

MINUTES OF HUMAN RELATIONS COMMITTEE MEETING

LANE TRANSIT DISTRICT BOARD OF DIRECTORS

July 27, 2015

Pursuant to notice given to *The Register-Guard* for publication on July 23, 2015, and distributed to persons on the mailing list of the District, a meeting of the Lane Transit District Board of Directors Human Relations Committee was held at 2:30 p.m. on Monday, July 27, 2015, in the District's conference room at 3500 E 17th Avenue, Eugene.

Present: Gary Gillespie, Chair
Julie Grossman
Gary Wildish
Roland Hoskins, Director of Administrative Services
David Collier, Human Relations Manager
Jeanne Schapper, Clerk of the Board
Mackenzie Cowan, Human Relations Secretary/Recording Secretary
Celia Kupersmith, KL2 Connects
Al Schlimm, KL2 Connects

CALL TO ORDER/ROLL CALL: Mr. Gillespie called the meeting to order at 2:30 p.m. and called the roll.

MOTION: **APPROVAL OF MINUTES:** Ms. Grossman moved approval of the April 27, 2015, minutes as written; Mr. Wildish provided the second.

VOTE: The motion was approved as follows:

AYES: Gillespie, Wildish, Grossman (3)
NAYS: None

EXECUTIVE SEARCH FIRM SELECTION PROCESS: In response to a question from Mr. Gillespie, Mr. Collier said that recruiting firm, KL2 Connects, posted the general manager position on July 2, 2015, and the posting has not yet closed. He added that the posting seems to have garnered a considerable amount of interest.

Ms. Kupersmith and Mr. Schlimm joined the meeting via Skype. Mr. Hoskins explained the next steps in the process: Lane Transit District would hold a public meeting to approve the criteria for hiring the next general manager, and public comment on the criteria would be allowed at the meeting. The approval will most likely occur on August 19. Ms. Kupersmith said that she and Mr. Schlimm would have a list of screened candidates for the Board of Directors to review in executive session on August 19.

Ms. Kupersmith outlined the suggested screening process and timeline. Prior to the August 19 regular Board meeting, KL2 Connects will send the Board of Directors a briefing book. The briefing book will contain information on between five and eight candidates to consider and will have each individual's resume, photograph, a summary of their qualifications and how the candidate meets LTD's needs, a short essay written by each candidate that will detail his or her most outstanding accomplishments in his or her career, and each candidate's responses to an ethics questionnaire. The briefing book also will contain a list of prospective interview questions for the Board to review. In addition, KL2 will have conducted preliminary reference checks for each candidate.

Ms. Kupersmith said that at the August 19 regular Board meeting, the Board will go into executive session to review the candidates' profiles. KL2 will present each candidate one at a time so that they may introduce additional examples from the consultants' interactions with the candidates that may not be in the briefing books.

She said that the Board may have eight candidates to review; and, if the Board is able to select five that they are interested in, preliminary Skype interviews would be an option to assist in further narrowing the pool of finalists. Mr. Hoskins stated that the week of September 28 through October 2 are the target dates for the final interviews. Ms. Kupersmith recommended that the interviews be conducted over a couple of days.

On Day One, the candidates will rotate through different panels; the panels will consist of employees, community members, and a special interest group, of between six and eight each. Ms. Kupersmith said that Lane Transit District may want to have two different community groups in addition to the employee group. She recommended conducting a tour of the facilities and a broad oversight of the system for the candidates.

On Day Two, candidates will interview with the full LTD Board. The Board will be able to receive feedback from the panels that interviewed candidates the previous day before conducting their own interviews.

Ms. Grossman expressed her approval of such a process and added that she would like to increase the community group from two panels to three panels. Mr. Wildish remarked that the community panels could be separated into a city leaders and partners panel, a business leaders panel, and a special interest group panel.

Mr. Gillespie stated that the last recruitment featured an open forum for the candidates that included brief presentations and a Q&A for each candidate. Ms. Kupersmith said that such an event could definitely be included in the current recruiting process. She recommended that the candidates not sit in on each other's presentations.

Mr. Wildish said that many recruitments have involved a meet and greet where the Board would have the opportunity to watch how the candidates mingle with community members. He said that in those instances, the hiring bodies found the meet and greet to be extremely helpful in determining how the candidates handle impromptu situations. Ms. Kupersmith said that many

places do like to add an informal meet and greet into the interview process. She stated that scheduling a meet and greet on the same day as the community member interviews would provide a nice opportunity to invite those that participated in the panels and additional community members into the process.

Ms. Kupersmith suggested that Mr. Hoskins and Mr. Collier begin to look at the last week of September so that they may determine if the first part of the week or the last part of the week would be better for interviews. Ms. Kupersmith said that the Board members will most likely want to attend the meet and greet and should probably have a large amount of time the next day available to conduct interviews, but they do not necessarily need to attend the interviews with community members. She added that candidates will desire for the Board to make a decision as soon as possible as they are not only interviewing at LTD, but also are managing media and their own employees in their current places of employment.

In response to a question, Ms. Kupersmith said that KL2 Connects would provide the Board with suggested interview questions. KL2 will build a set of questions that will include certain areas of specific interest to the Board. Ms. Kupersmith mentioned that, in regards to how closely the Board had to follow the interview questions, some states were so strict that the panel could only ask the interview questions as written and no follow-up questions. Mr. Collier responded that follow-up questions could be asked in Oregon. Mr. Hoskins clarified that the same set of stem questions had to be asked of each candidate.

Mr. Gillespie stated that he would like to ask a question regarding the candidates' experience with finances. Ms. Kupersmith said that KL2 will inquire about financial experience prior to the final interviews, as well as ask candidates about their ties to their respective business communities.

Ms. Grossman asked if the Board could provide feedback on interview questions between the time the Board receives the questions and the interviews take place. Ms. Kupersmith responded that the Board is welcome to provide feedback and also suggest additional questions. Ms. Kupersmith added that some of the interview questions may be better positioned to be asked by a community or employee panel.

Mr. Collier asked if the panels would come to a consensus about how the candidates were ranked or if the ranking would be individualized. Ms. Kupersmith responded that in past experience, the majority opinion has worked best. Each person participating in the panels would be provided with a brochure so that they would know what the candidates had been told about what the Board desires in the next general manager. KL2 also would write up a one page summary that would be sent out to each panel participant.

The Committee discussed the amount of time each interview should last. Ms. Kupersmith said that if she can tailor the number of questions to match the amount of time for each interview. The Committee decided that interviews should last 45 minutes with 15 minutes after each interview to debrief on each candidate.

Mr. Gillespie stated that the Board conducted site visits after the interviews during the previous general manager recruitment process. Mr. Hoskins said that depending on the interviews, the Board may not feel that a site visit is necessary. Ms. Kupersmith stated that if there is a clear candidate in which the Board is interested, the Board can announce that they will open negotiations with the candidate of their choice. The Board can also say that they are interested in speaking to two people further or say that they have not reached a conclusion. Ms. Kupersmith stated that it is possible that the candidates will begin to get nervous if there is no clear winner coming from the interviews, as would be indicated if the Board would like to do conduct site visits or another round of interviews. The risk to the candidates becomes higher the longer the process continues.

Mr. Collier began a conversation about the logistics of the candidates' visits to Eugene. Ms. Kupersmith said that the norm in the business is to have the candidates arrive a day early in order for them to be able to explore the community; sometimes organizations offer to pay to have candidates' spouses accompany them. Traditionally organizations allow candidates to rent a car or give them a bus pass, and allow them to explore the area. Ms. Kupersmith added that when the Board has a candidate with whom they've negotiated a deal, that candidate and his or her spouse will travel to the Eugene-Springfield area to find housing.

Ms. Schapper stated that the APTA Annual Meeting begins on October 4, and it may be advantageous to hold interviews later in the week of September 30 for candidates who would prefer to fly directly from the interviews to the meeting. Candidates who are very active in APTA would likely need to be at the meeting the morning of October 3. Ms. Kupersmith proposed that the Committee consider scheduling the interviews on Tuesday, Wednesday, or Thursday, and reserve Friday as a travel day for the candidates.

Ms. Grossman began a discussion on the community and employee interview panels. Mr. Hoskins stated that at least one employee panel should consist of Amalgamated Transit Union (ATU) representatives and Employee Council representatives. Ms. Kupersmith said that she thought the employee group might be the largest panel, with ATU, Employee Council, and a representative population of the District's employees as a whole. The Meet and Greet would provide an opportunity for LTD's senior management team to meet the candidates. The Board also could schedule a separate group meeting for the candidates to meet the senior management team plus any direct reports to the general manager position.

The Committee thanked Ms. Kupersmith and Mr. Schlimm and ended the Skype call.

Mr. Wildish began a discussion regarding the employee panels. Mr. Hoskins said that both ATU employees and the Employee Council should be represented. Mr. Wildish expressed interest in gathering feedback during the interviews from LTD's Strategic Team and perhaps having the Team comprise a separate panel. Mr. Gillespie stated that he would like to see riders or persons connected with RideSource or Alternative Work Concepts included in the interview process.

The Committee will report potential interview dates to the Board, and will review the interview process with the full Board of Directors.

NEXT MEETING: The next meeting will be scheduled as needed.

ADJOURNMENT: The meeting was adjourned at 4:37 p.m.

Recording Secretary