



---

### Hiring and Promotion Objectives

I pursue the following hiring and promotional objectives:

1. To hire and maintain the highest quality workforce possible given the financial resources available.
2. To never underestimate the importance of any position within the organization and to respect the dignity of all employees at all levels.
3. To provide the highest quality, most appropriate training opportunities to as many people at as many levels in the organization as the budget will allow so that as many employees as possible will have the opportunity to master their jobs and be prepared for promotional opportunity arise.
4. To not promote people who are not prepared for the promotion unless I am clearly committed to take the time and spend the money necessary to train the person to an appropriate standard of competence, to bear the consequences of their actions until they have sufficient training opportunities, and to clearly communicate the level of my expectations from them, with the understanding that they might be risking their job security if they do not “make the grade.”
5. To follow all Federal, State, and local laws, the City Charter, the City Management Code of Ethics and all contractual agreements governing hiring and promotion, and to not only not discriminate against those groups of people listed by Federal and State anti-discrimination provisions, but to take appropriate action to create a workforce that is balanced as per the guidelines attached to Article 11 of the City Management Code of Ethics.
6. To promote from within the City organization whenever feasible given objectives 1-5.
7. Realizing the nature of the City as a major source of local employment, to: a) hire locally when feasible, b) hire based on merit and without favor.
8. To advertise positions appropriately, balancing the cost of advertising: a) outside the organization and b) outside the area with a realistic assessment of the demands of the position and the potential human resources pool internally and locally given all prior goals.

I hereby certify that this policy was adopted by the City Commission for the City of Traverse City on February 19, 1985.

  
\_\_\_\_\_  
Benjamin C. Marentette, CMC, City Clerk