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San Francisco Sheriff's Department

Oversight Board

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Dear Board Members:

I am a member of the Civilian Advisory Council to Sonoma County's Independent Office of Law Enforcement Review and Outreach (IOLERO). Sonoma County hired a new executive director last year by a process in which I took part and I write to offer my thoughts about the process.

Sonoma County's Human Resources Department (HR) worked with Bob Murray & Associates to recruit, screen, interview and select the candidates for the position of Executive Director. I worked with HR to develop a survey offered to the residents of Sonoma County about the qualities and experience they thought important for candidates to bring to the Executive Director position. The results of that survey were used to develop a job description and announcement brochure with the assistance of Bob Murray & Associates. I also participated in one of two panels of people to interview six finalists and select three for referral to the Board of Supervisors (BOS). Members of community organizations comprised one of the panels; experts in law enforcement, civilian oversight, agency management, etc. comprised the other panel. Each panel, facilitated by a representative from Bob Murray & Associates and an HR staff person, interviewed the six candidates separately and then came together to select three finalists. All with whom I have spoken are delighted with the person hired by the BOS. I believe Bob Murray & Associates was a critical part of making that selection.

Leading a civilian oversight agency is a difficult and not-well-understood job. The investigation component requires unique skills, training, and experience not found in other types of criminal, civil, and administrative investigations; the policy component requires knowledge of, and familiarity with, many disparate bodies of law from criminal and government law to employment and labor law; the political component requires the ability, skills, and experience to build relationships with

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people from very different kinds of backgrounds and viewpoints. All that is to say that finding and selecting the right person for the job are difficult and time-consuming tasks that also require unique skills and experience.

Choosing the right person for your Inspector General should be your top priority and, if done correctly, will serve you and your constituencies well. I urge you to use a recruiting firm such as Bob Murray & Associates to help with this difficult task and ensure the likelihood of success.

Sincerely,

/s/

Nancy Pemberton