-qualified and management supported safety team committees who are given the responsibility of achieving reasonable goals, monitoring performance, and evaluating outcomes, for achieving greater levels of safety and health to the entire organization.

Spotlight on: GovHRUSA

Skills Based Hiring Can Help Solve Your Hiring Crisis!

by Heidi Voorhees, Co-Owner, GovHRUSA and GovTemps USA

What do IBM and the states of Pennsylvania, Maryland and Utah have in common? All have done a comprehensive review of their job descriptions and determined the following:

- IBM determined that bachelor's degree requirements could be eliminated in more than 50% of their jobs.
- In January 2023, the State of Pennsylvania eliminated a four year degree requirement for 92% of their jobs.
- In December 2022, the State of Utah determined that 98% of their jobs would no longer require a four year bachelor's degree.
- The State of Maryland is looking for STARS – Skilled Through Alternative Routes.

Note the following from a March 2018 Society of Human Resources Management (SHRM) article titled "How to Adopt Skills Based Hiring Programs" where the author said: "Shifting from degree and pedigree based hiring to a competency based approach can open up new pipelines for organizations struggling to find talent. Introducing objective means to gauge an applicant's aptitude is intended to give employers a more robust profile of a job seeker's qualifications."

Furthermore, in a Harvard Business Review article from February 2022 titled "Skills Based Hiring is on the Rise," the authors noted that degrees are often proxies for softer skills like teamwork, consensus building, communication skills, empathy, etc. – when in fact there is little data to back up the assumption that recipients of bachelor's degrees automatically have these skills. Testing for these softer skills, contacting references to help evaluate these skills and investing in more thorough interview processes can and will result in a better candidate evaluation than simply assuming a candidate has certain skills because they have a degree.

At GovHRUSA we often suggest clients make a master's degree desirable instead of requiring it for executive positions and be similarly flexible on bachelor's degrees for lower-level positions. This opens the talent pool to candidates who may have sufficient work experience to perform the duties effectively but do not possess a bachelor's degree or master's degree. Consider the following success stories:



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- A rural small community was seeking a Finance Director and required a bachelor's degree (they also required residency). We found a candidate with 15+ years' experience in public finance administration but no bachelor's degree. The candidate had extensive experience in all the requisite duties of the position. Our client eventually agreed to talk with the candidate via zoom and then hired her. She also relocated to the community.
- A large public organization with more than 2000 employees was hiring a Human Resources Director. They already had language in their job description that said "a combination of education, training and experience can be substituted for minimum qualifications." The recruitment yielded an excellent candidate pool including a candidate with more than 20 years HR experience but no degree. The candidate finished second in a highly competitive recruitment and though she was not selected for that position, she was quickly picked up by another client.
- A large west coast public transit organization was recruiting for an executive level position and debated requiring a master's degree. GovHR was able to convince a majority of the hiring body to make the master's degree desirable. This resulted in a highly qualified internal candidate being able to apply for the position. Whether the barrier to entry is intentional or not, it can prevent qualified candidates from being evaluated in this highly competitive labor market.

Adding substitution clauses like "an equivalent combination of education, training and experience may be substituted for minimum qualifications" does not mean you are lowering your standards or have to hire the candidate without the degree. It simply provides you with options you may not have should you keep the hard and fast degree requirement.



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