

A RESOLUTION OUTLINING THE HIRING PROCESS AND TIMELINE FOR FILLING THE
WASHTENAW COUNTY ADMINISTRATOR VACANCY

WASHTENAW COUNTY BOARD OF COMMISSIONERS

September 14, 2016

WHEREAS, on February 27, 2015, Washtenaw County Administrator, Verna J. McDaniel submitted her letter of resignation, indicating that she would be retiring from the County; and

WHEREAS, the Washtenaw County Board of Commissioners spent a number of months looking at the various types of County government to insure that an appointed County Administrator was the best type of government for the citizens of Washtenaw County; and

WHEREAS, the Board of Commissioners engaged in a national search hiring process that resulted in two (2) finalists for the positing of Washtenaw County Administrator; and

WHEREAS, at the February 8, 2016 special meeting, the Board of Commissioners appointed Greg Dill as the Interim Administrator, replacing Verna J. McDaniel, effective immediately until such time as the Board of Commissioners approved the hiring of a new Administrator; and

WHEREAS, during the current Administrator search process, it has become apparent that neither of the two remaining candidates has emerged as a consensus choice to be offered the County Administrator's position; and

WHEREAS, given the importance of the County Administrator's position, the Board of Commissioners is reticent to offer the position to either of the candidates when neither is a consensus choice of the entire Board of Commissioners; and

WHEREAS, rather than prolong a process which will not result in a clear-cut favorite being offered the County Administrator position, the Board believes it would be better to immediately terminate the current Administrator search process and revisit the issue at a later date; and

WHEREAS, on August 4, 2016 the Washtenaw County Board of Commissioners adopted a new calendar for retaining a new County Administrator and assigned Corporation Counsel to be the point staff person for this process; and

WHEREAS, the position vacancy of Washtenaw County Administrator was posted on August 13, 2016 – September 13, 2016.

NOW THEREFORE BE IT RESOLVED that the Board of Commissioners outlines and authorizes the following process and timetable for filing the Washtenaw County Administrator vacancy as follows:

September 14, 2016

- Deliberate and finalize process to be utilized and timeline for filing the County Administrator vacancy
- Receive the questions prepared by Corporation Counsel and Human Resources
- Vote on setting the questions
- Receive a binder inclusive of all the following tools and information after the questions have been set:
 - Job Posting
 - All applications submitted through the Washtenaw County Recruitment & Hiring system
 - Recommendation from Corporation Counsel and Human Resources regarding 1st cut based on education and experience
 - Category scoring tool – 2nd round
 - Recommended interview questions and rating scale
 - **Simply Voting** mock-up
- Members of the public will be encouraged to submit letters of recommendation to our Help Desk or l-helpdesk@ewashtenaw.org
GOAL: Finalize process and accept information prepared for review

September 15, 2016

- Article to be posted on **eCentral** outlining the process and highlighting **Simply Voting** feedback opportunity
- Article to be posted on **eWashtenaw.org** reminding the public of the opportunity to provide feedback via the County Help Desk

September 21, 2016

- First round cut of candidates:
 - Accept recommendation from Corporation Counsel and Human Resources, OR
 - Discuss if any candidates should remain in for consideration moving the second round
- Vote on first round remaining list
- Second round cut of candidates:
 - Commissioners need to come to this meeting having rated the recommendations from Corporation Counsel and Human Resources, as well as any other candidates Commissioners feel should be included in the 2nd cut
 - Candidates are rated on six (6) categories using rating scale 1-5
 - Work with Board / Commissions, Finance / Budget Development, Strategic Planning, Human Resources / Labor Relations, Administrative / Program Development, Lending New Ideas & Energy to the County
- Clerk adds up totals for each category for each candidate by score
- BOC deliberates to decide to interview the top four (4) candidates that have received the most points or modify the list
GOAL: First round candidate cut (based on education and experience), Second round candidate cut (based on 6 categories of scoring), finalize interview list

October 11, 2016

- Article to be posted on **eCentral** reminding employees and Elected Officials of upcoming interviews on October 15, 2016 and **Simply Voting** opportunity to provide feedback
- Article to be posted on **eWashtenaw.org** reminding the public of the opportunity to provide feedback via the County Help Desk

October 15, 2016

- Interviews begin at 8:00am. The following items will be placed at each Commissioners seat:
 - Interview questions & presentation
- Interviews will be uploaded to **eCentral**
GOAL: Interviews complete; interviews uploaded to **eCentral**

October 17, 2016

- All County employees and Elected Officials receive an email regarding **Simply Voting** process and opportunity to provide feedback
- Article to be posted on **eWashtenaw.org** reminding the public of the opportunity to provide feedback via the County Help Desk

October 18, 2016 (afternoon)

- **Simply Voting** feedback provided to Board of Commissioners

October 19, 2016

- Deliberate as a Board of Commissioners on interviews
- Each Commissioner will submit their top choice to the Clerk with the name of their top candidate and the name of the Commissioner. The Clerk will read each name, and the candidate receiving a majority of the Board's support will be nominated by the Chair. If no candidate has received a majority of votes, the process will continue with a new straw vote between the candidates
- Vote on hiring a new Administrator
- Corporation Counsel will have resolution ready to make Administrator appointment
GOAL: hire County Administrator; direct Corporation Counsel to negotiate employment contract



WASHTENAW COUNTY GOVERNMENT

COUNTY ADMINISTRATOR

Interview Questions

INTRODUCTION (30-minute PowerPoint Presentation):

- Tell us about your employment history, professional qualifications, goals, and vision for the County. Some questions that you may want to consider in answering your question are as follows:

COMMUNICATION: Expressing ideas effectively in speech and writing, to individuals and groups; adjusting language and terminology to the characteristics and needs of the audience; supporting spoken message with appropriate non-verbal actions; using appropriate structure, grammar and spelling in writing; supporting writing with graphics, tables and other techniques; active listening

- Different people respond to information in different ways. Describe a situation that required you to communicate with a diverse group. How were they diverse? How did you adapt the information to the needs of individuals? Did you adjust your language? Did you use other forms of communication?
- Describe how you develop important relationships with people who have shown reluctance to engage with you and/or buy into what you needed them to do.

INDIVIDUAL LEADERSHIP/INFLUENCING: Using appropriate interpersonal styles and methods to inspire and guide individuals towards improved goal achievement; modifying behaviors to accommodate tasks, situations and individuals involved

- Can you give me an example of a decision you made upholding policy or regulation that you knew would be unpopular with people in the organization more powerful than you? Describe the decision you had to make. What did you do to prepare for the fall-out? What was the result?
- Describe a situation where you were required to motivate others to implement an unpopular decision made by someone else in the organization. What did you do to win their support?

JUDGEMENT/PROBLEM SOLVING: Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into consideration resources, constraints, and organizational values

- Can you give an example of where you had a problem to solve and it required you to determine the root cause? Describe the situation and tell me how you went about getting to the root cause?

PLANNING AND ORGANIZING: Establishing a course of action for self and/or others to accomplish a specific goal; planning proper assignments and allocation of resources; establishing procedures to monitor the results of delegations, assignments, or projects

- Describe a situation where you did not have all the resources you would have liked but managed to get the job done anyway. What resources were you lacking? How did you compensate for this? What was the result?

WASHTENAW COUNTY CULTURE AND KNOWLEDGE: Understanding how Washtenaw County is organized and administered and how the County relates to customers, suppliers, and other governing bodies; understanding how County policies and procedures affect the environment of the work place; perceiving the impact of actions taken in all parts of the organization

- Have you ever had to work with a board? How was this experience different from working for a traditional supervisor? How did you adapt your work style to these requirements?

INITIATIVE: Making attempts to influence events to achieve goals; self-starting rather than accepting passively; taking action to achieve goals beyond what is required; being proactive

- Can you give me an example of where you were able to reduce costs? How did you identify the opportunity? What analysis did you do? How did you get it implemented? What was the result?
- Tell me about an extremely creative idea you implemented in your most recent role. What was it? What impact did it have on profitability?

ADDITIONAL:

- If you are offered the position, what are your plans to transition the leadership in this organization?

QUESTIONS AND ANSWERS FROM COMMISSIONERS (18 MINUTES):

- Each Commissioner may ask one question by scribing his or her question on an index card. That card will be passed to the Chair to read to the candidate

- Candidates will be given a total of 18 minutes to answer all Commissioner questions (reading of questions not included in 18-minute timeslot)

COMMISSIONER	Y	N	A	COMMISSIONER	Y	N	A	COMMISSIONER	Y	N	A
Brabec	X			Martinez-Kratz	X			Smith	X		
Eyer	X			Peterson			X				
Jamnick	X			Ping			X				
LaBarre	X			Rabhi	X						

CLERK/REGISTER'S CERTIFICATE - CERTIFIED COPY

ROLL CALL VOTE: 7 0 2

STATE OF MICHIGAN)

I, Lawrence Kestenbaum, Clerk/Register of said County of Washtenaw and Clerk of Circuit Court for said County, do hereby certify that the foregoing is a true and accurate copy of a resolution adopted by the Washtenaw County Board of Commissioners at a session held at the County Administration Building in the City of Ann Arbor, Michigan, on September 14th, 2016, as it appears of record in my office.

COUNTY OF WASHTENAW)^{SS}.

In Testimony Whereof, I have hereunto set my hand and affixed the seal of said Court at Ann Arbor, this 15th day of September, 2016.

LAWRENCE KESTENBAUM, Clerk/Register

BY: _____ Deputy Clerk



Res. No. 16-128