



# County of San Mateo

## Inter-Departmental Correspondence

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**Department:** BOARD OF SUPERVISORS  
DISTRICT 1  
**File #:** 18-047

Board Meeting Date: 1/23/2018

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**Special Notice / Hearing:** None  
**Vote Required:** Majority

**To:** Honorable Board of Supervisors

**From:** Dave Pine, President, Board of Supervisors  
Donna J. Vaillancourt, Director of Human Resources

**Subject:** Approval of Recruitment and Selection Plan for the New County Manager and Establishment of a Board Ad Hoc Committee

**RECOMMENDATION:**

Adopt a resolution:

- A) Approving the plan for the recruitment and selection of County Manager; and
- B) Appointing an ad hoc Board committee consisting of President Pine and Supervisor Groom to provide oversight of the recruitment process and implement certain specified tasks; and
- C) Delegating the responsibility of selecting a panel to evaluate the qualifications of the candidates to the ad hoc committee.

**BACKGROUND:**

On December 11, 2017, County Manager John L. Maltbie announced his plans to retire no later than December 2018. The position of County Manager is critical to the successful operation of the County and the County Charter tasks the Board of Supervisors with the selection and appointment of the position. The Charter provides:

“The County Manager shall be appointed by the Board of Supervisors on the basis of executive and administrative qualifications and experience.

Applicants for positions of County Manager shall be solicited widely and shall be screened by the usual personnel procedure. The Board of Supervisors shall select a panel competent to evaluate the qualifications of the candidates. The panel shall interview the screened candidates and submit to the Board of Supervisors a list of from five to seven of the best-qualified candidates. The Board shall make its selection from this list.”

**DISCUSSION:**

To maximize transparency in this process, it is recommended that the Board approve a plan for the recruitment and selection of the County Manager. Additionally, for the purposes of efficiency, it is recommended that the Board appoint an ad hoc committee of President Pine and Supervisor Groom to provide oversight of the recruitment process. This committee would review and finalize the recruitment plan and materials developed by the selected executive recruitment firm and make recommendations to the full Board regarding the selection of the recruitment firm. The Board also would delegate to this committee the authority to select the interview panel that will screen initial candidates. Board members would be encouraged to submit names of potential interview panel members to the committee for consideration. Finally, the committee would be authorized to work with the Human Resources Department and the Office of the County Counsel to manage any operational and administrative matters related to the recruitment process.

**Proposed Recruitment and Selection Plan:**

To ensure the County finds the most qualified candidate for this position, it is recommended that the County retain the services of a qualified recruitment firm. After an open and thorough recruitment, candidates will be evaluated by a panel competent to evaluate the candidates' qualifications. In the past, such panel has consisted of City Managers and County Executives from other jurisdictions, community leaders, labor representatives, and retired County department heads. This panel would review applications and select the finalists to be interviewed by the Board of Supervisors. The ultimate selection of the new County Manager will be conducted by the Board following its own interviews of the finalists.

This recruitment and selection plan is set forth in greater detail below along with a designation of responsibilities and a preliminary timeline and process.

**Please Note:** Due to the uncertainties inherent in any recruitment process, the dates and the process set forth below, while representing a reasonable timeframe, are *tentative* and may be adjusted earlier or later as necessary:

<b>EVENT</b>	<b>RESPONSIBLE PARTY</b>	<b>DATE</b>
<b>I. Approval of Recruitment Process and Selection of BOS Ad Hoc Committee</b>	BOS	January 2018
<b>II. Selection of Executive Recruitment Firm</b>		
A. Identify possible executive recruitment firms to be interviewed by the Board Ad Hoc Committee	HR Director	January 2018
B. Interview executive recruitment firms and recommend a firm to the full Board	Board Ad Hoc Committee	February 2018
C. Approve contract with executive recruitment firm	BOS	February 2018
<b>III. Further Development and Refinement of Recruitment Plan</b>		
Review and finalize the recruitment plan and materials developed by the selected executive recruitment firm	Board Ad Hoc Committee	March/April 2018

#### IV. Recruitment/Selection Process

*[Please Note: This preliminary timeline and process may be revised based on the scheduled unforeseen circumstances]*

Open recruitment	HR Director & Executive Recruitment Firm	April 2018
Close recruitment (4 weeks)	HR Director & Executive Recruitment Firm	May 2018
Screen resumes	Executive Recruitment Firm	May/June 2018
Conduct screening interviews and vetting of selected candidates	Executive Recruitment Firm	June 2018
Select Evaluation Panel members	Board Ad Hoc Committee	June 2018
Recommend most qualified candidates for interviews with Evaluation Panel	HR Director & Executive Recruitment Firm	July 2018 (Closed Session)
Conduct Evaluation Panel interviews and recommend candidates for final interviews	Evaluation Panel	August 2018
Conduct final interviews	BOS	August 2018 (Closed Session)
Conduct further vetting and review of qualifications (as needed)	Executive Recruitment Firm	September 2018
Make selection and negotiate terms of employment	BOS/County Counsel	September 2018 (Closed Session)
Conduct background check after conditional offer is made	HR Director	September 2018

#### **FISCAL IMPACT:**

There is no fiscal impact resulting from the Board's approval of the plan for the recruitment and selection of the County Manager, or from the appointment of the ad hoc committee. With respect to the retention of an executive recruitment firm, any related costs will be set forth in an agreement which will be brought to the Board for approval at a later date.