



HOW TO REALIZE A SELECTION PROCEDURE IN SELF-GOVERNMENTS

MANUAL FOR MAYORS AND ACTIVE CITIZENS

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CONTENT

Introduction	p. 5
Decision to initiate a selection procedure, integration of public	p. 6
Setting the terms and creating the commission	p. 8
Promotion in the media and an active support of publicity	p. 11
Assessment of achievement	p. 12
Reaching a decision on a second round selection	p. 14
Public hearing of candidates	p. 16
Taking a decision on the winner of selection procedure	p. 17
Setting performance objectives	p. 18
Epilogue	p. 19
Annex 1	p. 20
Annex. 2	p. 22

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INTRODUCTION

According to TIS selection procedures are the best way of filling the key positions in a public sector and we are not aware of any disproving arguments. We feel the lack of positive examples supporting political nominations. We were very anxious to make the pilot project held in Bratislava effective. We were interested mostly in the areas where we have proved beneficial. These areas can be divided into three categories: a) defining formal rules, b) providing an adequate amount of information c) overseeing selection procedure.

The plain fact is, that the pilot selection procedure in Bratislava wasn't very effective and had some imperfections summarized in [the Assessment Report](#). On the contrary, CVs of candidates, including high-quality non-political alternatives were made public for the first time and we were able to learn about their vision concerning the problems in companies they would like to manage and the vision of possible solutions. We have compiled all information in this manual about realization of selection procedure and we would like to present it to the public.

When assessing selection procedures we must keep in mind that they are nothing more than the devices and only those who master them can also get good results. We categorically reject simplifications that transparent selection

procedures do not secure nominations on the basis of expertise, and are in fact just an expression of incumbents' will. If this approach was accepted, we wouldn't have any right to criticize its application in any other areas. For example, if nominations made by Minister of Health are admitted and an actual governing party has a required amount of votes, are we supposed to accept only an exchange of "one-shot" insurance or hospital managers? Shouldn't the Minister do much more? We refuse this approach and we persistently recommend filling these positions through selective procedures. Competitive practices in public procurement can be neglected and "a good offer" guaranteed by the Mayor is an argument ad absurdum.

Inferring political responsibility for management of companies is considered to be an unproved myth and supporting "public indifference" through personal guarantee is an undesired approach. Citizens of Slovakia have to be much more interested in their country issues and in the work of municipalities. City-owned companies and their function were brought into the public discussion for the first time in the pilot selection procedure in Bratislava. If a good specialist is nominated he/she should pass an open selection procedure as well, because somebody even better might apply.

DECISION TO INITIATE A SELECTION PROCEDURE, INTEGRATION OF THE PUBLIC

Self-governments carry out their duties through autonomous organizations and enterprises. Independent accounting, management of specific spheres and business strategies of these subjects are the reasons of the secession. Libraries, primary schools, technical services and a waste disposal work like this. Their activities come under a founder jurisdiction, which is a village, a town or a county in this case. Citizens rightly expect help with problems concerning city-owned companies from Community or City Mayors or Presidents of the Regional Unit. Self-government should be consequently interested in appointing the best managers to the posts of managing directors in city-owned or county-owned companies and organisations.¹

To achieve an anticipated outcome in city-owned companies, that means to improve the quality of services and administration, it would be necessary to stimulate two aspects of their management. On the one hand the managers of city-owned companies must be experts and professionals; on the other hand they must follow ethical principles in decision-making. Selection procedure aims to choose the candidates who meet the aforesaid criteria best.

MANAGEMENT SUPPORT

Without reference to the initiators of selection procedure, engagement and evident support of top managers of Municipal Governments is the crucial factor (so called tone at the top). The Mayor must publicly declare his interest in an open competition and support it by some evident steps. Officials and members of the Local Parliament should be clear about the way of appointment to important posts in the town.

Replacement of the Mayor position is connected with the natural effort of taking control over city-owned companies. The Mayor can choose one of two types of problem solving. Firstly he will express his expectations and search for the best candidate in an open competition. And secondly he will fill the vacant positions with his nominees. Transparency International Slovakia promotes open competitions as the best way of filling the vacant positions.

CITY-OWNED COMPANIES AND ORGANIZATIONS

Besides a decision on public tender there is also a decision which of enterprises or organizations will be put out to tender. If it refers to **more than one subject**, it is more convenient to deal with them separately, possibly with different timing.

Realization of a selection procedure is time consuming and it attracts an attention of both laymen and professionals. Public attention is drawn away by putting several selection procedures together; the members of the committee feel the lack of time and they work under more difficult conditions. Effectiveness of selection procedure is at stake, then.

Institutions fully funded from the State Budget and Institutions receiving contributions from the State Budget will be regulated by the Law on Work in the Public Interest, which places other demands on selection procedure. The procedure proposed in this publication needs to be adapted to the requirements of Institutions fully funded from the State Budget and Institutions receiving contributions from the State Budget.

A TIP FOR ACTIVE CITIZENS

Public participation

To gain and maintain the public trust is inevitable for the effectiveness of selection procedure. Active citizens and organizations coming under the authority of municipalities might play an important role in this sphere.

Selection and integration of one or two organizations into the procedure should be based on their real objectivity, on the capacity to find areas of improvement and last, but not least on their work for self-government.

On the contrary, active citizens should assess the real capacity of selection procedure to keep up openness and proficiency. The best practice regarding the procedure assessment is to remain objective and independent. We recommend assessment ex post to prevent from disrupting of selection procedure. On the other hand, if selection procedure significantly declines from routine standards, a civic organization is supposed to point this fact out.

¹ For reasons of simplification we will use the expression city or city-owned company.

SETTING THE TERMS AND CREATING THE COMMISSION

The terms of a selection procedure should take into account the type of a city-owned company which needs to fill the vacancies by appointment of a managing director or **the whole management**. Appointment of the whole management of city-owned companies is recommended. Appointment of an ideal general manager doesn't necessarily turn in better for company administration, if the majority of the board of directors have different goals than those which were claimed by the newly-appointed general director during selection procedure. In this case it is necessary to apply the same criteria to the whole management of the city-owned company. The office of general manager and Chief of the Board are frequently separated. We haven't found any acceptable explanation, but one of them is that these lucrative posts are intended for politicians and controlling function of these offices is de facto reduced. On the contrary, the controlling function is discharged by a supervisory board and we recommend them complying with political nominations. We also advise to increase the power of supervisory board in order to oversee the city-owned company management effectively.

The more exactly are the possibilities and conditions of the city-owned company and an anticipated outcome described by municipality, the more solidly are the real abilities of candidates checked. We recommend summarizing of key documents of a city-owned company (books of accounts, audits and annual reports) and publishing them on a website. The Mayor's opinion and the view of Municipal Government management on the city-owned company

conditions are also very important, because they can evaluate economic results of the company and anticipate its outcome in a reasonable time horizon.

SETTING THE TERMS FOR PARTICIPATION

Opening of a selection procedure requires some basic elements and the first one **is a general picture of applicant's profile**. An applicant might be required to work 5+ years of experience in a management control. They might not be limited by the field of educational attainment and might be required to have some soft skills, like teamwork and leadership, communication skills and analytical skills. Moral integrity should be also a common requirement; if an applicant is engaged in malpractices, it should be the reason for disqualification. We recommend **a declaration on oath**, where the applicant state that he/she is not aware of issues, which were discussed publicly in connection with his/her previous work experience. If such declaration is not applicable, an applicant is supposed to clarify the issue and explain how he managed the situation. This declaration is the first step to prove the moral integrity of the candidate.

The selection procedures in Bratislava in July 2015 set requirements as follows:

Educational requirements, competences and professional skills:

- Level of education 2nd University degree
- 5+ years of experience in a management control
- Active knowledge of foreign language
- Moral integrity

List of required documents and materials:

- Letter of application
- Curriculum vitae
- Development business plan of the company until 2020 maximally in 4 pages
- Consent to disclosure of CV data
- Attested copy of the highest degree
- Original proof of no criminal record issued no longer than 3 months prior to the current date
- Copy of a valid driving license (group B)
- Declaration on oath binding the applicants to promise that he/she is not in public administration's debt

Advantages:

- Qualified in the field
 - Experienced in the field
 - Experienced in work for public administration
-

Next minimum requirements involve a detailed professional CV, consent to disclosure of CV data and to verify the data and the details of development business plan of the city-owned company. These requirements could be supplemented with references from previous job or contact details of people who can confirm the information.

Development business plans should not be a competition of creativity and an introduction of Utopian solutions. Innovation and progressivity means to be able to cope with actual problems of companies. Declared vision of the Mayor can be an important step and it can improve the quality of competition.

DEVELOPMENT BUSINESS PLAN

Besides hiring employees a selection procedure should stimulate an innovative approach to corporate governance. Publicly available data can provide us with a clear picture of the term of office and also set out priorities for this time period. The ability to convince the public of the quality of business development plan should

be one of decisive factors. Submitted business development plans should ideally reflect the Municipal Government vision concerning the administration and objectives of a city-owned company, publishing of which preceded the selection procedure, as mentioned above.

LOBBYING IN SELECTION PROCEDURE

Appointment of managers for city-owned companies is an opportunity for business entities to get or maintain contracts with companies, for employees to get or maintain their work positions and for politicians to get or maintain influence in these companies. Some CVs can partly reveal their authors' concerns. However, some information has a limited informative value. Applicant's proclamation, that he/she doesn't have **any lobbying contact** during selection procedure or prior to the procedure, is recommended.

CREATING THE SELECTION COMMITTEE

Creating the selection committee is another important step in organizing a selection procedure. The members of the selection committee might be municipal officials, deputies of the City Council Group and professional and laic representatives of the public. The presence of an external subject, unrelated to MPs or the Mayor, e.g. a local non-governmental organization, is recommended. **The number of members** should guarantee an adequacy of relevant subjects, but the committee must be still operational. 5 – 10 members of committee is a suitable number for the majority of selection procedures.

One important comment relating to the **unity and proficiency** of the committee must be emphasized. Once the committee has been created, the members must carry out the tasks and take responsibility for the results of selection procedure. Nominated MPs should meet selection procedure criteria of high professionalism.

Nomination of professionals would be a better option if the Local Parliament accepts the results of the committee. The committee shouldn't be the place of political dueling and prioritizing self-interests. On the contrary, each member of the committee should struggle to contribute to the best results of the selection.

Administrative apparatus of a municipal government directed by selection committee can handle administrative and technical tasks, but it can't supply **the qualitative work** of the committee. The members of the committee should respond to some fundamental questions and assign their tasks on the first meeting. First of all they should specify, how a discussion about the applicants' qualities will proceed, which documents are necessary to provide and share and last but

not least which criteria will be recommended for advancing to the second round and for choosing the best candidate.

The committee must be supported by the Municipal Government. The Mayor is ideally the member of the selection committee or he/she takes part in the meetings without the voting right. The Mayor following the principles of **top management support** (so called tone at the top) manifests an importance of the agenda to the members of the committee and also to the municipal officials.

All members of the committee should maintain confidentiality; the only exception is reporting the crime or another anti-social activity.

A TIP FOR ACTIVE CITIZENS

Assessment report

In this connection we recommend public representatives reserving the right **to remonstrate against** the running of selection procedure, if it markedly turns away from the proclaimed goals. Public organizations activity should be directed at the complexity of assessment results and not at the selection of candidates or participating in political fights. To elaborate **an assessment report about the selection procedure** and to submit it to public and to City Council prior to voting about the winner seems to be a good solution.²

CONFLICT OF INTEREST

Solving a potential **conflict of interest** between members of selection committee and candidates is also an important factor. A member of selection committee should be obligated to report a potential conflict of interest with a candidate and proclaim it in public. The relationship which needs a notification requirement of the selection committee member is a joint venture, joint tenancy, family relationships or work for the same employer with mutual subordination.

In accordance with TIS proposal the committee members in Bratislava were obligated to proclaim if they are somehow associated with candidates, e.g. if they were in a family relationship, had a joint venture or joint tenancy or if they had been in a superior-subordinate relationship for the last 5 years.

² An example of Assessment report from Bratislava: <http://www.scribd.com/doc/282456282/Hodnotiacia-SpravaTIS-BAmestske-Podniky-FINAL>

PROMOTION IN THE MEDIA AND ACTIVE SUPPORT OF PUBLICITY

Public trust and sufficient number of candidates are the main requirements of selection procedure. Filling vacancies in public sector is a very demanding process, as mentioned above, that's why a part of candidates is discouraged.

An adequate openness of selection procedure could be guaranteed by various devices, e.g. by promotion in media with adequate time designated for as many relevant candidates as possible. The committee is required to find relevant print media, portals with job offers and to ensure promotion at least twice a fortnight.

Basic information about the position which is available and about the running of selection procedure should be completed on the town sub-web mentioned in the previous chapter.

Some candidates could ask various questions during the selection procedure, so we recommend opening of integrated contact center and publishing all questions and answers on the town sub-web in a selection procedure section.

An example from Bratislava:

Selection procedure was advertised in Economic newspaper, on the website profesia.sk, on the website Bratislava.sk and on an electronic information board. Municipal Government of the Capital City submitted the press release on 10. June 2015: "The City announces the selection procedure to fill the positions of general managers of the city-owned companies."

A TIP FOR ACTIVE CITIZENS

Information regarding selection procedure doesn't have to deal only with a candidate selection, it could also provide the public with a broader perspective, e.g. with fundamental information about a city-owned company and its importance to the community, about its customer service and responsibility assumption. Active citizens and local authorities can play a vital part in this regard.

ASSESSMENT OF ACHIEVEMENT AND PUBLISHING CVS

Selection committee sets the basic formal requirements and accepts a candidate's application only if they are fully met. But practically a diversion regarding a fulfillment of criteria could occur. In the following part we are going to approach some of the problems and recommend some solutions.

Every selection procedure requires **keeping the deadline**. For the purpose of clarity we recommend that applications are accepted on the basis of the date of delivery to the municipality. In other word the burden of the length of delivery process is carried by the applicant not municipality. Assessment of achievement shouldn't be formal, on the contrary, all circumstances, which led to a minor failure to observe requirements should be considered. Typical case is e.g. overrunning the time limit to submit an application by a couple of minutes due to submitting several applications at the last moment.

A formalist approach regarding a **permitted length of documents** is another mistake. Selection committee can subsequently assess

the quality of candidates and disregard if the document size exceeds allowable limit. But the candidate who exceeded the limit shouldn't receive more favorable treatment than candidates who complied with the restriction.

As soon as all applications are verified the public and journalists could put forward their views.

Next step to gain the trust of public is publishing professional CVs and development business plans intended for the given term. The Mayor has to guarantee publishing all applications for a selective procedure and professional CVs of applicants on the town website, minimally 30 days prior to a selective procedure. All citizens have a right to express their legitimate doubts about the applicants in 20 days' time prior to a selective procedure. These objections won't be published, but submitted to the committee as a material supporting their decision. Selection committee can demand an explanation from applicants who have been queried.

A TIP FOR ACTIVE CITIZENS

Activity of relevant civic associations is intensified by the number of submitted objections. This process could be supported for example by creating an independent communicative channel for potential whistle blowers. The purpose is to use public trust in relevant civic associations and thus enhance credibility of selection procedure. Civic organization should assess these initiatives and submit relevant objections to selection committee.

REACHING A DECISION ON A SECOND ROUND SELECTION

The main function of selection committee is a competent assessment of candidates and advancing the best of them to the second round. Public hearing is a device, where candidates can present their skills, that's why we recommend larger number of candidates, perhaps 3 – 5 people or 5 – 7 people depending on an extent of the company or interest in the office.

ASSESSMENT CRITERIA

Committee assessment must be consistent, so it's necessary **to set out some binding rules** and the way of voting for particular candidates. Selection criteria for filling the posts of head managers of city-owned companies (Annex 1), developed for the selection procedure in Bratislava can set a good example, even though they weren't accepted by the committee.

Assessment should be preceded by a discussion of committee members centered on a quality of candidates, expectations related to appointing a manager and possible questions which need to be answered. Discussion is the device which can help to guarantee a unanimous consent with the candidate and revise vague or wrong expectations of committee members.

An example of a bad solution in Bratislava:

Each member of the committee had written maximally 5 names of candidates for each company on an unmarked and signed sheet of paper. The secretary of the committee then called the numbers of the committee members instead of their names and

called the result of their voting. The members of the committee had no real chance of learning about their colleagues voting. The ballots are deposited in the Mayor's office and they weren't published. This type of voting might be called "beauty contest", because subjective thinking is there expressed more than understanding of particular criteria.

SUPPORTING DOCUMENTS

Committee must obtain prime quality supporting documents necessary for a good discussion. **Media monitoring** is one of them. In other words the committee needs some newspaper articles about candidates, about their work experience and possible causes they were involved in. The source of information is limited in smaller towns, so another source is needed, e. g. a reference from previous job, annual reports published by previous employers or information from Internet.

Another supporting document necessary for committee decisions is data verification and validation by forensic science agency and so called **background check of candidates**. The agency will pass this information to the committee members and it will be used only for selection procedure use. Members of the committee are empowered to require some supplementary information from the agency and also request the candidate's hearing. Conclusions of forensic examiners must be available for the members of committee in sufficient time before the final solution.

If a forensic science agency can't be used to check up on candidates, the selection committee should refer to the local detective agency or try to find information from publicly-accessible databases at their own costs.

Members of the committee must **keep on their critical thinking** while they assess supporting documents. Jump to conclusions and expel a candidate without thorough data verification isn't the right approach.

The members of committee can vote only after discussion about candidates. Each candidate should be assessed **individually and in accordance with defined and approved**

criteria (an example of assessment table in Annex 2). On the basis of overall score the ranking of candidates is made up and the best ones are advanced to the second round. If differences are too small more candidates should be called in a public hearing.

Selection of candidates should support a credibility of selection procedure. Making decisions without direct assessment criteria and voting only for particular candidates is the way of political manipulation with selection procedure and it can enable weaker and favoured candidates to be advanced to the second round.

A TIP FOR ACTIVE CITIZENS

Active citizens could help the selection committee improve their work if they find and process information about candidates. Communication with selection committee before opening the results to the public is recommended. Selection committee should critically assess this information and make necessary decisions.

PUBLIC HEARING

Public hearing is the place where the candidates can be carefully vetted. However, it is necessary to meet several requirements: invitation of expert community, special preparation of committee members and sufficient time for hearing.

Every citizen is allowed to participate in public hearing and get the chance to ask the candidate a question. However, it will be necessary to ensure attendance of experts and journalists. Professional approach in the form of commentary or a question could help to check the qualities of candidates.

From the administrative point of view it is important to prevent candidates, who haven't been heard yet, from participating in presentations of their competitors.

Selection committee should be adequately prepared for hearings of candidates. Not only the CV data and business development plans should be verified, but also knowledge of the issues and feasibility of outlined solutions.

Vetting of candidates including their presentation can't be accomplished in a few minutes. To assess the qualities of candidates sufficiently, committee should hear each candidate for 40 – 60 minutes.

A TIP FOR ACTIVE CITIZENS

Active citizens can participate in vetting candidates and their real skills. Public involvement in hearing is a useful approach. If the lobby prefers one candidate, public hearing should cast doubts on him/her or dispel them.

An example of the bad solution in Bratislava:

Public hearing was held in one day for 4 city-owned companies and each of the candidates had a time span approximately 15 minutes. According to TIS there were a large number of candidates and it would be more useful if the hearings took more than one day. Setting the date of public hearing should take working hours of citizens into consideration. Because of this early evening or weekend would be more convenient.

As for the content of information the committee might focus on candidate's CV and check previous occupations, the length of each of them, fluctuation, reasons of quitting etc. Assessment of business development plans should be based on feasibility of their implementation. It is important to assess whether the candidate is really familiar with situation in the organization or the company he would like to manage and if he knows how to acquire financial means for declared changes. And what would be an impact of proposed changes on rate of employment, economic results of company etc.

Along with public hearing we recommend arranging TV discussions in **local media**. It is not only another opportunity to assess the qualities of candidates, but also an opportunity for general public to learn about the candidates and situation in companies they are supposed to manage.

TAKING A DECISION ON THE WINNER OF SELECTION PROCEDURE

Selection committee should have an opportunity to hear candidates on a non-public session in order to confront them about information from forensic science agency and under the impetus of citizens as well.

Candidates should be elected by voting and selection committee should take these facts into consideration:

1. Results of candidates presentations – hearing
2. Detail oriented interview with candidates
3. Forensic science agency report, media inquiry, impetuses of citizens and findings of selection committee
4. Results of the first round

Based on these criteria one candidate will be selected and his nomination submitted to the municipality for approval.

Similarly as in the case of the first voting, all candidates should be assessed. Analytical assessment of the candidates might partially eliminate attempts to politicize the process and favor the candidates who were supported in different platform than open selection procedure.

Election results of all members of selection committee have to be published.

SETTING PERFORMANCE OBJECTIVES

Successfulness of selected head manager can be assessed by his performance objectives. They should reflect the mixed visions of the Mayor at the beginning of selection procedure and the successful candidate proposing some solutions.

Performance objectives should be related to the way of selected head manager remuneration. They should be publicly evaluated and regularly presented at municipality sessions.

An example of good solution from Bratislava:

Local Parliament invites the Mayor of the capital of the Slovak Republic, Bratislava

to submit for discussion and approval the proposal of criteria and specific and measurable objectives and indicators of evaluating quality and work success of the capital city representatives in the companies with majority participation of the capital of the Slovak Republic, Bratislava (Waste Disposal Company Inc., Bratislava Water Company Inc., METRO Bratislava Inc.) and the proposal of their special remuneration with regard to objectives and indicators performance. The proposal has to be submitted to Local Parliament of the Capital of the Slovak Republic, Bratislava within two calendar months and subsequently before the end of each calendar year

as an administrator of stockholders' rights, while naming the representatives of the capital of the Slovak Republic, Bratislava into statutory bodies of aforesaid companies, to incorporate the terms of special remuneration in accordance with aforesaid criteria into the contractual relations between aforesaid companies and the new members of statutory bodies

to ensure the assessment of measurable objectives and indicators performance in the report submitted annually to the Local Parliament of the capital of the Slovak Republic, Bratislava along with the proposal of special remuneration for the members of statutory bodies of aforesaid companies

to submit for discussion and approval the proposal of criteria and specific and measurable objectives and indicators of evaluating quality and work success of the capital city representatives in the statutory bodies of Bratislava Tourism Organization and the proposal of their special remuneration and sanctions with regard to objectives and indicators performance. The proposal has to be submitted to Local Parliament of the Capital of the Slovak Republic, Bratislava within two calendar months and subsequently before the end of each calendar year.

EPILOGUE

Selection procedures hinder from making fast solutions. They may be quite expensive and therefore frequently disputed by some opponents. So what expectations should we have? We could define them in three various areas.

Mayor should expect selection of candidate who meets specific requirements for professional competence and moral integrity. Successful candidate should be also able to realise the vision of Mayor and complete it with his own innovative approaches.

Company and employees should expect the head manager with transparent background and business plans. Prospective outcomes have been defined and regularly monitored. All these requirements are necessary for employees

who are empowered to take some reformatory measures intended for the implementation by the new management.

Public should expect the head manager who responded to the most fundamental questions related to company management in the selection procedure and who will follow his/her responses. If he/she fails, the public is entitled to ask the founder to hold him/her responsible. The candidate promised honesty, so an open approach in company management is expected.

All these reasons support the idea that financial expenses and time given to selection procedure are important and we recommend self-governments to put this approach into practice in full measure.

ANNEX 1

SELECTION COMMITTEE CRITERIA FOR HIRING GENERAL MANAGERS OF CITY-OWNED COMPANIES

Decisions of selection committee on hiring general managers and chairmen of the board should be based on assessment criteria which were confirmed ahead. For this reason we submit the proposal of the criteria which take a good practice in a private sector and specific requirements of public sector into the consideration.

If we want selection procedures to be **open, transparent and professional**, we recommend an individual assessment of each candidate by every member of the committee on the ballot. The ballots will be counted and the ranking of candidates will be made. Selection committee will confirm 3 – 5 candidates who ranked at the top.

THE FIRST ROUND OF SELECTION PROCEDURE – ASSESSMENT CRITERIA

Assessment criteria are divided into three following areas, which are subsequently divided into assessment sub-areas:

DEVELOPMENT BUSINESS PLAN OF A CITY-OWNED COMPANY

a) Plan based on acquired and processed data	15 points
b) Innovation - vision	15 points
c) Viability (time and financial aspect)	15 points
d) Cooperation with a founder and the public (relationship with Municipal Government and MPs and publishing information)	15 points

CURRICULUM VITAE

a) Level of education (assessment of utilization of performance)	5 points
b) Experience in a management control (managing the great amount of people)	15 points
c) Relation with an operational area of a city-owned company	15 points
d) Skills (knowledge of foreign languages etc.)	5 points

MORAL INTEGRITY

2 medialized negative references should be criteria for disqualification, i.e. subtraction of the maximal number of points, or subtraction of the number of points in connection with an importance of the cause	minus 50 points
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Maximum score for each candidate is 100 points. Selection committee will complete the ranking and decide on the number of candidates advanced to the second round, maximally 5 of them.

Assessment based on these criteria will be so time-consuming, that the committee meetings should be held in four calendar days convenient to particular city-owned companies.

SECOND ROUND OF SELECTION PROCEDURE

Selection committee should have an opportunity to hear candidates on a non-public session in order to confront them about information from forensic science agency and under the impetus of citizens as well. Candidates should be elected by voting and selection committee should take these facts into consideration:

1. Results of candidates presentations – hearing (it is important to prevent disadvantage of candidates who came last at the hearing and couldn't hear their competitors).
2. Interview with candidates - Committee hearing
3. Forensic science agency report, media inquiry, impetuses of citizens and findings of selection committee
4. Results of the first round

Based on these criteria one candidate will be selected and his nomination submitted to the municipality for approval.

ANNEX 2

PROPOSED ASSESSMENT CRITERIA – AN EXAMPLE

Company XY – Selection procedure for hiring a general manager and a chairman of the board

Assessing member of the committee: YZ		
Candidate: ZX		
Assessment criteria	Criteria significance (points, percentage)	Points awarded
Development business plan	Total maximally 60	N/A
Is the plan based on real data?	15	12
Does it introduce innovative solutions?	15	15
Is the business plan viable from time and financial aspect	15	10
Is cooperation with the town and public involved?	15	5
Curriculum vitae	Total maximally 40	N/A
Quality and relation between the specialization and the level of education	5	5
Experienced in a management control - managing the great amount of people	15	10
Experienced in related field	15	12
Skills (language, ICT, driving license, other courses etc.)	5	4
Moral integrity (medialized causes, promoting good governance, impetuses of citizens, own research of committee members)	In the case of reasonable doubts as to the moral integrity of the candidate the assessing member of the committee can penalize up to minus 50 points (ranged from 0 to 50)	-20
Total score	Total maximally 100	53

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