GM Recruitment Ad Hoc Subcommittee
Wanda Smith & Victoria Wikle
Formed Feb. 7, 2008

Duties include, but are not limited to the following:

Interview the board members who participated last time.

Review and present to board information about recruiters and recruiting options.

Propose a recruiting budget.

Propose recruiting policies.

Locate and invite appropriate people to participate in various steps in the process.

GM Recruitment Overview
Ad Hoc Subcommittee Report
March 13, 2008

Chuck is retiring at the end of August. It is the Board's responsibility to hire a new General Manager. Because we all have an interest in locating the best General Manager for the District, the staff and all Board members need to be involved in the process.

The Subcommittee wants to get your thoughts and input on the information we collected so Wanda and I will make the report then the Board can discuss.

Initially the subcommittee thought that the District staff and Board members could do the recruiting to save the District money. However after conducting an investigation of all the tasks required for recruiting and talking to other districts about their hiring practices, the Subcommittee thinks that using a professional recruiter would make sense, be efficient, effective and in the long run cost saving.

The subcommittee found that recruitment involves these steps:
Determine budget for recruitment,
Create a job description,
Create a profile of the ideal candidate,
Determine benefits to offer,
Decide if candidate travel expenses will be paid or partially paid,
Decide if relocation costs will be paid or partially paid,
Develop tools to select appropriate applicants,
Determine the search geographic area,
Write an ad,
Determine where to place ads,
Run the ads,
Determine who will be the interviewers,
Phone and resume screen the first round of applicants,

Narrow candidate field to about 10,
Keep candidates informed of process,
Schedule phone interviews,
Perform phone interviews,
Background check candidates,
Narrow candidate field to 4 or less,
Schedule site interviews,
Hold site interviews,
Tour the District with the candidates,
Select final candidate,
Make an offer,
Negotiate,
Sign a contract.

The District does not have a Human Resources Department and Chuck has a full-plate with a part-time schedule therefore it is unfair and inappropriate to burden staff with many of the time-consuming recruitment tasks. What realistic and appropriate role can Chuck and the staff play? That needs to be decided by the Board.

The District would not make the best effort by relying solely on running ads or our own word-of-mouth contacts. The people that are actively looking for work who will answer ads may not be the best candidates for the job and the District's word-of-mouth contacts are limited. Recruiters actively solicit qualified people using ads, word-of-mouth and most importantly -- other techniques. And many professional recruiters guarantee their work. If the person leaves the District within one year for any reason, they will repeat the recruitment and will not charge a fee.

A full recruitment effort for a GM is usually compensated with 20-25% of the base annual salary -- that would be $20,000 to $25,000 plus expenses of 5k – 8k. The Subcommittee proposes that because Chuck is working half time, the District could use the

budgeted other half of Chuck's salary help cover recruitment expenses.

The recruitment firms and others I've spoken to, told me that generally there is a tight recruiting market with many otherwise qualified candidates ready for retirement. Some recruiting firms offered to split the process and to do one half of the process leaving the other half to the District for a reduced fee. However, this is not recommended because of the huge amount of work involved and our district does not have the expertise or the resources to do it in a professional manner plus the District would lose the guarantee.

I talked with several public sector recruiting firms sent to me by Susan. Here is information on four firms with ranges of fees and estimated expenses.

1) Koff & Associates, Emeryville
Fee $21,000 plus expenses of about $7000

2) CPS Search, Sacramento
Fee $18,000 plus expenses of $6,500 - $8000
The subcommittee recommends them for best fit with District needs. The CPS proposal is in your handouts.

3) Bob Murray and Associates, Roseville (outside Sacramento)
Fee $17,500 plus expenses of $6,500 - $8,500

4) Avery Associates, Los Gatos
Fee $15,900 plus expenses not more than $6000.

In order to find a new GM in timely fashion the Board needs to move forward on some decisions. At this meeting the Subcommitte hopes the Board will reach a decision on

- *use of a recruiter and*

- *the recruiting budget.*

The Subcommittee recommends limiting the search to California and west coast because it is easier and will be less expensive. Decide on:

- *Search area*

It is private industry standard to pay travel and relocation expenses for candidates who travel to the District for interviews and eventual relocation. It is also sometimes done in the public sector. That's the Board's call in a **closed session** on paying all or part of

- *Travel expenses and*
- *Relocation expenses.*

If the Board decides to use a recruiter, after the firm has submitted a proposal the Board may want to negotiate portions of it. Then Board needs to give direction to staff to prepare a Professional Services Agreement to be reviewed by the District's legal counsel, Mike Riback. Also the Board would need to give direction to staff to put an estimated amount in the budget for recruiting to cover recruiter fees and expenses as appropriate.

The Subcommittee also recommends that recruitment information be added to the District's website. The Board would need to give direction to staff to add recruitment information to the website.

After considering all the alternatives, costs, time involved, time constraint, expertise needed -- it seems using a recruiter is most appropriate alternative. These are the choices:

- Contract with recruiter for whole assignment
- Use recruiter for front part of process (advertising)
- Use recruiter for later part of process (interviews)

- Hire someone at an hourly rate to help the District. I contacted a highly recommended and qualified person in Oakland who would work for $100-$150 per hour
- District staff and Board members to do the recruitment.

In the handouts from the March 6th meeting there were three draft documents: a timeline, a draft ad, and a draft candidate survey to assist with initial screening. Wanda will give background on the three documents. Wanda also interviewed some of the board members involved in the recruitment efforts six years ago. She will give a report on that process. She also has other information to report.

Wanda……..

Depending on the decision made about using professional recruiters, the Board might also need to make decisions on the ad and the survey.

Does the Board want to authorize the Ad Hoc Subcommittee to hold discussions with the recruitment firm(s) regarding their Professional Services Agreement and the benefits and compensation package for the new General Manager?

I spoke with Mike Gogna and he recommended a closed session agenda item at the April meeting, "Conference with Labor Negotiators." This is so that the Board can discuss the terms for recruitment and employment.

Board members……...

GM Transition Ad Hoc Subcommittee
Gaylord Schaap & Susan Keach
Formed Feb. 7, 2008

Duties include, but are not limited to, interviewing and working with Chuck on the following:

Prepare press release for distribution to local newspapers and possibly other media:

- Russian River Monthly
- Russian River Times
- West County Gazette
- Sonoma West Times
- Press Democrat

Create a list of organizations that Chuck or District belongs to that might be good for recruiting ads.

Create list of people to be notified about job opening to start the word-of-mouth process.

Review list of interview questions from last recruiting and make suggestions.

Make list of location of District records, files and assets in Chuck's possession.

Organize files for the transition.

Plan the tribute for Chuck's contributions to the District.