



December 1, 2021

Ms. Megan Eastman  
HR Benefits Specialist  
Lewis County  
351 NW. North St  
Chehalis, WA, 98532

Dear Ms. Eastman:

We thank Lewis County for its confidence in Prothman to assist in providing services for the recruitment of its new 911 Communications Director. The following represents a scope of work for these services and the associated professional fee and expenses.

## **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

#### **Information Gathering and Research**

**We will 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 911 Communications Director. We will:

- ◆ Meet with the County Manager
- ◆ Meet with HR Staff
- ◆ Meet with 911 Communications Staff, as directed
- ◆ Meet with other stakeholders, as directed
- ◆ Review all documents related to the position

#### **Position Profile Development**

We will develop a profile of your ideal candidate. Profiles include the following:

- ◆ **A description of the ideal candidate's qualifications**
  - Years of related experience, education required and ideal personality traits
- ◆ **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**

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 and locally in professional publications, journals, and related websites.
- ♦ **Targeted Direct Mail Recruitment Brochures** sent directly to hundreds of 911 call center management professionals who are not actively searching for a new position.
- ♦ **Focused Candidate Outreach** via personal emails from our database of management professionals, as well as networking and outreach.
- ♦ **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**

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 15 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**

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

**We will travel to Lewis County or meet via phone/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**

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, community tours and/or 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**
- ◆ **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 the candidates' application materials 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 travel to Lewis County and facilitate the interviews.** If you choose to have panels, 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. The decision makers will also have an opportunity to ask panelists questions.
- ◆ **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 911 Communications Director recruitment with a one-year guarantee is \$18,500.** The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and sending invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional reference checks 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, at the beginning, halfway, and upon completion of the final interviews.

### **Expenses**

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

- Newspaper, trade journal, websites, and other advertising (approx. \$1,600 - 1,800)
- Direct mail announcements (approx. \$1,500 - 1,700)
- Interview Binders & printing of materials (approx. \$200 - 500)
- Delivery expenses for Interview Binders (approx. \$175 - 450)
- Consultant travel: Mileage at IRS rate, travel time at \$65 per hour (approx. \$250 - 350)
- Background checks performed by Sterling (approx. \$170 per candidate)

### **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. Lewis County reserves the right to reimburse (or to not reimburse) candidates for travel expenses. In the event that Lewis County so requests, Prothman 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 major elements 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**

Prothman Company will guarantee with a full recruitment that if the selected finalist is terminated 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 for 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.

Accepted by:

LEWIS COUNTY



Dec 5<sup>th</sup> 2021

Date

Chris M. Panush

Name

Director, Human Resources

Title

PROTHMAN



12/01/2021

Date

Sonja Prothman

Vice President