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EXECUTIVE OFFICER SEARCH CENTRAL COAST REGIONAL WATER QUALITY CONTROL BOARD November 2012

Contract Scope of Work Contractor: CPS

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule & Develop a Candidate Profile and Recruitment Strategy

Meet one-time with the Regional Board Recruitment Committee via teleconference to finalize the executive search process and schedule, discuss personal and professional characteristics desired in an Executive Officer.

The consultant will work with Regional Board Recruitment Committee to identify the personal and professional attributes required of the new Executive Officer, and include the following activities:

- ❖ The Board will identify priorities for the new Executive Officer.
- ❖ The consultant will assist the Board in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.
- ❖ The Board will describe the type of working relationship they wish to establish with the Executive Officer.
- ❖ The consultant will assist the Board in generating a list of specific competencies, experiences, and personal attributes needed by the new Executive Officer in light of the analyses conducted above.
- ❖ The consultant will present several recruitment and selection strategies for the Board's consideration. The Board will choose the recruitment and selection process most likely to produce the intended results.

Discuss any additional matters as appropriate.

Task 2 - Prepare Recruitment Brochure

Following the completion of the workshop session, text for an attractive recruitment brochure will be prepared and presented to the Board for review prior to printing. Advertisements will be prepared and placed for publication in appropriate magazines, journals, newsletters, job bulletins, and Web sites.

Phase II - Recruitment

Task 1 - Identify and Contact Potential Candidates

This very crucial task will include a variety of activities designed to attract the best available candidates. In addition to the placement of advertisements in appropriate professional journals, the consultant will:

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- ❖ Contact respected and experienced water executives to identify outstanding potential candidates on a referral basis. We will also conduct specific research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience to garner a diverse and quality pool of candidates. These individuals, as well as potential candidates, are typically contacted very soon after they have received a recruitment brochure in order to maximize the impact of the multiple contacts.
- ❖ Select top quality candidates for consideration from past recruitments.
- ❖ Provide each potential candidate with a copy of the recruitment brochure transmitted with a personal letter.
- ❖ Contact potential candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume. Oftentimes this component necessitates multiple conversations with the same person to pique their interest and to answer their questions.

Task 2 – Resume Review and Personal Interviews

All resumes will be submitted directly to the consultant for initial screening. This screening process is specifically designed to assess the personal and professional attributes the Board is seeking, as well as:

- ❖ A thorough review of each candidate's resume and other supporting materials.
- ❖ Personal interviews with the candidates who appear to best meet the Board's needs. This group typically includes approximately 10-15 candidates. The consultant will spend quality time ascertaining each candidate's long term career goals and reason(s) why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will also gather data on any other unique aspects specific to this recruitment based upon the candidate profile.
- ❖ The consultant will conduct internet research on each candidate interviewed, to include newspaper articles and blog checks.

CPS will conduct as many interviews in person that is reasonable within the timeframe and pricing matrix established with the client.

Task 3 – Board Selects Finalists

At the conclusion of the previous tasks, the consultant will prepare a written report that summarizes the results of the recruitment process and recommends five to eight candidates for further consideration by the Board. This report will include the candidate resumes and a profile on each interviewee's background. The consultant will meet with the Board to review this report and to assist in selecting a group of finalists for further evaluation.

Phase III - Selection

Task 1 - Design Selection Process

Based on the results of the meeting conducted in Phase I, the consultant will design a selection process to be utilized by the Board in assessing the final candidates. This process will typically include

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an in-depth interview with each candidate, but may also include other selection tools such as an oral presentation, preparation of written materials and problem-solving exercises.

Task 2 - Contact Candidates

The consultant will contact successful and arrange interview dates and times with the Board. The consultant will contact and inform all unsuccessful candidates.

Task 3 – Arrange Follow-up Interviews, Final Assessment Process (Hogan Assessment Tools, Reference and Background Checks)

Following the completion of the selection process, the consultant will be available to complete the following components:

- ❖ **Background/Reference Checks:** The consultant will perform reference checks and arrange for background records check of an applicant's driving record, court and credit history, education verification, newspaper article research and other sensitive items.

- ❖ **Hogan Assessment Tools:** should the Board desire, we can administer the Hogan Personality Inventory (the HPI is the industry standard for measuring normal personality with a 25-year history of successfully predicting employee performance; the HPI assesses a candidate's typical approach to work and interaction with others, as well as strengths that will facilitate various facets of job performance) and the Hogan Development Survey (the HDS assesses 11 common performance risks that tend to emerge during times of increased pressure, stress, novelty, or boredom; these eleven "derailers" can interfere with a person's ability to build relationships with others and create cohesive teams). The pricing for these tools can be provided to the Board, if interested. (Optional, pending quote from CPS)