


**CITY MANAGER'S OFFICE MEMORANDUM**  
**#13-2020**

**DATE:** February 24, 2020

**TO:** Honorable Mayor Meredith Leighty and City Council Members

**FROM:** Heather Geyer, City Manager 

**SUBJECT:** Funding Request for Executive Recruiter Services

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**PURPOSE**

To request funding to issue a Request for Proposal (RFP) for an Executive Recruiter for the Director of Human Resources recruitment.

**BACKGROUND**

The City Manager's budget includes one-time funds in the amount of \$35,000 for evaluation of the City's Performance Appraisal system in 2020. I am recommending that Council support the reallocation of this existing funding for the Executive Recruiter. Given the transition and creation of this new position, work on updating the City's Performance Appraisal system will be shifted to late 2020, with the work really taking place in 2021. The estimated cost to hire an executive recruiter is above \$25,000 which requires the City to issue a formal solicitation for professional services.

The proposed RFP will be posted by Wednesday, February 26, 2020 and the City will accept proposals until Friday, March 13, 2020. The City Manager will select an Executive Recruiter by Monday, March 30 2020. Recruitment kick-off will begin shortly thereafter. Depending on the timeline proposed, the new Director of People & Culture will be onboard with the City by early to mid-summer.

**Proposed Scope of Work**

The RFP will include the following key deliverables:

1. Key Personnel Interviews and Organizational Meetings. Prior to beginning the recruitment, the Executive Recruiter will meet with human resources staff to gather input on key qualities they are looking for in their next leader. Organizational meetings will be held for all employees to learn more about the new position and also provide input on what key qualities they believe are important in hiring this new role.
2. Proposed Timeline. Recruitment for an executive position can take anywhere from 12 to 20 weeks depending on the approach. Firms will be asked to develop a timeline as part of fulfilling their response to the RFP.
3. Profile and Brochure. Utilizing information gathered from the key personnel interviews and organizational meetings and with direction from the City Manager, the Executive Recruiter will develop a profile into a recruitment brochure.
4. Advertising Campaign and Outreach. The Executive Recruiter will develop an advertising campaign. This will be a national recruitment to include advertisement with human resource organizations and national organizations such as the International City-County

Management Association (ICMA). Additionally, the Executive Recruiter will proactively outreach to professionals who have a successful track-record and meet our position profile.

5. Identification of Qualified Candidates. The Executive Recruiter will determine whether or not candidates will be competitive for the position.
6. Preliminary Research and Comprehensive Internet Review. The Executive Recruiter will conduct comprehensive internet research on recommended candidates. The internet search will capture and log each candidate's public profile.
7. Screening of Candidates. The Executive Recruiter will oversee a rigorous screening process that includes a thorough review of their cover letter/resume with special attention to accomplishments and experiences. They will also carefully vet each candidate regarding their motivations for, and barriers to, this career move. The screening interviews will be done via Skype, video-conference or in-person, if practical. The Executive Recruiter will challenge ambiguities in the candidates' qualifications to ensure they are accurately reporting their experience and/or education. The Executive Recruiter will schedule updates with the City Manager to discuss the progress of the search.
8. Additional Verifications. The Executive Recruiter will produce a comprehensive background report through trusted system on all candidates.
9. Presentation of Candidates. Based on the screening interviews, internet profile, First Check Background Report, and information from other sources, we will produce a Screening Report. The Screening Report divides the candidate pool into three groups: 1) Recommended Candidates; and 2) Qualified Candidates; and 3) Others.
10. Selection Process. The Executive Recruiter will work with the City Manager to design a selection process that challenges candidates. The Executive Recruiter will develop contemporary interview questions tailored to assess the candidate's suitability to address the issues that are most important to the City.
11. First Round Interviews. Every selection process should include panel interviews. The Executive Recruiter will be onsite to coordinate these interviews. The first round of interviews will include multiple panels that include department directors, mid-level managers and frontline employees.
12. City Manager Process. The Executive Recruiter will work with the City Manager to develop a process that helps distinguish between the finalists. This process will incorporate all of the following components:
  - A tour of the City
  - A "Meet and Greet" with Department Directors, Elected and Appointed Officials and presentation of a 30, 60, 90 Day Game Plan
  - A "Meet and Greet" with employees at all levels of the organization
  - Finalist Interviews – Leadership Team and a Division Management Panel
  - Finalist Interview with the City Manager
13. Negotiations and Extending the Offer. When the City Manager selects a candidate, the Executive Recruiter will assist, as appropriate, with negotiations and an employment offer. Throughout this stage of the process, the Executive Recruiter will continue to act as an agent of the City and represent the City's interests according to its directions.

14. Closing the Search. After an offer is accepted, the Executive Recruiter will contact the remaining candidates and notify them about the outcome of the search.

15. Cost Proposal. The Executive Recruiter will provide a cost proposal to provide services.

**STAFF RECOMMENDATION**

Staff recommends approval of the funding request.

**BUDGET/TIME IMPLICATIONS**

The City Manager's budget includes one-time funds in the amount of \$35,000 for evaluation of the City's Performance Appraisal system in 2020. I am recommending that Council support the reallocation of this existing funding for the Executive Recruiter. The last time the City used an Executive Recruiter was in 2016 for the City Manager recruitment at a cost of \$27,000.

**STAFF REFERENCE**

If Council members have any questions or comments they may contact Heather Geyer, City Manager, at [hgeyer@northglenn.org](mailto:hgeyer@northglenn.org) or 303.450.8706.