

ORESJ Recruiting Strategy and Work Plan:

The CORE Committee recommends the following recruiting strategy and work plan for the 2 Co-Director positions of the Office of Racial Equity and Social Justice in Contra Costa County.

1. Research, Networking, and Advertising Plans:
 - a. Use extensive CORE Committee networks of contacts to recruit candidates.
 - b. Send standardized emails to potential candidates and key stakeholders in the county, including information about the positions, how to apply in the county portal, an invitation to a webinar on the county portal, and a suggestion to send the email to other people who might be interested.
 - c. Advertise the position through Diversity Jobs/ Circa, Professional Diversity Network, and Buolo.
2. Technical Support for Applicants:
 - a. Offer technical support for applicants. We know from experience that county job applicants sometimes need help with county job portals. For this reason, we are going to offer a webinar on how to apply through the portal
3. Initial Zoom Interviews:
 - a. HR will screen applicants for minimum qualifications by carefully reviewing their application, resumes and supporting materials.
 - b. Candidates who are highly qualified and best matched will be invited to participate in recorded Zoom screening interviews reviewed by selected members of the CORE Director Search Sub-Committee and HR staff.
4. Candidate Selection, Preparation, and Semifinalist and Finalist Interviews:
 - a. The CORE Director Search Subcommittee will participate in the Candidate Selection, Preparation, and Semifinalist and Finalist Interviews.
 - b. HR will assist the Subcommittee in reviewing and evaluating candidates after each round of interviews.
 - c. Community Visits: Have a mechanism where finalist interviews can occur in various locations throughout the county.
 - d. Finalist interviews will be conducted by selected members of the Subcommittee, County Administrator Monica Nino and HR Director.
5. Search Deliverables:
 - a. In collaboration with the CORE Director Search Subcommittee, HR will develop summary updates regarding the applicant pool and assist in decision-making.

This work plan will help to recruit the best candidates for the 2 Co-Director positions of the Office of Racial Equity and Social Justice in Contra Costa County and continue to promote equity and social justice within the community it serves. Below you will find further details about the process:

Search Planning and Assessment of the County's Needs:

Contra Costa County's Office of Racial Equity and Social Justice is assessing community needs and meeting with various groups, including the CORE Committee, the Equity Committee, HR Director, senior leaders, and community members, to define the required experience and characteristics for their 2 Co-Director positions. Gathering feedback and engaging with stakeholders will help the county select the best candidates and promote equity and social justice.

Job Description and Supporting Documents:

The CORE Director Search Sub-Committee and HR Director will review the job description and create an announcement for online advertising and sending to potential candidates and sources of nominations and recommendations. The announcement will be based on input from the community and the needs of the ORESJ and the county. Human Resources will also be involved in the application process to ensure compliance with policies and procedures.

Research, Networking, and Advertising Plans:

The CORE Director Search Sub-Committee will utilize its extensive networks and contacts to identify and mobilize potential applicants who meet the job requirements. They will also review lists of potential candidates and referral sources provided by the county. The committee will send customized emails and make personal telephone calls to high-priority individuals who may be potential candidates or can nominate or recommend candidates. Many of these contacts are influential community leaders in Contra Costa who can help promote this opportunity among their colleagues.

The committee will begin advertising to cast a wide net once all documents are approved. Their recommended advertising sources are Diversity Jobs/ Circa, Professional Diversity Network, and Buolo. By utilizing a combination of research, networking, and advertising, the committee aims to attract a robust and diverse pool of candidates for the Co-Director positions.

Initial Zoom Interviews:

The HR department will carefully review all applications and supporting documents to assess the qualifications and suitability of candidates for the 2 Co-Director positions. Candidates must meet the minimum requirements and have relevant experience. Those meeting these criteria will be invited to customized recorded Zoom screening interviews which selected members of the CORE Director Search Sub-Committee and HR staff will review. The interviews will be documented by HR using search-specific templates. HR will handle all direct communication with the candidates during the screening process.

Candidate Selection, Preparation, and Semifinalist and Finalist Interviews:

HR will provide the CORE Director Search Committee with candidate materials and summaries for candidates invited for screening interviews. The committee will then select candidates for first-round

interviews (semifinalists), with HR's assistance in reviewing and evaluating candidates after each round of interviews. HR will also work with the committee to prepare interview questions for the candidates and communicate directly with the finalists as required during this phase of the process.

Individual finalist interviews will be conducted by selected members of the Subcommittee, County Administrator Monica Nino and the HR Director.

HR will speak directly with the candidates' references and document those conversations to share with the CORE Director Search Sub-Committee if needed. After each round of interviews, HR will notify candidates who have been interviewed and all other candidates in the applicant pool who are no longer under consideration.

Search Deliverables:

HR, working closely with the CORE Director Search Sub-Committee, will produce several resources to facilitate the screening, interviewing, and decision-making processes:

- Regular updates summarizing the applicant pool to monitor and track the flow of applications and aid in decision-making
- A centralized email address to streamline communication with candidates and provide consistent messaging for inquiries, responses to questions, and requests for additional information
- A list of suggested interview questions for all interviews
- Reports summarizing all Zoom interviews conducted
- An agenda to guide community-based interviews with finalists
- Web-based survey evaluations to rate finalists' community-based interviews and post-interview evaluation summaries
- Summary reports on reference checks (upon request)

Project Phases:

Phase 1: Recruiting Strategy and Work Plan: This phase involves creating a recruiting strategy document with recommended advertising sources.

Phase 2: HR and the CORE Director Search Sub-Committee Meetings: In this phase, HR and the CORE Director Search Sub-Committee will have meetings to discuss the role and functions of the 2 Co-Directors positions, the issues, challenges, and opportunities to be addressed by the Equity Committee and Board of Supervisors, and the desirable qualities of ideal candidates.

Phase 3: Position Announcement and Ad Text: The job description will be reviewed, and the position announcement and ad text will be drafted and finalized.

Phase 4: Search Officially “Open”; Advertisements Run in Identified Media: The job posting will be officially opened, and the advertisements will run in identified media.

Phase 5: Advertisements, Announcements, Research, Identification, and Contacting of Candidates: This phase involves placing advertisements, sending personalized/ customized emails and/ or telephone calls to high-value contacts and potential candidates, and sending position announcements to individuals on recruitment lists.

Phase 6: Screening and recorded Zoom Interviews; Analysis and Recommendations of Semifinalist Candidates: A candidate rubric for the screening process will be created and Zoom interview question templates will be developed. Preliminary Zoom interviews will be conducted, and summaries of the Zoom interviews will be made.

Phase 7: Delivery of Candidates’ Materials for the CORE Director Search Sub-Committee Consideration: HR will share candidate materials and summaries to the CORE Director Search Sub-Committee.

Phase 8: Identification of Semifinalists; Preparation of Candidates and Interviewers: Communications and preparation of candidates for semifinalist interviews will be conducted. Interview agendas, including scheduling assistance, will also be prepared.

Phase 9: Semifinalist Interviews: Semifinalist interviews will be conducted in this phase.

Phase 10: Selection of Finalists; and Preparation for Finalists and Interviewers: Communications and preparation of candidates for finalist interviews will be conducted. Finalist interview agendas, including scheduling assistance, will also be prepared. Community visits scheduling and interview evaluation forms will be finalized.

Phase 11: Comprehensive Community Interviews (by Supervisorial District): Finalist interviews will be conducted, including comprehensive community interviews by Supervisorial District. Individual finalist interviews will be conducted by selected members of the Subcommittee, County Administrator Monica Nino and the HR Director.

Phase 12: Evaluation of Finalists; Reference Checks; Selection: Post-interview evaluation summary reports will be created. Post-interview communications with candidates, reference checking (upon request), and consultation with the CORE Director Search Sub-Committee during discussion and negotiation with the selected candidate will be conducted.

Phase 13: Presentation to the Board of Supervisors to approve and appoint the selected candidates.