

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Study Session Worksheet

Presentation Date: 4/16/13 **Approx Start Time:** 3:00 pm **Approx Length:** 30 minutes

Presentation Title: Determine Hiring Standards for County Administrator Recruitment

Department: Department of Employee Services

Presenters: Nancy Drury, Employee Services Director; Colin Baenziger, Principal/Owner, Colin Baenziger and Associates

Other Invitees: Ivy Markesino, Human Resource Analyst

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Discuss and adopt hiring standards, criteria and policy directives related to the selection criteria for the County Administrator recruitment process.

EXECUTIVE SUMMARY:

Per ORS 192.660 and the contract established with the executive recruitment firm of Colin Baenziger and Associates, the next step in the recruitment process for the County Administrator is for the Board to discuss and adopt hiring standards, criteria and policy directives for the recruitment process in a public forum, so that the public may have the opportunity to comment.

FINANCIAL IMPLICATIONS (current year and ongoing):

N/A

LEGAL/POLICY REQUIREMENTS:

N/A

PUBLIC/GOVERNMENTAL PARTICIPATION:

N/A

OPTIONS:

Adopt specific hiring standards, criteria and policy directives for the County Administrator recruitment process.

Pros: Establish criteria to facilitate moving forward in the recruitment process.

Cons: None anticipated

RECOMMENDATION:

Staff respectfully requests that the Board adopt specific hiring standards, criteria and policy directives for the County Administrator recruitment process.

ATTACHMENTS:

ORS 192.660 Excerpt: Executive sessions permitted on certain matters; procedures; news media representatives' attendance; limits.

Sample Factors in Evaluating Candidates for a County Administrator Position

SUBMITTED BY:

Division Director/Head Approval _____

Department Director/Head Approval JJ Peters _____

County Administrator Approval _____

For information on this issue or copies of attachments, please contact
JJ Peters at 503-742-5485 or Ivy Markesino at 503-742-5495

Applicable Excerpt from ORS 192.660

192.660 Executive sessions permitted on certain matters; procedures; news media representatives' attendance; limits. (1) ORS 192.610 to 192.690 do not prevent the governing body of a public body from holding executive session during a regular, special or emergency meeting, after the presiding officer has identified the authorization under ORS 192.610 to 192.690 for holding the executive session.

(2) The governing body of a public body may hold an executive session:

(a) To consider the employment of a public officer, employee, staff member or individual agent

7) The exception granted by subsection (2)(a) of this section does not apply to:

(a) The filling of a vacancy in an elective office.

(b) The filling of a vacancy on any public committee, commission or other advisory group.

(c) The consideration of general employment policies.

(d) The employment of the chief executive officer, other public officers, employees and staff members of a public body unless:

(A) The public body has advertised the vacancy;

(B) The public body has adopted regular hiring procedures;

(C) In the case of an officer, the public has had the opportunity to comment on the employment of the officer; and

(D) In the case of a chief executive officer, the governing body has adopted hiring standards, criteria and policy directives in meetings open to the public in which the public has had the opportunity to comment on the standards, criteria and policy directives.

SAMPLE

Factors in Evaluating Candidates for a County Administrator Position

When we perform an executive search for a County Administrator, we evaluate candidates based on the following factors. Note that no two candidates are alike and comparisons can be very difficult. First a candidate may be weak in one area but very strong in nine others. Is that individual a better candidate than someone who is strong in all ten areas? Second, what is very important to one commissioner may not be particularly important to another. As a result it is important to agree early in the search on what factors are important to the Commission as a whole and which factors are less important or not important at all.

Interaction Skills: Can the candidate demonstrate that he/she interacts well with the following groups:

- County Commission (Does he/she keep the elected officials informed, and does he/she follow through expeditiously on their requests?)
- Public (Chamber of Commerce, other community organizations, individual members of the public)
- Staff (Does he/she effectively communicate the directions of the elected officials to County staff?)
- Press (Does he/she represent a positive image of the County when dealing with the media?)
- Other governments (Does he/she effectively represent the County and its interests when interacting with other governments?)

Personal Skills: Does the candidate have the ability to:

- Can the individual create a vision for the organization?
- Effectively lead the County staff?
- Effectively manage County staff?
- Communicate effectively, both orally and in writing?
- Manage the County's finances, including grants and enterprise funds?
- Analyze the organization and improve processes?
- Select, develop and retain high-caliber County staff?
- Effectively deal with human resource matters, to include employee accountability and bargaining unit issues?
- Negotiate effectively on behalf of the County?
- Enforce agreements, to include vendor and union contracts?
- Manage projects efficiently and effectively?

SAMPLE

Factors in Evaluating Candidates for a County Administrator Position

- Develop and manage strategic and operational plans?
- Develop teams?
- Support diversity in the workplace?

Characteristics:

- Does the candidate possess a high degree of integrity?
- Does the candidate support transparency in government?
- Does the individual care about the public as well as the people inside the organization?
- Is the candidate comfortable around people?

Experience: Does the candidate have expertise and background in areas that are specifically relevant to the County, such as:

- Community development and growth management?
- Redevelopment?
- Public housing?
- Senior Centers?
- Storm water infrastructure and operations?
- Urban/rural?
- Law Enforcement?
- Water/wastewater facilities and operations?
- In a demographically similar County (size, ethnicity, economics, etc.)?

Track Record:

- Does the individual have a track record that demonstrates success as a leader and manager?
- Has the individual exhibited longevity in his/her employment history, or has he/she changed jobs often? Note: It is not necessarily bad to change jobs reasonably frequently. Some people are very adept at fixing organizations and then get bored maintaining them at a high level.
- Has he/she been a County Administrator? (We put less emphasis on this factor than many other recruiters do. We generally recommend successful, longer tenured Assistant or Deputy County Administrators over full County Administrators with

SAMPLE

County Administrator Evaluation Factors

short tenure in several communities. Vince Lombardi, after all, was an Assistant Coach with the New York Giants when the Green Bay Packers hired him. Moreover, we are usually familiar with the track record and capabilities of candidates, so recommending an Assistant or Deputy County Administrator is not as much of a gamble as others might think.)