



WASHOE COUNTY

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STAFF REPORT BOARD MEETING DATE: APRIL 23, 2019

DATE: April 18, 2019
TO: Board of County Commissioners
FROM: Patricia Hurley, Director of Human Resources
775.328.2087, phurley@washoecounty.us
THROUGH: John Slaughter, County Manager
SUBJECT: Discussion and possible action to approve a recruitment plan to recruit a new Washoe County Manager; recommend any changes to the County Manager job description, qualifications, and ideal candidate. (All Commission Districts.)

SUMMARY

On April 11, 2019 County Manager John Slaughter announced his intent to retire effective June 14, 2019. Human Resources immediately researched options to provide recommendations to the Board for recruitment and selection of a new Washoe County Manager. Staff is requesting the Board approve a recruitment plan, provide any updates to the County Manager job description and minimum qualifications, and provide direction on the Ideal Candidate Criteria which will be used in the job announcement for the recruitment.

PREVIOUS ACTION

On April 28, 1998, the Board appointed Katy Simon Interim County Manager.

In May 1998, the Personnel Division was directed to research executive search firms and to provide alternatives to the Board regarding the selection of a firm to conduct the recruitment for County Manager.

On June 16, 1998, the Chief of Personnel presented the Board for consideration six firms with recruitment experience for positions equivalent to County Manager in both public and private sector as well as their cost proposals. Upon discussion, the Board ordered that the item be continued to a workshop session to include community and private sector involvement.

On July 14, 1998, as a result of the workshop, favorable community input and several individual Board interviews, the Interim County Manager Katy Simon was appointed County Manager by the Board and no further executive search was conducted.

On April 24, 2013, County Manager Simon announced her intent to retire effective July 1, 2013.

On May 28, 2013, the Board provided direction to staff to negotiate an agreement and schedule with a selected executive search firm to conduct the recruitment for Washoe County Manager

and appointed an Interim County Manager upon the retirement of the County Manager July 1, 2013 if a permanent County Manager was not yet in place.

On June 11, 2013, the Board accepted a report on possible appointment of a subcommittee of the Board to select a search firm to manage the recruitment and selection of the next Washoe County Manager, and the criteria for selection of a search firm and the recruitment and selection process and directed staff to bring the search firms back to the entire Board for consideration on June 25 or July 9, 2013.

On June 25, 2013, the Board interviewed six search firms and selected Ralph Andersen & Associates as the executive search firm to conduct the recruitment for the Washoe County Manager and directed staff to negotiate the contract.

On September 10, 2013, the Board received a status update from Ralph Andersen & Associates on the Washoe County Manager recruitment process and answered Commissioners questions regarding applications received.

On October 8, 2013, the Board received a status update on the Washoe County Manager recruitment process and approved eleven candidates proceed to a two-day panel interview process and the panels' narrative comments rather than a ranking of the candidates; and the formal introduction process would occur early on the October 22 agenda, followed by a reduction process in the public setting after those introductions, followed later in the day by formal interviews of the last remaining candidates.

On October 22, 2013, the Board allowed eight candidates to provide their background and discuss their philosophy on local government and how they would implement in Washoe County. Based on the candidates' responses, the Board moved four candidates forward to the second round of interviews scheduled that afternoon. Later at the same meeting, the Board conducted interviews of the final slate of four candidates and selected John Slaughter as its next County Manager, directed staff to negotiate an employment contract, and designated a second choice if terms of the contract could not be worked out with Mr. Slaughter.

On November 12, 2013, the Board appointed and entered into an employment agreement with Mr. Slaughter as Washoe County Manager. Pursuant to the terms established, the contract would continue until June 30, 2015, at the end of which the agreement may be renewed for successive periods each year by the Board without the necessity of executing a new employment agreement.

On April 11, 2019, County Manager Slaughter advised the Board of his intent to retire effective June 14, 2019.

BACKGROUND

Per Nevada Revised Statute 244.125 to NRS 244.135 inclusive, the County Manager must be filled by appointment by the Board of County Commissioners; the County Manager serves at the pleasure of the Board.

In an attempt to ensure a fair and defensible screening process, while providing the Board the widest latitude in making the final selection, staff recommends three possible options:

SUMMARY

Option 1: (Attachment 1) Recruitment by Human Resources	Estimated Cost: \$7,000 - \$10,000*	Estimated Time: 7 weeks
Option 1a: (Attachment 2) HR recruitment, subsequent Executive Recruitment Firm search	Estimated Cost: \$7,000 - \$50,000 **	Estimated Time: 5 months
Option 2: (Attachment 3) Contract Executive Recruitment Firm	Estimated Cost: \$35,000 - \$40,000	Estimated Time: 3 months

* Includes staff time.

**Cumulative cost if Human Resources recruitment and executive recruitment firm are used.

In an effort to adhere closely to the proposed timelines and expedite the recruitment, Human Resources is requesting the Board provide any revisions to the job description and minimum qualifications. In addition, Human Resources is requesting direction on the Ideal Candidate Criteria which will be used in the job announcement for the recruitment (attachment 4).

FISCAL IMPACT

The expense associated with Option 1 will be absorbed by Human Resources FY18/19 Budget (C109500). If Option 1a or 2 are chosen/implemented, a Contingency transfer will be brought to the Board for approval.

RECOMMENDATION

It is recommended the Board consider and approve a recruitment plan to recruit a new Washoe County Manager; recommend any changes to the County Manager job description minimum qualifications; and provide direction on which ideal candidate criteria should be used for the job announcement.

POSSIBLE MOTION

Should the Board agree with staff's recommendation, a possible motion would be:

Move to approve a recruitment plan to recruit a new Washoe County Manager; recommend any changes to the County Manager job description minimum qualifications, and ideal candidate criteria.

OPTION 1 SUMMARY

Recruitment by Human Resources	Estimated Cost:	Estimated Time:
	\$7,000 - \$10,000*	7 weeks

*Includes staff time.

OPTION 1: Recruitment by Human Resources

Option 1 is a recruitment conducted by Human Resources staff. Advantages would be a quicker turnaround of the recruitment and less cost to the County, however there may be a delay in other County recruitments as staff focuses on the executive search.

- 1) Human Resources recruitment plan will include:
 - a. Human Resources will advertise the position in accordance with County advertising mediums to reach candidates.
 - b. Human Resources will screen application materials to determine if applicants meet the minimum qualifications as determined by the Board. Human Resources will be responsible for all communication to the candidates throughout the selection process.
 - c. Human Resources will coordinate the selection process based on the Board's direction.
 - d. Human Resources will present qualifying candidates to the Board for consideration based on the Board's direction.
- 2) Human Resources staff will update Board throughout the process.
- 3) The Board will identify the final candidates. Once a final candidate is selected, and a second choice designated, the Board will authorize the District Attorney's Office to negotiate the annual salary and start date.
- 4) The Board will appoint the new County Manager at its next regularly scheduled meeting and enter into an employment agreement pursuant to NRS 244.125 to NRS 244.135 inclusive.

Option 1 Estimated Recruitment Timeline:

Board approves recruitment plan	April 23, 2019 (BCC)
Open/Close the recruitment:	April 23/May 7, 2019
Update and Recommendations to Board:	May 21, 2019 (BCC)
Board interviews/selection:.....	May 28, 2019 (BCC)
BCC formal appointment:.....	June 11, 2019 (BCC)
Estimated hire date:.....	June 14, 2019

OPTION 1a SUMMARY

HR recruitment priority, contract Executive Recruitment Firm	Estimated Cost: \$7,000 - \$50,000*	Estimated Time: 5 months
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*Cumulative cost if Human Resources recruitment and executive recruitment firm are used.

OPTION 1a: Human Resources recruitment, contract an Executive Recruitment firm

In the event the Board does not select a candidate after the recruitment based on Option 1, Option 1a would allow Human Resources the ability to immediately contract the services of an executive recruitment firm. The advantage is Human Resources could immediately seek out an executive firm without waiting for Board direction.

- 1) If a viable candidate is not selected after the Human Resources recruitment as outlined in Option 1, Human Resources will contract an executive search firm according to the direction of the Board on Option 2.

Option 1a Estimated Recruitment timeline:

Board approves recruitment plan	April 23, 2019 (BCC)
Open/Close the recruitment:	April 23/May 7, 2019
Update and Recommendations to Board:	May 21, 2019 (BCC)
Board interviews but does not select	May 28, 2019 (BCC)
HR selects an Executive Recruitment Firm	June 7, 2019
Update and Recommendations to Board:	June 18, 2019 (BCC)
Open/Close the recruitment:	June 24/July 15, 2019
Update and Recommendations to Board:	July 9, 2019 (BCC)
Board interviews/selection:.....	August 13, 2019 (BCC)
Board formal appointment:	August 27, 2019 (BCC)
Estimated hire date:.....	September 24, 2019

OPTION 2 SUMMARY

Contract Executive Recruitment Firm	Estimated Cost:	Estimated Time:
	\$35,000 - \$40,000	3 months

OPTION 2: Contract an Executive Recruitment Firm

The advantage of this option is the recruitment firm may yield an expanded applicant pool. Cons are higher cost and length of time to complete recruitment.

- 1) Human Resources will review proposals and negotiate an agreement with a recruitment firm with recruitment experience for positions equivalent to the County Manager in both the public and private sector.
- 2) The selected recruitment firm will conduct the recruitment including:
 - a) Advertise the position using the appropriate advertising mediums to reach candidates on a regional/local level.
 - b) Screen applications to determine if applicants meet the minimum qualifications. The recruitment firm will be responsible for all communication to the candidates throughout the selection process.
 - c) Coordinate the selection process based on the Board’s direction.
 - d) Present qualifying candidates to the Board for consideration based on the Board’s direction.
- 3) The recruitment firm will update Board throughout the process.
- 4) The Board will identify the final candidates. Once a final candidate is selected, and a second choice designated, the Board will authorize the District Attorney’s Office to negotiate the annual salary and start date.
- 5) The Board will appoint the new County Manager at its next regularly scheduled meeting and enter into an employment agreement pursuant to NRS 244.125 to NRS 244.135 inclusive.

Option 2 Estimated Recruitment timeline:

Board approves recruitment plan and schedule	April 23, 2019 (BCC)
HR selects an Executive Recruitment Firm	May 6, 2019
Open/Close the recruitment	May 20/June 12, 2019
Update and Recommendations to Board.....	May 28, 2019 (BCC)
Board interviews/selection.....	June 25, 2019 (BCC)
Board formal appointment	July 9, 2019 (BCC)
Estimated hire date.....	July 29, 2019

Minimum Qualifications:

Education equivalent to graduation from an accredited college or university with a Master's Degree in Business Administration, Political Science, Public Administration, Law, Accounting, or a closely related field and five years of responsible management experience, preferably in government or public administration; OR an equivalent combination of training and experience.

Possible Ideal Candidate Criteria for BCC Review and Selection:

1. Possess a strong business sense and financial expertise
2. Lead with integrity and unquestionable ethics supported by a successful career history
3. Promote access, openness, and responsiveness, personally setting the example throughout the organization and community
4. Demonstrate strategic and forward-thinking, blending innovation and creativity with an entrepreneurial style and a true appreciation for the benefits of technology
5. Consistently use superior communication skills and welcome dialogue and debate, often in a public forum
6. Be an accomplished leader recognizing the role of policy-makers and other elected officials
7. Passionately promote the organization as a strong contributor to economic and community development while dealing with and balancing quality-of-life, business, commerce and tourism issues
8. Possess commitment and dedication to continuous process improvement
9. Embrace and instill a customer-service orientation and "how can we make it happen" approach throughout the organization
10. Contribute on a regional basis in support of the BCC and other elected officials including involvement with statewide and other policy initiatives including pending legislation on a national basis
11. Will have thorough knowledge and understanding of the operations, services and activities of comprehensive county government programs and the management skills needed to analyze programs, policies and operational needs, and will be well-versed in the principles and practices of program development and administration
12. Will stay abreast of current issues that impact local government, and will develop and maintain effective partnerships with all levels in the organization
13. Be a team-builder with a collaborative management approach and will be a mentor and leader to staff, fostering a high-performance organization



COUNTY MANAGER RECRUITMENT

County Manager John Slaughter announced his intent to retire effective June 14, 2019.

Per NRS 244.125 to NRS244.135 the County Manager must be filled by appointment by the Board of County Commissioners.

- **Recruitment Process**
- **Minimum Qualifications and Ideal Candidate Criteria**



RECRUITMENT PROCESS

SUMMARY

- **Option 1 – Recruitment by Human Resources**
 - Estimated cost \$7,000 - \$10,000
 - Estimated time frame 7 weeks
- **Option 1a – HR Recruitment, subsequent Executive Recruitment Firm contract**
 - Estimated cost \$7,000 - \$50,000
 - Estimated time frame 5 months
- **Option 2 –Contract Executive Recruitment Firm**
 - Estimated cost \$35,000 - \$40,000
 - Estimated time frame 3 months



RECRUITMENT PROCESS

OPTION 1: RECRUITMENT BY HUMAN RESOURCES

■ Pros

- Expedited time frame to complete recruitment
- Lower cost

■ Cons

- May delay other County recruitments

Estimated Hire Date: June 14, 2019
(Attachment 1)



RECRUITMENT PROCESS

OPTION 1a: HR RECRUITMENT, CONTRACT AN EXECUTIVE SEARCH FIRM

■ Pros

- HR may immediately contract services of executive recruitment firm without returning to the Board, if the Board does not select a candidate after an HR recruitment.

Estimated Hire Date: September 24, 2019
(Attachment 2)



RECRUITMENT PROCESS

OPTION 2: CONTRACT EXECUTIVE SEARCH FIRM

■ Pros

- Possible expanded applicant pool

■ Cons

- Higher Cost
- Longer time frame to complete recruitment

Estimated Hire Date: July 29, 2019
(Attachment 3)



MINIMUM QUALIFICATIONS

- Education equivalent to graduation from an accredited college or university with a Master's Degree in
 - Business Administration,
 - Political Science,
 - Public Administration,
 - Law,
 - Accounting,
 - or a closely related field
 - and five years of responsible management experience, preferably in government or public administration;
- OR an equivalent combination of training and experience.

(Attachment 4)



IDEAL CANDIDATE

Ideal Candidate Criteria ~Board Review and Selection~

(Attachment 4)



IDEAL CANDIDATE

- 1. Possess a strong business sense and financial expertise**
- 2. Lead with integrity and unquestionable ethics supported by a successful career history**
- 3. Promote access, openness, and responsiveness, personally setting the example throughout the organization and community**
- 4. Demonstrate strategic and forward-thinking, blending innovation and creativity with an entrepreneurial style and a true appreciation for the benefits of technology**
- 5. Consistently use superior communication skills and welcome dialogue and debate, often in a public forum**
- 6. Be an accomplished leader recognizing the role of policy-makers and other elected officials**
- 7. Passionately promote the organization as a strong contributor to economic and community development while dealing with and balancing quality-of-life, business, commerce and tourism issues**



IDEAL CANDIDATE CONT..

- 8. Possess commitment and dedication to continuous process improvement**
- 9. Embrace and instill a customer-service orientation and “how can we make it happen” approach throughout the organization**
- 10. Contribute on a regional basis in support of the BCC and other elected officials including involvement with statewide and other policy initiatives including pending legislation on a national basis**
- 11. Will have thorough knowledge and understanding of the operations, services and activities of comprehensive county government programs and the management skills needed to analyze programs, policies and operational needs, and will be well-versed in the principles and practices of program development and administration**
- 12. Will stay abreast of current issues that impact local government, and will develop and maintain effective partnerships with all levels in the organization**
- 13. Be a team-builder with a collaborative management approach and will be a mentor and leader to staff, fostering a high-performance organization**



NEXT STEPS

If Human Resources is directed to open this recruitment today, we will need finalized minimum qualifications and selected ideal candidate criteria.