

7/11/09

## PROCEDURES: ADMINISTRATIVE SEARCH

|   |  | NOTES   | Completed |
|---|--|---|-----------|
| Step 1  | Determine  |   |           |
|   | A. Qualifications for Position   |   |           |
|   | 1. Experience<br>2. Educational Background<br>3. Residency Requirement | 2007 Class Description / County Administrator<br>Job Description<br><i>[will be addressed during interview process]</i> | ✓         |
|   | B. Geographical Concerns   |   |           |
|   | 1. Local<br>2. State<br>3. Regional<br>4. National                     | Done previously<br>Done previously<br>Done previously<br>NOT DONE PREVIOUSLY  | ✓         |
| Step 2  | Advertisement / Resume<br>Timeline                                     |   | ✓         |
|   | A. What to include in ad?  |   |           |
|   | B. Where to advertise?   |   | ✓         |
|   | 1. Local papers<br>2. Regional papers<br>3. Internet<br>4. Other       | Yes<br>Yes – see memo from Kay/ACOG<br>Yes<br>We advertised for FREE on SCAC & NACo<br>websites                         |           |
|   | C. Resume Acceptance Period  |   |           |
|   | 1. 4-6 weeks<br>2. Submit resumes to<br>county?                        | Decided on 5 weeks – due 7/15/09<br>Submit to HR w/ HR/ACOG review  | ✓         |
| <b>STEPS 1 – 3A: DECIDED UPON AT JUNE 2, 2009 COUNCIL MEETING</b> |  |   |           |

|        |   |   |  |
|--------|---|---|--|
| Step 3 | Screening of Resumes  |   |  |
|        | A. By Whom?   | HR & ACOG received & screened for Council   |  |
|        | B. Recommendation of top 10,<br>15 or 20 based on criteria  |   |  |
| Step 4 | Review of screened candidates   |   |  |
|        | A. Council members<br>independently review all<br>applications and study those in<br>Category 1 & 2 | <b>July 16, 2009 – July 24, 2009</b><br>Council members to coordinate review with<br>Clerk to Council                                       |  |
|        | B. Public Input   | Include on Agenda for <b>July 21, 2009</b> Council<br>Meeting time for citizen input regarding<br>priorities for selection of Administrator |  |
|        | C. Council Special Meeting  | <b>July 25, 2009, 9AM, Chambers</b> [select top 8<br>candidates in Executive Session]   |  |
|        | D. Top Candidates sent letter re:<br>continued consideration  | <b>July 27, 2009</b> – HR to send letters to top<br>candidates identified by Council re: continued<br>consideration                         |  |

|        |  |   |  |
|--------|--|---|--|
|        | E. Department Head / Elect Official Input  | Distribute simple questionnaire to Department Heads & Elected Officials<br><b>Due to Clerk August 5, 2009</b>   |  |
|        | F. Council Special Meeting   | <b>August 8, 2009, 9AM, Chambers,</b><br>Consultation with Select Community Leaders – Participants would be required to sign confidentiality agreements to participate.<br>[select top 5-6 candidates in Executive Session] |  |
|        | G. Courtesy letters to Candidates  | <b>August 10, 2009:</b> <ul style="list-style-type: none"> <li>• HR to send courtesy thank you letters to candidates not selected</li> <li>• HR to send letters to top 5-6 candidates with releases, etc.</li> </ul>        |  |
| Step 5 | Select Top 5-6 Candidates  |   |  |
|        | A. In depth background check   |   |  |
|        | <ol style="list-style-type: none"> <li>1. Law Enforcement<br/><small>[need Sheriff's Dept to do national NCIC background for any criminal actions in any state]</small></li> <li>2. Reference</li> <li>3. Local Media</li> <li>4. Credit Check</li> <li>5. MVA 10 year check</li> <li>6. Other?</li> </ol> |   |  |
| Step 6 | Interviews   |   |  |
|        | A. Top 5-6 Candidates interviewed in Executive Session   | Interviews to be conducted on consecutive days with all Council members present between the hours of 9A-5P – Dates to be determined   |  |
| Step 7 | Select Top 3 Candidates  | To be done on or after August 25, 2009  |  |
|        | A. Notify Candidates <ol style="list-style-type: none"> <li>1. Release of name/resume</li> </ol>   |   |  |
| Step 8 | One Day Visit for Top Candidates   | Visits to be conducted on or after August 26, 2009 to allow newly elected District I representative to participate in process   |  |
|        | A. Tour of County  |   |  |
|        | B. Meeting w/ Department Heads   |   |  |
|        | C. Meeting w/ Council & Citizen Group [meet & greet]   |   |  |
|        | D. Lunch   |   |  |
|        | E. Tour of County for Spouse [to include SDOC]   |   |  |

|        |  |   |  |
|--------|--|---|--|
| Step 9 | Ranking of Top Candidates                              |   |  |
|        | A. Job Offer   |   |  |
|        | B. Contract Negotiations                               | Need input from HR re benefits, County Attny. |  |
|        | C. Expected Start Date / Notice Period for Current Job |   |  |

Timeline:

- Step 1-2      4-6 weeks
  - Step 3        2 weeks
  - Step 4        1 week
  - Step 5        1 week
  - Step 6        2-3 days
  - Step 7        1 day
  - Step 8        3 days
  - Step 9        Make Selection
- Minimum 4-weeks before candidate begins work.

## Beth Hulse

---

**From:** Paul Corbell [paulcorbell@bellsouth.net]  
**Sent:** Thursday, July 09, 2009 3:08 PM  
**To:** 'regdexter@bellsouth.net'; 'jshrif@nuvox.net'; 'mariosuarez@gmail.com'  
**Cc:** Beth Hulse  
**Subject:** County Administrator/CA

Gentlemen,

I appreciate this opportunity.

I've spoken to my boss and convinced her we can leave a little later Saturday morning so I can join the beginning of your workshop. However, I really do need to leave meeting by 9:45. We're responsible for check-in, and have family traveling from different places.

I support your consideration of using a search firm for this very important decision for the following reasons:

1. The public wants you to take every reasonable action to find the best new CA. It is absolutely critical that we (OC) get it right this time.
2. Good search firms make it a practice of not only being familiar with and advising on all the requirements, they also keep in touch with the best in the business and expand the search base to the most qualified.

This is especially valuable when prospective candidates might have some reservations and would be reluctant to apply.

The search firm also won't make costly mistakes that hiring managers frequently do.

They can also be invaluable in coordinating the public sector input, without in anyway diminishing your authority and responsibility.

Finally, the right search firm will bring a healthy dose of objectivity to the process. Hiring managers frequently lack this because it becomes an emotional issue.

3. Even the most experienced hiring manager will tell you that hiring key executives is the most difficult task they have. Unlike most business decisions, the ultimate criteria here become much more subjective or soft, and individualistic.

4. While adding this step will most likely result in some delay in making an offer, the right firm should be able to keep the delay to maximum of 4 weeks, hopefully less. Your adv/job description at most only needs minor tweaking. Again, I would urge carefully spelling out the role of council vs. the CA.

5. We're still in a transition mode, and having outside professionals manage this project will allow you, Kendra and Beth to stay focused on other important decisions.
6. The question of some incremental expense is valid, but is minor in the context of finding the right person to manage a \$42mil business. The "best" hire will more than make up that expense in the first year, and pay very big dividends in future years.

I hope these thoughts are helpful. If you'd like me to speak to any of them Saturday morning, just let me know.

Respectfully,

Paul C.  
944-0630

7/9/2009

cc. Wayne McCall via Beth

---

**From:** Paul Corbeil [mailto:paulcorbeil@bellsouth.net]  
**Sent:** Thursday, June 04, 2009 5:01 PM  
**To:** 'regdexter@bellsouth.net'; 'jthrift@nuvox.net'; 'mariosuarez@gmail.com'  
**Cc:** 'Beth Hulse'  
**Subject:** County Administrator

Gentlemen,

I've been giving a lot of thought to this subject, especially since Saturday's workshop. Today's DJM editorial prompted me to send the following to Brett.

I know the importance with which you are addressing this process, and 1) wanted to share these thoughts with you, 2) give you the courtesy of seeing them before they might appear in the print, and 3) assure you of the genuine support you have in seeking the best solution.

I look forward to talking with you soon.

Respectfully,

Paul C.  
944-0630

Beth,  
Would you please give copy to Mr. McCall. Thank you. PC

---

**From:** Paul Corbeil [mailto:paulcorbeil@bellsouth.net]  
**Sent:** Thursday, June 04, 2009 4:13 PM  
**To:** 'brett@dailyjm.com'  
**Subject:** County Manager

Brett,

Again, this is not meant as a "Letter", but if you want to discuss it and use it, that would be fine too.

Your editorial of June 4, "Qualities needed in new boss for Oconee County," is right on target. Many of us have faced implementing change during challenging times. This is one of those times. A very basic rule is that you put your best team on the field. To use another baseball analogy, you don't put a rookie up to pinch hit in bottom of the ninth. As Jim Collins writes in "Good to Great", you "start by getting the best people you can find on the bus". This raises immeasurably the probability of successfully achieving your objectives.

Your point of "penny wise and pound foolish" is absolutely correct. The County has a direct budget of \$42 million. The median for the experienced manager we should be looking for might be close to \$150,000, or even slightly higher. The difference of \$44,000 is 1/10<sup>th</sup> of one percent. Only a few better, wiser decisions due to experience in his or her first year will pay a 10-fold dividend to the taxpayers, at least. Secondly, your statement "...being willing to hire a strong manager who will not only carry out policy but also give candid advice, and finding someone who communicates well and projects good will", is also an absolute requirement. I would add one additional quality...a demonstrated team player. An ideal candidate might be someone with both private and public sector experience with a plan to move to a great community and retire in 7-10 years.

County government is not easy, and no informed taxpayer is going to be critical of the decision to attract and retain the best possible County Administrator. We have a very selfish motive in wanting Council and staff to succeed.

7/9/2009

Respectfully,  
Paul Corbell  
1 Admiral Lane  
Salem, SC 29676  
944-0630