

# CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Sitting/Acting as (if applicable)  
**Policy Session Worksheet**

**Presentation Date:** 9/4/18    **Approx. Start Time:** 1:30pm    **Approx. Length:** 60 Minutes

**Presentation Title:** Preparation for County Administrator Recruitment

**Department:** Human Resources

**Presenters:**

Shari Riedman, Workforce Planning Coordinator

Jeri Oswald, Workforce Planning and Development Manager

JJ Peters, Recruitment and Selection Manager

**Other Invitees:** None

**WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?**

1. Review the summary of County Administrator key attributes.
2. Approve the key attributes as recommended by staff.
3. Provide feedback on the estimated recruitment timeline.

**EXECUTIVE SUMMARY:**

At the Board's request during the August 7, 2018, policy session, Shari Riedman interviewed a wide range of stakeholders (including Commissioners, department directors, the Assessor, the Sheriff, and County Administration staff) in order to provide the Board with perspective on the experience, skills, and attributes sought in the next County Administrator. In total, Shari conducted 27 interviews. Shari will review her findings with the Board, and confirm their agreement of the key attributes to be shared with the executive search firm selected to conduct the recruitment.

JJ Peters will review the estimated timeline and discuss factors that may influence the length of time required to fill the vacancy, and request feedback on the estimated recruitment timeline. JJ will also provide an update on the status of the executive search firm RFQ.

**FINANCIAL IMPLICATIONS (current year and ongoing):**

Is this item in your current budget?     YES     NO     NA

What is the cost?    \$    N/A                      What is the funding source?    N/A

**STRATEGIC PLAN ALIGNMENT:**

- How does this item align with the County’s Performance Clackamas goals?

Working as a strategic business partner is a key Performance Clackamas goal for the Department of Human Resources. Additionally, the County Administrator plays a critical role in implementing Performance Clackamas. Therefore, the selection process for the County Administrator is key to Performance Clackamas overall.

**LEGAL/POLICY REQUIREMENTS:**

N/A

**PUBLIC/GOVERNMENTAL PARTICIPATION:**

Shari Riedman reached out to various internal stakeholders for input on the recommended key attributes.

**OPTIONS:**

1. Approve the key attributes as recommended by staff.
2. The Board may wish to place emphasis on certain themes identified in the research summary, add or delete traits, skills or experience, or have further discussion before agreeing to the recommended key attributes.

**RECOMMENDATION:**

Staff recommends the Board approves the recommended eleven (11) key attributes that take into consideration and summarize stakeholder input, consistent with the classification specification for this position.

Staff recommends the Board approves the tentative timeline for the recruitment and selection process.

**ATTACHMENTS:**

1. County Administrator Recruitment – Report to the Clackamas County Board of County Commissioners (Including Top 11 Key Attributes)
2. County Administrator classification specification
3. Estimated timeline for the recruitment and selection process

**SUBMITTED BY:**

Division Director/Head Approval \_\_\_\_\_JO\_\_\_\_\_

Department Director/Head Approval \_\_\_ES for EML\_\_\_\_\_

County Administrator Approval \_\_\_\_\_

# COUNTY ADMINISTRATOR RECRUITMENT

Report to the Clackamas County Board of County Commissioners

September 4, 2018

Department of Human Resources

Shari Riedman, Workforce Planning Coordinator

With County Administrator Don Krupp's retirement effective at the end of January 2019, the Board of County Commissioners (BCC) has the opportunity to hire a new County Administrator. Human Resources (HR) has partnered with the BCC to support them with this recruitment and selection process. It has been decided to contract with an executive search firm to lead the recruitment efforts. The search firm will rely on direction from the BCC to create a profile of a successful County Administrator. This will feed into the marketing materials, selection process, and strongly influence who the finalists are for the position.

A variety of perspectives from throughout our organization are being shared with the BCC. In person interviews were conducted by HR, asking participants what experience, skills, and attributes are a priority to them in our next County Administrator. A total of 27 internal County stakeholders were interviewed:

- ✓ All 5 County Commissioners
- ✓ 6 County Administration professionals – Don Krupp and 5 professionals who report directly to him
- ✓ 16 County Leaders – 14 department directors and 2 elected officials (Assessor and Sheriff)

70 specific priorities were named through these interviews – with the ability to identify up to 5 as top priorities. HR has grouped / categorized and ranked the priorities based on the feedback from the interviews. A consistency formed in what is in demand for our next County Administrator. Most would prefer to see someone similar to Don as he has garnered much respect in his 5 years with our organization.

There is a Classification Specification for the County Administrator position. The typical tasks and required knowledge and skills detailed in this document align well with the information collected during the interviews and serve as a strong basis for creating the profile of a successful County Administrator.

**HR is asking the BCC to reach consensus on what experience, skills and attributes the executive search firm should highlight and use during the recruitment and selection process. We recommend you share the Classification Specification and the top 11 key attributes – with any edits or omissions you request – with the search firm.**

## Top 11 Key Attributes

1. Liaison Between the BCC, Departments, Elected officials – Manages Roles Effectively
  - Effective facilitation with the BCC – listens well, helps keep on task
  - Ability to clearly define and maintain organizational structure, while considering priorities and temperament of the BCC with departments to achieve balance
  - Visionary leader
  - Interpersonal savvy
  - Political savvy
  - Diplomatic
2. Drives Strategic Results
  - Track record of identifying goals and achieving outcomes
  - Results-oriented leader
  - Clear expectations with strong accountability for all departments, to include achieving Performance Clackamas goals and reporting to the BCC regularly
3. Effective Change Agent, Decision Maker
  - Experience leading an organization through change
  - Strong, confident decision-maker
  - Not conflict-avoidant, willing to take a stand / say “no”
4. Strong Core Values / Personal Integrity
  - Uncompromising ethics
  - Trusting / trustworthy, respects confidentiality
5. Public Sector Experience
  - Valuing public service
  - Understand complexities of County services with systematic awareness – for both urban and rural jurisdictions
  - County administration experience
6. Problem Solver with Systems Thinking
  - Confident giving advice in ambiguous situations
  - Agility
7. Steady, Thoughtful, Professional Leadership Style
  - Remains calm amid chaos / unflappable
  - Maintains professionalism working with strong personalities
8. Strong Budget & Fiscal Management Experience
9. Effective Communication with Customer Focus – External and Internal
10. Experienced, Effective Leader
  - Leads and supports without micromanaging
  - Delegates authority with empowerment and support
  - Innovator
  - Balances leading and managing
  - Track record of successful team building

- High level of emotional intelligence
11. Values Equity, Diversity & Inclusion
- Management philosophy embracing equity
  - Active focus on inclusion
- 

The chart on the following page displays the top 11 priorities, by interviewed group.

## COUNTY ADMINISTRATOR

### **CLASS CHARACTERISTICS**

Under policy direction, to direct the management and administration of the County government; and to do other work as required.

### **DISTINGUISHING CHARACTERISTICS**

The County Administrator manages the activities of the County by implementing the policies and goals of the Board of County Commissioners. The incumbent is responsible for coordinating operations between independent departments, county service districts and statutory entities, and for providing advice and policy recommendations to the Board. The County Administrator oversees appointed department, district and entity directors and assists in the development of plans and objectives that support County goals.

### **TYPICAL TASKS**

Duties may include but are not limited to the following:

1. Directs and coordinates the overall management of County Government in accordance with policies set by the Board of County Commissioners, local commissions and statutes; acts as liaison between the Board, departments, elected officials, the public, and federal, state and local government agencies.
2. Prepares and recommends annual and long range strategic plans for the operation of the County; develops policy options for Board consideration; implements operating policies and procedures to carry out Board objectives.
3. Reviews proposed budgets submitted by all County departments, service districts and statutory entities; directs the preparation of a final budget for consideration by the budget committees of the Board of County Commissioners and service district and entity boards; forecasts and monitors revenues and expenditures.
4. Prepares for the future development of County areas to provide for population growth and expansion of public services; directs studies and projects to achieve increased economy and efficiency in County government.
5. Ensures coordination and cooperation between County departments, service districts and statutory entities; facilitates interdepartmental communication and problem solving; encourages County-wide consensus on the elimination of service duplication.
6. Maintains communication with other government agencies; participates in the development of intergovernmental programs and projects; assists in the resolution of intergovernmental problems and issues.

7. Directs the development of a County-wide public relations and information program; oversees and participates in program activities and events; responds to complaints and inquiries from the news media, the public and County employees.
8. Consults with the Board of County Commissioners on the hiring and dismissal of appointed department, service district and statutory entity directors; evaluates, disciplines and directs directors in accordance with Board policies and applicable legal requirements.
9. Directs the daily operations of the Board office; hires and supervises professional and administrative support staff to provide quality service to citizens and County staff; prepares performance evaluations; administers progressive discipline; conducts and/or facilitates staff training and development programs; promotes cooperative team efforts among staff and with other County departments.

### **REQUIRED KNOWLEDGE AND SKILLS**

Considerable knowledge of: Principles, methods and techniques of public administration, including public policy and decision making, budget preparation and administration, and personnel management; participative management theories; principles of community organization and citizen involvement; principles and techniques of group dynamics and group decision-making; organization and function of County departments, service districts and agencies; applicable federal, state and local statutes, rules and regulations; government funding sources and financing methods; labor relations procedures and practices; federal, state and local government operating methods and procedures; techniques of mediation, negotiation and public relations; principles of contract preparation, negotiation and administration.

Skill to: Communicate effectively, both orally and in writing; analyze complex problems and recommend alternative solutions; prepare and implement short and long range strategic plans, including considerations of budgetary and public impact; interpret and explain County policies, procedures, rules and regulations; oversee activities of department, service district and statutory entity directors to ensure conformance with established policies and procedures; direct the preparation, presentation and implementation of balanced County-wide budgets; develop and maintain cooperative team efforts to design and adopt County-wide policies and procedures; apply problem solving methods and techniques to resolve organizational and interdepartmental issues; direct staff in continuous efforts to improve quality productivity and effectiveness; incorporate team participation in decision making; respond to changes desired by citizens and County staff; establish and maintain effective working relationships with government agencies, elected officials, County employees and the public; supervise, train, motivate and evaluate assigned staff.

### **OTHER REQUIREMENTS**

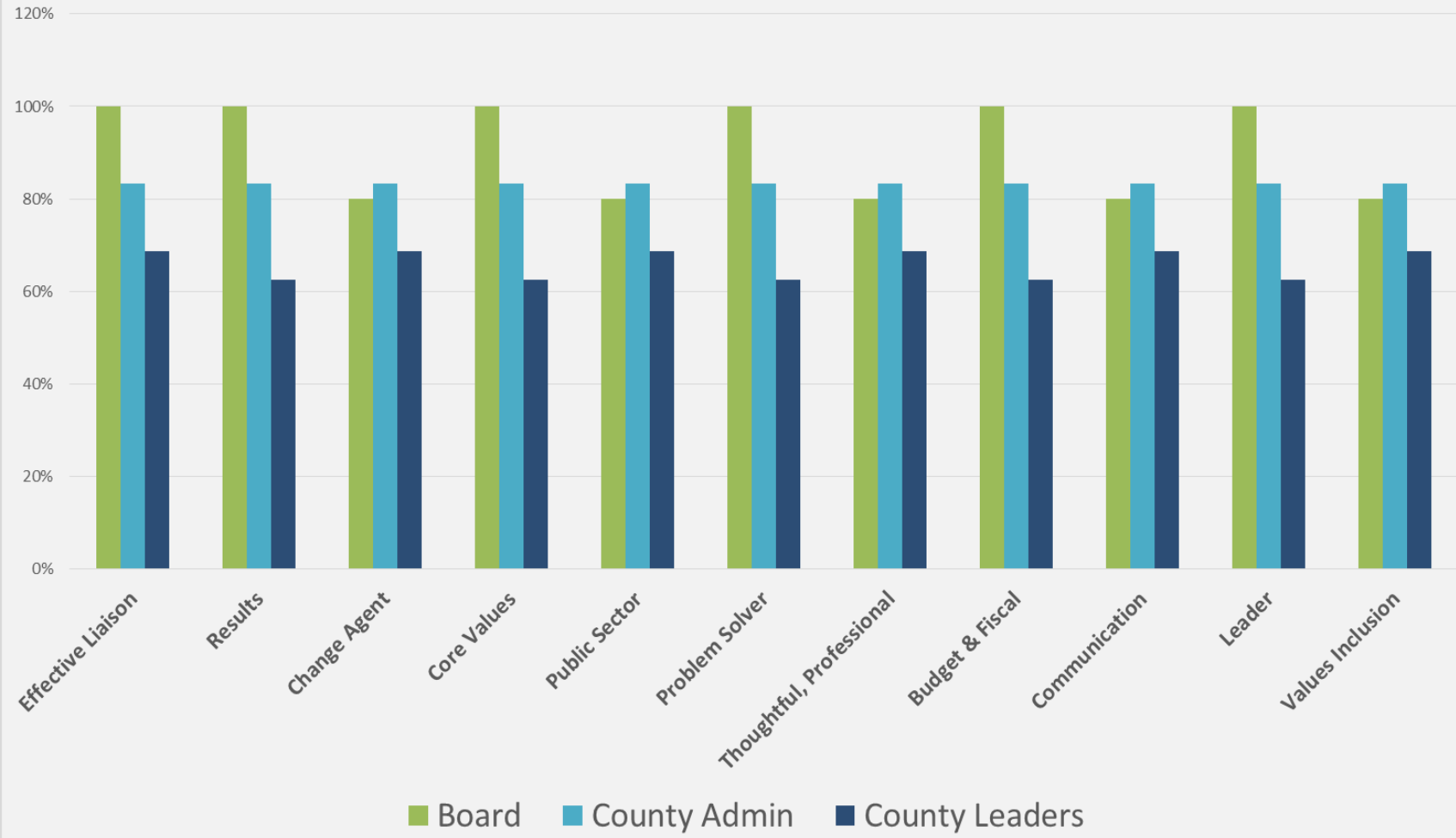
Driving is required for County business on a regular basis or to accomplish work. Incumbents must possess a valid driver's license, and possess and maintain an acceptable driving record throughout the course of employment. Accommodation requests for an acceptable alternative method of transportation will be reviewed on an individual basis in compliance with State and Federal legislation.

### **MINIMUM RECRUITING STANDARDS**

Any satisfactory combination of experience and training that demonstrates possession of the required knowledge and skills.

Edited: 08/18

# County Administrator for Clackamas County





## County Administrator Recruitment Estimated Timeline\*

Milestone Description	Start	No. Days	Assigned to:
<b>Selecting a Search Firm</b>			
Prepare Search Firm (SF) RFQ	8/8/2018	15	HR, Procurement
Review Policy Session materials w/ HR Director	8/21/2018	1	HR
Publish RFQ/SFs submit RFQs	8/23/2018	15	Procurement
Materials due for 9/4 Policy Session	8/29/2018	1	HR
Policy Session w/ BCC: Approve Attributes, update on SF RFQ, and review tentative timeline	9/4/2018 1:30PM-2:30PM (1 hour)	1	BCC, HR
RFQ closes at 2:00PM, quotes sent to HR	9/7/2018	1	Procurement
HR summarize/evaluate SF	9/7/2018	3	HR
Review SFs with HR Director	9/10/2018	1	HR
Materials due for 9/18 Policy Session	9/11/2018	1	HR
Policy Session: BCC selects SF	9/18/2018 11:30PM-Noon (30 minutes)	1	BCC
Contract prepared, signed	9/25/2018	14	Procurement
<b>Recruitment Process (Estimate)</b>			
SF evaluates org/position, drafts recruitment materials	10/8/2018	14	Search Firm
Materials due for 10/23 Policy Session	10/17/2018	1	HR
Policy Session: County approves SF posting and hiring procedures	10/23/2018 10:30AM-11:30AM (1 hour)	1	BCC, HR, Search Firm
Recruitment open, SF identifies candidates & conducts preliminary screen	10/29/2018	30	Search Firm
SF interviews potential candidates/reference checks	11/5/2018	32	Search Firm
County Counsel reviews materials for 12/4 Executive Session	11/27/2018	1	HR, County Counsel
Materials due for 12/4 Executive Session	11/28/2018	1	HR
Executive Session: SF recommends candidates, BCC approves next steps	12/4/2018 8:30AM-9:30AM (1 hour)	1	BCC
Finalists selected for County interviews	12/11/2018	8	BCC, Search Firm, County Counsel, HR
<b>Interviews (Estimate)</b>			
Invite finalists to interview, notify finalists their names will be made public prior to press release	12/19/2018	21	Search Firm

## County Administrator Recruitment Estimated Timeline\*

Milestone Description	Start	No. Days	Assigned to:
<b>PGA issues press release announcing finalists</b>	12/20/2018	1	PGA
<b>BCC/Stakeholders interview finalists and Public Comment Period</b>	1/10/2019	7	BCC; SF coordinates, HR assists
<b>County Counsel reviews materials for 1/22 Executive Session</b>	1/15/2019	1	HR, County Counsel
<b>Materials due for 1/22 Executive Session</b>	1/16/2019	1	HR
<b>BCC travels to finalist(s) jurisdictions</b>	1/17/2019	5	BCC
<b>Executive Session: BCC identifies candidate to be next County Administrator</b>	1/22/2019 8:30AM-9:00AM (30 minutes)	1	BCC, Search Firm, County Counsel, HR
<b>Selection (Estimate)</b>			
<b>Negotiations/Employment Agreement with selected candidate</b>	1/23/2019	4	BCC, County Counsel
<b>County Counsel reviews materials for 2/5 Executive Session</b>	1/29/2019	1	HR, County Counsel
<b>Materials due for 2/5 Executive Session</b>	1/30/2019	1	HR
<b>Executive Session: discuss Employment Agreement</b>	2/5/2019 8:30AM-9:00AM (30 minutes)	11	BCC, County Counsel, Search Firm, HR
<b>County Administrator hired and gives notice to current employer</b>	2/19/2019	20	HR
<b>PGA issues press release announcing new County Administrator</b>	2/20/2019		PGA
<b>County Administrator Starts</b>	3/11/2019	1	BCC

\* Subject to change upon legal review and search firm availability