



# County of Santa Cruz

## PERSONNEL DEPARTMENT

701 OCEAN STREET, SUITE 310, SANTA CRUZ, CA 95060-4064  
TELEPHONE: (831) 454-2600 FAX: (831) 454-2411 TDD: (831) 454-2123  
MICHAEL J. MCDUGALL, PERSONNEL DIRECTOR  
AJITA PATEL, DEPUTY DIRECTOR

### MEMORANDUM

**DATE:** October 7, 2015  
**TO:** Civil Service Commission  
**FROM:** Ajita Patel, Deputy Director of Personnel  
**RE:** Civil Service Exemption

Pursuant to County Code 3.12.010, we are recommending that the unrepresented executive management classification of Chief of Staff – Board of Supervisors be included in the list of positions identified as non-Civil Service classifications.

The incumbent in this new classification will report directly to the Board of Supervisors and will plan, organize, and coordinate office management and administration for the Board of Supervisors. The incumbent will also assist in matters that are relevant to achieving the policy goals of the Board of Supervisors. Additionally, all other management employees in the office under the title of County Supervisors Analyst are designated as non-Civil Service, so this request is in line with the current organizational structure. Therefore, this classification should be designated as non-Civil Service to reflect that the incumbent serves at the direction and will of the Board of Supervisors.

Cc: Michael J. McDougall, Personnel Director  
Terry Dorsey, County Supervisors Analyst

**SUMMARY FOR DELEGATED CLASSIFICATIONS**  
July- September 2015

Department	Action	Proposed or Currently Established Class	Class After Personnel Study
Animal Services Authority	Create New Job Classification	New	Registered Veterinary Technician
Human Services Department	Create New Job Classification	New	Protective Services QA Specialist
Board of Supervisors	Create New Job Classification	New	Chief of Staff - Board of Supervisors
Health Services Agency	Reclassify 1.0 FTE vacant Registered Geologist to 1.0 FTE Administrative Services Officer I	Registered Geologist	Admin Services Officer I
Planning Department	Job spec changes. MQ revision.	Building Plans Checker	Same
Health Services Agency	Add new 1.0 FTE position via Board letter on 8/18/15	New	Behavioral Health Program Manager
Human Services Department	Reclassify 1.0 FTE filled Asst Div Director - HSD to Division Director - HSD	Assistant Division Director - HSD	Division Director - HSD
Health Services Agency	Classify 1.0 FTE position via Board letter on 8/18/15	New	Community MH Aide
Health Services Agency	Classify 1.0 FTE position via Board letter on 8/18/15	New	Community MH Aide
Countywide	Job spec changes. MQ revision.	Paralegal	Same
County Administrator Office	Create New Job Classification	New	Homeless Services Coordinator
Personnel Department	Alternately staff Account Clerk with Sr. Account Clerk	Account Clerk	Account Clerk/Sr. Account Clerk
Health Services Agency	Create New Job Classification; Medical Laboratory Technician; Alternately staff Medical Laboratory Technician/Clinical Laboratory Scientist/Public Health Microbiologist/Sr. Public Health Microbiologist	New - Medical Laboratory Technician	Medical Laboratory Technician/Clinical Laboratory Scientist/Public Health Microbiologist/Sr. Public Health Microbiologist

**PROVISIONAL REPORT**

**July 2015 – September 2015**

Department	Classification	Reason for Filling Position	Type of Appointment	Recruitment Plan/Status
District Attorney's Office	Paralegal	Due to limited staffing (multiple vacancies) within the unit, the department needed to make an immediate hire to fill a critically needed position within their Consumer Affairs Unit.	Provisional	Recruitment and selection process completed.
County Administrative Office	Associate Administrative Analyst	Immediate need to fill the Public Information Officer role in order to coordinate public and media communications across all County departments.	Provisional	Recruitment to open in the next few weeks.
Public Works	Electrical Instrumentation Supervisor	Necessary for the ongoing maintenance and repair of the District's facilities that run 24/7 such as sanitation services.	Provisional Substitute	Incumbent currently expected to return to work in December.

**Number of Provisional Appointments**

Type of Appointment	July - September 2014	July - September 2015
Provisional	1	2
Provisional Promotion	2	0
Provisional Substitute	2	1
Provisional Substitute Promotion	0	0
Provisional Demotion	0	0
Provisional to Probationary	2	3

Civil Service Rule 130.VI.G: When there are less than five (5) qualified eligibles on any appropriate employment list, the Personnel Director may authorize the provisional appointment of any individual meeting the established standards for the position pending the establishment of an eligible list, but in any event, no such provisional appointment shall continue for longer than the following: a. For department heads – 180 days; b. For other positions – 90 days.

September 19, 2015

Civil Service Commission of Santa Cruz County  
ATTN: Chairwoman, Ms. Olivia Madrigal  
701 Ocean Street, Suite 310  
Santa Cruz, CA 95060

Dear Ms. Madrigal,

I would like to bring to the Commission's attention the problem I experienced attempting to gain employment with Santa Cruz County.

Unfortunately, the chronology of events is quite long, including far too many phone calls, emails, interviews, tests, long waits, more interviews (all documented), going back to when I first applied for the position of Employment & Training Specialist II in 2013. I can provide the documented details if requested, but I trust the Commission will prefer the following summary account of what I believe is most worthy of your attention and corrective action.

First: I am fairly confident I am the only candidate who has applied for the position of Employment & Training Specialist II and scored a rank of #1 in both the oral and written County assessment tests. Upon initial review of my resume when I first applied for this position, I was advised I was not even selected to proceed to the interview selection process. Only after I pressed the County to please reconsider was I allowed to participate. I later ranked #1 in both the County's assessment tests and eventually became a finalist on both occasions I applied.

Surely one must consider how the County is being served if the expertise to evaluate employment applications is such that a top candidate like me would be declined the opportunity to even begin the interview process. Having owned and operated a successful employment agency, I know this process well. Clearly, a top candidate that ultimately ranks #1 by the County's own assessment tests, not once but twice, should not require a candidate to press the County to do the right thing as I have been forced to do from the beginning and still to this day.

Second: when I was passed up for the position the first time, I was told the two selected instead of me were outside candidates.

Later I learned the two selected were actually from the County Welfare-to-Work (WTW) program.

Obviously this raises the concern of favoritism, cronyism, toward known candidates over those better qualified. Though I have this concern, I first thought I would disregard the issue and simply ask how I might apply for a position with WTW, perhaps to back-fill and earn my way by that path. To this day no one tells me, and I can't find those open positions. There is no good reason well qualified candidates or county citizens like me should have such difficulty obtaining this information or consideration.

Third: when I was taken through the entire interview process the second time, after scoring a rank of #1 again in the 2.5 hour written assessment test, I was asked to continue with additional interviews to the very end of the selection process. This suggests I was interviewing well to the very end. I was generally well received by everyone I had the pleasure to meet. From the beginning and through the entire process spanning many months, all understood I did not have the WTW experience. Nevertheless, in the very end I am told this is essentially the reason I was not selected, for lack of that specific job knowledge.

If this criteria is of such importance, why would this not be made known and candidates disqualified for lack of that job experience at the very beginning rather than at very end? More importantly, why is this job knowledge considered so valuable or necessary over skills as measured by the county's own objective assessment tests? What of education? What of the equally important abilities and experience perhaps gained from the private sector? Those the County seems to need quite badly. What of the skills as assessed by the County's very own comprehensive assessment tests? How many of those hired scored better than I did on those tests, both oral and/or written? I suspect not one.

Third: despite my lack of WTW County service job experience, in my final interview (when I actually thought I was going to be offered the position), I was asked if I would allow the County to contact my present immediate supervisor. This was a matter of serious concern for me, because I did not want my present employer to know my interest in alternative employment. Regardless, I was brought to understand this is standard procedure for the County, and lack of such reference a point working against me. I surely do not understand why I was asked

to accommodate this request at that final stage of yet another interview when I did not have the WTW experience, but I quickly obliged to remove this seemingly only last obstacle as well. Now, of course I understand, it is easy to get supervisor endorsements from inside the County. It should be understood, however, this is not the case or even appropriate for those working outside the County system.

I went over two years of mind-bending waits, mistakes, scheduling, emails, phone calls, testing, interviewing, providing references, taking time off from my job (vacation time) for still more interviewing. In the end, I was also asked to provide my immediate supervisor as a reference. Two of my references were contacted but for some reason not all. Again I must press the question, why is any of this proper or appropriate if from the beginning it is understood I did not have the specific job training required?

Fourth: when in the end I requested an explanation for all this from the Personnel Director, I was advised a county personnel representative was not able to follow up with me beforehand. I have those details over a period of over two months, and I replied that ultimately I waited on this representative over two weeks, then another two weeks, then finally she left me a voicemail message late on a Friday afternoon while I was working, explaining she was going on vacation for another two weeks. I was not able to return her call that late afternoon before she left, because I was not left enough time to do so. That evening is when I decided to bring this matter to the attention of the Personnel Director. Little did I imagine his response would essentially be to ignore all these facts as well.

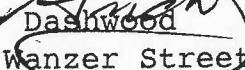
These are just a few of far too many examples that demonstrate the very real need for far better qualified County employees to serve the citizens of Santa Cruz County, citizens with important training, experience and skills like mine that would serve the citizens of Santa Cruz County far better.

In closing, please understand I attempted to have these issues addressed by the appropriate County employees every step of the way. Often I was thanked for my ongoing patience which I always did my best to extend along the way, but always the responses were for the most part unresponsive and dismissive. Accordingly I finally contacted Mr. Coonerty who suggested I bring this matter to the attention of the Civil Service Commission.

Of course, I no longer have any hopes of being hired by the County, and now I understand the Commission is also staffed by the same County personnel department that is largely the source of the problem(s). Accordingly, I am not optimistic about my effort to foster the necessary positive corrective actions. I did not have this goal in mind until the end, and I certainly did not think it would get to this point. However, the ongoing lack of consideration and dismissal of these issues after so much of my time and effort has left me little option.

Given the fact that I would not have even been allowed the opportunity to interview at the very beginning of my experience without pressing the matter, sadly it appears this is what it takes to bring attention to these matters and perhaps bring about the necessary corrective action. Of course at this point I make the effort not for my sake but for the County of Santa Cruz and the citizens it is supposed to serve.

Very Sincerely,

  
Andy Dashwood  
304 Wanzer Street  
Santa Cruz, CA 95060

510-677-1273  
adashwood@comcast.net



**EXPERTISE**

**Employment & Training, Online Education, Professional Development, Business Management**

**CAREER EXPERIENCE**

**COMCOURSE, Santa Cruz, California**  
Marketing Support Representative

June 2012 to present  
(July/August 2014, 2 month break in service)

Currently performing marketing activity to promote business with universities across the country, generating direct sales and working with affiliate marketing agencies to build business through our company GEDforFREE website.

**INSIDETRACK, San Francisco, California**  
Executive Coach

August 2005 to December 2006

Formally trained to serve as Executive Coach for fully-employed working professionals. I provided motivation, insight and direction to enhance the success of others with their profession, education and life.

**CALIFORNIA STAFFING SERVICES, INC., San Leandro, California**  
Founder/Owner/CEO

March 1998 to December 2004

Founded the company in San Leandro, California to pursue the growing opportunity in employment services. Developed the business from absolute ground zero. Hired and managed multi-level sales and support personnel and secured employment for thousands of temp-to-hire employees with our growing client base. Profitable within four months of start. Exceeded million dollar annual revenue with significant bottom line results. Responsible for entire operation including; sales and marketing, finance, payroll, human services, employee safety, systems management, contract negotiations, and compliance with all federal, state and local laws, regulations and reporting requirements.

**CHEVRON USA, San Ramon, California**

February 1982 to February 1998

- National Dealer Affairs Coordinator; directed development and execution from HQ of marketing programs.
- Territory Manager – Retail/Wholesale \* Merchandising and Training Specialist, Hawaii Region.
- Legislative & Regulatory Affairs Specialist \* Chevron University Instructor/franchise relations, Headquarters.
- Dealer & Consumer Affairs: Headquarters, Purchasing: Richmond Refinery.

**EDUCATION**

MBA, St. Mary's College, Moraga      B.S., Business Administration, University of California, Berkeley

**VOLUNTEER INVOLVEMENT**

Most recently provided Professional Development services for Profile Group (Santa Cruz Job County Job Center). PRIOR; 2011 regular/weekly volunteer at the FOOD BANK of Contra Costa & Solano County. United Way Campaign Coordinator for all of Chevron USA, Second place winner of San Francisco Chamber of Commerce membership drive, Jr. Achievement Advisor for high school students at Kennedy HS, Richmond, California.





# COUNTY OF SANTA CRUZ

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## PERSONNEL DEPARTMENT

MICHAEL J. MCDUGALL, DIRECTOR

AJITA PATEL, DEPUTY DIRECTOR

701 OCEAN STREET, SUITE 310, SANTA CRUZ, CA 95060-4073  
(831) 454-2600 FAX: (831) 454-2411 TDD: (831) 454-2123

October 1, 2015

Civil Service Commission  
c/o Chair Olivia Madrigal  
701 Ocean Street, Suite 310  
Santa Cruz, CA 95060

Dear Chair Madrigal,

It is my understanding that your Commission has received some correspondence from Mr. Andy Dashwood raising concerns regarding the recruitment process. By way of this memo, for informational purposes, I am forwarding the County's responses to Mr. Dashwood regarding the concerns raised to our office.

Thank you.

Sincerely,

Michael J. McDougall

A handwritten signature in black ink, appearing to be "Michael J. McDougall", with a long horizontal line extending to the right.

cc: Each Commissioner

## Michael J. McDougall

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**From:** adashwood@comcast.net  
**Sent:** Tuesday, September 01, 2015 8:12 AM  
**To:** Michael J. McDougall  
**Subject:** Re: To Mr. Michael J. McDougall from Andy Dashwood -- IMPORTANT

Dear Mr. McDougall,

Thank you for your reply. I really have no intention of belaboring any of these points I brought to your attention, and of course I understand all you explain. What I do not sense is being understood or appreciated are the following, and perhaps most important of all you do not touch upon; I ranked as high as anyone can rank in the assessment tests for this position I applied for. We all understood and agreed, I did not have the prior WTW experience and in my final interviews, it was made clear I did not have that experience. In that interview, I made clear I would obviously apply all the resources the County had available to assist the hypothetical case with her needs, but also of course I am not as familiar with that process or those resources as the internal candidates -- but that can easily be trained! The skill sets I believe more important and that I ranked as #1 in the assessment tests are what is most important. I witnessed the lack of those skill sets first hand, as I suffered through my experience. For example, you indicated Susana was not able to follow up with me. Did you have a look at that sequence of events as I summarized them for you in bullet #1? Do you consider that acceptable?

Again, after my final interview, I was asked about the ability to contact my supervisor as a reference. I was made to feel it was unusual that I should hesitate to have a possible new employer contact my current employer. Do you consider that acceptable? These are just some of the many points that demonstrate why your hiring process is not providing the people with the skill set you need most.

The most significant primary question that remains as far as I am concerned and that I wish you would address directly is why should WTW (type) experience be so overwhelming required rather than the ability to perform the responsibilities in the manner your assessment tests are designed to identify? The job responsibilities do not suggest any requirements that should not be easily learned by someone like me with the minimum training. Also very important for me to understand, is why would anyone like me be invited to apply, test, be interviewed, emailed, interviewed again, wait and wait without proper follow up, eventually to final interview where I am asked to provide references -- including my current supervisor -- all along everyone understanding I do not have the direct WTW experience -- only in the end to be told I am not hired because I do not have that experience. Do you consider that acceptable?

Why not make that requirement very clear at the outset?

Finally, what about the experience like mine of helping thousands of unemployed general labor type employees find employment with employers all over the East Bay, my experience hiring and training many more people to make that possible, building relationships with employers in the county, analytical and case management skills..., what of those job skills in comparison to those that prevented me from being hired. How many who were selected have actually developed those sorts of relationships with employers? Of course, I can only guess what is important to you and the country in these respects, but surely the need to find jobs for these people with local employers is important. You can't have hired anyone with the successful track record I have in this regard.

I was told there were 8 positions that were being filled in the early going of my second interview process which certainly gave me every hope I would be one of them given my assessment rank at #1 yet again. Why would I be told this at all, I also don't know, but later I have learned the jobs went to bi-lingual candidates (I am nearly fluent in Spanish but not quite), and those with WTW country services job experience.

If all I have explained sits perfectly well with you, then we are not of like mind when it comes to how things should be done. This has been my frustration from the beginning, and why I remain frustrated to this day, still not sure whether I should make this case with someone who matters and shares my perspective regarding how country services should be delivered, and most importantly, improved! Your comments and insights help me to decide, and I do very much appreciate knowing where you think I am being reasonable and/or where not.

Sincerely,

Andy Dashwood

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**From:** "Michael J. McDougall" <Michael.McDougall@santacruzcounty.us>  
**To:** "adashwood@comcast.net" <adashwood@comcast.net>  
**Sent:** Monday, August 31, 2015 1:12:18 PM  
**Subject:** RE: To Mr. Michael J. McDougal from Andy Dashwood -- IMPORTANT

Dear Mr. Dashwood:

I am sorry that you are not satisfied with my response to your inquiry. My response was intended to make a couple of important points, which I may not have adequately communicated.

- 1) The numbers were provided in an effort to demonstrate the significant level of competition for the position, and
- 2) While you performed well during the initial examination process (resulting in a ranking of #1, tied with 2 others), you did not perform adequately during the in-person selection interview, which is the final step in the hiring process. Specifically, the Department found your analysis of the case scenario to lack insight when dealing with participants addressing multiple-barriers to employment, and;
- 3) Based upon your inadequate performance during the selection interview, the Department offered employment to other similarly qualified candidates from the eligibility list who performed strongly during the in-person selection interview. If it helps, I will mention that a total of five candidates were hired, two were internal promotions, one had been a previous employee, and two were newly appointed employees with no previous Santa Cruz County employment history.

Sincerely,

Michael J. McDougall  
Director of Personnel  
County of Santa Cruz

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**From:** [adashwood@comcast.net](mailto:adashwood@comcast.net) [mailto:[adashwood@comcast.net](mailto:adashwood@comcast.net)]  
**Sent:** Monday, August 31, 2015 8:01 AM  
**To:** Michael J. McDougall  
**Subject:** Re: To Mr. Michael J. McDougal from Andy Dashwood -- IMPORTANT

Dear Mr. McDougall,

If I have been in any way successful at getting you to understand the problems with your hiring process that I have attempted to bring to your attention, then I trust you can understand why I am now seriously considering bringing this matter to the attention of Third District Supervisor, Mr. Ryan Coonerty. Though I have no real optimism the problems I have identified will be addressed any better going forward, I would like some level of satisfaction that at a minimum the issues I have brought to your attention have been understood and properly considered. Accordingly, if rather than present me the numbers of those who applied, tested, etc. as I was given before, if you can provide your quick brief response to the specific bullet points I listed for you below, this will at least give me the satisfaction to know you have considered the more important issues and questions that I have brought to your attention. These are the very same issues and questions I have been patiently asking of your personnel for well over a year now.

I have not gone to all this trouble only to receive a repeat general non-response to these issues again. Please simply respond to the bullet points and questions I have summarized for you below. I would imagine all of 10 minutes is needed -- total, not the weeks or months normally taken.

Sincerely,

Andy Dashwood

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**From:** [adashwood@comcast.net](mailto:adashwood@comcast.net)

**To:** "Michael J. McDougall" <[Michael.McDougall@santacruzcounty.us](mailto:Michael.McDougall@santacruzcounty.us)>

**Sent:** Sunday, August 30, 2015 9:15:56 AM

**Subject:** Re: To Mr. Michael J. McDougal from Andy Dashwood -- IMPORTANT

Dear Mr. McDougall,

Thank you for considering my experience, for taking the time to look into the issues I brought to your attention and for your reply right on time. I regret that your reply does not touch on the most important issues I brought to your attention and that you do not request any response. I cannot know the level of your concern or interest, but again for the sake of the county, the following is a little more detail with regard to the issues I have brought to your attention. I make this effort with hopes you may be inclined to consider the following at least just once, perhaps at least this one last time, because you cannot know the following as a result of your own internal review of my experience.

- **IMPORTANT:** With regard to my last contact with Susana Silva, please know; on **June 15, 2015** Susana confirmed receipt of my email explaining that I would be on vacation until first of July. I suggested Susana could use that time to do her due diligence and advise upon my return to which Susana kindly agreed. **July 3**, I had returned and there was still no word from Susana, so I emailed asking as for status. **July 7**, Susana responded and asked if we could meet, to which I gladly accepted. **July 9** Susana let me know she was very busy and perhaps we could meet the following week to which I responded no problem, just let me know when. **July 24** I got a voicemail message from Susana late in the day explaining she was sorry for not contacting me until then and that now she was going on two-weeks vacation. She phoned hoping to reach me that late afternoon before leaving but I was not able to reply just then before she left for vacation. This is when I decided to write the email to you, Mr. McDougall. This is just one example of how many times I have waited for a response, how I have had to proactively follow up, and how ultimately there is simply no reason it should take so long only to be told to wait a while longer...



- **IMPORTANT:** As now you know, I tested twice for this position, earning a rank of #1 on both occasions, oral and written. Having owned an employment agency, I fully realize assessment tests are not the end-all with regard to the ultimate hiring decision. However, I have asked before and I ask again, how did those selected ultimately score in these assessment tests as compared to me? In particular the 2.5 hour test that assess for how best to manage a work load, assist customers, provide customer service, quickly do analytical work, how did those selected do as compared to me? I believe this is a good question, because all that I have experienced clearly indicates a broad lack of these skills given my dealings with county employees. Now it seems all the more clear that your hiring process is only fostering the hire of people with certain job experience rather than the best skill set. The evidence to this end is overwhelming, yet a significant issue that no one seems willing or wanting to consider whatsoever.
- **IMPORTANT:** I already knew essentially all you reply in your email, most certainly including the fact that how one does on an assessment test is not the end-all when it comes to the hiring decision, but given the numerous cases of delay, missteps, mistakes and apparent indifference, does it not matter how those chosen rank in these assessment tests that are DESIGNED to identify those with the needed skill set? Especially in my particular case, having already ranked #1 in the oral evaluation once, how many ultimately chosen ALSO ranked #1 again in the written test? No one will say, okay, but if I score better than those chosen, what does this suggest. Does it matter? If not, why not simply have the tests taken on a pass/fail basis?
- **IMPORTANT:** I long ago enquired with regard to how I might "back-fill" and perhaps strive for a position with the WTW program, if in fact this work experience was more important to be hired for the E&TII position. I have asked several times for where I can find these open positions. I have never been given an answer. These are the questions I have tried so hard to get answered, only to wait months and months on end with all manner of further delay, auto-response vacation emails, forever the excuse of being busy, when just about any true professional could have addressed my issues and concerns in the space of very little time in comparison. Again, this is the skill set your assessment tests are testing for, yet the selection process is really nothing more than tapping people already known from just one specific job experience that I could easily learn in no time if given the chance.
- **IMPORTANT:** In my last interview, I was told one problem working against me was that I did not have my immediate supervisor listed as a reference. I explained this was difficult for me, because of course I did not want to risk the chance my current employer learning of my want for alternative employment. Oddly enough, this was somehow considered unusual, and the discussion about having my supervisor contacted continued. Why would this even matter if I did not have the preferred work experience, I still do not know, but finally it was suggested that maybe those I had listed as references would be enough. Right after that interview, I phoned to advise I would take the chance to have my current supervisor contacted and to please confirm if this would be necessary or preferred. I was told there would not be the need, because my current references would suffice. Two were contacted, not the rest. Why any of this, I ask again, if the WTW experience is ultimately what has mattered most all along?
- **IMPORTANT:** I was told during my interview, when asked to answer the questions related to addressing hypothetical text cases, that it was understood I did not have that work experience. Why was I told this (which should be the case) only to be later advised -- again -- this is the very work experience I lack and precisely why I was not selected -- again?
- **IMPORTANT:** Why consider any outside candidates if ultimately the WTW experience is wanted or needed over all else? Of course, I do not have the work experience of those already in the county services system, so why have anyone go through all the testing, interviewing, emails, reference check, hours and hours, etc., if in the end all that matters is who has the WTW experience? No one answers this question, but a good surely this is a good question for

anyone like me who has invested so much time and effort spanning over two years trying. Am I wrong? Why have anyone go through all this if essentially they have no chance?

- **IMPORTANT:** Again, I owned an employment agency, moved thousands of people from the ranks of unemployed to employed. I have a business administration degree from U.C. Berkeley and an MBA, strong employment and training experience over many years of all variety, including as volunteer to coach displaced workers at the Santa Cruz country job center. Yet, even upon my second attempt, again with a test rank of #1, the final decision is to select those who are already known with WTF and/or county social services experience. Again? Why put anyone through these paces -- all the way to final interview and quasi reference check -- if there really is no way someone without that work experience is going to be chosen? At a minimum, why not make this known right up front? Put another way, who could possibly be selected from the outside, if not someone who has demonstrated the qualifications as I have? I am a total loss to understand, as I strongly must suggest the more important skill set and ability to perform these jobs better is being dismissed entirely.

My own personal experience alone is strong indication of how your hiring approach results in less than optimal job performance by county employees (poor job performance to be more precise). Good time management, analytical, professional customer service, timeliness, courtesy, EMPATHY -- all as measured by your assessment tests -- are just a few of the more important skill sets far more badly needed among your ranks, not WTW job experience. This sort of entrenched "in-house" only hiring is what breeds the lack of interest in quality job performance, don't you think? Or perhaps another telling question, when was the last time a real "outsider" with my qualifications was EVER hired for a E&TII position, or any outsider for that matter?

I could go on, but I have tried to make these points before, and no one seems able or wanting to understand my questions or concerns beyond the simple fact that regardless all the time, the effort, the interviews, the assessment tests, I do not have the WTW county services experience. Perhaps I have again just wasted more time and effort which I certainly hope you know is not my intention. With all due respect, to receive your reply rather than address these important issues has been another long wait for little gain. Ultimately, if the issues and truths as I have just outlined them are not evidence enough of plenty that needs fixing, then you certainly do not need people like me, with the skill set like mine, for help.

Either way, I will remain at your service as you feel is best for Santa Cruz county.

Sincerely,

Andy Dashwood

**From:** "Michael J. McDougall" <[Michael.McDougall@santacruzcounty.us](mailto:Michael.McDougall@santacruzcounty.us)>

**To:** [adashwood@comcast.net](mailto:adashwood@comcast.net)

**Sent:** Sunday, August 30, 2015 6:52:20 AM

**Subject:** RE: To Mr. Michael J. McDougal from Andy Dashwood -- IMPORTANT

Dear Mr. Dashwood:

Thank you for emailing me regarding your experience with the County of Santa Cruz Personnel Department. I have looked into your situation as it relates to the Employment Training Specialist II



position and I would like to begin by sharing an overview of the most recent recruitment with you. A total of 78 applications were received. Of those, 52 met minimum qualifications (including yours) and those candidates were invited to the written examination which consisted of standardized, multiple choice questions. You, along with 34 other candidates, passed the examination. Of the 34 that passed the examination you tied for a rank of 1 with two others. However, please note that how a person performs in the recruitment examination, and where they rank on a list, is one of many factors that are taken into consideration when a department is making the hiring decision. The Human Services Department then conducted in-person interviews of those top candidates (including you).

The department's in-person interview is the final step in the selection process to assess a top candidate's knowledge, skill, ability, interpersonal and oral communication skills, personal/professional demeanor, and organizational fit.

It is my understanding that you have had communication with Personnel Analyst Susana Silva in my office. Subsequent to your conversations with her, she sought feedback from the hiring department regarding your performance during the in-person interview and had intended to share that information with you. Unfortunately, Ms. Silva was unable to connect with you directly to offer this feedback, so I will now provide it to you as follows:

The Human Services Department had the opportunity to assess each candidate's skills through a question and answer format. They also assessed each candidate's case planning strategies through the responses to a given case scenario. The interviewing panel found your response to the case scenario question inadequate, that it lacked insight in dealing with participants addressing multiple-barriers to employment. In addition, you did not demonstrate to have specific experience with Welfare-to-Work participants nor experience within a social service organization. Those selected have worked directly with Welfare-to-Work participants and/or have years of experience working in social services.

Although you were not selected for the position, I wish to convey that we are grateful for your time and interest in employment with the County of Santa Cruz.

Sincerely,

Michael J. McDougall  
Director of Personnel  
County of Santa Cruz

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From: [adashwood@comcast.net](mailto:adashwood@comcast.net) [adashwood@comcast.net]  
Sent: Tuesday, August 11, 2015 7:47 AM  
To: Michael J. McDougall  
Subject: Re: To Mr. Michael J. McDougal from Andy Dashwood -- IMPORTANT

Good morning sir,

Thank you for your consideration. Also if I may, my compliments on a very timely response and for providing me an expected timeframe upon which to expect to hear back from you. Thank you most very sincerely!

These are the sort of simple professional courtesies that can go so far toward better customer service and good will that I am sure we both agree the County can much better represent. Of course I understand your request to investigate internally. However, I am sure you recognize the limitations of

an internal investigation as compared to the detailed, honest (and documented) truth someone like me, an outsider, can better provide. Simply put, I do not have the concern for a poor job evaluation like those you may call upon internally for insights as to my story. Essentially this is the difference between the "customer" experience and what County employees all too often don't seem to understand and/or care about.

I appreciate your time and attention, and of course I remain at your service if you feel I can be of any further assistance.

In the meantime, just FYI for your immediate reference:

January 24, 2014, I scored a 95% and rank of #1 in the oral evaluation.  
March 17, 2015, I scored 87 of 90 and a rank of #1 in the 2.5 hour written evaluation.

Sincerely,

Andy Dashwood  
510-677-1273

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From: "Michael J. McDougall" <Michael.McDougall@santacruzcounty.us>  
To: "adashwood@comcast.net" <adashwood@comcast.net>  
Sent: Monday, August 10, 2015 8:27:52 AM  
Subject: RE: To Mr. Michael J. McDougal from Andy Dashwood -- IMPORTANT

Good morning Mr. Dashwood:

Give me a few weeks to look into your situations and I will get back with you.

Thanks,

Michael J. McDougall  
Director of Personnel  
County of Santa Cruz

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From: [adashwood@comcast.net](mailto:adashwood@comcast.net) [mailto:[adashwood@comcast.net](mailto:adashwood@comcast.net)]  
Sent: Monday, August 10, 2015 8:17 AM  
To: Michael J. McDougall  
Subject: To Mr. Michael J. McDougal from Andy Dashwood -- IMPORTANT

Dear Mr. McDougal,

I am writing to you, because I believe my troubling experience with Santa Cruz County is one worthy of your personal consideration.

In summary, I applied for a position on two separate occasions, first in 2013, then again in 2015. Both times, I was asked to participate in assessment tests (both oral and written), and on both occasions I scored a rank of #1. Nevertheless, on both occasions I was passed over for internally known candidates. If it were only that I was not chosen despite what I think any professional recruiter would have recommended, I would not be bringing this matter to your attention. The problem is the manner in which the process was mismanaged, and/or the manner in which a candidate like me is treated.

The position I wanted to fill to help the County's employment and training responsibilities was the Employment & Training Specialist II (ETSII) position. I felt very strongly about my qualifications, because I once owned and operated a successful employment agency, I have gained exceptional training and experience over the course of my career, including the operation of my own company and working for Chevron Corporation (HQ). I have a bachelor's degree from U.C. Berkeley and a master's degree from St. Mary's College in Moraga.

I bring this matter to your attention with all humility, because although I truly cannot believe you had any candidates as well qualified as me on either occasion, I do understand I do not know the inner-workings of your department as well as you do, or the issues involved. However, I must believe you will agree my experience of a rather long badly managed application, testing, interview and hiring process, is one that should be brought directly to your attention. On my first attempt, my application was not even considered to continue the process until after I inquired and corrected some hard-to-believe confusion about my resume, only to go on and rank #1 by your own assessment process. What happened after that for over a year is also hard for any professional to understand or justify.

To compete as well as I could for this position and stay on top of the process that went on for longer than anyone would normally imagine, I kept detailed notes and all the emails that I can easily provide as proof of this story that I suspect you would otherwise not readily believe as true. I have told my story to people I know, professionals, and always the reaction is one of disbelief. Always wanting to be productive, however, I offered to provide recommendations to help your department that would help correct some of these problems I was witnessing and experiencing first hand. I quickly came to realize how much I could similarly help the County in these same regards if I were hired to do so, but in response to those offers as well, of course I don't even get a response. There is utterly no interest or inclination to consider where or how improvement(s) are possible.

I have all along tried to maintain faith that I may eventually overcome the challenges I have faced trying to win this position with the County, but now after too long a time of too many needless delays, frustrations and indignities, the most recent inexcusable wait and communication from your personnel leaves me convinced my chances of being hired from the outside are hopeless. Though I have been thanked and complimented for my ongoing patience and understanding all along, there is simply no more justification or good reason for me to maintain any optimism about my chances with the county.

Accordingly, I am writing you this email not with any hope that it will serve me in any productive way, but perhaps help you and the County to address areas of improvement that I can surely demonstrate need attention. I had prepared a detailed chronology of my experience for you, but rather than submit that amount of detail to you first thing, I will wait for your reply. Should you request any further documentation or explanation from me and/or recommendations in these regards, I will gladly provide you any assistance that you might deem helpful.

Thank you for your attention and consideration.

Very sincerely,

Andy Dashwood  
510-677-1273