District Manager Recruitment Process – Milestones to Date

AD HOC MANAGER COMMITTEE CHAIR, KAT LION

4/24/2020
Systematic and Transparent Process

Chindi Announced Retirement

Ad Hoc Committee Formed

Ad Hoc Committee Reviewed D.M Job Description

Policy Committee Reviewed and Recommended Revisions to Job Description

Board Approved Revisions to Job Description

Board Decision to Hire CPS HR Consulting

Committee Made Recommendation to Board to Hire CPS

Committee Interviewed 2 Firms

Committee Reviewed 7 Proposals

RFP for Potential Recruiter Firms

Committee Met with CPS to Kick-Off Project

CPS Conducted Outreach to Board, Staff, Stakeholders

CPS Prepared Summary of Outreach

CPS Developed Draft Brochure Text

TODAY – Board/Committee Review Brochure

Next step: Public Recruitment Process
Announcement and Job Description

- **November 2019 Board Meeting** - Chindi announced her plan to retire in late 2020.
- **President Galligan** appointed the Ad Hoc Manager Search Committee.
- **December 18, 2019** – Ad Hoc Manager Search Committee met and discussed the job description for the District Manager in preparation for conducting an executive search to replace the current District Manager upon her retirement. The committee submitted comments to the District’s general counsel and requested that she prepare an update to the job description.
- **January 8, 2020** – Policy Committee met and reviewed the updated District Manager job description. Committee recommended that the Board adopt changes to the job description.
- **January 2020 Board Meeting** – Board discussed proposed changes to the Job Description, and added an additional change to include the following responsibility to the description: *build and maintain relationships with stakeholders community interest groups and regulatory agencies.* Board voted to approve changes to the job description.

*Job Description redline from January Board Packet*
Executive Recruiter Proposals

- **December 18, 2019** – Ad Hoc Manager Search Committee also discussed and reviewed a Request for Proposals (RFP) to select an Executive Recruitment Firm to manage the search.

- **January 13, 2020 – February 14, 2020** – RFP response period

- **February 25, 2020** – Ad Hoc Committee met to review the proposals
  - Seven proposals were received and evaluated
  - Biggest differentiators:
    - Relevant experience of the firm - Recent experience specific to Mosquito & Vector Control Districts, and other Independent Special Districts
    - Costs ranged from approx. $25,000 to $69,000 (inclusive of expected expenses)
  - Two firms identified as best candidates, and selected for an interview:
    - Ralph Anderson & Associates ($26,900 fixed)
    - CPS HR Consulting ($18,000 fixed plus ~$7,000 expenses expected)

Proposal Review Criteria

i. Management and personnel qualifications.

ii. Approach to delivery of services (philosophy and values).

iii. Relevant experience of Firm.

iv. Demonstration of a clear understanding of the Scope of Work to be provided and sufficient staffing proposed to provide the services, including training and supervision sufficient to provide services.

v. History of successfully providing similar services, history of successfully managing other contracts with public or private agencies.

vi. Fee for the Scope of Work requested.

vii. The value of any cost-saving options presented, to the extent the options are acceptable to the District, at its sole discretion.
Hiring an Executive Recruiter Firm

- **March 6, 2020** – Ad Hoc Manager Search Committee interviewed 2 firms, using a prepared set of interview questions
  - Ralph Anderson & Associates - One person from firm participated by teleconference, was not the same individual we worked with last time
  - CPS HR Consulting had 3 people in person
  - The committee felt that the CPS team was thoughtful and insightful and could guide and give us the right support through this process. They had many great and creative examples of different approaches to both working with large boards and getting the ‘word’ out about the recruitment.
  - References for CPS were stellar – All special districts, including the San Mateo Harbor District.
  - Committee recommended that the Board select CPS HR

- **March 2020 Board Meeting** (abbreviated meeting due to COVID-19) – Board voted to approve selection of CPS HR Consulting and to authorize the District Manager to execute an agreement and take all actions as may be reasonably necessary to effectuate the same.

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**Interview Questions for Executive Recruitment Firms**

1. What is the current search load of the lead consultant who will be handling the District’s effort? What are the positions you are searching and what stage are you in?
2. The District has access to industry job boards and deep connections within the vector control field that would allow us to conduct our own search. What would you do differently to find and attract the best candidate than we could do ourselves?
3. How do your candidate assessment techniques differ from other similar recruitment firms?
4. How would you approach the process if we have one or more internal candidates? What would you do differently in this situation?
5. Based on your experience, how broadly should we conduct the search in terms of geography, non-industry job boards, etc.?
6. One of the criteria for evaluating RFPs is consideration of the cost-saving options offered by the consultant. Given that the District has had a relatively recent recruitment effort and updated its job description, is there a way to reduce the scope of work for this search effort? Are there any scope changes you can suggest to make this search more economical?
7. How can you help us minimize the risk of making the wrong hire?
8. What, if anything, will you do to help the District prepare for succession?
9. Do you have any off-limits restrictions that make you unable to approach another special district’s employees?
Kick-Off with CPS HR Consulting

- **April 8, 2020** – Ad Hoc Manager Search Committee had kick-off meeting with Andrew Nelson:
  - Discuss Workplan & Review milestones
  - Stakeholder Engagement/Brochure/Marketing/Advertising
  - Recruitment Cycle
  - Selection Process
  - Factors that may impact the speed of the selection process.
  - Review Agency and Position
  - Discuss needs of the District and desirable features of the next GM
  - Relationships with other partner agencies or governments
  - Discuss salary range to post in brochure (not binding)

- **April 9 – April 20, 2020** – CPS Conducted outreach to Board, staff, and other stakeholders.

- **April 24, 2020** – Joint Special Meeting of the Board and Ad Hoc Manager Search Committee Meeting. Andrew Nelson to present outreach results and next steps, including the recruitment brochure.