



## STAFF REPORT/RESOLUTION

**TO:** Southwest Washington Regional Transportation Council Board of Directors  
**FROM:** Dean Lookingbill, Transportation Director  
**DATE:** April 30, 2013  
**SUBJECT:** Consulting Services for Executive Search Process, Resolution 05-13-12

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### AT A GLANCE - ACTION

*The RTC Board is being asked to authorize the services of an executive search consultant to assist the Board in hiring a new executive director.*

### INTRODUCTION

At their March meeting, the Board authorized the release of a Request for Qualifications to seek the services of an executive search firm to assist the Board in the hiring of a new executive director. The RFQ was released on March 12, 2013 with a proposal deadline of April 12, 2013. The RFQ was published in the Seattle Daily Journal of Commerce and Portland Business Journal and made available on RTC's website. The RFQ requested qualifications and a draft scope of work. The following two proposals were received: Bob Murray & Associates and Prothman.

### CONSULTANT SELECTION PROCESS

The proposals were reviewed by RTC's Chair and Vice Chair with technical support from the Director. The two proposals were evaluated in terms of the capabilities of the consultants, their approach, and quality. There were strengths and weaknesses between the two proposals. The Prothman proposal was rated the highest based on their scope of work and vast network of experience. The Prothman proposal was unanimously recommended for approval.

Both proposals offered an estimate of their professional fee. While at this stage of the RFQ process the fee is not required nor considered final, both fees were within a \$1000 of each other. The Bob Murray & Associates estimated fee was \$19,500 while the Prothman fee was \$18,500.

### DRAFT SCOPE OF WORK

Prothman's draft scope of work is attached for the Board's information and review. A description of the project team follows the proposed scope of work. A summary of their proposed process is listed below:

- Project Review and Tailoring the Process
- Information Gathering and Research
- Position Profile Development
- Recruitment and Advertising Strategy
- Candidate Screening
- Final Interview Process
- Warranty

In addition to the draft scope of work, Prothman has also provided a draft schedule. The draft schedule can be expected to be modified as the Board works through the process.

<b>Date</b>	<b>Day</b>	<b>Topic</b>	<b>RTC Meetings</b>
June 4, 2013	Tuesday	Kick-off Meeting	Prothman travels to RTC
Week of June 24 or Week of July 15	TBD	Stakeholder Interviews	Prothman travels to RTC
July 29, 2013	Monday	Send DRAFT Profile for Review and Edits	
August 6, 2013	Tuesday	Board Reviews Profile	RTC Board Meets
September 3, 2013	Tuesday	Board Approval of Position Profile	Prothman travels to RTC
September 9, 2013	Monday	Post Profile and Begin Advertising	
October 20, 2013	Sunday	Application Close Date	
Weeks of October 21 & 28	N/A	Prothman screens applications & interviews top 10 - 15 candidates	
November 5, 2013	Tuesday	Work session to review semi-finalist interviews and pick finalist	Prothman travels to RTC
Week of November 18, 2013	TBD	Final Interviews: Evening Reception?, next day interviews	Prothman travels to RTC
December 3, 2013	Tuesday	RTC Board approves contract to hire finalist	RTC Board Meets

### **BUDGET IMPLICATION**

The Prothman team has proposed a professional fee of \$18,500 to conduct the executive director recruitment process. The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and 5 on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and sending invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional reference checks and all other search related tasks required to successfully complete the recruitment.

In addition to their professional fee, the project team was asked to provide an estimate of the direct expenses including candidate travel. This cost ranges between \$7,650 and \$11,500. The

total cost for both professional fee and expenses is estimated to range between \$26,150 and \$30,000. This is within the \$30,000 to \$40,000 range proposed at the March meeting.

Following the Board’s approval to proceed, the Chair and Vice Chair would work with the Prothman team to finalize the scope of work and budget. Action on this resolution would allow RTC’s Transportation Director to enter into an agreement with Prothman for executive search consultant services not to exceed \$30,000 which includes professional fees and direct expenses.

**ACTION REQUESTED**

Adoption of Resolution 05-13-12 “Consulting Services for Executive Search Process.”

ADOPTED this \_\_\_\_\_ day of \_\_\_\_\_ 2013,  
by the Southwest Washington Regional Transportation Council.

SOUTHWEST WASHINGTON  
REGIONAL TRANSPORTATION COUNCIL

ATTEST:

\_\_\_\_\_  
William J. Ganley  
Chair of the Board

\_\_\_\_\_  
Dean Lookingbill  
Transportation Director

Attachments

## Scope of Work (DRAFT)

### **Project Review & Tailoring the Process**

The first step will be to review with the RTC the following topics:

- ◆ Review the scope of work, project schedule, and compensation package
- ◆ Identify the geographic scope of the search (local, regional or national)
- ◆ Identify key stakeholders

### **Information Gathering and Research (Soliciting Input)**

Our goal is to thoroughly understand the values and culture of the RTC, as well as the preferred qualifications you desire in your next Executive Director. We will spend as much time as it takes to learn everything we can about your organization. We will:

- ◆ Attend a kick-off meeting with the Board to review process
- ◆ Attend Stakeholder Interviews:
  - Meet with RTC Chair & Vice Chair
  - Meet with RTC Board of Directors either individually or as a group
  - Meet with Retiring Executive Director
  - Meet with Department Directors & Staff
  - Meet with Key Stakeholders as directed by the RTC

### **Position Profile Development (Identifying the Ideal Candidate)**

Once we have a firm understanding of the preferred candidate qualifications as well as the values and culture of your organization, we will develop a profile of your ideal candidate. Profiles include the following:

- ◆ **A description of the ideal candidate's qualifications**
  - Years of related experience and education required
  - Ideal personality traits and work habits
- ◆ **Organization-specific information**
  - Description of the organization, position and key responsibilities
  - Priorities and challenges facing the organization
- ◆ **Community-specific information**
  - Overview of the region
  - Description of the environment and quality of life details
- ◆ **Compensation package details**
- ◆ **Information on how to apply**

**Position Profile Approval:** Once the profile is complete, we will meet with the Board for final approval.

### **Recruitment and Advertising Strategy (Locating Qualified Candidates)**

We recognize that often the best candidates are not actively looking for a new position- this is the person we want to reach and recruit. Our recruitment strategy involves:

- ◆ **Print and Internet-based Ads** placed nationally in professional publications, journals and on related websites.
- ◆ **Direct Mail Recruitment Brochures** sent directly to hundreds of directors/managers who are not actively searching for a new position.
- ◆ **Direct Contact Calls** placed directly to directors/managers.
- ◆ **Posting the Position Profile on the Prothman Website**, which receives thousands of hits per month.

## Candidate Screening (*Narrowing the Field*)

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 4 key steps:

- 1) **Application Review:** Using the Position Profile as our guide, we will screen the candidates for qualifications based on the resumes, applications, and supplemental questions (to determine a candidate's writing skills, analytical abilities and communication style). After the initial screening, we take the yes and maybe's and complete a second screening where we take a much deeper look into the training, work history and qualifications of each candidate.
- 2) **Personal Interviews:** We will conduct videoconference or in-person interviews with the top 8 to 15 candidates. During the interviews, we ask the technical questions to gauge their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.
- 3) **Internet Publication Background Search:** We conduct an internet publication search on all semi-finalist candidates prior to their interviews. If we find anything out of the ordinary, we discuss this during the initial interview and bring this information to you.
- 4) **Work Session with Board:** We will prepare a detailed summary report which includes each candidate's application materials and the results of the personal interviews and publication search. We will advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 4 to 6 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting.

## Final Interview Process (*Selecting the Right Candidate*)

### ◆ Design of the Final Interviews

The design of the final interviews is an integral component towards making sure that all stakeholders have the opportunity to learn as much as possible about each candidate. Elements of the design process include:

- **Deciding on the Structure of the Interviews**

We will tailor the interview process to fit your needs. It may involve a presentation by the candidates, a public reception with the public and key stakeholders, using various interview panels, or just one-on-one interviews with the decision makers.

- **Deciding on Candidate Travel Expenses**

We will help you identify which expenses your organization wishes to cover.

- **Deciding on and Discussing Details of a Reception**

- **Identifying Interview Panel Participants & Panel Facilitators** We will work with you to identify the participants of different interview panels to ensure that all stakeholders identified have been represented.

- ◆ **Background Checks**  
Prior to the final interviews, we will conduct a background check on each of the finalist candidates. Background checks include the following:
  - **References**  
We will ask each candidate to provide names of their supervisors, subordinates and peers and we will conduct 4-5 reference checks through conversations with the individuals who have direct knowledge of the candidate's work and management style.
  - **Education Verification**  
We will verify that the candidate did in fact graduate with the degrees listed on their resume. We have found that approximately 1 out of 30 candidates does not have a degree claimed on their resume.
  - **Criminal History, Driving Record Check and Sex Offender Check**  
We will conduct a criminal history, driving record and sex offender check on each candidate in the states in which they have worked.
- ◆ **Candidate Travel Coordination**  
For those candidates who will be traveling to the final interviews, we work with the candidates to organize the most cost effective travel arrangements.
- ◆ **Final Interview Binders**  
We will provide Final Interview Binders. They are the tool that keeps the final interview process organized and ensures that all interviewers are "on the same page" when it comes to evaluating each candidate.
- ◆ **Interviews with Candidates**  
The interview process usually begins with a morning briefing where schedule and process will be discussed with all those involved in the interviews. Each candidate will then go through a series of one hour interview sessions, with an hour break for lunch.
- ◆ **Panelist & Decision Makers Debrief:** After the interviews are complete, we will facilitate a debrief with all panel participants where the panel facilitators will report the panel's view of the strengths and weaknesses of each candidate interviewed. The decision makers will also have an opportunity to ask panelist questions.
- ◆ **Candidate Evaluation Session:** After the debrief we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.
- ◆ **Facilitate Employment Agreement:** Once the top candidate has been selected, we will offer any assistance needed in developing a letter of offer and negotiating terms of the employment agreement.

## Warranty

- ◆ **Repeat the Recruitment:** Should a top candidate not be chosen, we will repeat the recruitment, with no additional professional fee.

## **PROJECT TEAM**

### **GREG PROTHMAN - PROJECT MANAGER - 100%**

As President of the Prothman Company, Greg offers a unique combination of 20+ years experience in various functions of government and 19 years of experience in public sector recruitment. Greg has conducted over 300 executive searches and placements, successfully placing executive directors, managers, administrators, police and fire chiefs, finance directors, IT managers, public works and community development directors and many other positions. He has also formed and managed startup teams for five newly incorporated cities, including the City of Spokane Valley, WA, (pop. 82,000), the second largest incorporation of its kind in the U.S.

Prior to forming the Prothman Company, Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his Master in Public Administration and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and then City Manager. After nine years in Des Moines, Greg left city management to become a partner in a local executive recruitment firm. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration degree from the University of Washington. Greg is a volunteer EMT/Firefighter for the City of Snoqualmie and a member of SMR (Seattle Mountain Rescue).

### **LYNN STOKESBARY - PROJECT SUPPORT - 20%**

As a senior consultant, Lynn has been conducting recruitments and organizational assessments for the Prothman Company for over seven years. Lynn retired from the City of Kirkland in 2006 as Assistant City Manager and has over 30 years of distinguished local government experience. Lynn worked twenty one years for Kirkland, serving as Director of Parks and Community Services from 1985-1997 prior to becoming Assistant City Manager in 1997. He also worked for the City of Bellevue from 1976-1985 in various positions before becoming Assistant Director of Parks and Recreation. Lynn has a unique blend of interpersonal and analytical skills that make him highly effective in working with groups, problem-solving and producing high quality end results. Lynn is a 1975 graduate of Washington State University.

### **SONJA PROTHMAN - PROJECT SUPPORT - 50%**

As Vice-President of the Prothman Company, Sonja assists with recruitments and organizational assessments, and she manages the support staff and the "business" side of Prothman. Sonja works with the client up front to coordinate contracts, schedules, and profile development. Sonja is a former councilmember for the City of Normandy Park and brings to Prothman the "elected official" side of city government—an invaluable perspective for understanding our clients' needs. Sonja also brings private sector expertise having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. She also participated in "world class competitiveness" training, process improvement assessments and process time studies. A Seattle native, Sonja earned a Bachelor's Degree in Communications from the University of Washington.

### **BARRY GASKINS - PROJECT SUPPORT - 50%**

Barry Gaskins is responsible for candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his Bachelor's Degree from California State University in Los Angeles.