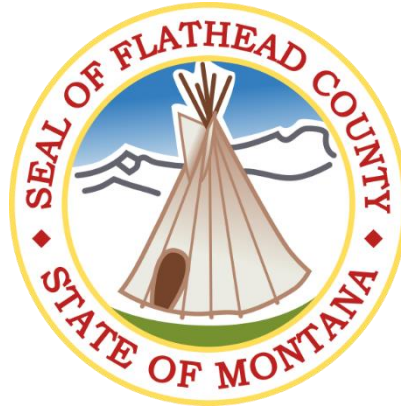


# Proposal to provide recruitment services for Flathead County's next Health Officer



## Leadership is Key to the Sustainability of Any Organization

*Character, integrity, and the commitment of a leader inspires those in the workplace to go the extra mile and can greatly influence the team's success in achieving its objectives.*

**Finding great leaders is what we do!**

***P*ROTHMAN**

**Executive Recruitment**

***Interim Staffing. Application Software. Job Board.***

# **STATEMENT OF QUALIFICATIONS**

## **ABOUT PROTHMAN**

Prothman specializes in providing national and regional executive recruitment services to cities, counties, districts and other governmental agencies throughout the western United States. Founded in 2001, Prothman has become an industry leader known and respected for outstanding customer service, quality candidate pools, and our knowledge of local government.

## **OUR EXPERTISE**

**Recruitment Knowledge and Experience:** The Prothman team has conducted over 550 recruitments and interim placements. We have read and screened over 16,000 resumes, and we have personally interviewed over 7,000 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

**Firsthand Knowledge of Local Government:** Every Prothman team member has worked in local government. Our talented consultants have a cumulative 175 years in local government service, with expertise ranging from organization management, police and fire management, human resources, finance, public works and elected official public service.

## **OUR PROVEN PROCESS**

Clients and candidates continually tell us that we have the best process and client service in the industry. The tenure of our placements is among the best in the industry because we understand that "fit" is the most important part of the process; not just fit within the organization but fit within the community, as well.

## **OUR GUARANTEE**

We are confident in our ability to recruit an experienced and qualified candidate who will be the perfect "fit" for your organization. Should the selected finalist leave the position or be terminated for cause within one year from the employment date, we will conduct a replacement search with no additional professional fee.

## **CONTACT INFORMATION**

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[www.prothman-jobboard.com](http://www.prothman-jobboard.com)

Submittal Date: December 3, 2021

## **COMMITMENT TO PROVIDE SERVICE**

Prothman commits to performing all services represented in this proposal.

## **STATEMENT OF QUALIFICATIONS - PROJECT TEAM**

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### **Steve Worthington - Project Lead**

Steve is a senior consultant for Prothman and brings over 30 years of successful leadership in local government and is currently serving his second 4-year term as a Council Member for the City of University Place, Washington, and is now serving as Mayor Pro Tem, as well. Prior to retirement after 6 years as the City Manager for the City of Fife, WA, Steve served as Community Development Director for six years in Fife and for nine years for the City of Cheney, WA. Steve has a Bachelor of Arts degree in Speech Communications from the University of Washington, and a Master of Public Administration degree from Eastern Washington University.

### **Gary Buchanan - Project Support**

Gary brings 31 years of successful Human Resources leadership experience to the Prothman Team. He recently served 5 years as the Director of Human Resources for the City of Tacoma, WA, population 212,869, until his retirement in June 2021. Gary also served 14 years at the Port of Seattle as the Human Resources Director. The Port of Seattle encompasses both the Seattle Seaport and Seattle Tacoma International Airport. Prior to that, he served 9 years as the Senior Human Resources Leader (Northwest Region) for Milgard Windows, headquartered in Tacoma, WA. Additionally, Gary served 30 years in the Naval Reserve. His Naval career included 3 Command assignments and he was deployed twice in support of Operation Iraqi Freedom. In 2019, he retired as a Captain, earning the Legion of Merit Medal and the Meritorious Service Medal. Gary received his Bachelor of Science degree from Westminster College, Salt Lake City, UT, and his Naval Science degree from the University of Utah.

### **Sonja Prothman - Project Support**

As Vice President, Sonja directs the day-to-day operations of the Prothman Company and has over 12 years of experience in local government recruiting, interim placements, and organizational assessments. Sonja is a former councilmember for the City of Normandy Park, Washington, and brings to Prothman the “elected official” side of government – a vital 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. A Seattle native, Sonja earned a bachelor’s degree in Communications from the University of Washington.

### **Barry Gaskins - Project Support**

Barry 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.

### **Jared Eckhardt - Project Support**

Jared is responsible for profile development and candidate outreach. Jared works one-on-one with the client for the profile development and works with Sonja and the lead consultant on each client’s outreach strategies. Jared graduated from the University of Washington, earning his BA in Communications.

## AVAILABILITY, COMMUNICATION & SCHEDULE

**We are ready to start when you are!**

One of our first tasks will be to coordinate and commit to a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you with our cell phone numbers so that you have direct access to your lead consultant and support staff, and we will communicate and update you as often as you desire. Our recruitments take approximately 10-14 weeks to complete, depending on the scope and direction from the client. You can expect approximately: 2-3 weeks for stakeholder interviews and profile development and approval, 5-6 weeks for recruitment, 2-3 weeks for screening and interviewing, and 2-3 weeks for coordinating final interviews.

### SAMPLE SCHEDULE

Blue highlighted / bolded events represent meetings with the client.

Date	Topic
<b>Weeks of January 10 &amp; 17, 2022</b>	<b>Work the contract, gather information for position profile, send profile for review and meet via Zoom for stakeholder interviews</b>
January 24, 2022	Post Profile and Start Advertising
January 31, 2022	Send Direct Mail
March 6, 2022	Application Closing Date
Weeks of March 7 & 14, 2022	Prothman screens applications & interviews top 8 - 15 candidates
<b>Week of March 21 - 25, 2022</b>	<b>Work Session via Zoom to review semifinalists and pick finalists, and design final interviews</b>
<b>Week of April 11 - 15, 2022</b>	<b>Final Interview Process</b>

## **EXECUTIVE SUMMARY**

Prothman has been in the business of finding highly qualified candidates for placement in local government organizations of various sizes with varying political ideologies for 17 years. We have worked for small organizations like Yachats, Oregon, pop. 800, to Gunnison County, Colorado, population 14,700, to large counties like King County, Washington, pop. 2+ million. We understand politics, council and board dynamics and community passion, and we are experts in facilitating. We have designed our recruitment process so that all stakeholders are included, listened to, and treated with respect. Our company takes pride in and stakes its reputation on finding qualified candidates who are the right “fit” for our clients.

**COVID–19 Experience:** We have successfully completed many recruitments during the current pandemic and social distancing regulations. We have implemented many levels of Zoom meetings with the client, including work sessions and final interviews with boards. We have held final interviews via Zoom to narrow the candidates down to the top one or two to be invited for a personal onsite interview. We have had a final candidate chosen based solely on the Zoom interviews and we have had boards narrow it down to one final candidate to bring in for in-person interviews based on the Zoom interviews. We have also had final interviews where all candidates were on site and social distancing parameters and masks were adhered to. There is no cookie cutter here; we work with you to address your concerns and comfort level with social distancing and we provide a process that supports your needs.

## **PROPOSED SCOPE OF WORK**

### **1. Develop a Tailored Recruitment Strategy**

#### **Project Review**

The first step will be to:

- ◆ Review the scope of work and project schedule
- ◆ Review compensation and decide if a salary survey is needed

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

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

- ◆ Meet with the Board
- ◆ Meet with the Interim Health Officer
- ◆ Meet with other staff and other stakeholders, as directed
- ◆ Review all documents related to the position

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

We will develop a profile of your ideal candidate. Once the Position Profile is written and approved, it will serve as the foundation for our determination of a candidate’s “fit” within the organization and community. Profiles include the following:

- ◆ **A description of the ideal candidate’s qualifications**
- ◆ **Organization-specific information**
  - Description of the organization, position and key responsibilities
  - Priorities and challenges facing the organization
- ◆ **Community-specific information**
- ◆ **Compensation package details**
- ◆ **Information on how to apply**

## 2. Identify, Target, and Recruit Viable Candidates

### **Outreach 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*. We have an aggressive recruitment strategy which involves the following:

- ◆ **Print and Internet-based Ads** placed nationally in professional publications, journals and on related websites.
- ◆ **Targeted Direct Mail Brochures** sent nationally to hundreds of highly qualified Health Department management professionals who are not actively searching for a new position.
- ◆ **Focused Candidate Outreach** via networking from our database of potential candidates.
- ◆ **Posting the Position Profile on Prothman's Facebook and LinkedIn pages, and on the Prothman website**, which receives over five thousand visits per month from potential candidates.

## 3. Conduct Preliminary Screening

### **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 3 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 question responses (to determine a candidate's writing skills, analytical abilities, and communication style). After the initial screening, we take the yes's 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) **Internet Publication Background Search:** We conduct an internet publication search on all semifinalist 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.
- 3) **Personal Interviews:** We will conduct in-depth videoconference or in-person interviews with the top 6 to 12 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.

### **Candidate Presentation** (*Choosing the Finalist*)

**We will prepare and send to you a detailed summary report for the semifinalist candidates and binders** which include each candidate's application materials and the results of the personal interviews and publication search.

**We will meet via Zoom** and 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 3 to 6 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting.

## 4. Prepare Materials and Process for Final Interviews

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

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 using various interview panels and an evening reception.
  - **Deciding on Candidate Travel Expenses**  
We will help you identify which expenses your organization wishes to cover.
  - **Identifying Interview Panel Participants & Panel Facilitators**  
We will work with you to identify the participants of different interview panels.
- ◆ **Background Checks**  
Background checks include the following:
  - **References**  
We conduct 6-8 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates, and peers for the last several years.
  - **Education Verification, Criminal History, Driving Record and Sex Offender Check**  
We contract with Sterling for all background checks.
- ◆ **Candidate Travel Coordination**  
After you have identified the expenses you wish to cover, we work with the candidates to organize the most cost-effective travel arrangements.
- ◆ **Final Interview Binders**  
The Final Interview Binders include suggested interview questions, as well as the candidates' applications, supplemental question responses, and resumes, and are the tool that keeps the final interview process organized. Each panel member will be provided a binder.
- ◆ **Final Interviews with Candidates**  
**We will meet via Zoom or travel to Flathead County and facilitate the interviews.** 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.
- ◆ **Panelists & Decision Makers Debrief:** After the interviews are complete, we will facilitate a debrief with all panel participants where the panel facilitators will report their panel's view of the strengths and weaknesses of each candidate interviewed.
- ◆ **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.

## **FEE, EXPENSES & GUARANTEE**

### **Professional Fee**

**The fee for conducting a Health Officer recruitment with a one-year guarantee is \$17,500.** The professional fee covers all Prothman staff time required to conduct the recruitment. This includes all correspondence and all on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and processing invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, conducting background checks and professional references on the finalist candidates and all other search related tasks required to successfully complete the recruitment.

Professional fees are billed in three equal installments throughout the recruitment, one at the beginning, at the halfway point, and upon completion.

### **Expenses**

Expenses vary depending on the design and geographical scope of the recruitment. We do not mark up expenses and work diligently to keep expenses at a minimum and keep records of all expenditures. Flathead County will be responsible for reimbursing expenses Prothman incurs on your behalf. Expenses include:

- Newspaper, trade journal, websites, and other advertising (approx. \$1,400 - 1,700)
- Direct mail announcements (approx. \$1,600 - 1,800)
- Interview Binders & printing of materials (approx. \$200 - 600)
- Delivery expenses for Interview Binders (approx. \$100 - 500)
- Consultant travel: airfare, rental car, travel time, lodging (approx. \$1,200 - 1,700 per trip)
- Background checks performed by Sterling (approx. \$175 per candidate)

Expenses are billed monthly.

### **Other Expenses**

**Candidate travel:** We cannot approximate candidate travel expenses because they vary depending on the number of candidates, how far the candidates travel, length of stay, if spouses are included, etc. If you wish, we will coordinate and forward to your organization the candidates' travel receipts for direct reimbursement to the candidates.

### **Warranty**

**Repeat the Recruitment:** If you follow the main phases of our process and a top candidate is not chosen, we will repeat the recruitment once with no additional professional fee, the only cost to you would be for the expenses.

### **Guarantee**

If you follow the main phases of our process and the selected finalist is terminated for cause or resigns within one year from the employment date, we will conduct one replacement search with no additional professional fee, the only cost to you would be the expenses.

### **Cancellation**

You have the right to cancel the search at any time. Your only obligation would be the fees and expenses incurred prior to cancellation.