

MEMORANDUM

TO: Mary Thee
FROM: Sharon Klumpp
DATE: February 22, 2016
SUBJECT: Overview of the Search Process

This memo includes a timeline for the search process and provides additional information on the involvement of the Board of Supervisors.

Timeline: A project timeline is submitted for your review and comment.

Project Tasks	Deliverables	Target Date
Brochure development	<ul style="list-style-type: none"> W&C completes on-site interviews to develop candidate profile and recruitment brochure 	January 29 – February 23
Recruitment	<ul style="list-style-type: none"> Ads placed, candidate outreach begins 	February 26 – March 18
Leadership/management benchmark profile	<ul style="list-style-type: none"> County Supervisors complete questionnaire as input into the creation of a benchmark profile 	February 29 – March 7
Applicant screening	<ul style="list-style-type: none"> W&C screens applications; applicants that best meet established qualifications are asked to complete: candidate questionnaire, application addendum (due diligence disclosures); management assessment ; management assessment 	March 14 – March 29
Review applicant screening	<ul style="list-style-type: none"> Review screening assessment with the Assistant County Administrator and determine any applicants that will not move through to the video interviews 	March 30
Video interviews	<ul style="list-style-type: none"> Candidates complete video interviews and Supervisors rate the video interviews 	April 1 – April 6

Semi-Finalist booklet	<ul style="list-style-type: none"> Board of Supervisors receives the Semi-Finalist Report, 	April 7 -
Selection of Finalists	<ul style="list-style-type: none"> Board of Supervisors meets to select candidates invited to interview; Waters & Company in attendance 	April 12
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> W&C completes reference checks/background checks/ academic verification on finalists. 	April 13 -25
Finalist supplemental information	<ul style="list-style-type: none"> Finalists submit narrative of two most significant professional achievements and a critical problem analysis 	April 13 - 19
Finalist information	<ul style="list-style-type: none"> Board receives Finalist Report 	April 21
On-site Interviews with finalists.	<ul style="list-style-type: none"> The County conducts on-site interviews with finalists. 	April 25 -27
Employment offer made / accepted.	<ul style="list-style-type: none"> The County extends employment offer to selected candidate. 	May 5

Board of Supervisors Involvement: Supervisors involvement is requested for the following tasks:

1. **Leadership/Management Benchmark Profile.** On February 29, each Supervisor will receive an electronic link to a questionnaire that will be used to develop the Leadership/Management Benchmark Profile. Supervisors are asked to complete the questionnaire by March 7. Results will be shared with the Board to verify consensus with the benchmark profile.
2. **Video interviews.** Supervisors receive individual links to rate semi-finalist video interviews. Video interviews become available to the Supervisors as completed by each semi-finalist from April 7 – April 11.
3. **Selection of Finalists.** The Board of Supervisors will schedule a meeting on April 12 to select the candidates invited to interview. W&C will be present at this meeting. In addition to selecting the finalists, the meeting will also be an opportunity to refine the interview process.
4. **On-site interviews.** April 25 - 27 is proposed for interviews. Specific elements that can be included as part of the interview process are listed below:
 - a. **Elected Official/Department Head involvement.** Candidates need to understand the people with whom they would be working. In addition, Board members are often interested in receiving feedback (qualitative comments, not a candidate ranking) from Elected Officials and Department Heads. The meeting will give the candidate the opportunity to introduce himself/herself to the Elected Officials and Department Heads and to explain why he/she is seeking the position. Elected Officials and Department Heads will have the opportunity to introduce themselves and comment briefly on their departments. The meeting should also provide some time for the candidate to ask questions of the Elected Officials and Department Heads. A feedback form will be provided to Elected Officials and Department Heads

to provide observations about each candidate's qualifications and "fit;" however, they will not be asked to rank their preferred order of the candidates or make a hiring recommendation.

- b. **Board of Supervisor interview.** The interview with the Board of Supervisors is the culmination of the interview process. It is the last interview event assuring that all of the candidates have met with others before they meet with the Board.
- c. **Community involvement.** Most boards limit community involvement to the early phases in a search. Scott County made surveys available to employees and the community to obtain their feedback. Survey summaries are attached. We also met with the Quad Cities Chamber President and CEO and the Executive Director of the Bi-State Regional Commission when developing the recruitment brochure to get a broader perspective on desired qualifications and high priority issues for the next County Administrator.

The Board of Supervisors could consider setting up a breakfast, lunch or coffee break for candidates to meet with a few community leaders or a community leader might be interested in providing a tour for one or more candidates. This approach gives candidates an opportunity to get the feel of the community from individuals not directly related to Scott County government and is well-received by candidates.

Community and Employee Survey Results

The survey summaries are attached for your review. While the survey summaries do not provide scientifically valid data, they do provide an indication of considerations that have some importance to Scott County community or Scott County workforce. Overall, the responses are very similar and consistent with the information that appears in the recruitment brochure. Some comments on the survey results:

Question 1 Both groups had high numbers on leadership and financial management. Employees also put an emphasis on knowing county operations.

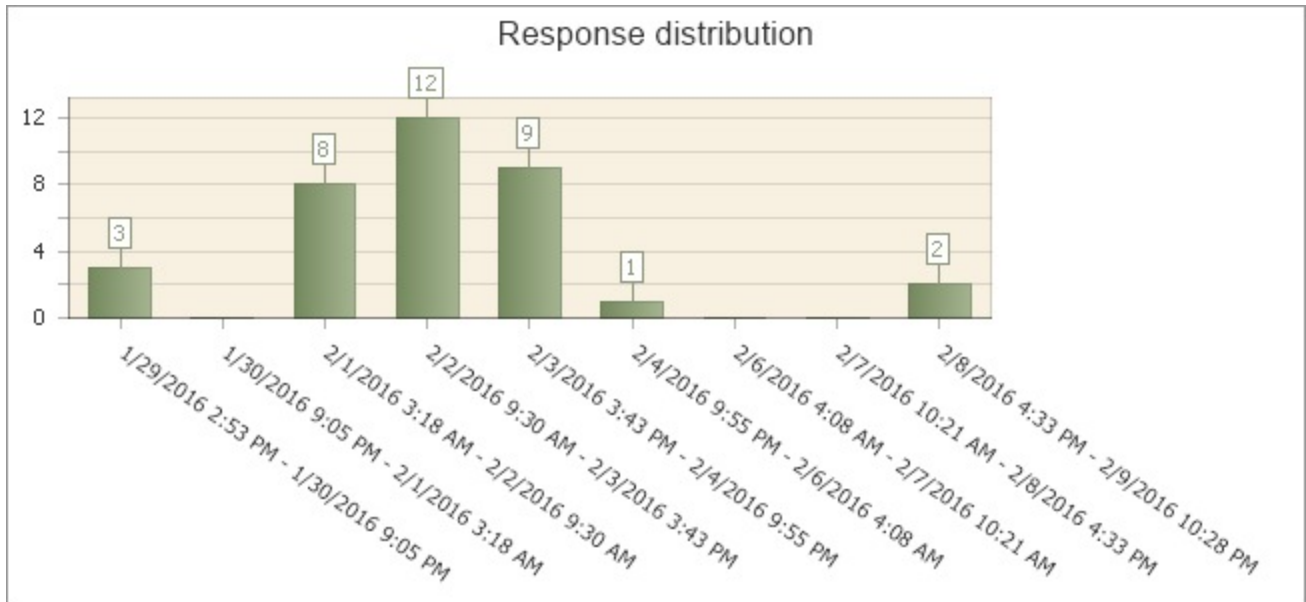
Question 2 Both groups put a high priority on teamwork and collaboration and planning and organizing. Employees also placed a high priority on problem solving while the community group emphasized visioning.

Question 3 The community places a high priority on public sector experience as a local government manager and a graduate degree; employees also placed a high priority on public sector experience as a local government manager as well as individuals with a mix of public and private sector experience.

Question 4 Financial management and intergovernmental relationships were high for both groups. The community has rated planning and development high employees emphasized employee development.

Summary of surveys in the report

Survey	# Pages	# Questions	Date opened	Date closed	Responses	# Complete responses
Scott County, IA- County Administrator-Community	2	4			35	35



1. Responses

Response counts for survey 'Scott County, IA- County Administrator- Community'

	Before filtering	After filtering
Partial responses (unique respondents)	0 (0)	0 (0)
Completed responses (unique respondents)	35 (35)	35 (35)

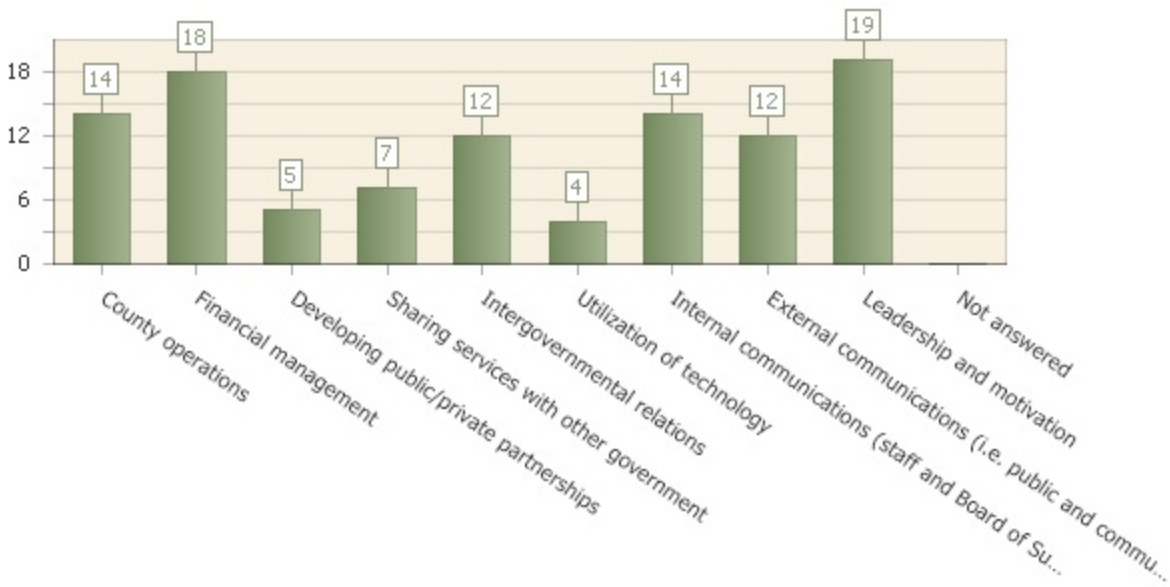
1.1. P2Q1

What are the most important areas of professional experience and expertise that the new County Administrator should have? Please select three from the following list.

Question type: Multiple choice

Number of responses: 35

Number of respondents: 35



Answer	Count	Percent answer
County operations	14	40.0%
Financial management	18	51.4%
Developing public/private partnerships	5	14.3%
Sharing services with other government	7	20.0%
Intergovernmental relations	12	34.3%
Utilization of technology	4	11.4%
Internal communications (staff and Board of Supervisors)	14	40.0%
External communications (i.e. public and community/ business groups)	12	34.3%
Leadership and motivation	19	54.3%
Not answered	0	0%

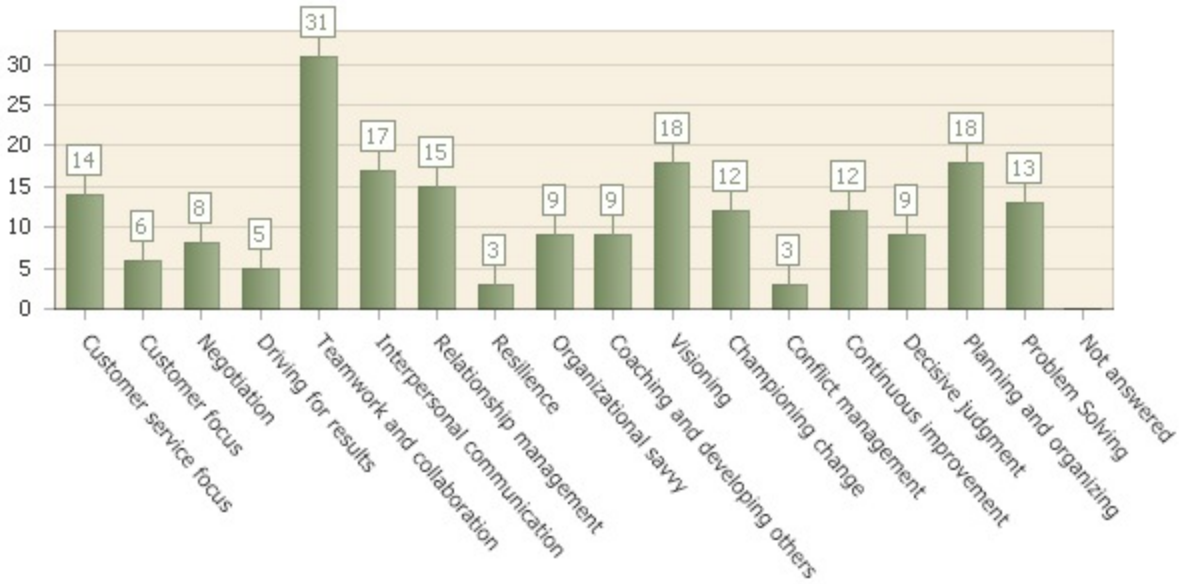
1.2. P2Q2

What are the most important management and leadership characteristics that the new County Administrator should demonstrate? Select up to six of the 17 most critical ones from this list. Please note that Ethical Conduct is not listed since this characteristic is considered essential and is already included in the profile for the ideal candidate.

Question type: Multiple choice

Number of responses: 35

Number of respondents: 35



Answer	Count	Percent answer
Customer service focus	14	40.0%
Customer focus	6	17.1%
Negotiation	8	22.9%
Driving for results	5	14.3%
Teamwork and collaboration	31	88.6%
Interpersonal communication	17	48.6%
Relationship management	15	42.9%
Resilience	3	8.6%
Organizational savvy	9	25.7%
Coaching and developing others	9	25.7%
Visioning	18	51.4%
Championing change	12	34.3%
Conflict management	3	8.6%
Continuous improvement	12	34.3%
Decisive judgment	9	25.7%
Planning and organizing	18	51.4%
Problem Solving	13	37.1%
Not answered	0	0%

1.3. P2Q3

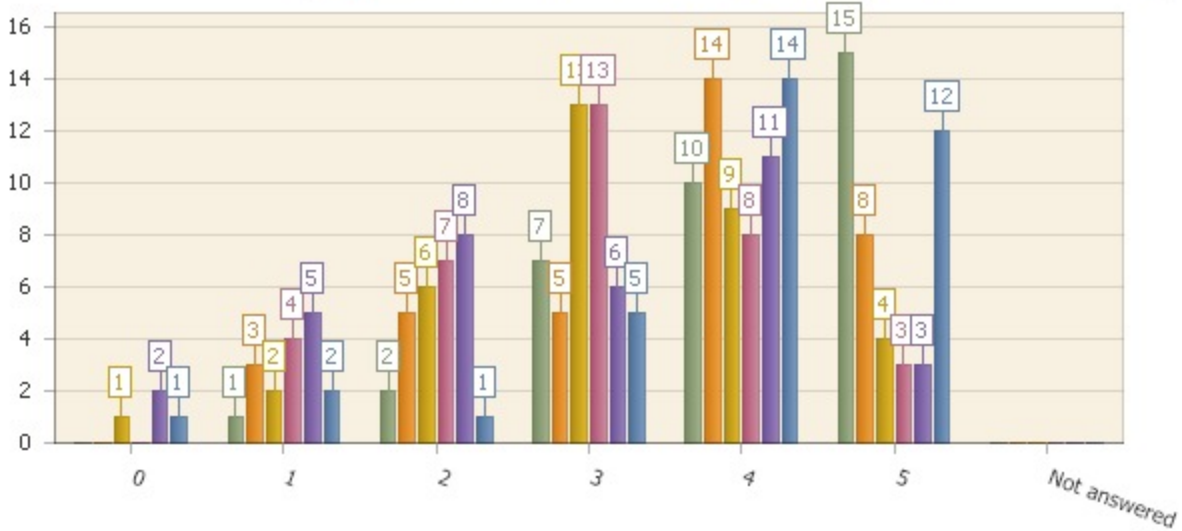
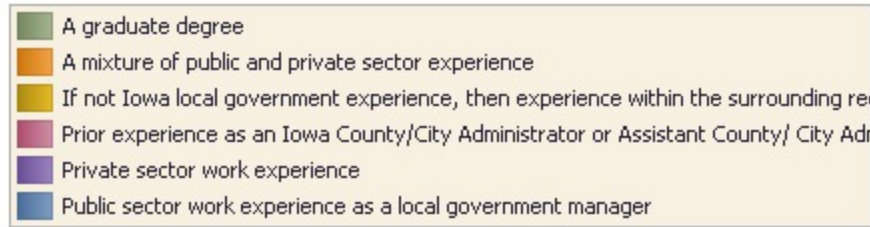
Of the following list, please indicate the degree of importance of each variable, using a 1 to 5 scale, with 1 indicating little importance and 5 indicating high importance to you :

Question type: Matrix & Multimatrix

Number of responses: 35

Number of respondents: 35

Scale: 1 (Little Importance) – 5 (High Importance); 0: NA



Matrix row	Not answered	Mean	Std dev	Count and % Rating 1	Count and % Rating 2	Count and % Rating 3	Count and % Rating 4	Count and % Rating 5	NA option
Prior experience as an Iowa County/City Administrator or Assistant County/ City Administrator	0 (0%)	3.0	1.1	4 (11.4%)	7 (20.0%)	13 (37.1%)	8 (22.9%)	3 (8.6%)	0 (0%)
If not Iowa local government experience, then experience within the surrounding region	1 (2.9%)	3.2	1.1	2 (5.7%)	6 (17.1%)	13 (37.1%)	9 (25.7%)	4 (11.4%)	1 (2.9%)
Public sector work experience as a local government manager	1 (2.9%)	4.0	1.1	2 (5.7%)	1 (2.9%)	5 (14.3%)	14 (40.0%)	12 (34.3%)	1 (2.9%)
Private sector work experience	2 (5.7%)	3.0	1.3	5 (14.3%)	8 (22.9%)	6 (17.1%)	11 (31.4%)	3 (8.6%)	2 (5.7%)
A mixture of public and private sector experience	0 (0%)	3.5	1.2	3 (8.6%)	5 (14.3%)	5 (14.3%)	14 (40.0%)	8 (22.9%)	0 (0%)
A graduate degree	0 (0%)	4.0	1.1	1 (2.9%)	2 (5.7%)	7 (20.0%)	10 (28.6%)	15 (42.9%)	0 (0%)

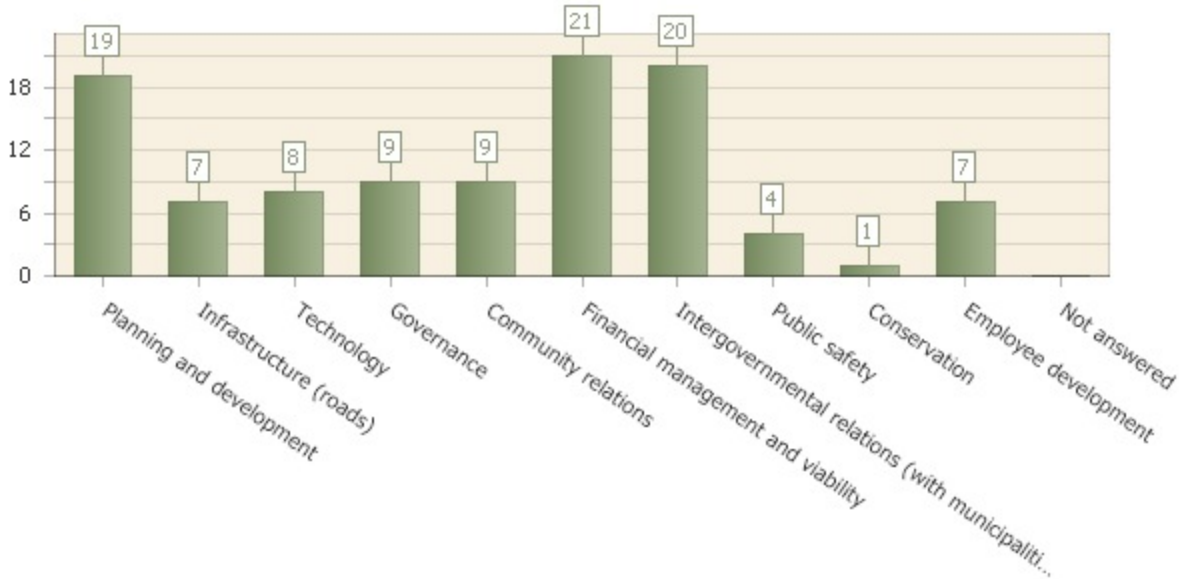
1.4. P2Q4

What are the highest priority issues and greatest challenges that the new County Administrator must be prepared to address in the short term and longer term? Please select three from the following list:

Question type: Multiple choice

Number of responses: 35

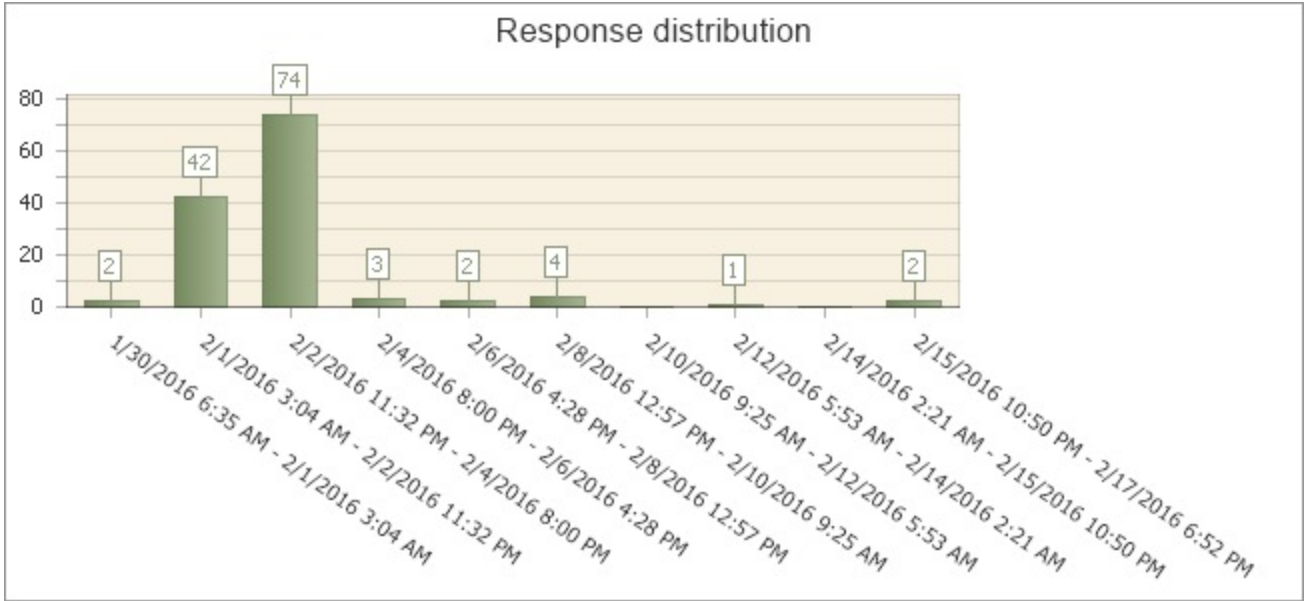
Number of respondents: 35



Answer	Count	Percent answer
Planning and development	19	54.3%
Infrastructure (roads)	7	20.0%
Technology	8	22.9%
Governance	9	25.7%
Community relations	9	25.7%
Financial management and viability	21	60.0%
Intergovernmental relations (with municipalities, region and state)	20	57.1%
Public safety	4	11.4%
Conservation	1	2.9%
Employee development	7	20.0%
Not answered	0	0%

Summary of surveys in the report

Survey	# Pages	# Questions	Date opened	Date closed	Responses	# Complete responses
Scott County, IA- County Administrator- Employee	2	4			130	130



1. Responses

Response counts for survey 'Scott County, IA- County Administrator- Employee'

	Before filtering	After filtering
Partial responses (unique respondents)	0 (0)	0 (0)
Completed responses (unique respondents)	130 (130)	130 (130)

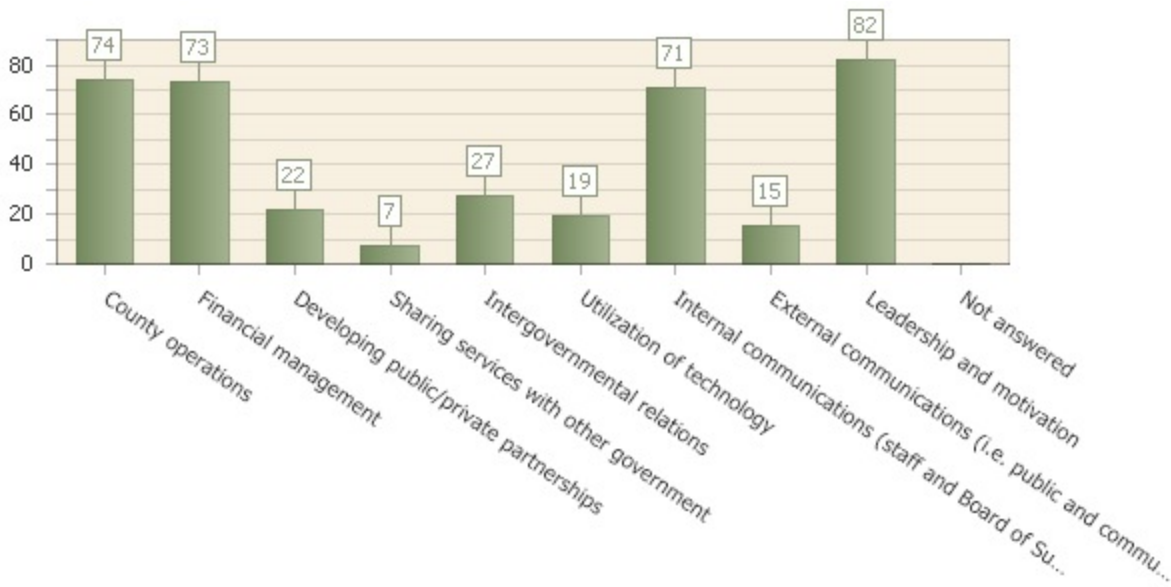
1.1. P2Q1

What are the most important areas of professional experience and expertise that the new County Administrator should have? Please select three from the following list.

Question type: Multiple choice

Number of responses: 130

Number of respondents: 130



Answer	Count	Percent answer
County operations	74	56.9%
Financial management	73	56.2%
Developing public/private partnerships	22	16.9%
Sharing services with other government	7	5.4%
Intergovernmental relations	27	20.8%
Utilization of technology	19	14.6%
Internal communications (staff and Board of Supervisors)	71	54.6%
External communications (i.e. public and community/ business groups)	15	11.5%
Leadership and motivation	82	63.1%
Not answered	0	0%

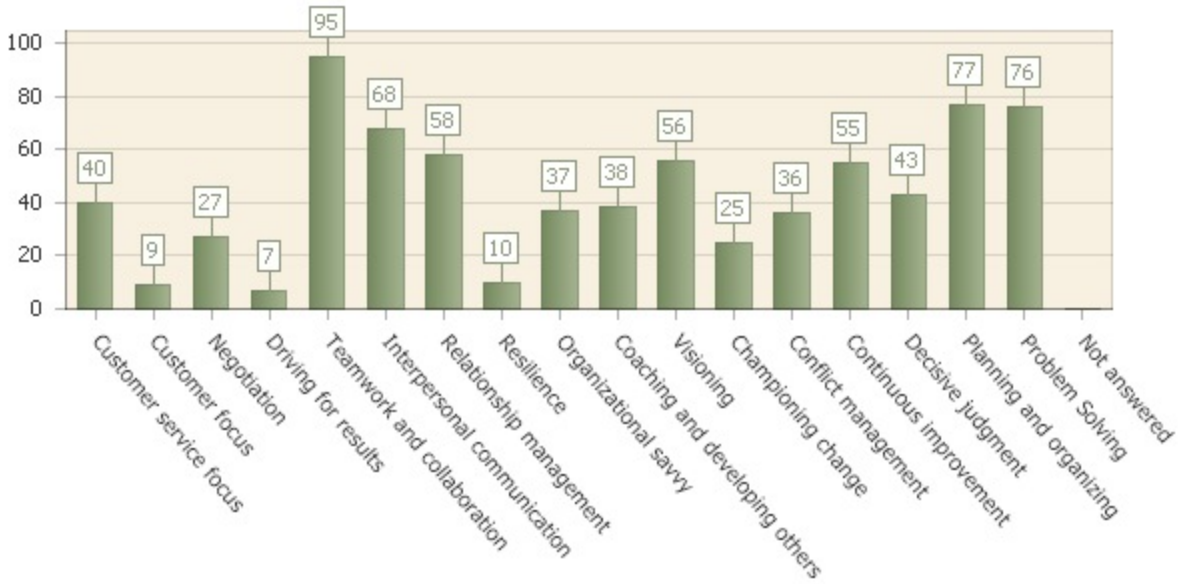
1.2. P2Q2

What are the most important management and leadership characteristics that the new County Administrator should demonstrate? Select up to six of the 17 most critical ones from this list. Please note that Ethical Conduct is not listed since this characteristic is considered essential and is already included in the profile for the ideal candidate.

Question type: Multiple choice

Number of responses: 130

Number of respondents: 130



Answer	Count	Percent answer
Customer service focus	40	30.8%
Customer focus	9	6.9%
Negotiation	27	20.8%
Driving for results	7	5.4%
Teamwork and collaboration	95	73.1%
Interpersonal communication	68	52.3%
Relationship management	58	44.6%
Resilience	10	7.7%
Organizational savvy	37	28.5%
Coaching and developing others	38	29.2%
Visioning	56	43.1%
Championing change	25	19.2%
Conflict management	36	27.7%
Continuous improvement	55	42.3%
Decisive judgment	43	33.1%
Planning and organizing	77	59.2%
Problem Solving	76	58.5%
Not answered	0	0%

1.3. P2Q3

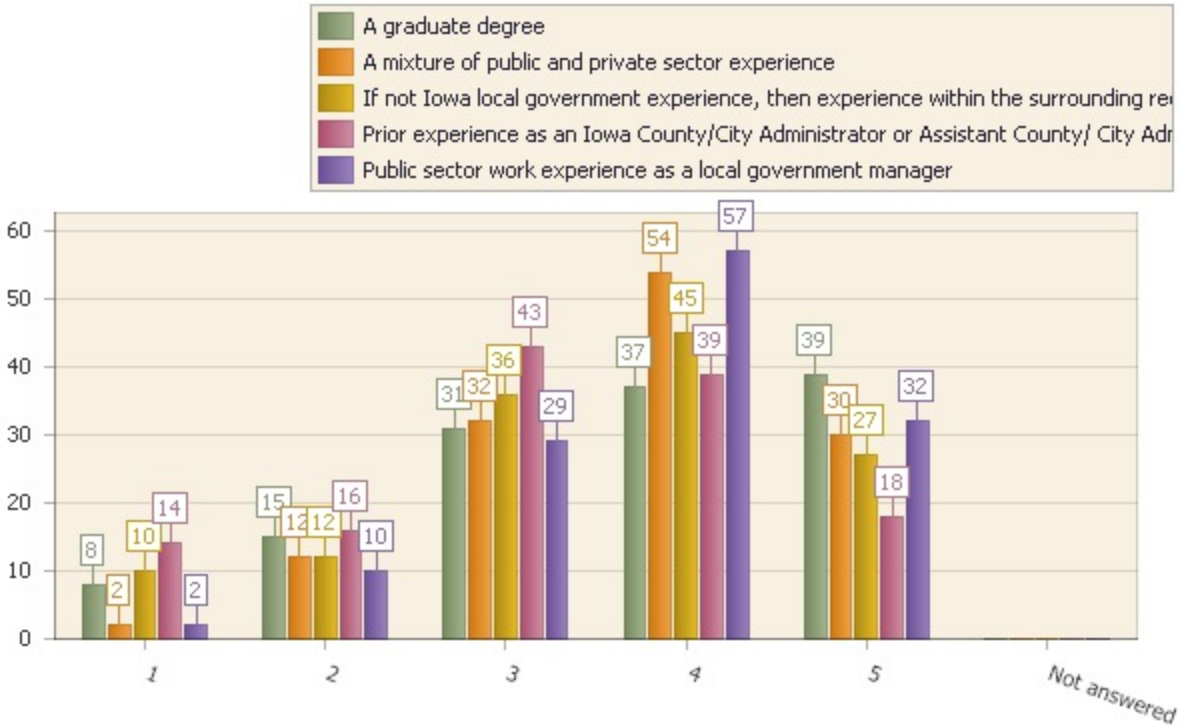
Of the following list, please indicate the degree of importance of each variable, using a 1 to 5 scale, with 1 indicating little importance and 5 indicating high importance to you :

Question type: Matrix & Multimatrix

Number of responses: 130

Number of respondents: 130

Scale: 1 (Low Importance) – 5 (High Importance)



Matrix row	Not answered	Mean	Std dev	Count and % Rating 1	Count and % Rating 2	Count and % Rating 3	Count and % Rating 4	Count and % Rating 5
Prior experience as an Iowa County/City Administrator or Assistant County/ City Administrator	0 (0%)	3.2	1.2	14 (10.8%)	16 (12.3%)	43 (33.1%)	39 (30.0%)	18 (13.8%)
If not Iowa local government experience, then experience within the surrounding region	0 (0%)	3.5	1.1	10 (7.7%)	12 (9.2%)	36 (27.7%)	45 (34.6%)	27 (20.8%)
Public sector work experience as a local government manager	0 (0%)	3.8	0.9	2 (1.5%)	10 (7.7%)	29 (22.3%)	57 (43.8%)	32 (24.6%)
A mixture of public and private sector experience	0 (0%)	3.8	1.0	2 (1.5%)	12 (9.2%)	32 (24.6%)	54 (41.5%)	30 (23.1%)
A graduate degree	0 (0%)	3.6	1.2	8 (6.2%)	15 (11.5%)	31 (23.8%)	37 (28.5%)	39 (30.0%)

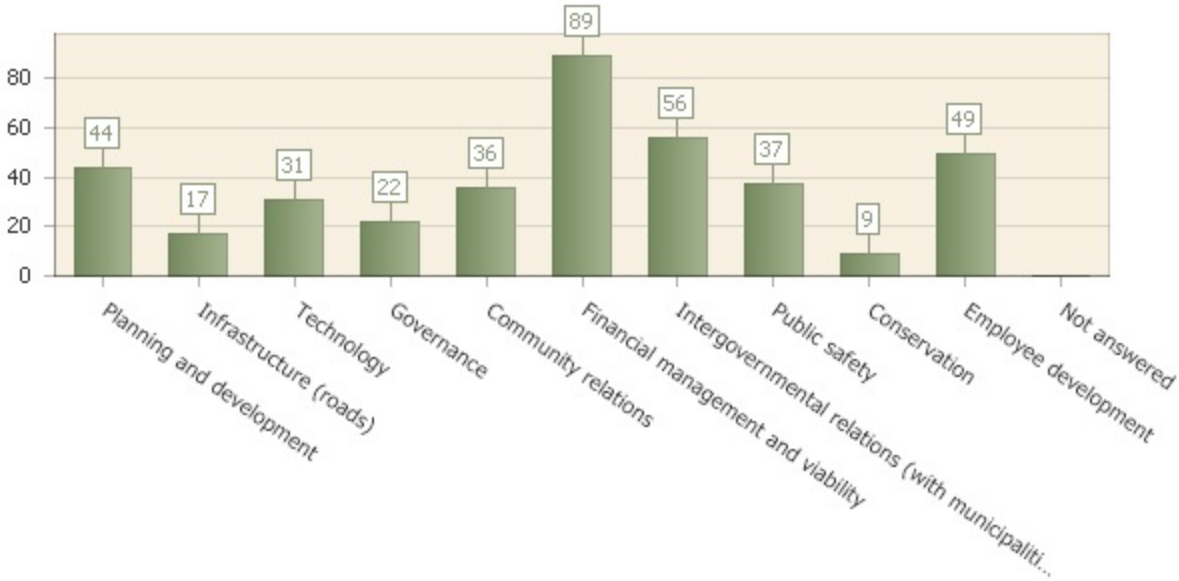
1.4. P2Q4

What are the highest priority issues and greatest challenges that the new County Administrator must be prepared to address in the short term and longer term? Please select three from the following list:

Question type: Multiple choice

Number of responses: 130

Number of respondents: 130



Answer	Count	Percent answer
Planning and development	44	33.8%
Infrastructure (roads)	17	13.1%
Technology	31	23.8%
Governance	22	16.9%
Community relations	36	27.7%
Financial management and viability	89	68.5%
Intergovernmental relations (with municipalities, region and state)	56	43.1%
Public safety	37	28.5%
Conservation	9	6.9%
Employee development	49	37.7%
Not answered	0	0%

THE COUNTY AUDITOR'S SIGNATURE CERTIFIES
THAT THIS RESOLUTION HAS BEEN FORMALLY
APPROVED BY THE BOARD OF SUPERVISORS ON

DATE

SCOTT COUNTY AUDITOR

R E S O L U T I O N

SCOTT COUNTY BOARD OF SUPERVISORS

February 25, 2016

APPROVING A RESOLUTION DETERMINING THAT APPLICATIONS FOR COUNTY
ADMINISTRATOR WILL BE DISCOURAGED IF AVAILABLE FOR GENERAL PUBLIC
EXAMINATION

WHEREAS, the Scott County Board will be accepting applications for the position
of County Administrator; and

WHEREAS, the Board believes that otherwise qualified applicants will not make
application for the position of County Administrator if their applications are made
public because of possible repercussions with their present employer; and

WHEREAS, the Board is advised and does believe that pursuant to Section 22.7
of the Iowa Code the Board may find that otherwise qualified applicants would
be discouraged from making applications if their applications were available for
general public examination.

BE IT RESOLVED BY the Scott County Board of Supervisors as follows:

Section 1. That it hereby determines that otherwise qualified applicants for the
position of County Administrator would be discouraged from making application
for the position if their application is available for general public examination.

Section 2. That the applications for County Administrator be and the same are
hereby ordered to remain confidential pursuant to the authority granted by
Section 22.7 of the Iowa Code.

Section 3. This resolution shall take effect immediately.