



**LUZERNE COUNTY MANAGER SEARCH COMMITTEE
PUBLIC MEETING**

January 19, 2016

Luzerne County Court House
Council Meeting Room
Wilkes-Barre, Pa. 18711

10:00 AM CALL TO ORDER

PLEDGE OF ALLEGIANCE AND MOMENT OF SILENCE

ROLL CALL

ADDITIONS TO/DELETIONS FROM AGENDA

AGENDA ITEMS

1. Discuss and finalize Job Announcement
2. Discuss and resolve process for placing electronic advertisements
3. Update committee regarding Solicitor response to legal questions
4. Discuss establishment of an external email address for receipt of applications
5. Discuss advertising in Standard Speaker (Hazleton) and Press Enterprise (Bloomsburg/Berwick)
6. Discuss utilizing Govjob.com for advertising
7. Discuss, review, and finalize Rating Matrix, weighted averages

ITEMS FROM THE PUBLIC

This is an opportunity for members of the public to address the Committee on matters listed on the Agenda and/or on matters not listed on the Agenda, but which must be within the subject matter jurisdiction of the Committee. Speakers are requested to submit a Speaker Card before the first speaker is called and to limit individual comments to three (3) minutes. Speakers may not yield or transfer their time to another speaker.

ADJOURNMENT

LUZERNE COUNTY MANAGER VACANCY ANNOUNCEMENT

Job Title: County Manager, Luzerne County, PA

Agency: Luzerne County Government

SALARY RANGE:

\$140,000 to \$160,000 / Per Year

OPEN PERIOD:

From: Monday, February 1, 2016

To: Monday, February 29, 2016

POSITION INFORMATION:

Full-time

DUTY LOCATION:

Luzerne County Court House, 200 N River St, Wilkes-Barre, PA 18701

WHO MAY APPLY:

Applications will be accepted from US Citizens. Non-citizens are required to verify authorization to work in the U.S. All newly hired employees must complete and sign Section one of Employment Eligibility Verification Form (I-9) no later than the first day of employment. Failure to follow the I-9 process can result in penalties and an audit by the U.S. Immigration and Customs Enforcement.

SECURITY CLEARANCE:

Nonsensitive

RESIDENCY:

The success candidate shall be required to reside in Luzerne County within six months from the first date they achieve permanent employment status and must maintain residency throughout tenure as Luzerne County Manager.

JOB SUMMARY:

About Luzerne County Government <http://www.luzernecounty.org/>

Luzerne County Government is seeking a qualified candidate for a permanent full-time County Manager position in the Executive Branch of the Luzerne County Government. The County Manager shall serve as the head of the Executive Branch of government for the County. The County Manager is responsible for the administration of all County operations placed in his or her charge by the Home Rule Charter, the Administrative Code, and other County ordinances and/or resolutions. The County Manager directs the County's organizational, operational, management, budget, and administrative operations and activities as well as providing oversight for all Division Heads in the County. The position plans, directs, and controls the operations and activities of all County employees who report through to this position.

RELOCATION AUTHORIZED

- Yes
- Reasonable relocation expenses will be paid. (negotiable)

MINIMUM QUALIFICATION

Applicants shall possess at least a bachelor's degree from an accredited college or university and have at least five years of relevant administrative/managerial work experience as defined in the Job Description.

KEY REQUIREMENTS

- Background investigation.
- Preview questions are the Quality Ranking Factors and Executive Core Qualifications (ECQs) listed below:

MAJOR DUTIES AND RESPONSIBILITIES:

The County Manager is responsible to the people of Luzerne County and shall serve at the pleasure of Luzerne County Council.

The responsibilities include, but are not limited to:

The Manager plans, supervises and directs all activities of the Executive Branch.

Provide independent analysis, including evaluation of programs, projects and capabilities in relation to Luzerne County vision, mission and available resources.

The Manager provides management oversight, manages routine financial analyses to ensure that funds are expended on time, and reallocates or reprograms funds as needed to assure the efficient utilization of financial resources.

Develop and use analytical tools and methods to analyze program resources.

Develops program alternatives to determine the most effective solutions.

Detailed list of duties and responsibilities can be found in the Job Description at:

http://www.luzernecounty.org/content/File/HRTC%20Job_Description_County_Manager.pdf **VERIFY LINK**

QUALIFICATIONS REQUIRED:

Minimum Qualifications: Candidates must have a Bachelor's Degree and at least five or more years of successful relevant administrative/managerial experience.

EXECUTIVE CORE QUALIFICATIONS (ECQs): *All applicants must submit a written narrative response to the following ECQs. Your narrative must address each ECQ separately.*

1. **Leading Change:** The ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

2. **Leading People:** The ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

3. **Results Driven:** The ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

4. **Business Acumen:** The ability to manage human, financial, and information resources strategically. Ensures that employees are appropriately recruited, selected, evaluated, and rewarded; takes action to address performance problems.

5. **Building Coalitions:** The ability to build coalitions internally and with other Federal agencies, state and local governments, nonprofit and private sector organizations to achieve common goals.

6. **Fundamental Competencies**

The ability to treat others with courtesy, sensitivity, and respect while acting in an honest, fair, and ethical manner.

The ability to make clear and convincing oral presentations and write in a clear, concise, organized, and convincing manner.

Shows a commitment to serve the public ensuring actions meet public needs; aligns organizational objectives and practices with public interests.

QUALITY RANKING FACTORS: *All applicants must submit a written narrative response to the following Quality Rating Factors (QRF). Your narrative must address each QRF separately.*

1. **Turnaround Management:** The ability to use analysis and planning to improve troubled organizations. Identify reasons for failing performance and rectify them. Involved in management review, and root failure cause analysis. Once analysis is completed, a long term strategic plan and restructuring plan should be created.

2. **Contracts and Acquisitions Management:** Knowledge of solicitation, award, administration, and simplified acquisition processes. Experience in relying on the private sector and other municipal, state and federal government contracts, for needed commercial services. Fosters an environment of openness and fairness toward the vendor community. Ability to reduce unnecessary red tape and making acquisition practices as user-friendly as possible.

3. Collective Bargaining Agreements: Experience in oversight and the process of negotiation between employers and employees aimed at reaching balanced agreements to regulate working conditions.

4. Financial Expertise: Knowledge of debt reduction, revenue forecasting and management, developing economic partnerships with private and public sectors, and tools and strategies for effective and efficient financial management.

You will be evaluated on the extent and quality of your experience, education, and research relevant to the duties of the position. You are required to specifically address the Executive Core Qualifications and Quality Ranking Factors on a separate supplemental document to qualify.

HOW YOU WILL BE EVALUATED:

Step 1: Minimum qualifications

Step 2: Executive Core Qualifications

Step 3: Quality Ranking Factors. (Knowledge, Skills and Abilities)

Step 4: Manager Search Committee application review and interviews

Step 5: Approval by the Luzerne County Council (shall include additional screening)

Step 6: Extensive Background Investigation (Top-Rated Candidates)

VETERANS PREFERENCE

Veterans who served on active duty in the U.S. Armed Forces and were separated under honorable conditions may be eligible for veterans' preference.

BENEFITS:

Luzerne County offers a comprehensive benefits package that includes, in part, paid vacation; sick leave; holidays; life insurance; health benefits; and

participation in the Employees Retirement System. Voluntary benefits include, short and long term disability, accident plan, cancer plan, critical illness, and whole life insurance for employees and dependents.

OTHER INFORMATION:

You will need to successfully complete an extensive background investigation before you can be appointed to this position.

You must meet eligibility and qualification requirements before 11:59 PM Eastern time on the closing date of the job announcement.

All online applicants must provide a valid email address. If your email address is inaccurate or your mailbox is full or blocked, you may not receive important communication that could affect your consideration for this position.

This County Manager position is not in a bargaining unit.

HOW TO APPLY:

Your application should be submitted via email or post marked and must be completed and all required documents successfully transmitted before 11:59 PM Eastern time on the closing date. You must answer all of the job-related questions for this position completely. For more detailed information, please contact Sharon Lawrence at Sharon.Lawrence@luzernecounty.org or (570) 825-1634.

If you are unable to apply electronically, please use the Contact Information below for special instructions on how to submit your application materials.

IMPORTANT NOTE: PLEASE DO NOT INCLUDE YOUR SOCIAL SECURITY NUMBER OR DATE OF BIRTH ON YOUR APPLICATION DOCUMENTS.

DOCUMENTS SUPPLMENTALS:

You are strongly encouraged to submit your most recent performance appraisal and/or a minimum of three professional references. You must submit supplemental statements that describe how your background relates to the Quality Ranking Factors and Executive Core Qualification listed in the *Qualifications and Evaluation Requirements* section of this announcement. This information will be used in the evaluation process.

If applicable, Veterans' Preference documentation (i.e. SF-15, DD-214, Statement of Service, Service Connected Disability Letter, etc.) should be submitted.

Transcripts are not required; however, please indicate the year that each academic degree was obtained on your application materials.

COUNTY CONTACT INFO:

Name: Sharon Lawrence

Phone: (570) 825-1634

Email: Sharon.Lawrence@luzernecounty.org

Mailing Address

PO BOX ???

Luzerne County Manager Search Committee

122 Main Street

Luzerne, PA 18709

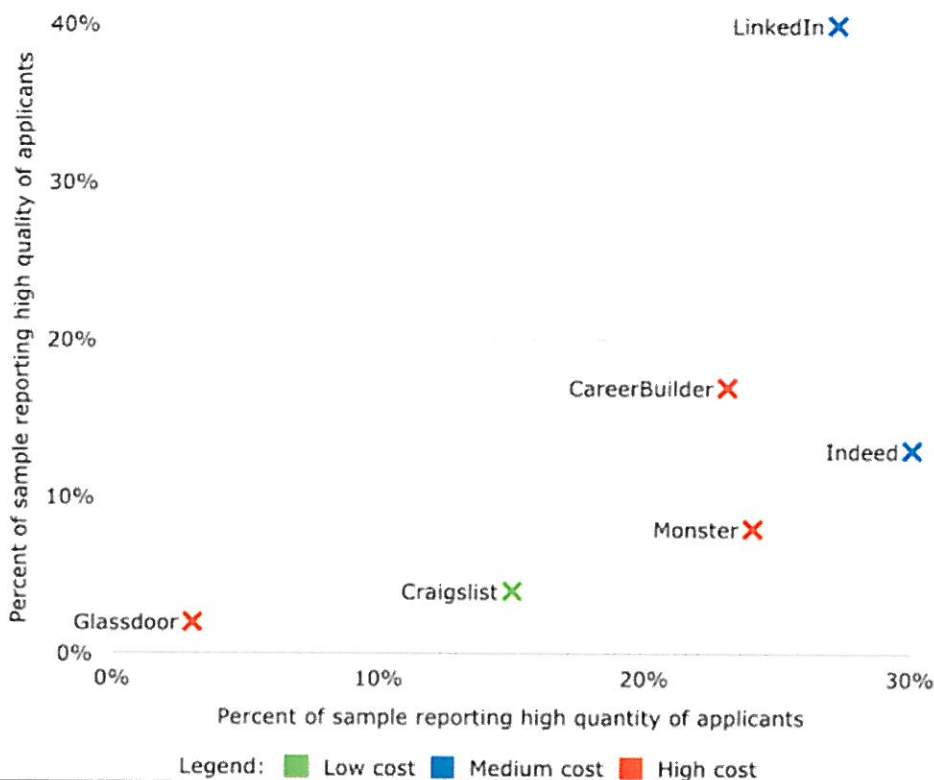
WHAT TO EXPECT NEXT:

Shortly after the job announcement closes, you will be notified as to whether or not you meet the minimum qualification requirements. If you do, you will receive further consideration and evaluation. Your application will then be referred to the Manager Search Committee. You may be contacted for an interview. All qualified applicants will receive final notification of the outcome of the job opportunity announcement.

The County of Luzerne is an EEO/ADA employer.

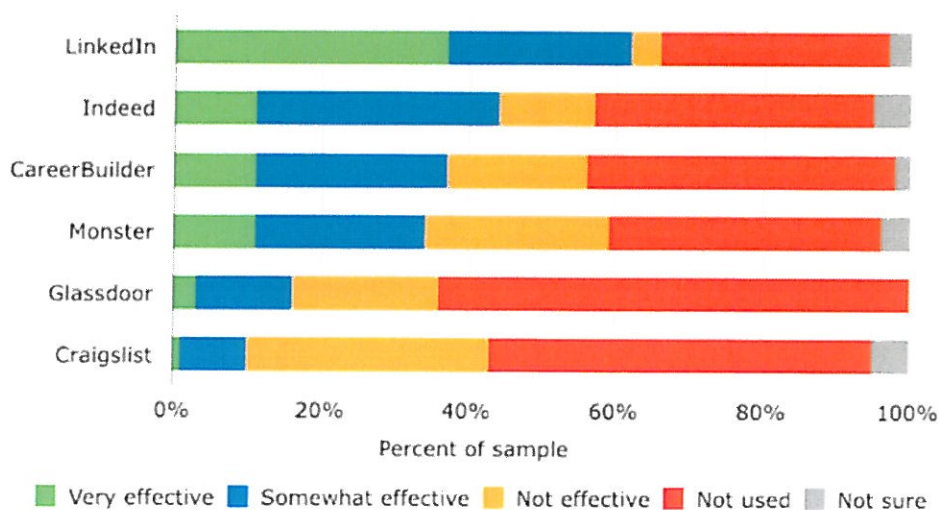
LinkedIn Delivers High Quality and Quantity of Applicants

When taking into consideration the quality and quantity of applicants each job board delivers, as well as the cost of these job boards, LinkedIn and Indeed are the forerunners. Recruiters report that LinkedIn delivers by far the highest-quality applicants at a medium cost—as well as a high quantity of applicants, second only to Indeed (and not by much).



<http://www.softwareadvice.com/resources/hr-best-job-boards-2014/>

Senior-Level Positions



Post A Job

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- The industry's leading recruiting tools
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County Manager Job
Wilkes Barre, PA

14-day Job Includes

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Lawrence, Sharon

From: Giamber, Michael
Sent: Friday, January 08, 2016 3:14 PM
To: Pedri, David
Cc: Ambrosino, Carmen; Camoni, Gene; ODonnell, Gerry; Houck, Linda McClosky; Lawrence, Sharon; DeLuca, Vito
Subject: LEGAL ADVICE - MANAGER SEARCH COMMITTEE

Manager Pedri,

As a follow up to my voice message, the Manager Search Committee (MSC) has decided to request legal advice from the County Solicitor regarding the following three questions. We believe these questions are generic in nature and will not create a conflict of interest nor give a county employee applying for the Manager position an unfair advantage.

Please let me know if you accept our request. If so, when can we expect a response from the County Solicitor?

Action Items

1. Residency requirements. (As a condition of employment, can we require the successful candidate for Manager to establish permanent residency in Luzerne County, say within 6 months of hire?) 2. Citizenship requirements. (Can a permanent resident apply for the Manager position?) 3. Application of Veteran preference. (Does the county have a mechanism or consistent merit hiring procedure for addressing veteran preference?)

Thanks

Mike

Lawrence, Sharon

From: Giamber, Michael
Sent: Saturday, January 09, 2016 6:01 AM
To: Ambrosino, Carmen; Camoni, Gene; Fisher, Robert; Giamber, Michael; O'Donnell, Gerry
Cc: Lawrence, Sharon
Subject: JOB ADVERTISEMENT

Gentlemen,

At our Monday meeting, I would like to revisit MSC's decision to advertise in the Berwick newspaper (Press Enterprise?) and not the Philadelphia Enquirer. I'll get an estimate for a job advertisement in the Philadelphia Inquirer before our meeting.

Thank,
Mike

The Philadelphia Inquirer is a morning daily newspaper that serves the Philadelphia, It is the newspaper of record of the Delaware Valley
Circulation: 158,546 Daily; 312,197 Sunday

The Press Enterprise is a daily newspaper published in Bloomsburg, Pennsylvania.
This includes the municipalities of Bloomsburg, Danville, Berwick, Benton, Millville, Catawissa and Elysburg.
Circulation: 21,601; Sunday: 21,745

RATING MATRIX LUZERNE COUNTY MANAGER		Manager Search Committee																
CRITERIA	WEIGHT	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	---	-->
EXECUTIVE CORE QUALIFICATION (ECQ)	40																	
Leading Change	9																	
Leading People	8.5																	
Results Driven	6																	
Business Acumen	6																	
Building Coalitions	5.5																	
Fundamental Competencies	5																	
TECHNICAL - KSA's	60																	
Turnaround Management	15																	
Contracts and Acquisition Management	17.5																	
Collective Bargaining Agreements	12.5																	
Financial Expertise	15																	
TOTAL WEIGHTED SCORE																		

Notes:

1. Each Search Committee member shall have an Excel spreadsheet containing all applicants cross reference by number (Identities redacted)
2. Aggregate total scores shall be combined and compiled on Summary Page
3. Potential top candidates interview ratings shall be conducted separately.

Carmen / Gene / Bob / Gerry / Mike / SUMMARY

Rating Criteria

- 0 - Not recommended
- 1 - Qualified
- 3 - Well qualified
- 5 - Superior

Use to rate applicants – Rating Matrix

EXECUTIVE CORE QUALIFICATIONS (COMPETENCIES)

1. Leading Change

Creativity and Innovation – Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

External Awareness – Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

Flexibility – Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

Resilience – Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

Strategic Thinking – Formulates objectives and priorities, and implements plans consistent with long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

Vision – Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

2. Leading People

Conflict Management – Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

Leveraging Diversity – Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

Developing Others – Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

Team Building – Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

3. Results Driven

Accountability – Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

Customer Service – Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

Decisiveness – Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

Entrepreneurship – Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

Problem Solving – Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

Technical Credibility – Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

4. Business Acumen

Financial Management – Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

Human Capital Management – Builds and manages the workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, evaluated, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

Technology Management – Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

5. Building Coalitions

Partnering – Develops networks and builds alliances, collaborates across boundaries to build strategic relationships and achieve common goals.

Political Savvy – Identifies the internal and external politics that impact the work of the

organization. Perceives organizational and political reality and acts accordingly.

Influencing/Negotiating – Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

6. Fundamental Competencies

Interpersonal Skills – Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

Oral Communication – Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

Integrity/Honesty – Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

Written Communication – Writes in a clear, concise, organized, and convincing manner for the intended audience.

Continual Learning – Assesses and recognizes own strengths and weaknesses; pursues self-development.

Public Service Motivation – Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

TECHNICAL KSA's

1. Turnaround Management

Ability to use analysis and planning to improve troubled organizations. Identify the reasons for failing performance and rectify them. Involved in management review, root failure causes analysis. Once analysis is completed, creates a long term strategic plan and restructuring plan.

2. Contracts & Acquisitions Management

Knowledge of solicitation, award, administration, and simplified acquisition processes. Experience in relying on the private sector and other municipal, state and federal government contracts, for needed commercial services to ensure the people receive maximum value for their tax dollars. Knowledge of best value contracting. Fosters an environment of openness and fairness toward the vendor community. Ability to reduce unnecessary red tape and making acquisition practices as user-friendly as possible. Proactively fosters a competitive acquisition process for effective and efficient planning,

negotiating, awarding, and administering contracts from “cradle to grave.

3. Collective Bargaining Agreements

Experience in oversight and the process of negotiation between employers and employees aimed at reaching balanced agreements to regulate working conditions. Knowledgeable in labor law, terms and conditions of employment for unionized employees. Experience identifying issues and concerns analyzing and then working to find solutions. Fosters a collaborative style to dispute resolution.

4. Financial Expertise

Knowledge of debt reduction, revenue forecasting and management, developing economic partnerships with private and public sectors, and tools and strategies for effective and efficient financial management.