COUNTY OF LOS ANGELES
DEPARTMENT OF HUMAN RESOURCES

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To enrich lives through effective and caring service

MICHAEL J. HENRY
DIRECTOR OF PERSONNEL

February 4, 2003

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

RECRUITMENT FOR DIRECTOR, INTERNAL SERVICES
(3 VOTES)

IT IS RECOMMENDED THAT YOUR BOARD:

1. Instruct the Director of Personnel to conduct a nationwide executive search for the position of Director, Internal Services, utilizing the services of an executive search firm.

2. Approve the attached Position Description and Recruitment and Selection Action Plan.

3. Authorize the use of the Housing Relocation Program (temporary living and moving expenses), subject to Board approval, and an area orientation firm for out-of-area candidates, as relocation incentives for the position of Director, Internal Services.

4. Instruct the Director of Personnel to execute a contract, approved as to form by County Counsel, with the selected search firm.

5. Authorize all recruitment expenses to be paid out of existing funds from the Internal Services Department.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Ms. Joan E. Ouderkirk has announced her intention to retire from County service effective March 24, 2003. To ensure this critical position is filled in an efficient and expeditious manner, we recommend that the Board instruct the Director of Personnel to conduct a nationwide search for the position of Director, Internal Services, utilizing the services of an executive search firm.

The executive search firm will have expertise in similar recruitments to enable them to identify potential candidates and obtain resumes and references on qualified individuals for this position. In this effort, advertisements will be placed in local publications; telephone canvassing and direct mailing will be utilized, along with an Internet Website, to broaden dissemination of the availability of this position. To comply with the County's equal employment opportunity program, we will also send targeted recruitment notices to minority and female organizations to encourage qualified minority and female candidates to apply.

Implementation of Strategic Plan Goals

This recruitment is in conformance with the County of Los Angeles Strategic Plan's Workforce Excellence Goal to enhance the quality and productivity of the County workforce.

FISCAL IMPACT / FINANCING

The executive search firm will be selected through a competitive proposal process. It is anticipated that the executive search firm's fee, which includes professional fees, reimbursement for out-of-pocket expenses and background investigations could range as high as $120,000, depending on the proposals received. In accordance with the County policy for contract monitoring, contractors will not be asked to perform services which will exceed the approved contract amount, scope of work, or contract dates.

Because we expect applications from several qualified out-of-area candidates, we are requesting your authorization to use the Housing Relocation Program (temporary living and moving expenses) and an area orientation firm, subject to your approval, as incentives for the Director, Internal Services position. All expenses, including the recruitment and selection activities will be paid from existing funds in the Department of Internal Services.

FACTS AND PROVISIONS

Attached are a Position Description (Attachment I) and a Recruitment and Selection Action Plan (Attachment II) for your approval, as required by Section 2.06.020 of the County Code. This plan provides that a list of the top candidates be presented for your Board's consideration by June, 2003.

CONTRACTING PROCESS

The executive search firm will be selected from qualified agencies through a competitive proposal process.

IMPACT ON CURRENT SERVICES

There will be no impact on services provided by the Internal Services Department.

Respectfully submitted,

MICHAEL J. HENRY
Director of Personnel

MJH:REB
PS:ck

Attachments

c: Chief Administrative Officer
County Counsel
Executive Officer, Board of Supervisors
Internal Services Department

ATTACHMENT I

COUNTY OF LOS ANGELES
POSITION DESCRIPTION

TITLE: **DIRECTOR, INTERNAL SERVICES**

DEFINITION: Directs, leads, and administers the development and delivery of high quality, cost-effective support services to County departments in the areas of purchasing and contracting, information technology, telecommunications, facilities operations and energy management.

EXAMPLES OF DUTIES:

Develops strategies, policies, and programs in conjunction with the Board of Supervisors, the Chief Administrative Officer, other County department executives to achieve County strategic objectives.

Provides leadership and direction to other County departments in the areas of purchasing and contracting, facilities operations, energy management, information technology and telecommunications support.

Improves delivery and cost-effectiveness of services by developing appropriate performance measures and monitoring performance through a balanced scorecard in the areas of customer satisfaction, employee excellence, financial viability, infrastructure maintenance and leadership performance.

Provides numerous and complex support services utilizing a full cost-recovery model compliant with competitive business pricing models and governmental claiming requirements.

Develops effective solutions to business challenges and delivers high-quality cost-effective services.

Develops and enforces County policies and Board directives by way of systems that improve the overall operation and effectiveness of the Department and ensure compliance with County, State and federal requirements.

Directs the planning and effective use of the Department's fiscal, personnel and budget resources.

Leads and develops a high performance management team by creating a clear vision for the organization, setting stretch performance objectives, coaching for optimal performance and holding subordinate managers accountable for their actions.

Creates an organizational culture that values diversity, recognizes and rewards reasonable risk taking and encourages creative thinking and innovation.

Establishes and maintains effective working relationships with other County departments, governmental agencies, regulatory commissions, private agencies, the vendor community and the public.

MINIMUM REQUIREMENTS: Managing or assisting in the management of an agency or department within a public or private sector organization. Such management experience to include strategic and business planning, policy and program development, budget, fiscal, and personnel.

DESIRABLE QUALIFICATIONS:

- Extensive experience managing or assisting in the management of an agency or department within a public or private sector organization, including strategic and business planning, policy and program development, budget, fiscal, and personnel.

- Experience with the laws and principles governing government purchasing and contracting including the development of strategies to reduce costs and improve the efficiency of the purchasing and contracting process.

- Experience in managing large and complex telecommunications systems, including voice, data, radio and other wireless applications.

- Experience in managing energy utilization, acquisition and efficiency programs to include cogeneration plant operations.

- Experience with facility management services including cleaning, maintenance and construction.

- Demonstrated strategic planning skills and the ability to develop and implement business and tactical plans to achieve short-term business plans and long-term strategic objectives.

- Thorough knowledge of Customer Service principles and practices and a proven track record of implementing effective customer service programs.

- Demonstrated ability to effectively analyze financial data, monitor expenditures, establish internal financial controls, identify cost effective solutions, meet established fiscal policies and conduct operations within budget requirements.

- Knowledge of State and federal claiming regulations and application in establishing competitive rates for services.

- Experience in applying standard cost accounting principles for internal support services as well as familiarity with a wide range of financial billing models to include competitive private sector accounting and billing models for central support services.

- Experience in managing large-scale information technology business processes.

- Demonstrated ability to work effectively with the Board of Supervisors; ensuring the Board receives appropriate information, advice and recommendations, which result in staff and community confidence in the governance and administration of the department.

- Strong leadership skills as demonstrated by the ability to influence, motivate, and challenge people to implement strategies, achieve objectives and demonstrate core values.

- Strong collaboration skills as demonstrated by the ability to develop networks, build alliances, engage in cross-functional activities, collaborate across organizational boundaries, and find common ground among a wide range of stakeholders.

- Demonstrated team building skills as evidenced through the ability to inspire and support others in the accomplishment of goals, sustain a cooperative working environment, foster commitment, team spirit, pride, trust and group cohesion.

- Demonstrated excellent written and verbal communication skills.

- A Bachelor's degree or higher from an accredited college or university in a business related field or Public Administration.

LICENSE: A valid California Class "C" Driver License or the ability to utilize an alternative method of transportation when needed to carry out essential job-related functions.

PHYSICAL CLASS: 2 – light.

ATTACHMENT II

DIRECTOR, INTERNAL SERVICES
RECRUITMENT AND SELECTION ACTION PLAN

UTILIZING AN EXECUTIVE SEARCH FIRM

NATIONWIDE RECRUITMENT	
ACTIVITY	**ESTIMATED NUMBER OF CUMULATIVE CALENDAR DAYS[1]**
I. Develop, finalize, and print recruitment announcement. (20 days)	20
II. Filing Period A. Distribution of announcement to targeted groups (County departments, employee organizations, and community groups) determined to be appropriate. B. Advertise C. Executive Search Firm to utilize contacts, networking capabilities, and database to actively identify potential candidates based upon minimum requirements and desirable qualifications. (45 days)	65
III. Conduct a qualifying assessment of applicants based upon resumes and reference materials. Participation in the interview assessment will be contingent upon the extent to which applicants meet or exceed the minimum requirements and desirable qualifications. (15 days)	80
IV. Select Interview Panel, conduct interview assessments, and commence background investigations. (15 days)	95
V. Submit a list of top candidates and background reports to the Board of Supervisors for selection interviews. (15 days)	110

[1]Timeline commences after selection of an Executive Search Firm.