

EXECUTIVE OFFICER RECRUITMENT OUTLINE



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FOREWORD

The purpose of this manual is to provide a practical guide for Board Members in the recruitment of qualified Executive Officers. This manual is intended as a useful reference and common terminology is used insofar as possible. It should be considered a supplement to working with the Deputy Director for Board Relations and/or the Department of Consumer Affairs (DCA) Office of Human Resources staff in the selection of an Executive Officer.

A sample listing of activities and a timeline for Executive Officer recruitment is included as **Attachment A**.

Any inquiries or comments relating to this manual should be directed to the DCA Office of Human Resources.

BOARD ACTION: **REVIEW DUTY STATEMENT**

It is necessary for each board's Executive Officer (EO) position to have a current duty statement that clearly and accurately describes the functions and responsibilities of the position, as determined by the board. The description of the duties to be performed in the job assignment provides the foundation on which recruitment is based. See **Attachment B** for a sample EO duty statement.

The duty statement will be used to develop any recruitment flyers (**Attachment C**) or advertisements for the position. In addition, it will be used to define the criteria for the screening of applications and the development of interview questions.

If a current duty statement is not available, the Office of Human Resources (OHR) Classification and Pay (C&P) Analyst assigned to the board will assist in obtaining a duty statement from another board of similar size and activities and can assist the board in developing an appropriate duty statement.

RECRUITMENT OF QUALIFIED CANDIDATES

Unless licensure is required, there are no minimum qualifications established for EO positions. Board Members must determine the qualifications that will produce the best Executive Officer for that board. Therefore, it is necessary for the board (or the 2-member Selection Committee) to develop a set of **desirable qualifications** to be used in the recruitment of Executive Officers.

The following criteria are general in nature; however, they may be used for many of the EO positions:

✓	Demonstrated supervisory and management skills.
✓	Administrative experience including fiscal responsibility, budget preparation, development of regulations, policy development and implementation.
✓	Legislative or lobbying experience and a working knowledge of the state and federal statutes and rules pertaining to the particular board.
✓	Regulatory and/or enforcement experience such as processing complaints, monitoring investigations, hearings on disciplinary matters.
✓	Ability to communicate effectively both orally and in writing and deal effectively with a broad spectrum of people interacting with the boards.
✓	Prior experience working with boards.
✓	Experience with licensure including, but not limited to, professional examination or testing procedures and techniques.
✓	Knowledge of current consumer issues in the licensed profession.

Initial recruitment will include advertising on the State Personnel Board (SPB) vacant position website (www.spb.ca.gov). Other recruitment activities can include advertising the position in regional newspapers, minority publications, and professional publications, depending on the available budget and the needs of the board. Reaching a group of candidates whom the board considers to be the most likely to be excellent candidates will dictate the focus and direction of the advertising.

PUBLIC MEETING REQUIREMENTS

Board Counsel from the DCA Legal Office should address issues regarding public meeting requirements. When more than two (2) members of a board meet, it is considered a public meeting and requires the appropriate written public notice period. Therefore, a **Selection Committee**, established to assist in the recruitment effort, should be limited to only two (2) Board Members.

BOARD ACTION: **ESTABLISH SELECTION COMMITTEE**

The board should identify two members who will have sufficient time and interest to make the commitment to actively participate in the selection process. This **Selection Committee** will work with the Manager and staff at the DCA OHR and the DCA Deputy Director for Board Relations, to advertise, develop screening criteria, review applications, conduct initial interviews and obtain a manageable number of candidates to be interviewed by the full Board.

COMMITTEE ACTION: **SCREENING APPLICATIONS**

Initial (pre-) screening of qualified applicants can be performed by the OHR or by the **Selection Committee**, in accordance with guidelines (minimum and/or desirable qualifications) established by the Board or the Committee. The screening can be very general in nature, and is intended to eliminate those candidates who obviously do not meet the criteria established by the Board.

A final screening by the **Selection Committee** will identify a target number of candidates for an initial interview. Typically, a candidate pool of at least 5 – 6 applicants is recommended.

Applicants who were screened out during the initial screening process should be notified by mail of the results. These notifications can be done by Board staff or OHR. Per Government Code Section 12946, applications should be retained for a minimum of two (2) years following the completion of the selection process.

SELECTION COMMITTEE ACTION: **INITIAL INTERVIEWS**

If initial interviews are held to narrow the field of candidates, the **Selection Committee** is usually responsible for conducting the interviews. Board staff or OHR may assist in scheduling the interviews, on the date(s) and at the location(s) selected by the Committee. If interviews are scheduled for more than one day, the interviews may be scheduled in different locations depending upon board interest, candidate locations, and budget considerations.

In scheduling interviews, the notifications should provide at least a one-week advance notice for the candidates. In determining the location of the interviews, consideration should be given to where the majority of candidates live, as candidates must bear any costs associated with appearing at an interview.

If references were not requested in the recruitment advertisement, candidates should be advised to bring a list of at least three (3) professional references to the first interview.

Forty-five (45) to fifty (50) minutes should be allowed for each candidate's interview. At the beginning of the interview, the duties and responsibilities of the position should be fully outlined to the applicant and the duty statement should be provided. See **Attachment D** for examples of effective interview questions. [Note: For confidentiality purposes, Attachment D will only be provided to the **Selection Committee**.]

In the initial interview, the following topics should be thoroughly covered:

✓	The exact duties of the position.
✓	The supervision given and/or received.
✓	How much public contact is required.
✓	The value of independent decision-making
✓	The responsibility of training staff, if applicable.
✓	The EO's relationship with the Board.
✓	The education desired/required.
✓	The desirable qualifications of the position.

In closing the interview, advise the applicants when a decision is expected and that all candidates will be notified in writing if they will proceed to the next step, a final interview before the full board.

CHECKING REFERENCES

The references of the final candidates may be obtained and contacted prior to any final interviews. This can be done by the board members or by the OHR staff assigned to the board. This provides the board with all necessary information to make a decision on the day of the interviews and eliminates the need for another public meeting on the same issue. See **Attachment E** for a sample of appropriate reference checking questions.

BOARD ACTION: **CONDUCTING TOP CANDIDATE INTERVIEWS**

Final interviews of the 2-3 top candidates are conducted by a quorum of the **full Board** in closed session. This meeting must conform to the public notice requirements for all Board Meetings. This interview gives all Board Members an opportunity to meet the candidates and assess their personal qualifications to determine how well s/he will perform the duties of the position, in addition to how well s/he will work, on a personal level, with the board.

A different set of interview questions should be developed for the final interviews and the questions should cover a range of topics that will give the board a strong sense of the applicant's understanding of and readiness for the position. The following four areas are typically covered:

1. Ability to communicate effectively both orally and in writing.
2. Experience working with boards.
3. Experience with licensure, enforcement, professional examinations/testing.
4. Knowledge of current consumer issues in the licensed profession(s).

In closing the interview, advise each applicant when a decision is expected and that all candidates will be notified of the final outcome in writing.

BOARD ACTION: **SELECTION OF FINALIST**

After all of the candidates are interviewed in closed session, the board must vote to choose the final candidate for the EO position. This vote is also held in closed session.

Setting the Salary

When the final selection has been voted on by the board, the board must also determine the appropriate salary in closed session. As the board has the discretion to offer any rate from the minimum to the maximum of the salary range for the particular EO position, the salary determination is based on the candidate's qualifications and current or recent salary history.

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After the board has made its final selection and determined the salary to be offered in closed session, the Board President/Chairperson should return to open session to announce that the board has made a selection. The announcement of the successful candidate should wait until the candidate notification and acceptance process outlined below has been completed and the unsuccessful candidates have been notified (at least verbally).

Note: Some boards¹ have statutes requiring that the Director of the Department of Consumer Affairs approve the Board's selection for Executive Officer. Contact the Deputy Director for Board Relations regarding obtaining the Director's approval. See **Attachment F** for a sample **Director's Office Approval** letter.

Candidate Notification

After the board has determined the candidate and salary, typically the Board President/Chairperson will contact the selected candidate and offer the position. Once the candidate accepts, the effective date the candidate will begin the duties of Executive Officer must also be determined. After the conversation, the Board President/Chairperson should provide the candidate with a **Confirmation Letter (Attachment G)** which outlines the facts of the appointment and forward a copy to the Office of Human Resources and the Deputy Director for Board Relations, at DCA headquarters. The DCA OHR will provide an attachment for the confirmation letter outlining the State's benefits package.

Executive Officer Appointment – OATH OF OFFICE

The Oath of Office (Std. 688) (**Attachment H**) must be administered on or prior to the effective date the new EO starts. The Oath of Office may be administered by any Board Member or by the Director or Chief Deputy Director of the Department. The Deputy Director for Board Relations can assist with arrangements for the Director or Chief Deputy to administer the Oath of Office.

Board Staff actions

Board staff must submit a "Notice of Appointment", Form HR-03, to OHR.

Letters should be sent to all candidates notifying them of the hiring decision. Notifications can be performed by board staff or OHR staff.

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- Board of Barbering and Cosmetology – BP7303(c). The appointment of the executive officer is subject to the approval of the director.
- Contractor's State License Board - BP7011. The board by and with the approval of the director shall appoint a registrar of contractors and fix his or her compensation.
- Dental Board – BP1616.5. The board, by and with the approval of the director, may appoint a person exempt from civil service who shall be designated as an executive officer..."
- Structural Pest Control Board - BP8528. With the approval of the director, the board shall appoint a registrar, fix his or her compensation and prescribe his or her duties. The registrar is the executive officer and secretary of the board.

Prior to a board selecting a permanent Executive Officer, it may be necessary for the board to select or designate an individual to a temporary appointment to the position in order to continue board business without interruption. Two such temporary appointments are the Acting Assignment and the Interim Assignment.

ACTING ASSIGNMENT

In the absence of an Executive Officer, the board President/Chairperson can designate a board staff person to act as the Executive Officer, either until a Board Meeting can be convened to appoint an *Interim* EO (who may be the same person as the *Acting*) or until a permanent EO takes office. An *Acting* assignment requires the administration of an Oath of Office and confirmation of the position's authority by a letter from the Board President/Chairperson. See **Attachment I** for a sample **Acting Assignment Confirmation Notice**. An *Acting* assignment does not confer any status upon the individual and there is no additional monetary compensation, so these appointments should only be used for short-term needs.

INTERIM ASSIGNMENT

Appointment of an *Interim* Executive Officer requires a vote by a quorum of Board Members at a publicly noticed meeting and administration of the Oath of Office. Typically, an *Interim* appointment is used to maintain the board's daily activities during the recruitment process and to compensate an individual (usually a board staff person) for taking on the additional responsibilities. See **Attachment J** for a sample **Interim Assignment Confirmation Notice**.

POST SELECTION

BOARD ACTION: **EXECUTIVE OFFICER PERFORMANCE EVALUATION AND SALARY INCREASES**

Annually, the board is expected to provide the Executive Officer with a written evaluation of his or her performance. The Board President/Chairperson should contact the DCA Office of Human Resources to obtain a copy of the **EO Performance Evaluation Form**.

The Board President/Chairperson should solicit comments from the other board members, which can be accomplished in a variety of ways (be sure not to violate open meeting act provisions):

- in discussions in a closed session of the board;
- send out evaluations to each board member;
- personal, one-one-one discussions (open meeting act)
- via email to individual board members (do not copy other board members/ open meeting act)

After the comments are received, the President/Chairperson should develop final ratings and meet with the EO to discuss the performance. The original **EO Performance Evaluation Form**, signed by both the Board President/Chairperson and the EO is forwarded to the Office of Human Resources for the EO's Official Personnel File. The EO must also receive a signed copy of the Evaluation.

When the Executive Officer's performance meets or exceeds the expectations of the board, the board may authorize a salary increase of any amount or percentage, up to the maximum of the salary range for the exempt level assigned to the EO for that board. This increase is reported on the **EO Performance Evaluation Form**.