



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

Date: August 31, 2020

To: President Elizabeth Salveson
Vice President Jacqueline Minor
Commissioner Douglas Chan
Commissioner F.X, Crowley
Commissioner Kate Favetti

From: Sandra Eng
Executive Officer

Subject: **Upcoming Vacancy of the Human Resources Director Position Due to the Upcoming Retirement of the Current Human Resources Director**

At the Civil Service Commission (Commission) meeting of August 3, 2020, the Commission directed the Executive Officer to review the 1293 Human Resources Director (1293) Job Specification for any necessary updates or amendments. The Executive Officer reviewed the job specification with the Human Resources Director and the Classification and Compensation Director. Please see the attached proposed amendments to the 1293 Job Specification. Should the Commission decide to amend the 1293 Job Specification, the Department of Human Resources will post the proposed amendments on their website for seven (7) calendar days and notify all unions. The Department of Human Resources will answer any questions during this seven (7) day period. If there are no protests, the amendments to the 1293 Job Classification is finalized. Please note that the Civil Service Commission Rules do allow for appeals of the finalized decision within 30 calendar days to the Civil Service Commission. (Rules 109.2 and 105.12.4)

In addition, the Executive Officer also received proposals from three consulting firms regarding the recruitment for the Human Resources Director position. The firms were asked to provide the proposals for two types of services: full and partial. The proposals are attached for your review.

Recommendation: Adopt the report.

Attachments:

Attachment A: Proposed Amendments to the 1293 Job Specification
Attachment B: Proposal from Alliance Resources Consulting LLC
Attachment C: Proposal from Bob Murray & Associates
Attachment D: Proposal from CPS HR Consulting

City and County of San Francisco
Human Resources Director (#1293)

\$98.05-\$125.13 Hourly / \$16,995.00-\$21,688.00 Monthly / \$203,944.00-\$260,260.00 Yearly

DEFINITION

Pursuant to charter authority and in accordance with policies, rules and procedures of the Civil Service Commission governing the merit system, exercises complete responsibility for the administration of a merit system and human resources program for the City and County of San Francisco, including recruitment and selection, classification [and compensation](#), certification [and referral](#), EEO complaint investigations, [Affirmative Action](#), [employee and management training](#), [workforce development](#), [human resources](#) information systems, [compensation](#), employee/labor relations, workers' compensation, [health services and benefits administration](#), occupational health and safety programs, [departmental](#) budget development and implementation, human resources management, [employee engagement, diversity, equity and inclusion initiatives](#), and other related programs.

DISTINGUISHING FEATURES

By authority of Charter Section 10.103, this appointive position, nominated by the Civil Service Commission and confirmed by the Board of Supervisors,, reports to the Mayor and is responsible for administering the City's personnel merit system and human resource program. This class is distinguished from departmental directors by its responsibility for establishing city-wide human resources policies and procedures, enforcing civil service policies and rules, local, state and federal legislation and other applicable laws and regulation. It is further distinguished from other personnel directors by its responsibility for managing the staff of the Human Resources Department and administering the city 's personnel program through Departmental Personnel Officers.

SUPERVISION EXERCISED

This position directly supervises departmental division managers.

EXAMPLES OF IMPORTANT AND ESSENTIAL DUTIES

"The class specification shall be descriptive of the class and shall not be considered as a restriction on the assignment of duties not specifically listed." (CSC Rule [Series xx9](#))

1. Plans, coordinates, directs and evaluates the overall activities of the Human Resources Department; initiates the development and implementation of programs which involves all facets of personnel activities; promotes effective and efficient management through personnel programs; directs the preparation of reports and reviews staff findings and recommendations for program improvements; conducts needs assessment and monitors human resource programs; consults with department managers on matters of interpretation of policy, procedures, charter provisions, [Memorandum of Understanding](#), ordinances and Civil Service Commission rules.
2. Formulates and administers official policies and procedures for the operation of a merit system and management of a human resources program; recommends changes to existing civil service rules and [regulations](#); addresses various groups on matters related to merit system problems and issues; presents annual status reports to the Mayor's Office and to the Board of Supervisors; directs the formulation and administration of the departments' budget and expenditure transactions, including fiscal analyses and cost projections; identifies operational problems and formulates appropriate solutions.
3. Directs the maintenance of personnel records, personnel transactions, applications, examinations, eligibility certifications, appointments, promotions, transfers, resignations, terminations and layoffs;

directs, through subordinate managers, in-service training program for employee and management development and employee work performance and evaluation.

4. Ensures that department heads are provided with expert guidance and technical assistance in administering programs in areas of recruitment, selection, classification, compensation, ~~affirmative action~~, EEO compliance, training, information systems and general human resource management; ~~conducts or delegates, provides a procedure for~~ labor negotiations and employee/management conflict resolution.

5. ~~Administers~~Directs, through subordinate managers, ~~a city wide employee health system~~, worker' compensation benefits ~~and~~, occupational health and safety programs, ~~vocational rehabilitation, health prevention and wellness programs~~.

6. Represents the department at meetings before the Civil Service Commission, Board of Supervisors, legislative bodies or special committees; maintains effective working relationships with members of community groups, agencies, labor organizations, staff and the media.

KNOWLEDGE, SKILLS AND ABILITIES

Knowledge of: thorough knowledge of principles, practices and concepts of public personnel administration; considerable knowledge of principles and techniques of organizational development and management, including governmental operations, budget and fiscal administration, civil service rules and regulations, city charter provisions, ordinances, local, state and federal laws; knowledge of policy development and implementation.

Ability to: effectively manage complex human resources programs and related activities; formulate, develop and implement management systems and organizational programs; exercise judgment and discretion in applying and interpreting laws, charter provisions, rules, regulations, policies and procedures; communicate with tact, skill and diplomacy when engaging in difficult and sensitive problem solving and issues with officials, department managers, labor organizations, employees, agencies and community groups; communicate effectively in writing and orally in a clear, logical and concise manner.

EXPERIENCE AND TRAINING

Any combination equivalent to experience and training that would provide the required knowledge, skills, and abilities would be qualifying. A typical way to obtain the knowledge, skills and abilities would be: Experience: Shall possess not less than ten years professional experience in personnel human resources management, labor or employee relations at least five years of which must be in federal, state, or local governmental personnel management and such other qualifications as determined by the Civil Service Commission.

LICENSE OR CERTIFICATE

~~Possession of a valid drivers license.~~

DISASTER SERVICE WORKERS

All City and County of San Francisco employees are designated Disaster Service Workers through state and local law (California Government Code Section 3100-3109). Employment with the City requires the affirmation of a loyalty oath to this effect. Employees are required to complete all Disaster Service Worker-related training as assigned, and to return to work as ordered in the event of an emergency.

CLASS: 1293; **EST:** 1/1/1900; **REV:** 1/1/1900;

Executive Recruitment Search

**DIRECTOR OF HUMAN RESOURCES,
DEPARTMENT OF HUMAN RESOURCES**
City and County of San Francisco, CA





DIRECTOR OF HUMAN RESOURCES

City and County of San Francisco, CA

August 26, 2020

VIA EMAIL

Sandra Eng
Executive Director, Civil Service Commission
City and County of San Francisco
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102

Dear Ms. Eng:

Alliance Resource Consulting is pleased to submit this proposal to assist the City and County of San Francisco in its efforts to recruit and screen candidates for the Director of Human Resources position. Enclosed is our proposal which outlines how we would partner with your organization to recruit the best individuals. It describes the steps we will take to accomplish the recruitment within your desired timeframe.

Alliance Resource Consulting's corporate motto is "The Power of Partnership." We take this seriously and have built our reputation on providing services of the highest quality. Alliance Resource Consulting was formed in 2004 and has a proven track record of success with more than 550 placements to our credit.

We do not have any potential conflicts of interest from past recruitments or relationships. We will be happy to answer any additional questions you may have. We look forward with great interest to working with you on this very important assignment.

Sincerely,

A handwritten signature in black ink that reads "Sherrill Uyeda".

Sherrill Uyeda
Founding Partner



DIRECTOR OF HUMAN RESOURCES

City and County of San Francisco, CA

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DIRECTOR OF HUMAN RESOURCES

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1 – OUR UNDERSTANDING

It is our understanding that the City and County of San Francisco wishes to engage an executive search firm to assist in its Director of Human Resources recruitment.

The Director of Human Resources plans, coordinates, directs and evaluates the overall activities of the Human Resources Department. He/She initiates the development and implementation of programs which involves all facets of personnel activities; promotes effective and efficient management through personnel programs; directs the preparation of reports and reviews staff findings and recommendations for program improvements.

Alliance Resource Consulting prides itself on its commitment to customer service to both the client and the candidates.

2 – FIRM QUALIFICATIONS

2.1 Project Team

In 2004, Alliance Resource Consulting acquired the national executive recruiting practice of MAXIMUS. We are committed to providing our clients with the highest caliber of service in the industry. Our team of dedicated professionals utilizes custom-built state-of-the-art technology in conducting a search.

We are based out of La Palma, California. We also have consultants based in Palo Alto, California; Tallahassee, Florida and Seattle, Washington.

Our current staffing is:

Sherrill Uyeda – Founding Partner
Cindy Krebs - Regional Director, Pacific Northwest
David McDonald – Regional Director, East Coast
Syldy Tom – Manager
Richard Kaplan – Research Consultant
Sheryl Stewart – Research Consultant
Linda Kann – Special Projects and Graphics Manager

Sherrill Uyeda and Cindy Krebs will work on this recruitment. Biographies can be found in Appendix A and references can be found in Appendix B.

2.2 Our Experience

We believe we are exceptionally well qualified to assist you. We have extensive nationwide experience recruiting executives for government agencies and special districts and have helped to place excellent people with diverse backgrounds and experiences in organizations large and small.

We have conducted the following recruitments:

- Human Resources Services Director - San Francisco Public Utilities Commission
- Director of Human Resources - San Francisco Municipal Transportation Agency
- Director of Human Resources for the Coachella Valley Water District



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- Human Resources Manager - City of Santa Barbara, CA
- Director of Human Resources & Risk Management - City of Lynwood, CA
- Assistant Director of Human Resources - City of San Jose, CA
- Employee Relations Director - City & County of San Francisco, CA
- Director of Human Resources - San Francisco Housing Authority, CA
- Director of Human Resources - Eastern Municipal Water District, CA
- Human Resources Services Director, Public Utilities Commission - City and County of San Francisco, CA
- Director of Human Resources - City of San Jose, CA
- Director of Human Resources/Risk Management - City of El Monte, CA
- Human Resources Director - City of Ventura, CA
- Director of Human Resources - Irvine Ranch Water District, CA
- Benefits Manager - City of San Jose, CA
- Risk Manager - City of Richmond, CA
- Human Resources and Risk Manager - Contra Costa Water District, CA

Our ability to carry out the work required by your agency is enhanced by our past experience in providing similar services to others, and we expect to continue such work in the future. It should be noted that all of the recruitments listed above were completed on time and within budget.

We will preserve the confidential nature of any information received from you or developed during our work on this recruitment in accordance with our established professional standards.

We assure you that we will devote our best efforts to carrying out the work required. The results obtained, our recommendations and any written material we provide will be our best judgment based on the information available to us.

2.3 Advantages of Our Firm

Relative to your present search requirements, we believe the principal advantages in using Alliance Resource Consulting which differentiate us from other firms are:

- Our track record of success in placing superior senior level executives in particularly sensitive and highly responsible/accountable positions.
- Our specialization in public sector executive search on a nationwide basis.
- Our extensive experience recruiting executives for government agencies and special districts.
- Our PROACTIVE recruitment of candidates who may not be seeking new employment and would not normally respond to routine advertising and highly qualified candidates who might be overlooked by traditional recruiting approaches.
- Our ability to develop and meet a recruitment timeline to fit your needs.
- The fact that we assign two professionals to each recruitment to ensure we are always available to quickly respond to your most pressing requirements.
- The quality of our work and the fact that most of our clients have retained our services on more than one engagement.
- Our proven ability to identify and recommend qualified female and minority candidates.
- The transparency of our recruitment process. We will prepare weekly updates for you throughout the peak of the recruiting process.



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- Our reputation among clients and candidates for timely communication and documentation (e.g., acknowledgement of receipt of candidate application, client status reports, candidate interviews, client meetings and candidate feedback).
- The thoroughness of our documented reference, internet and background checks. We request very specific references from candidates and supplement our reports with information gathered from available information sources such as LexisNexis and public records. Our ability to enhance the recruitment process through stakeholder outreach, the use of online surveys, and targeted research.
- The fact that all of our graphics work is done in-house, saving our clients time and money.
- Our promise to conduct the recruitment at the cost proposed. We have never charged a client more than our proposed amount.

3 – RECRUITMENT METHODOLOGY & APPROACH

Alliance Resource Consulting believes that we are an extension of your organization. As such, we work within your expectations and guidelines. Our objective is to find the best qualified candidates. While notices in professional journals may be helpful, many of the best candidates must be sought out and their interest encouraged. Our general familiarity with the organization, knowledge of the field and our relationships with professional organizations make us well qualified to assist you.

Our clients have found that we are able to:

- Develop the appropriate specifications for a position.
- Encourage the interest of top-level people who would be reluctant to respond to advertisements.
- Preserve the confidentiality of inquiries, consistent with State public disclosure and open meeting laws.
- Save a considerable amount of time for client staff in developing and responding to candidates.
- Protect the confidentiality of the information discussed with or received from the client.
- Build consensus among those involved in the hiring process.
- Independently and objectively assess the qualifications and suitability of candidates for the particular position for which we are recruiting.
- Adhere to client's budget and schedule expectations.

If you desire to retain us for a full and thorough recruitment process, we will do the following for your recruitment:

3.1 Strategy Development

We will interview members of the Search Committee and other client contacts to obtain a detailed understanding of the position, key goals and challenges, and organizational culture. We will also discuss expectations regarding desirable training, experience and personal characteristics of candidates. In addition, should you request it, we will conduct/facilitate community outreach meetings and focus group discussions.

We also have experience creating and managing community surveys, should the organization want input from its constituents. We will also gather/review relevant information about the organization, such as budgets, organization and/or department goals, organization charts, etc.

Once our findings have been summarized, we will submit a Recruitment Profile with the desired qualifications and characteristics to you for approval. The Recruitment Profile that will be sent to potential candidates will include information about the organization, the job and the criteria established by you.



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3.2 Active Recruitment

Once you have approved the Recruitment Profile, we will actively seek out individuals who meet your expectations. To achieve the best response, we will take a two-prong approach to attracting candidates:

1. **Direct Contact** – We will mail invitations and recruitment profiles to targeted individuals in comparable organizations at the appropriate level. These invitations will be followed up with direct phone calls to potential candidates to gauge interest.
2. **Advertisements** – We will place job advertisements in the appropriate professional journals and on-line sites.

As a matter of corporate policy, we do not discriminate against any applicant for employment on the basis of race, religion, creed, age, color, marital status, sex, sexual preference, disabilities, medical condition, veteran status or national origin. A substantial percentage of the placements made by our firm have been minority or female candidates.

Frequent communication with our clients is a hallmark of our firm. While consultants will provide regular updates on the progress of your search, you will also be able to access up-to-date 'real time' information regarding your search from our secure website.

3.3 Candidate Evaluation

We will review, acknowledge and evaluate all resumes received. Candidate evaluation will begin with an analysis based upon criteria contained in the Recruitment Profile, information contained in the resumes submitted to us, and our knowledge of the people and organizations for which they work.

The next phase in candidate evaluation will focus on gaining additional information from the qualified group of candidates through written supplemental information questionnaires and other resources. Telephone interviews will be conducted with the most promising candidates to gain a better understanding of their backgrounds, qualifications and interest in the position.

3.4 Progress Report Meeting

After the resume deadline, we will submit to you a progress report of the leading candidates. This report will include summary resumes, supplemental information, and the original resumes of those candidates we believe to be best qualified for the position. Supplemental information on a candidate typically includes: the size of the organization for which the person works, reporting relationships, budget responsibility, the number of people supervised, related experience and reasons for interest in the position. Any other specific information will be dictated by the criteria set forth in the Recruitment Profile.

The purpose of our progress report is two-fold. It allows you an opportunity to review the candidates and choose those who you would like to invite to be interviewed for the position. It also allows us to receive feedback on the caliber of the candidates recruited. In addition, at this point we will have conducted preliminary background checks on each of the presented candidates. Of course, we are flexible and may consider other individuals as final candidates who are subsequently identified and were not included in the progress report.

3.5 Preliminary Interviews

We will interview (either in person or via video-conference) those candidates identified by you to be the leading candidates. We will conduct a preliminary interview with questions that focus on the selection criteria. Additionally, we will verify degrees and certifications and continue to gather information about the candidate's professional backgrounds.

3.6 Client Interviews & Interview Books

We will assist you in scheduling final candidates for interview with your organization, and will send the candidates packets of information which we obtain from you should you request it (e.g., information about the organization and the geographic area, budgets, etc.).

We will prepare final interview books for the selection panel. These books will include interviewing/selection tips, suggested interview questions, and rating forms for your use. Candidates will not be ranked, for we believe it will then be a matter of chemistry between you and the candidates.

We will also be on-site for the interview day(s). We will brief the interview panel at the start of the interviews and will facilitate the process throughout the day. After the last candidate interview, we will assist you in "debriefing" the interview panel members.

As part of our process in evaluating candidates, we make telephone reference checks. In conducting these references, it is our practice to speak directly with individuals who are, or have been, in a position to evaluate the candidate's performance on the job. To gain a well-rounded impression of the candidates, we speak with current and prior supervisors, peers and subordinates. These references and our evaluations provide you with a frank, objective appraisal of the candidates. Once we finalize references on the top one or two candidates and conduct credit/criminal/civil litigation/motor vehicle record checks through an outside service, we will provide you with a detailed candidate evaluation report.

3.7 Special Assistance

Our efforts do not conclude with presentation of the final report. We are committed to you until a successful placement is made. Services that are routinely provided include:

- Arranging the schedule of interviews and the associated logistics for final candidates.
- Advising on starting salary, fringe benefits, relocation trends and employment packages.
- Acting as a liaison between client and candidate in discussing offers and counter offers.
- Conducting a final round of reference checking with current employers (if not previously done for reasons of confidentiality).
- Notifying those candidates who were not recommended for interview of the decision. Following up with the client and the selected candidate once he/she has joined the organization to ensure a smooth transition.



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4 – OUR CLIENT’S ROLE

The client has a very important role in the recruitment process. While we may identify and recommend qualified candidates, it is the client who must make the decision about which candidate to hire.

In order to insure that the best candidates are available from which to choose, our clients should be willing to do the following:

- Clearly inform us about matters relevant to the search that you wish to keep confidential (e.g., salary, personnel issues, and other privileged information).
- Supply us with the names of people you have previously interviewed/ considered for this position.
- Forward us copies of the resumes you receive, to avoid duplication of effort.
- Provide feedback to Alliance Resource Consulting regarding the information and recommendations provided by us.
- Promptly decide upon and follow up in scheduling interviews with the most promising candidates.
- Assist in providing information to candidates that will enable them to make their career decisions.
- Uphold confidentiality (while respecting relevant state laws about open disclosure) to protect the integrity of the recruitment process, as well as the candidate’s involvement.

By doing the above, we will maximize the likelihood of mutual success.

Finally, please be reminded that the United States Immigration Reform and Control Act of 1986 requires that all employers verify an employee’s eligibility to work in the United States. Since Alliance Resource Consulting cannot serve as your agent in this matter, your hiring process should include this verification procedure.

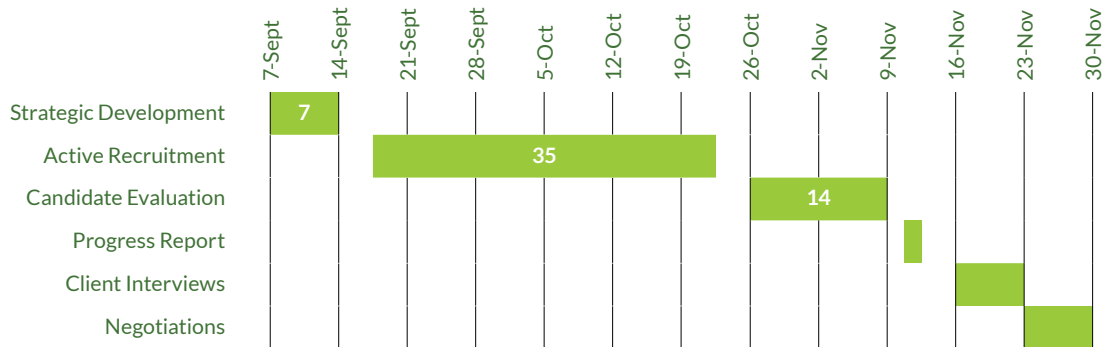
5 – PROJECTED TIMELINE

The following is a typical schedule to conduct a thorough recruitment. However, we would be pleased to modify this to meet your needs:

1st Week	Meet with the appropriate individuals to gather background information. Develop and obtain approval for the Recruitment Profile.
2nd - 3rd Week	Develop a list of potential candidates to target. Prepare and place advertisements, if desired.
4th - 7th Week	Active recruitment--solicit, receive and acknowledge resumes.
8th - 9th Week	Evaluate resumes and gather supplemental information. Submit progress report and meet with you to review leading candidates.
10th Week	Verify degrees and certifications and interview the best qualified candidates.
11th Week	Submit final report and initiate the interview process with you.
Following Interviews	Conduct references, credit/criminal/civil litigation/motor vehicle record checks, and assist with negotiations.

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6 – ALLIANCE ADVANTAGES

6.1 Technology

Alliance Resource Consulting is proud to announce the launch of our new client/candidate management system. This cutting edge system allows candidates to upload their resumes and cover letters on our website with one quick click. (For candidates who wish to email or mail us a hard copy of their resume, we will upload the information for them.) One of the benefits of our system is that it enables our consultants to contact the applicants and clients quickly with accurate and timely information.

In addition, we utilize social media to best market the recruitment. We have active accounts on LinkedIn, Twitter and Facebook. The use of social media allows us to contact our network and “followers” to alert them to our recruitment announcements, informational updates and reminders. It allows us to stay one step ahead of our competitors.

Alliance Resource Consulting is always searching for new ways technology can help us save our client’s money. One way we do this is by using Skype or Facetime to interview out of area candidates. Our innovative ways have set us apart from our more traditional competitors. We are able to interact with our candidates swiftly and effectively.

6.2 Stakeholder Outreach

Our firm has used several methods, including stakeholder meetings, community forums and surveys, for stakeholder outreach in a number of previous recruitments. For example, for the previous City of San José City Manager recruitment, our consultants facilitated 13 community outreach meetings where citizens were invited to attend and express their opinions about what they were looking for in city manager candidates. For the City of Alexandria’s City Manager recruitment, we also met with special interest groups such as business leaders, Chamber of Commerce members and historic preservation groups.

During the recruitment of the City Administrator for the City of Huntington Beach (CA), the consultants met with each councilperson, each department head, conducted an open citizen forum and a forum for a group of stakeholders comprised of two citizens recommended by each councilperson. For the City Manager recruitment conducted for the City of Moreno Valley (CA), the consultants conducted a community panel as well. Our previous experience in stakeholder outreach makes our firm very qualified to conduct the meetings with the Mayor’s Office and City Council Members as well as facilitate multiple stakeholder outreach forums throughout the City that your request for proposal outlined.



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Lastly, our firm has significant experience in creating community surveys should you wish to provide this option to your community. We have utilized surveys for many of our recruitments and can prepared them in different languages, if required. The surveys can be accessed on-line, or at our office and our client's office.

6.3 Diversity Outreach

Striving for diversity in our recruitments is a hallmark of our firm. We use a variety of sources for outreach to various minority communities to ensure the desired diversity of our candidate pool. In addition to our personal contacts in various minority communities, we advertise our positions in publications that target minorities in government and further publicize the position through minority organizations such as Blacks in Government and the International Hispanic Network. To ensure a diverse pool, we also create a recruiting list of qualified candidates from communities that have a comparable level of diversity as our client's community.

We have created lists for comparable diversity during recruitments for the City Manager for the City of Compton (CA), the City of Tigard (OR), the Assistant City Manager/Chief Operating Officer for the City of Ventura (CA), and the Assistant City Manager for the City of Irvine, CA. The final pool for the City of Irvine included three women among the six finalists. We also collect Equal Employment Opportunity (EEO) information on our candidate pool. This information is accessible to our clients in real time on our company website.

6.4 Weekly Client Updates

Our consultants provide our client contacts written recruitment updates on a weekly basis. These updates include work done that was completed during the week and what we expect to work on the following week.

7 – RECRUITMENT COSTS

We propose a fixed fee of \$50,000 for the work outlined above, which includes up to 10 virtual meetings. If additional virtual meetings, community meetings, or stakeholder outreach forums are required, an additional fee of \$1,500 per meeting will be added.

We propose a fixed fee of \$35,000 for a partial recruitment (up to the Progress Report Meeting).

Please note that this amount does not include reimbursement of candidates who travel to be interviewed by you. Unless you notify us to the contrary, we will assume that you will handle these reimbursements directly.

Our fee will be split among equal invoices. All invoices are due and payable upon receipt. We do NOT base our fees on a percentage of the position's salary.

Our billing schedule on a retained fee (and based not on an hourly rate) is as follows:

1st Billing	Due after Start Meeting	First Phase
2nd Billing	Due upon our submittal of a draft recruitment profile	Second Phase
3rd Billing	Due after we meet and submit our Progress Report to you	Third Phase
4th Billing	Due after the client conducts interviews with finalists	Fourth Phase

Please note that this is a standard billing schedule and can be modified as requested.



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You may discontinue this assignment at any time by written notification. In the unlikely event that this occurs, you will be billed for all expenses incurred to the date of the cancellation, and for professional fees based upon the time elapsed from the commencement of the assignment to the date of cancellation. If a cancellation occurs within the first 30 days of the assignment, following either verbal or written authorization to proceed, one-third of the professional fee will be due. If a cancellation occurs thereafter, the fee beyond the first one-third will be prorated based upon the number of calendar days which have elapsed. If a cancellation occurs after 90 days, all professional fees will be due in full.

In the event that the Client hires, within one year of completion of this recruitment project, any candidates identified during the Progress Report as a result of Consultant's recruitment project for any position other than the Human Resources Director, the Client agrees to pay Consultant a fee of \$10,000 for each additional candidate hired.

Guarantee

If the selected candidate (recommended by us for hire, and excluding internal candidates) should be terminated within one year from the date of hire, we will conduct a new search at a 25-50% discount from the original fee, in addition to reimbursement for direct expenses related to the new search.

8 – ALLIANCE SUMMARY

Thank you for reviewing our proposal. Should you decide to retain Alliance Resource Consulting for your executive search needs, we will do the following:

- Partner with you and act as an extension of your organization.
- Define a recruitment strategy and timeline, develop a recruitment profile and attract/research prospective candidates.
- Conduct a multi-layered candidate screening analysis on the applicants.
- Communicate frequently and on-time with both the client and candidates.

Our firm's motto is "the Power of Partnership" and we are committed to adding value to your organization's goals and mission. We bring an ethical, transparent and well-documented recruitment process to all our clients.

9 – CONTACT INFORMATION

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City and County of San Francisco, CA

ALLIANCE RESOURCE CONSULTING LLC


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 Alliance Resource Consulting LLC

APPENDIX-A BIOGRAPHIES

Sherrill A. Uyeda – Founding Partner

Sherrill Uyeda has over twenty years of public sector executive search experience. She began her career in executive search in 1998 and from 1999 to 2004, Ms. Uyeda was an executive search consultant with MAXIMUS, a leading government consulting firm which assists state, federal and local governments. In 2004, along with Eric J. Middleton, she founded Alliance Resource Consulting LLC.

Since 2007, Ms. Uyeda has been instrumental in expanding the organization's presence to include regional offices in Palo Alto (CA), Tampa (FL) and Seattle (WA). She fosters an environment of frequent communication to both clients and candidates and transparent and ethical recruitments on a timely basis. Her leadership and collaborative skills have led to an impressive hiring and retention rate.

Ms. Uyeda's track record of recruiting high-profile government executives across the nation in various industries include: city and county management, transportation, utilities, human resources, library services, building and planning, economic development and pension and retirement systems. Past clients for nationwide recruitments have included the City/County of San Francisco (CA), the County of Los Angeles (CA), Arlington County (VA), Broward County (FL), the City of Atlanta (GA), the City of Alexandria (VA), the City of Boston (MA), the City of Dallas (TX), and the City of San José (CA). Past retirement systems she has recruited for are: Contra Costa County Employees Retirement Association, Fresno County Employees Retirement Association, Kern County Employees Retirement Association, Marin County Employees Retirement Association, Santa Barbara County Employees Retirement System, and Sonoma County Employees Retirement Association.

Additional areas of expertise include: facilitating community forums and outreach meetings, conducting multi-lingual citizen surveys and compensation and benefits negotiations.

Ms. Uyeda graduated from the University of Southern California, with both a Bachelor of Arts degree in Communication Arts and Sciences and a Master of Public Administration degree. She is a member of the Society for Human Resources Management.

Cindy Krebs – Regional Director

Cindy Krebs joined Alliance Resource Consulting in 2012 after serving more than 25 years as a high level manager and principal consultant for local governments, regional agencies and special districts. The experience she gained while working in the public sector gives Ms. Krebs a unique understanding of the complexities associated with public service careers as well as a strong appreciation for people who choose to dedicate themselves to improving the communities they serve. Ms. Krebs is highly adept at working with executive management teams, Board members, and community/special interest groups.

In the eight years since joining Alliance, Ms. Krebs has directed several high profile recruitments, placing 20 retirement agency executives, 46 water agency leaders, and more than 75 city/county employees spanning virtually every department and discipline. She has also helped to place individuals in unique positions at several agencies and assisted with over 100 other searches, cultivating countless professional relationships along the way.

Ms. Krebs graduated from Baker University with Bachelor of Art degrees in both Communications and Spanish. She is also a graduate of CORO's Orange County Leadership program. Ms. Krebs is fluent in Spanish and proficient in French and Italian. She is a dedicated community volunteer who loves outdoor activities.



DIRECTOR OF HUMAN RESOURCES

City and County of San Francisco, CA

APPENDIX-B REFERENCES

Contra Costa County, CA

Name: Julie Enea
Title: Senior Deputy County Administrator
Phone #: (925) 335-1077

City of San Jose, CA

Name: Jennifer Schembri
Title: Director of Human Resources and Employee Relations
Phone #: (408) 535-8154

City of Lynwood, CA

Name: Cynthia Stafford
Title: Director of Human Resources & Risk Management
Phone #: (310) 603-0220 x 221



A Proposal to Conduct an Executive Recruitment
for the Position of
HUMAN RESOURCES DIRECTOR
on behalf of the
San Francisco Civil Service Commission

1544 Eureka Road, Suite 280
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

August 18, 2020

SAN FRANCISCO CIVIL SERVICE COMMISSION
25 VAN NESS AVENUE, SUITE 720
SAN FRANCISCO, CA 94102

Submitted Via Email To: sandra.eng@sfgov.org

Dear Members of the San Francisco Civil Service Commission:

Bob Murray & Associates is pleased to submit a proposal to conduct the Human Resources Director recruitment for the San Francisco Civil Service Commission. The following details our qualifications and describes our systematic—yet flexible—method of identifying, recruiting, and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, and guarantee.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments, non-profit agencies, and private firms. Our recruitment process helps you to determine the direction of the search and the types of candidates you seek while capitalizing on our decades of experience and vast network of contacts to reach those candidates. Our expertise ensures that the candidates we present to the San Francisco Civil Service Commission will match the criteria you have established, be a good fit for your organization, and be outstanding in their field.

We recognize that we work at the pleasure of the Civil Service Commissioners and our job is to facilitate the Commission's Human Resources Director search. From the outset of the search, we work to establish a strong partnership with the Commissioners in order to ensure the placement of a Director who is ideally suited to its needs. In order to develop an effective search, we will seek the opportunity to meet with Commission members individually to discuss their expectations for San Francisco Civil Service Commission's new Director. We hope they will speak candidly with us regarding the traits they are looking for in the new Director. The insight garnered as a result of these meetings will be invaluable as we recruit and screen candidates for the position.

With respect to the Human Resources Director recruitment and the San Francisco Civil Service Commission, Bob Murray & Associates is familiar with the City and County of San Francisco and the community it serves. We are currently conducting the Director of Cultural Affairs recruitment on behalf of the San Francisco Arts Commission, as well as the Director of Human Resources recruitment on behalf of The State Bar of California. We previously conducted the Director of Forensic Services on behalf of the City, Police Chief recruitment on behalf of Bay Area Rapid Transit (BART), the Human Resources Director recruitment on behalf of SFO, the Deputy Police Chief recruitment on behalf of Bay Area Rapid Transit (BART), as well as multiple recruitments on behalf of the City and County, including searches for the Accounting Operations Manager; Chief Information Officer – Police Department; Director of the Department of Building Inspection; Director of the Office of Citizen Complaints; Executive Director of the Emergency Communications Department; Financial Systems Manager; Human Resources Information Systems Project Manager; and Police Chief. Our knowledge of the region, its issues, and its outstanding quality of life will be an asset in presenting this opportunity to prospective candidates.

Recent Human Resources Director recruitments we have completed similar in size and scope to your upcoming search include the following:

2019

Healdsburg, CA (Administrative Services Director)
Milpitas, CA (Employee Relations Officer)
Santa Clara County Housing Authority, CA (Assistant Human Resources Director)
The State Bar of California

2018

City of Redwood City, CA (Human Resources Manager)
City of South San Francisco, CA
County of Orange, CA (Chief Human Resources Officer)
Jackson County, OR

2017

City of Carson, CA (Director of Human Resources and Risk Management)
City of Littleton, CO
Metro Wastewater Reclamation District, CO (Director of Administrative Services)
Santa Clara Valley Water District, CA (Chief Operating Officer – Administrative Services)

2016

California State Assembly
City of Long Beach, CA (Risk Manager)
Santa Clara Valley Water District, CA (Deputy Administrative Officer – Human Resources)

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Valerie Gaeta Phillips, who would not only direct and supervise the project team from beginning to end but also serve as the Recruiter for the project as well.

To learn first-hand of the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 14 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 with any questions.

Sincerely,



Valerie Gaeta Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding the perfect fit, providing security and fairness to candidates and clients while ensuring the integrity of the search process. We understand that superlative recruiting for the Human Resources Director will lead to superlative results for the San Francisco Civil Service Commission. Outlined below are the steps in our proven recruitment process, refined through our 30+ years of experience in executive search.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the San Francisco Civil Service Commission's needs will be key to a successful search. Valerie Gaeta Phillips will meet with the San Francisco Civil Service Commission and key stakeholders to learn as much as possible about the ideal candidate for the Human Resources Director position. We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the San Francisco Civil Service Commission.

Ms. Gaeta Phillips will review and help define the Civil Service Commission's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the San Francisco Civil Service Commission to identify expectations regarding education and experience. The San Francisco Civil Service Commission and Ms. Gaeta Phillips will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

Optional Service: Community and Staff Involvement

We find that many of our clients value a recruitment process that opens the opportunity for community members, business leaders, organization representatives, and employees to provide input regarding the ideal candidate. Our recruiters are skilled in designing and facilitating forums, town hall meetings, and online surveys that allow equitable involvement from a variety of constituencies and in consolidating feedback into a cohesive narrative of common themes.

If the San Francisco Civil Service Commission so desires, we will work with the San Francisco Civil Service Commission to create a customized community and/or staff input process.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Ms. Gaeta Phillips and your dedicated Recruitment Coordinator will use the candidate profile developed with the San Francisco Civil Service Commission to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the San Francisco Civil Service Commission that you feel best represent your organization and your community.

Upon your approval, Ms. Gaeta Phillips will send the brochure by postal mail and email to a targeted audience, personally inviting potential candidates to apply for the Human Resources

Director position. We will also place the recruitment brochure on our website, which attracts over 11,000 unique hits weekly and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

Ms. Gaeta Phillips will also design an effective advertising campaign appropriate for the Human Resources Director recruitment. Our broadest outreach comes through our active social media involvement on Facebook, LinkedIn, and Twitter, where upcoming and current positions are posted. Sources such as *Western City Magazine*, the “Jobs Available” newsletter, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific postings will be chosen to attract candidates who have built their careers in and are committed to the Human Resources Director field.

Suggested Human Resources Director-specific advertising sources for the San Francisco Civil Service Commission’s search include:

- League of Women in Government
- National Public Employers Labor Relations Association
- International Public Management Association for Human Resources
- National Human Resources Association

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

Reaching Diverse Candidates

Bob Murray & Associates, a woman- and minority-owned business, is proud of its commitment to attracting and placing diverse candidates. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women’s Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Ms. Gaeta Phillips will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the San Francisco Civil Service Commission, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the Human Resources Director position.

STEP 3 RECRUIT CANDIDATES

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through over 1,400 successful placements, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and

allay any reservations, and these efforts are essential to the success of the Human Resources Director recruitment.

STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, Ms. Gaeta Phillips will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and Ms. Gaeta Phillips will discuss with the San Francisco Civil Service Commission how the Commission wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Ms. Gaeta Phillips will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Skype, FaceTime, or other convenient videoconferencing applications.

During these in-depth interviews, Ms. Gaeta Phillips will explore each candidate's background and experience as it relates to the Human Resources Director position, such as significant accomplishments, size and scope of responsibility, and organizational culture. In addition, Ms. Gaeta Phillips will discuss with the candidates their motivation for applying for the position and assess his/her knowledge, skills, and abilities. We will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of Ms. Gaeta Phillips, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert Ms. Gaeta Phillips to any further detailed inquiries we may need to make before our recommendations are finalized.

STEP 7 MAKE RECOMMENDATIONS

Based on our findings during the preliminary interview process, Ms. Gaeta Phillips will recommend a limited number of candidates for your further consideration. She will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of those to be considered will be up to you.

We typically recommend 6-8 candidates that we feel will best match your expectations, and we prepare a detailed written report on each candidate. This bound report provided to each member of the decision-making body includes:

- ◆ Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates

- Summary of experience, education, and salary information for each Recommended Finalist candidate
- Complete cover letter and resume for each Recommended Finalist candidate
- List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

STEP 8 FACILITATE FINAL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the San Francisco Civil Service Commission to craft and implement an interview approach that fits your needs. This may include individual and panel interviews by the San Francisco Civil Service Commission and key stakeholders, community/employee interview panels, writing and presentation samples, meet-and-greets, or another specialized process element Ms. Gaeta Phillips helps the San Francisco Civil Service Commission to design.

Ms. Gaeta Phillips will be present on-site during the interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided to each interview panel member containing:

- Recruitment brochure with candidate profile
- Interview schedule
- Suggested interview questions
- Experience summary, cover letter, resume, and rating form for each candidate
- Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Ms. Gaeta Phillips and your Recruitment Coordinator will conduct detailed reference checks for up to three (3) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

STEP 10 ASSIST IN NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Ms. Gaeta Phillips knows what other organizations have done to put deals together with great candidates and what the current market is like for Human Resources Director positions in organizations like the San Francisco Civil Service Commission's. She will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

COMPLETE ADMINISTRATIVE ASSISTANCE

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the San Francisco Civil Service Commission, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from Ms. Gaeta Phillips on behalf of the San Francisco Civil Service Commission.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Ms. Gaeta Phillips will be available to the San Francisco Civil Service Commission by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The fixed, flat professional services fee for conducting the Human Resources Director recruitment on behalf of the San Francisco Civil Service Commission is \$19,000 (\$16,500 for partial recruitment up through Recommended Finalists). Services provided for in this fee consist of all steps outlined in this proposal, including three (3) days of meetings on site. The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project.

The San Francisco Civil Service Commission will also be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project not to exceed \$7,200 (\$6,500 for partial recruitment that does not include onsite visits, reference check, background check and does not include our one-year guarantee). Reimbursable expenses include (but are not limited to) such items as the cost of recruiter travel; clerical support; brochure development; placement of ads; credit and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate. *In no instance will expenses exceed this estimate without prior approval from the San Francisco Civil Service Commission.*

Expense reimbursement for candidate travel related to on-site interviews will be the responsibility of the San Francisco Civil Service Commission.

Professional Fees and Reimbursable Expenses	
Professional Services (Fixed Flat Fee)	\$19,000 <i>(\$16,500 partial)</i>
Reimbursable Expenses <i>Example costs and approximate amounts include:</i>	
Brochure Design and Printing (\$1,275)	\$7,200
Advertising (\$3,000)	<i>(\$6,500 partial)</i>
Background Checks – 3 candidates (\$550)	
Consultant Travel (\$1,800)	
Other expenses – supplies, shipping, clerical (\$575)	
Not-to-Exceed Total	\$26,200

Optional Services

- Community/Staff Input Forum: \$1,500/day, plus travel expenses
- Online survey with analysis of results: \$250
- Additional on-site meeting days: \$1,500/day, plus travel expenses
- Additional background checks: \$250/candidate
- Additional reference checks: \$500/candidate
- Other services: \$250/hour or \$1,500/day

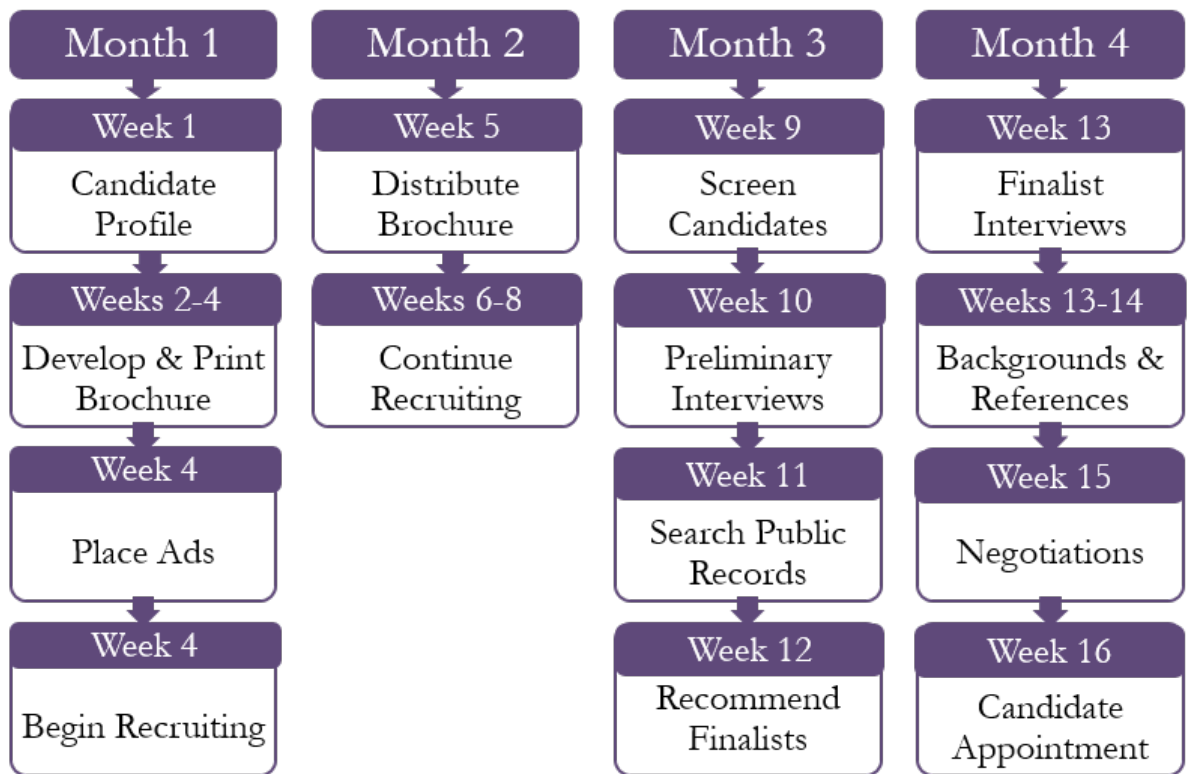
GUARANTEE

Should a candidate recommended by our firm position resign or be terminated within the first 12 months of employment, we will provide the San Francisco Civil Service Commission with professional services to secure a replacement. Services will be provided at no cost, aside from expenses incurred on the San Francisco Civil Service Commission's behalf during the new search. We are confident in our ability to recruit outstanding candidates and do not expect the Civil Service Commission to find it necessary to exercise this provision of our proposal.

RECRUITMENT SCHEDULE

We are prepared to start work on this assignment upon receipt of a signed professional services agreement or other written, authorized notification. A full search can be completed in 13-16 weeks from the date of initial meetings with our client.

The final recruitment schedule will be determined in collaboration with San Francisco Civil Service Commission. A typical timeline of tasks and events is included here for reference.



FIRM PROFILE

OUR STAFF

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of nine (9):

- ◆ Bob Murray, *Founder*
- ◆ Valerie Gaeta Phillips, *President*
- ◆ Gary Phillips, *Executive Vice President*
- ◆ Regan Williams, *Vice President*
- ◆ Joel Bryden, *Vice President*
- ◆ Carmen Valdez, *Senior Executive Recruiter*
- ◆ Amber Smith, *Principal Recruitment Coordinator*
- ◆ Zoila Couture, *Senior Recruitment Coordinator*
- ◆ Gini Herndon, *Contracts Administrator/Bookkeeper*

BOB MURRAY, FOUNDER

Mr. Murray—known simply as “Bob” to his clients and candidates throughout the western U.S.—brings over 40 years’ experience as a recruiter and is recognized as one of the top local government recruiters in the nation. He conducted hundreds of searches for cities, counties, and special districts and was called on to conduct searches for some of the largest, most complex organizations in the country—and some of the smallest. Bob conducted searches for chief executives, department heads, professional and technical positions, taking the lead on many of the firm’s most difficult assignments with great success. His clients retained him again and again, given the quality of his work and success in finding candidates for difficult to fill positions.

As our Founder, Bob currently takes on few searches personally but continues to be an active presence at Bob Murray & Associates, providing valued insight and experience to our team members regarding all aspects of the recruitment process.

Mr. Murray received his Bachelor of Science Degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

VALERIE GAETA PHILLIPS, PRESIDENT AND RECRUITER

Ms. Gaeta Phillips has over 18 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Since joining Bob Murray & Associates, Valerie has completed over 40 searches in a diverse range of fields, including city and general management, planning, finance, human resources, transportation, communication and public relations, community and economic development, information technology, parks and recreation, and operations. She has recruited at all levels of municipal and non-profit organizations, from technicians and engineers to Executive Directors and Chief Executive Officers.

Valerie is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success; she is also active in a variety of industry organizations and in diversity-focused associations. Valerie is called upon often to serve as an expert speaker on topics such as managing one's online reputation, diversity issues in municipal and non-profit leadership, and how to identify a good "fit" for organizational culture.

Ms. Gaeta Phillips, along with Executive Vice President Gary Phillips, has a passion for helping people, evidenced by fundraising, sponsorship, and involvement in raising awareness for organizations such as Autism Speaks, the UC Davis M.I.N.D. Institute, and the Northern California Special Olympics.

GARY PHILLIPS, EXECUTIVE VICE PRESIDENT AND RECRUITER

Since joining Bob Murray & Associates, Mr. Phillips has completed over 50 searches for executives and professionals in a wide variety of fields including animal services, city and general management, planning, legal counsel, cyber security, and human resources. Gary's clients have ranged from municipal government to non-profit and private sector organizations, and he has sourced outstanding candidates for positions from the level of division managers up to City Managers, Executive Directors, and General Managers.

Gary started his career with a New York-based Fortune 100 company and quickly became a Senior Manager, building and running a large customer service organization that eventually expanded to 13 countries in Europe. He proceeded to hold senior leadership positions in several Fortune 500 companies, with noted successes such as building an organization from two to 250 employees worldwide and growing a company from 800 to 1200 employees.

As part of an executive acquisition and recruiting team, Gary helped build a start-up enterprise software company in San Francisco, recruiting top-notch talent and building a world-class organization. He has maintained customer relationships in the public sector and the private sector, including medical and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips, along with Ms. Gaeta-Phillips, is involved in his community as a soccer coach, as an organizer of fundraisers for Autism Speaks and the UC Davis M.I.N.D. Institute, and as a sponsor of the Northern California Special Olympics. Mr. Phillips received his Associate of Science degree and completed additional coursework at Rochester Institute of Technology, NY.

REGAN WILLIAMS, SENIOR VICE PRESIDENT AND RECRUITER

Mr. Williams brings 30 years of local government experience to Bob Murray & Associates and has over 17 years of experience in executive recruitments with our firm. In his time with Bob Murray & Associates, Regan has conducted over 275 executive searches ranging from managers and department heads to City Managers, Executive Directors, and General Managers. If Regan were to have a recruiting specialty, it would be public safety positions: he has personally conducted over 60 Police Chief and 20 Fire Chief recruitments.

Prior to joining Bob Murray & Associates, Regan served as Director of Public Safety with the City of Sunnyvale, CA. He was involved in the development of some of Sunnyvale's most innovative public safety programs and has a national reputation for excellence in law enforcement, as well as in law enforcement executive recruiting. Regan's clients find his prompt and personal attention, insight, and expertise in recruitment and selection an asset. He is often called upon to recruit for difficult-to-fill law enforcement positions, such as the position of Police Chief or City Manager in challenging political environments.

Mr. Williams received his Bachelor of Science Degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

JOEL BRYDEN, VICE PRESIDENT AND RECRUITER

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having retired as Chief of Police in Walnut Creek, CA prior to joining Bob Murray & Associates in 2013. Throughout his career, Joel has been involved in public sector consulting, with vast experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

Joel has a solid reputation as a leader in the public sector and his ability to find and evaluate outstanding applicants for our clients is invaluable in the search process. Since joining Bob Murray & Associates, Joel has conducted over 50 recruitments in a broad range of sectors including police, fire, building, planning, city management, and general management. He is often called upon to recruit specialized or difficult-to-fill positions, such as Independent Police Auditor.

Mr. Bryden is a graduate of the FBI National Academy and obtained his Bachelor of Arts Degree in Communication from San Diego State University. He is currently based in Walnut Creek, CA.

CARMEN VALDEZ, SENIOR EXECUTIVE RECRUITER

Carmen Valdez provides executive recruitment and human resource services to municipal government agencies and non-profits. She has more than 25 years' experience in team building, executive search, general human resources, classification and compensation, testing, policy development, performance management, organizational development, discipline, and other employee relations activities.

Carmen has most recently been consulting with Municipal Resource Group, prior to which she spent over 30 years with the City of Milpitas, a Silicon Valley city of 70,000 residents. In this capacity, she was responsible for collective bargaining, PEPRA and Affordable Care Act implementation, modernizing Human Resource services to improve efficiencies and reduce costs, revamping the Workers Compensation service delivery and completing a City-wide strategic plan. Carmen also spent almost 2 years as the Director of Recreation Services.

In addition to her significant experience in the public sector, Carmen earned a Bachelor of Arts degree in Business from University of Phoenix. She is also a member of Local Government Hispanic Network and League of Women in Government. She is an avid runner and enjoys giving back to her community.

AMBER SMITH, PRINCIPAL RECRUITMENT COORDINATOR

As Principal Recruitment Coordinator with Bob Murray & Associates, Ms. Smith acts as a liaison between clients and candidates from beginning to end of each recruitment process. Under the direction of each client's assigned Recruiter, Amber is responsible for the development and distribution of position recruitment and advertising materials, client research, reference and background checks, responding to requests for proposals, and providing a broad range of support services for the recruiting team. She also provides leadership for our in-house staff and is an invaluable resource.

Amber brings over a decade of client-oriented customer service, administrative, and management experience to Bob Murray & Associates. Since joining our team in 2013, she has shown a commitment to working as a partner with clients and candidates to provide a quality service and experience.

Ms. Smith received her Bachelor of Arts degree in Business Administration from La Sierra University, Riverside, California.

ZOILA COUTURE, SENIOR RECRUITMENT COORDINATOR

As Senior Recruitment Coordinator with Bob Murray & Associates, Ms. Couture acts as a liaison between clients and candidates throughout each recruitment process. Under the direction of our client's assigned Recruiter, Zoila's responsibilities include development and distribution of position recruitment and advertising materials, candidate research, reference checks, and providing a broad range of support services for the recruitment team.

Zoila joined our firm in 2019 with extensive experience in research, communication, and project management. She is committed to providing the highest level of quality support and to working as a partner with clients and candidates throughout the search process.

Ms. Couture received her Bachelor of Arts degree in Political Science from the University of California, Davis.

GINI HERNDON, CONTRACTS ADMINISTRATOR/BOOKKEEPER

Ms. Gini Herndon is the Contracts Administrator/Bookkeeper at Bob Murray & Associates. Ms. Herndon is the first point of contact at Bob Murray & Associates and has an extensive administrative background in business law.

Ms. Herndon is known for her collaborative approach as she works closely with our internal team and clients to ensure a successful search. As a first point of contact, Ms. Herndon is highly professional and maintains a high level of confidentiality and sensitivity.

CORPORATION

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates
1544 Eureka Road, Ste. 280
Roseville, CA 95661
(916) 784-9080
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses when called to do so.

PROFESSIONAL ASSOCIATIONS

Our firm, represented by either our President or our Executive Vice President, are involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like San Francisco Civil Service Commission:

- California Special Districts Association – *Member*
- California City Management Foundation (CCMF) – *Member*
- International City/County Management Association (ICMA) – *Member*
- League of California Cities – *League Partner*
- League of Women in Government – *Sponsor/Member*
- Municipal Management Association of Northern California (MMANC) – *Sponsor/Member*
- Municipal Management Association of Southern California (MMASC) – *Sponsor/Member*
- National Forum for Black Public Administrators (NFBPA) – *Committee member for Marketing and Branding*

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues.

Recent and upcoming speaking engagements and trainings provided by our staff include:

- “Role of the Chief” class, presented by Joel Bryden on behalf of the California Police Chiefs Association
- Organization of Latino Affairs invited speaker, Valerie Phillips for Hispanic Heritage Month; and
- “The Next Step on Your Career Ladder: A Rung Up or a Missed Step? What City Managers are Seeking to Create a Dream Team,” Bob Murray & Associates is a leading participant on the MMANC 2019 Conference Panel

REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has recently conducted similar searches are listed below:

- CLIENT:** City of Milpitas, CA
POSITION: Employee Relations Officer
REFERENCE: Ms. Liz Brown, Human Resources Director, (408) 586-3090, lbrown@ci.milpitas.ca.gov
- CLIENT:** Orange County, CA
POSITION: Chief Human Resources Officer
REFERENCE: Mr. Tom Hatch, Chief Human Resources Officer, (714) 851-5928
- CLIENT:** Santa Clara Valley Water District, CA
POSITION: Deputy Administrative Officer – Human Resources
REFERENCE: Ms. Nina Hawk, Policy Manager, Bay Delta Initiatives at Metro Water, (Former Chief Operating Officer at Santa Clara Valley Water District), (408) 630-2035

We appreciate the San Francisco Civil Service Commission's consideration of our proposal and look forward to working with you.



PROPOSAL

City and County of San Francisco Civil Service Commission

Executive Recruitment Services for
Human Resources Director

Due Date: August 26, 2020

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

CPS HR Consulting

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Sacramento, CA 95834

P: 916-471-3358

masher@cpshr.us

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www.cpsr.us



Your Path to Performance

August 26, 2020

Sandra Eng
City and County of San Francisco
Civil Service Commission
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102

Submitted via email to: sandra.eng@sfgov.org

Subject: Executive Recruitment Services for Human Resources Director

Dear Ms. Eng:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City and County of San Francisco (City) Civil Service Commission (Commission) with the recruitment of a new Human Resources Director. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the City to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact Melissa Asher at masher@cpsshr.us or (916) 471-3358.**

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

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Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 18 years** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.
- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.

- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 91% of our placements are still in their position after two years.
- **Partial list of recruitments.** Below is a brief listing of recent recruitments to show our experience with executive recruitments.

Client	Project	Year Completed
City of Los Angeles	Human Resources and Payroll Project Manager (ERP Implementation)	2020
Alameda County Office of Education	Executive Director, Human Resources	2020
County of San Joaquin	Director of Human Resources	2019
County of San Bernardino	Assistant Director of Human Resources	2019
City of Hayward	Deputy Director of Human Resources	2019
South Metro Fire Rescue District	Chief Human Resources Officer	2018
City of Fontana	Human Resources Director	2018
County of Lake	Human Resources Director	2018
Community Transit	Human Resources Manager	2018
County of San Bernardino	Human Resources Director	2018
Desert Water Agency	Human Resources Manager	2018
Midpeninsula Regional Open Space District	Human Resources Manager	2017
Southern Nevada Health District	Human Resources Manager	2017
City of Aurora	Human Resources Manager	2016
City of Dixon	Human Resources Director	2016
City of Tacoma	Assistant Director of Human Resources	2016
Contra Costa County	Director of Human Resources	2015
Nevada Irrigation District	Human Resources Manager	2016
City of Tacoma	Human Resources Manager-Utilities	2016
Tahoe Regional Planning Agency	Director of Human Resources & Org. Development	2015
San Mateo County Office of Education (SMCOE)	Administrator, Classified Human Resources.	2015

Our Approach

Key Stakeholder Involvement

The Commission must be intimately involved in the search for a new Human Resources Director. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Commission, other key stakeholders may also be invited to provide input for the development of the candidate profile.

City's Needs

A critical first step in a successful executive search is for the Commission to define the professional and personal qualities required of the Human Resources Director. CPS HR has developed a very effective process that will permit the Commission to clarify the preferred future direction for the City; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the Commission wishes to establish with the Human Resources Director; and ultimately, the professional and personal qualities required of the Human Resources Director.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected the new Human Resources Director. We will contact the Commission and the newly appointed Human Resources Director within six months of appointment to ensure an effective transition has occurred.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this Human Resources Director; however, some of the best candidates are often not actively seeking a new Human Resources Director and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates.

Methodology and Scope of Work

Our proposed executive search process is designed to provide the City with the full range of services required to ensure the ultimate selection of a new Human Resources Director uniquely suited to the City's needs. CPS HR can perform a Partial or Full Recruitment based on the needs of the City. A partial recruitment includes Phase I and II of process presented below.



Phase I: Our consultant will meet with the Commission to ascertain the City's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the City.

Phase II: The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for the City. CPS HR will work with the Commission to determine the process best suited to the City and County of San Francisco.

Phase I - Develop Candidate Profile and Recruitment Strategy

- Task 1 - Review and Finalize Executive Search Process and Schedule**
- Task 2 - Key Stakeholder Meetings**
- Task 3 - Candidate Profile and Recruitment Strategy Development**
- Task 4 - Develop Recruitment Brochure**

The first step in this engagement is a thorough review of the City's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new Human Resources Director. Activities will include:

- Identifying key priorities for the new Human Resources Director and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Commission wishes to establish with the Human Resources Director.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new Human Resources Director in light of the discussions above.

- Discussing recruitment and selection strategies for the Commission’s consideration to best produce the intended results.

CPS HR will provide a summary to the City stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the City for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cpshr.us/search.

Phase II – Aggressive, Proactive, and Robust Recruitment

- Task 1 – Place Advertisements
- Task 2 - Identify and Contact Potential Candidates
- Task 3 – Resume Review and Screening Interviews
- Task 4 – Mayor Selects Finalists

The recruitment process is tailored to fit the City’s specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database. ***CPS HR prides itself on the active outreach and research performed by the recruiter during the search process to ensure a strong candidate pool for your positions.***

CPS HR will prepare, submit for your approval, and publish advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy. Examples may include:

Advertising Sources	
<ul style="list-style-type: none">● City’s website● CPS HR website● CalGovHR● Careers in Government● LinkedIn	<ul style="list-style-type: none">● International Public Management Association for HR (IPMA-HR)● IPMA-HR Chapter websites● SHRM Local Chapters● CalPELRA

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past three years, more than 51% of our executive level placements have been minority and/or female candidates.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the Human Resources Director brochure along with a personal invitation to contact CPS HR should they have any questions about the Human Resources Director.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. ***We also conduct research to identify 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 and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the City. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the City or continuing to ensure the public confidence in the integrity of the City.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. ***CPS HR will conduct a personal screening interview via tele/videoconference with those candidates who fit the City's ideal candidate profile*** and will spend extensive time ascertaining each candidate's long-term career goals and reasons 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 gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed. ***In addition, should the City desire, CPS HR is able to record the candidate's response to one or two questions, which enables the City to view the candidates prior to choosing their semi-finalist pool.***

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Commission. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on

each interviewee's background. CPS HR will meet with the Commission to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III – Selection*

**Phase III would not be included in a Partial Recruitment*

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 – Final Preparation for Appointment

Task 4 – Contract Negotiation (if requested)

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with the City to review this process and discuss the City's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the City. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the City with deliberation of the results; and contacting both successful and unsuccessful candidates.

Subsequent to the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the City wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the City. A written (anonymous) summary of the reference checks is provided to the City.
- **Conduct Background Checks:** Upon a conditional job offer, we will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion

with the finalist(s) and will present a full picture of the situation to the City for further review.

- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new Human Resources Director can be completed in 12 to 14 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/ Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads			➤													
Aggressive Recruiting							➤									
Final Filing Date							➤									
Preliminary Screening										➤						
Present Leading Candidates											➤					
Interviews												➤				
Reference/ Background Checks														➤		
Appointment															➤	
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Our Executive Recruiting Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. Your executive recruitment team will be Ms. Pamela Derby, Mr. Frank Rojas and Mr. Andrew Nelson. They will work collectively to fulfill the City's needs in a timely and effective manner. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the City. Their biographies follow.

Role/Project Assignment	Name	Phone	Email
Supervising Executive Recruiter	Pamela Derby	(916) 471-3126	pderby@cpshr.us
Senior Executive Recruiter	Frank Rojas	(916) 471-3111	frojas@cpshr.us
Executive Recruiter	Andrew Nelson	(916) 471-3329	anelson@cpshr.us

Team Biographies

Pamela H. Derby, Supervising Executive Recruiter

Since joining CPS HR Consulting in 2003, Pam Derby has conducted a wide range of recruitments for county, city, special district and association executives including city attorney, executive director, general manager, city manager, assistant and deputy city manager, police chief, community and economic development director, human resource director, finance director, city administrator, registrar of voters, library director, and director of information technology in addition to specialized support positions.

Ms. Derby has conducted recruitments for many Bay Area clients including MTC, SFMTA, the Alameda County Office of Education, and the cities of Berkeley, Hayward, Richmond and San Jose.

Prior to joining CPS HR, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board's liaison to County Department Heads, the community, and the media. This experience provided her with a unique perspective into the special circumstances that exist in a Board/Council-Manager relationship and a keen awareness of the inner workings of local government. She is sensitive to balance the wants of the community with the needs of the client so as to tailor a recruitment process that reaches out to the most appropriate candidates and ensures a diverse group of individuals from which to make a selection. She has successfully employed these techniques in jurisdictions ranging from under 10,000 to 10 million. Moreover, she employs a firmly-held personal philosophy that candidates must be treated with the same respect and careful consideration as her client.

Prior to her local government service, Ms. Derby served in the private sector and with several non-profit lobbying associations. She was responsible for the management of several large consumer groups.

Frank Rojas, Senior Executive Recruiter

Frank Rojas is a Senior Executive Recruiter with CPS HR Consulting. Frank brings more than 30 years of recruiting experience from the highly competitive direct placement and contract labor industries as well as the corporate environment. Mr. Rojas has significant experience placing corporate leaders, executive, professional, and technical staff including individual contributors for government sector, non-profits, aerospace, architectural and engineering, information technology, petroleum and chemical, energy, power, civil/structural, transportation and private industry.

In addition to recently completing recruitments for City of Shafter, City of Bell Gardens, City of Redlands, City of Berkeley, and LA Metro, recent successful efforts include positions of City Manager, Chief Financial Officer, Director of Planning & Development, Chief Executive Officer, Chief Ethics Officer, and Director-level hires for Engineering, Health Housing and Community Services, Human Resources, Community Development, Homeless Programs, Communications, and Division/Site General Managers.

Mr. Rojas began his career in Contract Labor and over the next 20+ years launched seven start-up offices in several states and locations providing direct placement and contract support to hundreds of clients in virtually all industries and levels of talent. He continued his career in the non-profit environment managing and building talent acquisition support during significant growth periods. Having been a speaker at several networking and career coaching venues, Frank believes in utilizing traditional recruiting methodology with social media. He was named in the top 1% viewed profiles on LinkedIn. Mr. Rojas has established a strong client and customer base through trust, effective recruiting, relationship building, and teamwork.

Andrew Nelson, Executive Recruiter

Andrew Nelson brings an extensive background in government service to his role as Executive Recruiter at CPS HR Consulting through city administration, transportation planning, and court management as well as professional recruiter training from the U.S. military.

Mr. Nelson has significant experience with recruitments of professional and management positions for the public sector. Prior to joining CPS HR Consulting, Mr. Nelson served as City Administrator for the City of Kemmerer, WY and as director of the Casper Area Metropolitan Planning Organization. This hands-on experience gives Mr. Nelson perspective to the mindset and needs of senior public officials recruiting open positions.

Beyond recruitment, his duties included comprehensive administration of their human resources policies. This consisted of assessing job performance, approving job descriptions and their associated revisions, revising employee policies, leading collective bargaining negotiations for the city, assessing and investigating risk management claims, and continuing training for all employees.

Additionally, Mr. Nelson currently serves the United States Coast Guard as an Auxiliary Recruiter. He received formal training in recruitment, including sales, marketing, and interviewing skills at the Coast Guard Training Center Cape May (New Jersey) and has received an Auxiliary Commandant Letter of Commendation award and a Coast Guard Meritorious Team Commendation as a direct result of his recruiting efforts.

References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

CLIENT/POSITIONS	CONTACT(S)
Metropolitan Transportation Commission (MTC) 375 Beale Street San Francisco, CA 94105 Executive Director (2019)	Robin James, Human Resources Manager (415) 778-6740 rjames@bayareametro.gov
City of Berkeley 2180 Milvia Street Berkeley, CA 94704 Director of Health, Housing and Community Services (2019) Public Works Director (2020)	Paul Buddenhagen, Deputy City Manager (510) 981-7014 PBuddenhagen@cityofberkeley.info
City of Millbrae 621 Magnolia Ave. Millbrae, Ca 94030 Finance Director (2020)	Tom Williams, City Manager (650) 259-2467 TWilliams@ci.millbrae.ca.us
County of Marin 3501 Civic Center Drive Room 404 San Rafael, CA 94903 Assistant Director of Human Resources (2020) Multiple Recruitments (2016 - Present)	Diane Ooms, Principal Human Resources Analyst (415) 473-3045 dooms@marincounty.org
Contra Costa County 651 Pine Street 3 rd Floor Martinez, CA 94553 Deputy Clerk Recorder (2020) Chief Financial Officer (2020) Chief Probation Officer (2020)	Dianne Dinsmore, Human Resources Director (925) 335-1766 Dianne.Dinsmore@hrd.cccounty.us

Cost Proposal and Fee Schedule

Professional Services

Our professional fixed fee covers all CPS HR services associated with a **Partial (Phases I and II only) Recruitment or Full Recruitment (Phases I, II, and III)** of the recruitment process selected, including the necessary field visits.

Reimbursable Expenses

Actual out-of-pocket expenses for such items as consultant travel, advertising, marketing, printing/copying, and postage/delivery charges are reimbursable at cost. There is no mark-up on expenses and ***we will work proactively with the City to ensure that dollars being spent for expenses are in keeping with the City's expectations.*** Travel expenses for candidates who are invited forward in the interview process are not included under our reimbursable range. However, should the City desire CPS HR's Travel Team to assist with these arrangements, we are happy to do so. This might require an amount be added to the reimbursable expense portion of our contract. The listed reimbursable expenses range includes a background check on the selected finalist candidate.

Professional Fixed Fee & Reimbursable Expenses*	
Professional Services for Partial Recruitment (Fixed Flat Fee)	\$13,000
Professional Services for Full Recruitment (Fixed Flat Fee)	\$18,000
Reimbursable Expenses <u>Approximate</u> recruitment costs include: <ul style="list-style-type: none"> ■ Brochure Design and Printing ■ Advertising ■ Background check for one candidate ■ Other recruitment expenses such as supplies, shipping, and travel 	Partial Recruitment NTE \$6,000 Or Full Recruitment NTE \$7,000
Partial Recruitment Not-to-Exceed Total	\$19,000
Full Recruitment Not-to-Exceed Total	\$25,000

*Professional fees and reimbursable expenses would be billed and paid monthly.

Optional: Recruitment Video

In addition to the standard recruitment brochure, CPS HR can develop a recruitment video to attract a wider range of applicants. More than 63% of organizations are now using visual media to attract the attention of job seekers, convey the culture of the organization, and effectively expand the talent pool. When comparing searches that include a video with searches that do not include a video, our data indicates that those with a video garner over 40% more applications. For this approximately three-minute video, CPS HR will arrive onsite to film footage of the workplace and community, as well as conduct onsite interviews with selected employees. This video is optional and costs **\$3,500**.

One-Year Service Guarantee

If the employment of the candidate selected and appointed by the City as a result of a full executive recruitment (*Phases I, II, and III*) comes to an end before the completion of the first year of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for reimbursable expenses. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. **CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.**





We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the City and County of San Francisco in this important endeavor.

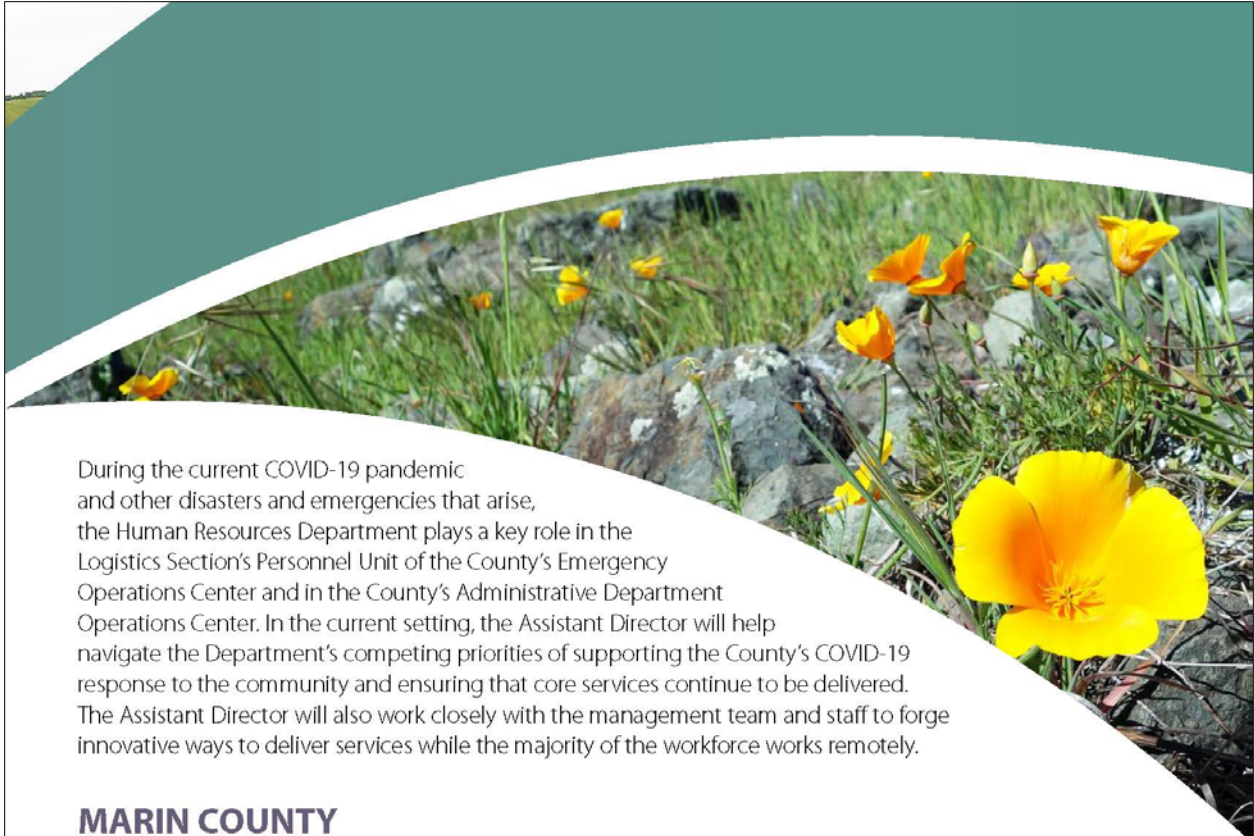
Appendix A: Sample Brochure

COUNTY OF MARIN

Assistant Director of Human Resources

Mission: to foster a dynamic and inclusive organization that provides meaningful careers in public service, resulting in excellent services for our community.





During the current COVID-19 pandemic and other disasters and emergencies that arise, the Human Resources Department plays a key role in the Logistics Section's Personnel Unit of the County's Emergency Operations Center and in the County's Administrative Department Operations Center. In the current setting, the Assistant Director will help navigate the Department's competing priorities of supporting the County's COVID-19 response to the community and ensuring that core services continue to be delivered. The Assistant Director will also work closely with the management team and staff to forge innovative ways to deliver services while the majority of the workforce works remotely.

MARIN COUNTY

Marin County, located in the hills northwest of San Francisco across the Golden Gate Bridge, is a beautiful, temperate refuge from the more urbanized areas of the Bay Area. With a total population of about 260,000, Marin County residents enjoy a high quality of life in one of the most spectacular metropolitan areas of the world. Marin County has a diversified economic base, including a mix of insurance, medical, pharmaceutical, technology, financial, and retail employers. George Lucas' Skywalker Ranch is also located in Marin County as well as a few subsidiaries of Lucasfilm.

Outdoor activities are plentiful with access to the bay, the ocean, hiking or biking trails, vineyards in Napa and Sonoma, wildlife viewing, agritourism, and the Muir Woods National Monument. The Marin County Civic Center is a complete campus designed by Frank Lloyd Wright, "the greatest American Architect of All Time."

Marin County includes the incorporated cities of San Rafael, Novato, Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Ross, San Anselmo, Sausalito, and Tiburon.

County Government

Marin County is a General Law County. The County is governed by five members of the Board of Supervisors, each of whom represents one of the five voting districts of the County. The County employs over 2,200 employees in 22 agencies. The Board's priorities for the future include (1) investing in County infrastructure, (2) preserving affordable housing and housing first, (3) addressing climate change, (4) improving disaster preparedness, and (5) prioritizing racial equity. The total budget for all funds is \$620 million.

This diverse organization strives to uphold a set of core values: respect, trust, integrity, diversity, equality, excellence, accountability, innovation, and collaboration. These values help to maintain and enhance public trust and help achieve high quality service outcomes. The County is committed to be a well-managed organization that relies on the talents of its workforce to succeed.



THE POSITION

The County of Marin seeks a bold and progressive leader to assist in the day-to-day management of the Human Resources Department and who will help devise innovative and transformative policies, programs, and systems to ensure the County continues to be a dynamic organization. The Assistant Director is an at-will position that will oversee the Recruitment, Classification & Compensation, and the Volunteers & Interns divisions.

While the Assistant Director will not have direct oversight over labor and employee relations, the successful candidate will have working knowledge of labor relations, preferably in a public sector environment.

To learn more go to: marincountyhr.org | [FY21 County Budget Document](#)

THE DEPARTMENT

The Human Resources Department consists of just under 40 full time employees and works closely with several embedded HR professionals in the key departments of Public Works and Health and Human Services.

The Department plays an integral part in implementing key initiatives of the County's 5 Year Business Plan. Critical focus areas of this plan relate to countywide organizational development initiatives and a commitment to recruit and retain a diverse workforce. As the County faces challenges associated with retirement, the cost of housing, congestion leading to longer commutes, and a sluggish economy during the COVID-19 pandemic, it seeks a proactive and innovative leader who will be a strategic partner in addressing recruitment and retention obstacles and employee development.

IDEAL CANDIDATE

The next Assistant Director will be a proven leader in HR and a skilled administrator who (1) introduces creative strategies and approaches to the Department and the County; (2) possesses a management style to successfully facilitate change initiatives; and (3) develops and maintains productive working relationships with a wide range of county stakeholders.

The Assistant Director will balance the long-term vision of elected leaders, the County Administrator and Director of Human Resources with the technical realities and requirements of the Department to develop lasting solutions to some of the most pressing issues facing the organization, including housing options, long commutes for employees, expanding workforce diversity, and retirement succession planning.

This person will be an approachable, open communicator who is committed to mentoring and developing the professional capacity of both the Human Resources Department and all County employees. To that end, the Assistant Director needs to have a solutions-oriented mindset and collaborative demeanor to work with other departments, the County Administrator's Office, and the Board of Supervisors.

EDUCATION AND EXPERIENCE

Equivalent to graduation from a four-year college or university with major coursework in business or public administration, industrial relations, public policy, sociology, human resources management, or a closely related field and five years of professional human resources experience, three of which must have included managing a centralized human resources function in a public or governmental agency. The five years of experience must also have included working in a unionized environment.

COMPENSATION AND BENEFITS

The salary range for the Assistant Director of Human Resources is **\$160,576 - \$177,008**.

The County of Marin offers a full benefits package, including Medical, Dental, Vision, Pension/Retirement, deferred compensation, and flexible spending accounts.

APPLICATION AND SELECTION PROCEDURE

To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references (two supervisors, two direct reports and two colleagues) by the first resume review date of **Friday, September 4, 2020**. Resume should reflect years **and** months of employment, beginning/ending dates, as well as size of staff and budgets you have managed.

Please go to our website to submit your application: <https://executivesearch.cpshr.us/JobDetail?ID=1664>

For further information contact:

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CPS HR Consulting

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Website: www.cpshr.us



Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultants. Candidates deemed most qualified will be referred to the County. Selected candidates will be invited to participate in further interview and selection activities. An appointment will be made following comprehensive reference and background checks.