

***BHI MANAGEMENT CONSULTING***

"Organizational Efficiency for Public Agencies"

**To: Board of Commissioners of the San Mateo County Harbor District**

**From: Brent Ives, BHI Management Consulting**

**Subject: Request for Board Guidance on Permanent General Manager Search Effort**

**Date: March 30, 2015**

---

The first stage of the recruitment process for the District General Manager is near completion and Commission guidance is needed prior to entering into the second stage, advertisement and candidate collection activities. For each area of guidance I make recommendations that can be discussed by the Commission and then endorsed as is or as modified. This guidance will be used by the Search Committee and I as the process moves forward.

1. Salary Range for General Manager. With this request I am seeking the Commission's endorsement on a salary range to use in the advertisements. A salary range is not required, but desired for use in the search since candidates often begin there and move forward with their interest. While you can opt not to state a salary range in the advertisements, this will mean that the only reference point for communications on that issue for candidates is the former GM's salary. I recommend a salary range for this position of \$155-\$175K/yr., plus standard benefits and other negotiated fringe benefits.

2. Confidentiality. In a typical recruitment process, names of prospective candidates will be kept confidential prior to announcement of the recommendation to award an employment contract to the selected individual. This commitment by all involved allows for those candidates currently employed to feel comfortable to assess their interest and compatibility with the position. From a recruitment standpoint, assurance of confidentiality will result in more applications being submitted, particularly from those who are currently employed elsewhere. As confidentiality is important to both parties, such assurances must be honored! I recommend that the names of all candidates be held strictly confidential until they are selected for the finalists steps of the process by the committee, wherein they would be one of perhaps 1-3 individuals that would progress through the final steps of selection assessments with the Commission and potentially public representatives.

## ***BHI MANAGEMENT CONSULTING***

"Organizational Efficiency for Public Agencies"

Earlier steps in the finalist's process would be comparing the entire candidate group (as many as 40-50) with each other and me, down-selecting to a set of "A" candidates for interview with the Commission (as many as 6-8), then moving to the finalists (1-3). It is at this final set of candidates when their names would/could be made public.

It would be made clear that the candidates could rely on full confidentiality until they reach this stage, upon which their names would be socialized as candidates for the position. I seek full agreement on whatever level of confidentiality on which the Board can agree.

3. Public Involvement. It is clear that some form of public assessment be integrated into the final selection process. This can take many forms. I recommend that the Commission solicit names of local leaders such as members of the neighboring City Councils, a County Supervisor and/or members of the fishing community to form a group which will be prepared to vet the finalists, with their charge being to advise the Commission with their impressions of the 1-3 finalists.

4. Board Involvement in Process. I would like to have a discussion with the Commission regarding full Commission involvement in the vetting process beyond interviewing specific identified candidates. Will the Board, or any member, require that they be involved in any part of the process outside of what is expected of the committee? This relates in some respects to #2 above as confidentiality of a candidate could be compromised by such activities. We should establish a clear understanding of what is needed and how this may affect other aspects of the search process. It is my recommendation that these activities be continued and delegated to the search committee.

5. Advertisement. Table 1 below lists the areas for placement now being considered. We are attempting to keep the costs as low as reasonably achievable, yet broad enough to reach those interested. Additionally, targeting specific individuals is also an important part of this phase of work. At this point I will be open to any of your additional ideas and thoughts regarding ad placement. The specifics of the ads and candidate brochure are being dealt with by the committee.

**BHI MANAGEMENT CONSULTING**

"Organizational Efficiency for Public Agencies"

**Table 1 - Advertising Plan (Initial)**

<b>Service</b>	<b>Media</b>	<b>Duration</b>
ICMA	On-line	60 days
CSDA	On-line	60 days
Western Cities	On-line/Print	60 days
Florida Cities	On-line	30 days
Jobs in Government	On-line/Print	30 days
The Fishing Wire	On-line	60 days
California Assoc. of Harbor Masters and Port Captains	On-line	60 days
Marina Jobs - Marina Recreation Assoc.	On-line	60 days
Monster.com	On-line	30 days
District Website	On-line	Duration
Local Cities	On-line	Duration
<b>DIRECT</b>		
FuturePort' 2015 Conference, June, Long Beach	Conference direct marketing	
Previously identified individuals		
CMANC conference?		