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CALAVERAS COUNCIL  
of GOVERNMENTS

## MEMORANDUM

**TO:** Council Members

**FROM:** Executive Director

**DATE:** March 28, 2006

**SUBJECT:** Recruitment to fill Executive Director Position  
Appointment of Interim Director

### **RECOMMENDATIONS**

It is recommended that the CCOG discuss and approve the attached job description and give direction to staff and/or the County Human Resources Department to immediately begin a recruitment process to fill the vacancy of the Executive Director position and to incorporate the above recommendations.

It is also recommended the Council appoint an Interim Executive Director and establish appropriate compensation for that position.

### **BACKGROUND**

On March 31, 2006 the CCOG Executive Director submitted a letter of resignation effective March 31<sup>st</sup>. At the March 8<sup>th</sup> meeting, the Council took no action on this measure and requested that a job description be prepared and that the Council be prepared to take action at their April 12<sup>th</sup> meeting.

### **DISCUSSION**

It will be important to maintaining continuity in day-to-day functions of the CCOG to fill the vacancy for the Executive Director position as soon as possible. Attached is a job description submitted for the Council's consideration before launching a job recruitment. Typically, an agency will form a recruitment committee to expedite this process before bringing a recommendation to the full Council for approval. The recruitment committee can provide guidance to the Human Resources Department and/or staff in how to conduct the recruitment, conduct first (and possibly second) interviews with candidates, prior to conducting final interviews with the full Council. The committee may also make recommendations regarding a compensation package, and enter into negotiations with the selected candidate so that an employment agreement acceptable to both parties may be negotiated as quickly as possible.

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### **Distribution**

It is important that the recruitment notice be distributed through proper channels to receive audience with those most qualified and likely to apply for the position. CCOG staff has been given email addresses and websites to facilitate this process. At a minimum, the position should be posted on the American Planning Association (APA) California chapter website and possibly their national website as well. Additionally, the notice should be distributed via email to the Chair of the Rural Counties Task Force and to the Coordinator for the RTPA Group (representing all of the transportation planning agencies in the state.) It may also be distributed through email via the CalCOG organization. Posting in Jobs Available is also recommended. The CCOG Administrative Assistant has access to all of these contacts.

### **Staff Involvement**

Another aspect of the recruitment process is compatibility with existing staff. While the ultimate selection will be made by the Council, it is recommended that current staff be brought into the process once the candidates are thinned down to a small group of finalists. This would typically be no more than three or four individuals. Allowing staff to conduct an interview with each candidate and then provide observations to the recruitment committee would add much integrity to the process and help to insure staff that a compatible candidate will be selected. This process was followed during my interviews with the Santa Cruz Regional Transportation Commission, and has already helped to establish a high level of confidence in the decision, both among the commissioners and among the staff. While involving staff does not offer any guarantees of success, it does at least offer the opportunity to eliminate any gross incompatibilities if such should arise.

It is also recommended that the recruitment brochure provide some well-crafted text describing the amenities and high quality of life available in Calaveras County. For those candidates not familiar with the area, this might be just enough to stimulate an applicant to apply. It is also recommended that the recruitment committee, before executing an employment agreement, do thorough background checks and verify the existence of all educational degrees referenced in the applicant's resume. The county has a contract with a firm to provide this service.

### **Interview Panel**

It is also recommended that the selection committee request assistance from similar agencies in the region. For example, the Executive Director of the ACTC, Charles Field has a vested interest in seeing future cooperation on the Tri-County MOU and would certainly be appropriate on the interview panel. He has already agreed this would be a positive thing for both counties and he would be willing to participate if asked. Another addition to the interview panel might be a senior level planner from Caltrans, such as Jane Perez, the current representative from District 10 at CCOG meetings. It is common practice among public agencies to import qualified individuals from neighboring agencies to assist in an interview process. It adds perspective, professionalism, depth and integrity to the interview process.

### **Interim Director**

Until a new Executive Director is hired, day-to-day functions of the CCOG will require that a responsible party act as Interim Director. It is recommended that the Council appoint Brittany Odermann, Transportation Planner, to the position of Interim Director at an appropriate salary level.