



Human Resources Department

March 15, 2018

To: Mayor Victoria Woodards and Members of the City Council
CC: Public Utility Board
From: Gary Buchanan, Human Resources Director
Subject: Tacoma Public Utilities Executive Recruitment Status Update

I am writing to provide you with an update on the recruitment and selection process for the Tacoma Public Utilities Director. Monique Trudnowski, Tacoma Public Utility Board Chair, and I will also be attending the March 20, 2018 joint City Council/TPU Board Study Session to provide you with an update in person.

The position was posted on February 20, 2018 and advertised in a variety of publications and websites. The Human Resources Department is managing the process and conducting candidate outreach in collaboration with the executive recruiter, Carl Mycoff (Consultant). On March 21, 2018, the Tacoma Public Utility Board (Board) and the Human Resources Department will be conducting a Korn Ferry Card Sort to determine competencies that, along with information gathered in the public outreach process, will be the basis for the evaluation criteria I will use to identify the semifinalists from the applications received. The position closes on March 23, 2018. The Board, Consultant, and I are scheduled to interview the semi-finalists the week of April 23, 2018 through April 27, 2018. Once that process is complete, the Board will make a decision on which candidates will move forward as finalists at its May 9, 2018 public meeting. A detailed recruitment schedule is also attached for your information.

The City Council has expressed interest in meeting the candidates, and I would like to suggest using the same approach that was used in filling the interim council member position temporarily vacated by Council Member Robert Thoms. A detailed description of the suggested process is as follows:

- The City Council and Board hold a joint study session on May 15, 2018 for the City Council to meet the candidates in a public forum that is televised and recorded.
- The finalists are asked to prepare a brief (five to ten minute) presentation about their experience and education and what they feel makes them exceptionally qualified for the position. City Council Members then have the opportunity ask each candidate questions.
- A joint closed executive session follows to allow the City Council and the TPU Board to discuss the qualifications of the candidates.

- Once the Board has selected the choice for the position, a conditional offer will be made pending contract agreement and City Council affirmation. We project bringing this appointment to City Council for consideration on June 5, 2018.

I look forward to hearing the City Council's thoughts on this suggested process or alternative suggestions on what the process should look like. Thank you for making time for this discussion at the March 20, 2018 Study Session and for your engagement in this important hiring decision.

**Tacoma Public Utilities
Director Executive Search**

**Recruitment Plan
WORKING DRAFT – 3.14.18**

Due Date	Action	Assigned to	Outcomes/Assignments
November 29-30, 2017	MFP met with TPU Board, available sitting City Council members, and outgoing City Council members for information gathering.		
January 9,10,11,16, & 17, 2018	MFP met with the Mayor, available incoming City Council members, and stakeholders for information gathering.		
January 16, 2018	MFP launched outreach to solicit candidates.		
January 24, 2018	MFP reported stakeholder outreach findings.		
January 31, 2018	MFP provided proposed documents to City HR for review.		
February 2, 2018	MFP met with TPU Board to finalize recruitment documents.		
February 2 – 7, 2018	Prepare content for job posting, recruitment brochure, and profile.	Fritz	<ul style="list-style-type: none"> Combine edits received and ensure all three documents are in alignment.
	Develop advertisement venue list and social media strategy.	Fritz	<ul style="list-style-type: none"> Combine advertising venue list from MFP and City; determine appropriate social media and listservs.
	Determine if application process can be simplified in City's applicant tracking system (NEOGOV).	Fritz	
February 5, 2018	Meeting with Mayor regarding recruitment update.	McCrea Jones	
February 5 – 9, 2018	Schedule two meetings for TPU Board during period of February 20-March 23: <ul style="list-style-type: none"> Korn Ferry Card sort with Cathy Journey and Rodney Croston Discuss evaluation criteria and 	Jacobs	<ul style="list-style-type: none"> Each meeting should be a minimum of two hours.

Due Date	Action	Assigned to	Outcomes/Assignments
	develop evaluation tool		
February 9, 2018	Content of job posting, recruitment brochure, and profile are sent to TPU Board for review.	Fritz	<ul style="list-style-type: none"> • Approve or modify advertisement and social media strategy – provide edits by February 12, 2018 to Shelby Fritz. • Reminder to send edits to job posting, recruitment brochure, and profile to Shelby Fritz by February 12, 2018.
February 12, 2018	Edits for job posting, recruitment brochure, and profile due to Shelby Fritz.	All	<ul style="list-style-type: none"> • Email to sfritz@cityoftacoma.org
February 14, 2018	TPU Board meeting to discuss process.		<ul style="list-style-type: none"> • Determine process for interviewing candidates during the semi-finalist stage and moving candidates from the semi-finalist to finalist stage. • Determine the point in which reference checks are completed and who will complete them. • Discuss strategy for communicating to the public, managing media inquiries, etc.
February 20, 2018	Position is posted in NEOGOV and appropriate advertising venues.	Fritz Croston Mycoff	
March 20, 2018	Joint Board/Council study session – Director search update on agenda.	Trudnowski	<ul style="list-style-type: none"> • Confirm with City Council date and structure of meeting between CC and 3 finalists
March 21, 2018	TPU Board meets to complete Korn Ferry Card Sort, which will help determine criteria used for evaluation tool. TPU Board determines evaluation criteria and develops evaluation tool.	Journey Croston Drennan	<ul style="list-style-type: none"> • Review outreach feedback and proposed interview questions suggested by stakeholders.
March 23, 2018	Position closes.		
March 23 – March 28, 2018	Applications reviewed using evaluation tool.	Buchanan	<ul style="list-style-type: none"> • Gary Buchanan will be decision maker as to which candidates will move forward as semi-finalists for interviews with the Board.
March 28, 2018	TPU Board Meeting (executive session)	Buchanan	<ul style="list-style-type: none"> • Gary, Shelby, and Consultant meet with the Board to discuss the qualifications of the candidates

Due Date	Action	Assigned to	Outcomes/Assignments
April 2, 2018	TPU Board Meeting (executive session)		<ul style="list-style-type: none"> Gary, Shelby and Consultant meet with the Board to further discuss the qualifications of the candidates.
April 3, 2018	Gary determines the Semi-finalists and they are contacted and scheduled for interviews.	Fritz Jacobs	
April 23 – April 27, 2018	TPU Board Meetings (executive sessions)		<ul style="list-style-type: none"> Gary, Consultant and Board interview semi-finalists in executive session
April 30 – May 4, 2018	Gary Buchanan selects finalists to move forward in the process. Anticipate 3 finalists.		<ul style="list-style-type: none"> Consider creating bios for each candidate for public part of process.
May 4, 2018	Finalists are contacted and scheduled for public meeting with City Council. Reference checks and background checks are completed for each finalist.	Jacobs Fritz Fritz	
May 9, 2018	TPU Board Meeting <ul style="list-style-type: none"> Motion to identify candidates publicly. 	Fritz/Morrill Utility Board	<ul style="list-style-type: none"> Information on finalists sent to Council
May 15, 2018	Joint City Council/TPU Board study session for the Council to meet the candidates in a public forum.	City Council/Utility Board	<ul style="list-style-type: none"> The Council process may include an opportunity for the candidates to share their background and qualifications for the job (approx. 10 minutes) followed up by a (15 to 20 minutes) question period for the council members. This would be a public, open meeting. Thereafter the Board and Council would go into closed session to discuss the qualifications of the candidates.
May 16 or 17, 2018	Special Board meeting to select finalist. Conditional offer made pending contract agreement and City Council approval.	Trudnowski	<ul style="list-style-type: none"> Negotiate contract.
May 23, 2018	TPU Board resolution to appoint selected candidate.	TPU Board	<ul style="list-style-type: none"> Board approval.
April 30, 2018	Interim Director contract ends.		
June 5, 2018	City Council consideration of Director	Trudnowski	<ul style="list-style-type: none"> City Council approval.

Due Date	Action	Assigned to	Outcomes/Assignments
	appointment.		
July 1, 2018	TPU Director begins.		