

August 20, 2022

**TO:** Environmental Quality Commission

**FROM:** Richard Whitman, Director

**RE:** Item B: DEQ Director Recruitment/Hiring Criteria (Action)  
Aug. 24, 2022, EQC special meeting

### **1. Introduction**

At its July meeting, the commission discussed the process and criteria for the recruitment of DEQ's next director. DEQ provided public notice of the draft criteria and requested comments on the draft. An updated draft is attached to this report for the commission's discussion and decisions, along with a compilation of all comments.

DEQ also has been working to contract with an executive search firm to assist the commission in this recruitment. The Director will provide an update on that work at the commission meeting, along with an updated timeline.

### **2. Recommended Hiring Criteria**

Three documents are attached to this report. The first (Attachment A) is a compilation of all public comments on the draft criteria discussed at the last commission meeting. The second document (Attachment B) incorporates the specific suggested changes in the comments into the draft, along with my recommendations to the commission regarding whether to adopt the suggestions or not. The third (Attachment C) shows the changes incorporated.

Public comment: Director’s draft criteria, skills and attributes  
 Prepared Aug. 15, 2022

The commission accepted public comment on the proposed draft criteria, skills and attributes to be included with the DEQ Director recruitment materials from July 28 to 4 p.m. on Aug. 12, 2022. The draft materials were discussed and approved by the commission at the July 21, 2022, EQC meeting.

Below are the 24 comments received on the proposed draft materials. Two comments, noted at the bottom, were received after the close of the comment period but are included here for completeness. The commission may choose not to consider these late comments. Comment fonts, spacing and color have been standardized. Highlighted text relates to draft changes, discussed in Attachment B.

<p>1</p> <p>Rick Graw,          USDA/Forest          Service</p>	<p>After reading through the draft list of minimum qualifications, skills, and desired attributes, I believe the list is missing a critical component – vision.</p> <p>The next Director should be able to articulate the top environmental issues facing Oregonians today and have a vision for improving upon those issues in the next five years.</p> <p>For example, smoke from wildfires is arguably the greatest, most wide-spread air quality issue facing Oregonian’s today. Does the new Director recognize this? What’s the candidate’s vision for this issue tomorrow?</p> <p>That person should be able to challenge DEQ staff to achieve the vision for tomorrow.</p> <p>Thank you for the consideration of this comment.</p>
<p>2</p> <p>Dave White</p>	<p>Strong ability and experience in working collaboratively with fellow state, federal, local and tribal leaders, both to build strong working relationships and to advance environmental protection. [this is already in the criteria]</p> <p>Add to this section “must not believe anything the lying media says about climate change. Must not believe The Intergovernmental Panel on Climate Change (IPCC) reports which are deliberate science fiction. <a href="https://cctruth.org/ipcc.pdf">https://cctruth.org/ipcc.pdf</a>. Must not believe carbon dioxide emissions are the cause of astrophysical warming (<u>Climate Change Truth Inc. Earth Temperature data   Climate Change Truth (cctruth.org)</u>). Must not believe what the lying media said about the correct supreme court ruling against the environmental protection association.</p> <p>Carbon dioxide is not pollution! Everyone breaths it out! This very much strengthens our legal argument for the lawsuits on</p>

	<p>cctruth.org lawsuit page to stop cap and trade! Exhibits 1 and 2 are our 23 PhD reviews of the Intergovernmental Panel on Climate Change (IPCC) reports which are deliberate science fiction. There are class action and anyone can sign up.</p> <p>What the Supreme Court did to the corrupt Environment Protection Agency (EPA): The Clean Air Act of 1967 directed the EPA to tackle such issues as Acid Rain and others. It instructs the EPA to make a "toxic chemicals" list. Then any chemical the EPA wants to regulate in Section 111 subsection d must be on the toxic chemicals list. The EPA in 2015 illegally used section 111 subsection d to go after greenhouse gases without putting them on the toxic chemicals list. Carbon dioxide, methane etc. are not toxic and therefore could not be put on the list. Congress must start a congressional investigation and put the people who did this on trial. If congress wants the EPA to regulate Greenhouse gases, then it needs to write another law. However, they need to keep the following scientific facts in mind when writing such legislation.</p> <p>Greenhouse Gas Emission band cm-1    Radiation Flux W/m2 H2O Water vapor    All bands    303.8 CO2 Carbon dioxide    All bands    30.9-37.3 CH4 Methane    1200-1400    1.0-1.2 N2O Nitrous Oxide    1200-1300    1.1-1.3 O3 Ozone    900-1100    3.0-3.3</p> <p>Table 7.2 page 3 of <a href="http://irina.eas.gatech.edu/EAS8803_SPRING2012/Lec7.pdf">http://irina.eas.gatech.edu/EAS8803_SPRING2012/Lec7.pdf</a> Calculating percent effect is for water vapor <math>303.8/344.2 * 100 = 88.26\%</math> The 339.8 is the sum of these effects.</p> <p>Water vapor is 89.4% ghg effect. Carbon dioxide is 9.09% Ozone is 0.88% Nitrous Oxide is 0.32% Methane is 0.29%"</p> <p>In our 23 PhD review of IPCC working Group 1 first order draft for Ar6 we found their faulty global warming potential model. This model assumes equal greenhouse gas (GHG) concentrations. This equal concentration will never happen in reality. Carbon dioxide is more than 200 time the concentration of methane. Furthermore, we found in Annex 2, a table with the correct order of GHG effects. Any model which ignores data to benchmark it with is a fake model. We sent our review at least 23 times to them. However, for the final draft for Ar6 they deleted the table from Annex 2! This is how corrupt they are.</p> <p>Learn more about Greenhouse Gases here: Greenhouse Gases - Climate Change Truth (cctruth.org)</p>
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<p>3</p> <p>Sandy Ericson</p>	<p>Hello ODEQ team,</p> <p>From my experience in leading a municipal climate change task force, in addition to career leadership positions, I would suggest:</p> <ol style="list-style-type: none"> <li>1. Checking Northouse’s textbook on leadership — it is used on over 1,000 universities. Recommendations for the best leaders have changed in the 21st. C.</li> <li>2. Making sure the person has a “service” mindset for leadership. That is, the person sees themselves as serving instead of taking charge or wielding authority — less ego involvement.</li> <li>3. Assuring that the person delegates and empowers those on the team, so they take responsibility and are accountable.</li> <li>4. Understanding that such a position is likely to attract many who may be interested in it only for a short time since they are looking for a boost to retirement income. That will become obvious to the Dept. very shortly and not be good.</li> <li>5. Picking a person who has experience and education in the cause and effect of climate change, specifically — and is politically aligned with the science. Do not assume that having a degree in a related subject is good enough.</li> <li>6. Lastly, it would be most effective for the state if the person did not assume that adapting to climate change is the sole purview of government. You want a person who understands that engaging the public in changing lifestyle, consuming less, and helping the state to preserve the environment must also happen (and be marketed), or Oregon will have on-going political divisions and very slow progress as it tries to adapt before climate change becomes more threatening.</li> </ol>
<p>4</p> <p>John Altshuler</p>	<p>Foremost among qualities desired in a new director should be honesty, integrity, and the sincere desire to make things better by bringing to task those who knowingly or unknowingly violate the law. I know there are many other qualities in terms of experience and knowledge but I believe these are absolutely critical in leadership positions.</p>
<p>5</p> <p>DEQ staff</p>	<p>Dear EQC,</p> <p>Thank you for the opportunity to help shape the criteria to be used in recruiting for a new DEQ Director. I appreciate your seeking input from agency staff, as this effort will definitely change the course of the agency. As an employee for almost 20 years, I’ve worked under four Directors and feel I have some insights to offer</p>

	<p>to help you recruit candidates with the skills we need, so you can make the best decision possible for continuing the agency's positive trajectory.</p> <p>Richard Whitman has been a stellar leader. His unique set of skills and qualifications that came at a unique time were an outstanding fit that would be impossible to replicate. But, reflection on his strengths and successes is a good place to start. From my perspective, Richard's law degree and deep bench of experience in state government, law and politics were responsible for much of his success in guiding DEQ to better legislative outcomes and a more stable budget. These positive changes led to improved morale and better environmental outcomes.</p> <p>While the draft list of minimum qualifications, required skills and desired attributes is cumulatively pretty complete, I find some critical skills missing and others incorrectly characterized as desired, rather than required.</p> <p>Please consider:</p> <ol style="list-style-type: none"> <li>1. Adding as a minimum qualification, or at least as a required skill, demonstrated experience in one or more branches of state government.</li> <li>2. Moving "Ability to advocate effectively for actions that advance the mission of the agency before elected and appointed officials at the state and federal levels" into required skills.</li> <li>3. Adding as a required skill, knowledge and experience in supporting and resolving cases of enforcement of environmental laws, rules and regulations (or some similar wording of this important aspect of DEQ's mission, which is not otherwise mentioned).</li> <li>4. Adding as a desired attribute, understanding of or experience in working with labor unions, particularly in a government setting.</li> </ol> <p>Thank you for the considering these recommendations and for taking on this important endeavor to find a new leader for our agency.</p> <p>My best regards for your success in this search.</p>
<p>6</p> <p>David Fairbairn</p>	<p>Hi there,</p> <p>For the "Draft Minimum Qualifications" or (less ideally) "Draft Desired Attributes", I'd suggest adding something along the lines of "Demonstrated service and commitment to the public interest".</p> <p>One reason for this suggestion: the currently present draft qualification "Demonstrated commitment to the protection of the environment and/or public health" does not really cover the</p>

	<p>grander ethical need to prioritize the public interest -- and this ethic is a critical need for this position. Also, an edit to the current draft "environment and/or public health" qualification would not sufficiently emphasize this ethical need; it stands alone, in addition to the required evidence of environmental and/or public health protection.</p> <p>Thank you for the request for public input to this important process. Please let me know if any information is required from me.</p>
7 DEQ staff	<p>Hello! I have no specific comments on the draft recruitment announcement, but I would like the EQC to prioritize affirmative action and diversity, equity, and inclusion while considering candidates for DEQ Director.</p>
8 DEQ staff	<p>Hi there,</p> <p>I think it would be great to add a desired attribute to the effect of, "Familiarity with the principles and structure of the Incident Command System."</p> <p>Thank you so much for the opportunity to provide input.</p>
9 DEQ staff	<p>Suggestion for Desired Attributes:          Excellent written and verbal communication</p>
10 DEQ staff	<p>At the very least, have the new director work a week in the inspection lanes.</p>
11 DEQ staff	<p>Thank you for stressing in the draft document a demonstrated experience with DEI. I am writing to ask that you place an equal stress on that demonstrated experience in the interview process, and ask for specific accomplishments in increasing representation and retention of staff from marginalized communities, including actual metrics. It's past time for DEQ to go beyond aspirational talk, and for the leadership team to show a real commitment to change. Improving the recruitment and the actual nurturing and retention of BIPOC staff is at least as important as delivering YDO, and should have the same level of resources and reporting.</p>
12	<p>Dear DEQ Staff and Members of the Environmental Quality Commission:</p>

<p>Greg Alderson, PGE</p>	<p>PGE wishes to thank DEQ Director Richard Whitman for his leadership, problem solving, and pragmatism in his tenure as director. As DEQ and the EQC consider the qualifications of the next DEQ Director, PGE recommends the qualifications below.</p> <p><b><u>A successful DEQ director should bring:</u></b></p> <ul style="list-style-type: none"> <li>• The ability to critically analyze and appreciate the positions of internal staff, advocates, and industry</li> <li>• A record of assessing regulatory proposals against the resulting public benefit and the challenges of implementation for both the regulator and regulated entities</li> <li>• The ability to set tone and direction for senior leadership at DEQ and hold them accountable.</li> <li>• Deep knowledge/experience with the Oregon legislative process;</li> <li>• Excellent problem solving skills and flexibility</li> <li>• Comprehensive knowledge of overall regulatory structure at DEQ and in Oregon</li> <li>• Ability to make expedited and difficult decisions about policy and resources within the agency</li> </ul> <p>Thank you for your consideration.</p>
<p>13</p> <p>Sarah Whitney, Long Tom Watershed Council</p>	<p>Hello,</p> <p>I have consulted with DEQ in the past, and have now been asked to provide feedback on the methods of the search that is being conducted for a new DEQ Director, which I am happy to do.</p> <p>While I am not an HR expert, there are several things that pop out at first glance that show that while diversity, equity, and inclusion (DEI), along with environmental justice (EJ) have been mentioned, the document is not centered on these values. Some items of note are the lack of a land acknowledgement statement, and DEQ's written commitment to diversity, equity, and inclusion. It is stated that DEI and EJ experience/training is important, but it is not suggested that you are looking for someone to champion those ideals and to center them in all program areas. These are subtle but important differences.</p> <p>The Criteria should also invite the possibility of someone with different lived experiences to be considered for the role if they meet basic considerations. It is great to see that 'equivalent experience' is allowed as a substitute for an advanced degree, as that will go a long way. If it is possible to allow for flexible hours and work arrangements, that would further open the candidates with different lived experiences than the majority of current DEQ employees, something the DEQ should be striving for, across the ranks and divisions.</p>

	<p>To not be clear about remuneration closes the doors for whom compensation and benefits are very real job considerations, so I recommend that that be very clearly stated. Similarly, being upfront about what the hiring process entails, and an expected timeline from application to hire date is good practice.</p> <p>As stated above, I am not an HR expert, nor would I consider myself a DEI/EJ expert by any stretch, though I have benefited greatly from 4 years worth of focused training and applying those trainings to my work. I recommend hiring an expert in the field to guide your search before this position goes live. My best recommendation is Center for Diversity &amp; the Environment out of Portland, OR <a href="https://www.cdeinspires.org/">https://www.cdeinspires.org/</a></p> <p>DEQ would greatly benefit from training its workforce in how to truly center DEI and EJ in their work if it is to remain relevant and gain effectiveness in the world of pollution regulation and the science behind it. As you well know, the role of DEQ is critical to the health and well being of all Oregonians, yet it does not interact with them from an authentic place of equity. Other large organizations in Oregon have begun to make that switch, for the benefit of all. I recommend looking to the Oregon Watershed Enhancement Board to discuss how they have gone about the re-centering process, lessons learned along the way, and their road map ahead.</p> <p>Please do not hesitate to reach out with questions.</p>
<p>14  DEQ staff</p>	<p>Hi,</p> <p>Here are my notes:</p> <ul style="list-style-type: none"> <li>• Change minimum for management experience to 8 years, and senior management to 5 years to open up the possible pool more.</li> <li>• This should be moved from desired to required: The ability and/or lived experience to understand and fully engage with the diverse people and communities of Oregon, especially those who have been historically marginalized by state and federal policies, along with an understanding of dominant culture behaviors and values.</li> <li>• Under required or desired: Knowledge of burnout and how to mitigate it in a large agency like DEQ.</li> <li>• Understanding that we need to create a safer and more welcoming culture at the agency to improve retention of underrepresented groups before focusing on recruitment.</li> <li>• Knowledge Deep understanding of the principles of environmental justice. Strong ability and experience in inclusive leadership, including the ability to lead and work with a team of skilled, diverse and motivated professionals.</li> </ul>



	<ul style="list-style-type: none"> <li>• Commitment to environmental, social and economic justice.</li> </ul>
<p>15</p> <p>DEQ staff</p>	<p>Hello,</p> <p>I wanted to reach out and say that I would love to see someone who has a <b>deep understanding of psychology and human behavior</b> as well as environmental studies. The reason I think someone with this type of background would make a worthwhile candidate would be to hear how someone with that knowledge base would help to transform the relationship people have with the environment.</p> <p>If we increase our energy on teaching people from a young age that we are stewards of this earth and therefore it is our privilege to care and protect it, we will increase the environmental health of our State through motivation instead of compliance, which is more sustainable long-term. I envision a lot more focus on reaching out to K-12 and higher education institutions to expose children and young adults to nature and the vast career options of environmental work with the government and being able to make a difference at a systemic level! This would also expose DEQ to innovative technologies and concepts that could create opportunities for collaboration and creative solutions that put Oregon back at the forefront of environmental progress.</p> <p>Many thanks!</p>
<p>16</p> <p>DEQ staff</p>	<p>Dear DEQ Director Search Committee,</p> <p>I am writing in response to the solicitation for desired characteristics of the new DEQ Director search. Please consider including the below suggestion in the search criteria or interview questioning for the vacancy.</p> <p>In 2012 the EQC put into motion the <u>2050 Vision for Materials Management in Oregon</u>, a document that sets the course for imagining sustainable futures and creating pathways for conserving resources, protecting the environment such that wellbeing is enhanced for all Oregonians and beyond. While the 2050 Vision guides some discrete efforts, it has not yet permeated into DEQ's way of being to envision imaginaries of what DEQ might look like and how it might operate in 2050. The <u>Vision is now 10 years young</u> and holds the potential for transformative shifts in what environmental care could look like and support pathways that enable desired transformations over time. The combination of the existing mission and the 2050 Vision creates a strong framework for environmental protection and social justice within Oregon, and to account for impacts in the global supply networks we rely upon for our way of living as Oregonians. It also</p>

	<p>emphasizes prevention as a viable mechanism to buttress traditional regulatory approaches.</p> <p>As the systems thinking and wellbeing lead in the Materials Management Program, I feel this is an important aspect for the new Director to champion as we face the growing intersectionality of multiple existential events, both environmental and societal. Beyond existing laws and mandates, Oregon is the only state with such a stated long-term vision and it warrants attention and commitment at the director and senior management level.</p> <p>In addition, the characteristic that support novel imaginaries beyond existing regulatory pathways for demonstrating and scaling social justice and ecological stewardship are elemental for the transformational work that lay before the next director.</p> <p>Thank your considering my suggestions.</p>
<p>17 DEQ staff</p>	<p>The following are my comments regarding the draft minimum qualifications, required skills and desired attributes for DEQ’s next Director.</p> <ul style="list-style-type: none"> <li>• I recommend eliminating the terms ‘minimum qualifications.’ They are exclusionary from the outset and I believe rooted in a colonial mindset of meritocracy applied to government service. That said, I do believe the next DEQ Director should have <i>demonstrated competencies and experience</i> in certain areas, and would recommend those terms instead of ‘minimum qualifications.’</li> <li>• Regarding the required “demonstrated competencies and experience,” I recommend ‘multiple’ years of management experience with increasing responsibility. Ten years is arbitrary and could exclude highly qualified candidates.</li> <li>• Require demonstrated commitment to protecting the environment and public health (no ‘and/or’). I would like to see a DEQ director that treats environmental and public health as inseparable.</li> <li>• Be much more explicit and set a higher bar on skills required to advance diversity, equity and inclusion. Such as:       <ul style="list-style-type: none"> <li>○ demonstrated commitment to and experience with identifying and dismantling racially oppressive government policies;</li> <li>○ experience with applying principles of environmental justice and empowering community members to influence or change government policy decisions.</li> </ul> </li> <li>• I don’t think this ‘required skill’ belongs tagged on to the environmental justice required experience: Strong ability and experience in inclusive leadership, including the ability</li> </ul>

	<p>to lead and work with a team of skilled, diverse and motivated professionals. I'd also recommend a different term (colleagues?) instead of 'motivated professionals.' I think 'professional' can be seen as code for 'people that behave well in white supremacy culture.'</p> <ul style="list-style-type: none"> <li>• Instead of "strong ability to communicate verbally and in writing with diverse audiences, including staff," how about: <b>Demonstrated ability to connect with diverse audiences (e.g. employees, community members) using multiple and culturally appropriate forms of communication (e.g. speaking, writing, listening, story-telling, drawing).</b></li> <li>• The Desired Attributes list seems a bit of a mish-mash, somewhat repetitive and often too vague to be helpful (e.g. Skills both at delegating, and in leading collaborative efforts). I'd recommend tightening it up and being explicit about the attributes that are going to separate the best from the good.</li> <li>• If the introductory paragraph is also open to comment, I recommend a <b>much bolder description of the transformation this agency is undergoing.</b> It's a bit milquetoast as written and doesn't seem like it will grab the attention of nationally and regionally recognized changemakers. I would suggest we mention: just beginning honest and difficult conversations about workforce racial equity and on-going harm; standing up the state's first Environmental Justice Council, leadership and regional collaboration on decarbonizing the energy and transportation sectors, multimillion dollar investments in data and information transparency and public access.</li> </ul> <p>Thank you for the opportunity to comment and for considering mine.</p>
<p>18  DEQ staff</p>	<p>Hello,</p> <p>I'd like to contribute to the draft qualifications, required criteria and desired attributes for DEQ's next director.</p> <p>Director Whitman made a significant contribution to DEQ initiating many Diversity, Equity and Inclusion (DEI) related initiatives that would improve the inequality imbedded in our system inside and outside of the agency. I would like to have a new director who shares the same vision committed to carry out these initiatives to make the agency stronger by making it a safe place to work for everyone. At minimum, the qualification should include <b>experiences creating, implementing, or participating DEI related initiatives in an organization successfully. This could be within or outside of their professional career.</b></p>

	<p>Desired attribute should include their <b>experience with Environmental Justice (EJ)</b>. There are more demands for programs that address EJ throughout the country and Oregon seems to be a bit behind. We need more staff who are competent in this particular area. It would be a great asset to have a director who has a strong background on EJ who can lead the agency to the right direction.</p> <p>Thank you for your consideration.</p>
<p>19  Susan Watkins</p>	<p>I admit I was flabbergasted to read the Draft Criteria. As written, an "attribute" like "General [not "in depth," mind you} understanding of federal environmental laws and programs" is merely "desired," not required. Under the draft criteria, someone with no "commitment to the protection of the environment," knowledge of fundamental environmental laws or principles, or experience working with environmental or resource issues could be selected.</p> <p>This sounds like DEQ all over.</p> <p>How about "Demonstrated strong belief in and commitment to" DEQ's Mission?</p> <p>How about "Demonstrated commitment to requiring regulated businesses to live up to environmental standards"?</p> <p>How about "Commitment to working with communities where regulated businesses are located to ensure that their (ie, the communities') interests are heard and considered?</p> <p>While DEI and environmental justice are important objectives, they must be grounded in a fundamental understanding that the environment supports all of us and is not merely "there for the taking" by businesses and entities focused on profits. It's ridiculous that DEQ allows businesses to pollute the air in places (like my home turf of McMinnville) because the air here isn't dirty yet. It's ridiculous that DEQ allows a landfill it wouldn't approve now to continue operating because it once made the mistake of approving it before. How many other activities detrimental to the environment does DEQ continue to permit that it wouldn't and shouldn't approve now? How many activities does DEQ continue to permit because the community isn't organized or wealthy enough to hire one of the few lawyers in the state who haven't been conflicted out by the businesses DEQ supposedly monitors? (Ditto environmental engineers, by the way.)</p> <p>While I think it's absolutely fabulous that DEQ sees itself on the verge of being "kind," I would rather have it be smart. Assertive.</p>

	<p>Tough. I would rather have DEQ be as committed to protecting our environment as its Mission claims it is.</p> <p>The criteria should emphasize familiarity with environmental laws and rules and experience enforcing them. Those are not "desired" traits. They are necessities.</p> <p>Thank you for the opportunity to comment.</p>
<p>20</p> <p>Multiple organizations:                  Oregon Business &amp; Industry, Northwest Pulp and Paper Association, Oregon Concrete and Aggregate Producers Association, Food Northwest, Oregon Trucking Associations, Oregon Forest &amp; Industries Council, Oregon Manufacturers and Commerce, Oregon Farm Bureau, Oregon Fuels Association and Associated General Contractors (Sharla Moffett)</p>	<p>Dear Chair George, Vice Chair Baraso and Commissioners:                  Our collective organizations appreciate the opportunity to comment on the draft criteria that will be used in hiring the next director of the Department of Environmental Quality (DEQ), who will succeed Richard Whitman. Our collective organizations represent thousands of Oregon employers from every business sector and region of the state. From small family farmers to large national and international manufacturers, our members employ hundreds of thousands of Oregonians that support Oregon families, the state's economy, schools, infrastructure and more.</p> <p>This position is charged with leading the agency in its mission to protect Oregon's air, water and land as well as public health. Our organizations and our members work with the agency on a constant basis. DEQ regulates many of the businesses we represent and our members work to protect Oregon's natural resources through the diligent implementation of their permit provisions every day.</p> <p>DEQ's regulatory programs have been expanded exponentially in recent years. The number, complexity and stringency of these programs has undergone rapid and dramatic change under this Commission's authority. As a result, the regulated community is facing a more challenging regulatory environment than ever before.</p> <p>Regulatory expansion has had not only an additive effect, but has also resulted in difficult to navigate and even contradictory regulatory policies. For example, new Regional Haze rules require many permittees to further reduce SOx and NOx, which will increase natural gas combustion to operate air emissions technology. This requirement is in direct conflict with the more recently adopted Climate Protection Program, requiring deep reductions in GHG emissions on an extremely accelerated schedule. This example, in which a regulated entity undertakes action to comply with one regulatory program only to face agency enforcement for that same action because it is non-compliant with a different regulatory program, demonstrates the need for a director with deep, nuanced knowledge of DEQ's programs, a solid understanding of what is and isn't realistic for regulated</p>

	<p>entities, a willingness to listen, and exceptional problem-solving dexterity.</p> <p>This simple but confounding example of contradictory regulatory programs is merely illustrative of the many challenges the regulated community is confronting. It is essential that the new DEQ director be committed to working with the regulated community to find solutions that protect public health and the environment and simultaneously consider the feasibility, complexity and cost of regulatory compliance.</p> <p>Good leadership is not defined by top down, autocratic actions. However, the director will need to lead, manage and ask tough questions of staff, maintain a big picture perspective, be accountable for the agency's actions and fiscally responsible for the public resources it receives through taxpayer dollars. Over the last couple of decades, we have seen increasing pressure on the agency from activists. Courage may not typically appear in a job description, but the new director will need courage to make and stand by decisions in the face of public pressure and particularly with those for whom no regulatory program will ever be stringent enough.</p> <p>Specifically, we urge the Commission to address the following:</p> <ul style="list-style-type: none"><li>• In draft required skills, include "Strong ability and experience in working with regulated businesses and other regulated entities."</li><li>• A required skill is the "general familiarity with development of legislation, program rules and policies" and a desired attribute is a "general understanding of federal environmental laws. Given the intensely complex and continuing expansion of regulatory programs, we urge the Commission to require that candidates have much more than a general familiarity with legislation and rules."</li><li>• We also urge the Commission to upgrade "general understanding of federal environmental laws and programs" to a requirement. It should also be edited to require at least a "solid working knowledge" of all federal environmental laws that apply to DEQ and "expertise" in more than one. Oregon has many delegated programs for which DEQ implements federal statutes such as the Clean Air Act and Clean Water Act on behalf of the U.S. Environmental Protection Agency. Criteria that state only a preference ("desired") for a director with a general understanding of federal environmental laws is wholly inadequate and could jeopardize Oregon's delegated regulatory programs. Further, we have observed a trend at DEQ for undertaking rulemaking that increases regulatory complexity and compliance costs when no clear problem has been identified. We've also seen the agency pursue</li></ul>
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	<p>rule changes that presuppose or identify theoretical problems with a program before a problem has surfaced. A director must have a thorough working knowledge of federal laws in order to provide managerial direction to staff so the agency does not undertake unnecessary, contradictory or overly stringent regulatory policies.</p> <ul style="list-style-type: none"> <li>• Include the requirement “Experience with diverse stakeholder groups, and willingness to explore different perspectives and ideas.”</li> <li>• Include a requirement that the director must possess effective problem-solving skills including an ability to think creatively to find balanced, win-win solutions focused on achieving objectives. Too often, we see extremely prescriptive proposals that create compliance challenges. The agency should focus on identifying objectives and be willing to consider solutions that achieve goals and minimize compliance challenges.</li> </ul> <p>It is crucial that this position have the management skills to run an agency of the size and complexity of DEQ. An individual who only has ideological ties to DEQ’s mission will be unable to properly supervise and direct staff. In recent years we have seen more hiring of advocates with insufficient agency experience and this often leads to contentious interactions and poor outcomes. The selection of the right person to lead DEQ is crucial. If Oregon is to retain existing businesses regulated by DEQ and encourage future business investment, the new director will need to look at the regulated community through a different lens. We are well aware of DEQ’s authority in regulating our members’ businesses, but the director should also view us as important partners and customers. The agency’s culture has shifted to a more adversarial relationship with regulated entities in recent years. Our members contribute mightily to Oregon’s economic health and its residents. Lives and livelihoods are inextricably linked. Good livelihoods support individual and community well-being by providing economic opportunity and security, benefits like health insurance and many others.</p> <p>So, while DEQ must continue to carry out its statutory obligation to regulate our members’ businesses, the future director must recognize the valuable contributions businesses make to Oregon and that economic prosperity, sustainability, and protection of public health and the environment are compatible.</p> <p>Thank you for the opportunity to comment on the draft criteria. Please reach out to our organizations should you have questions about our comments.</p>
21	Dear Chair George and Environmental Quality Commissioners:

<p>Oregon Environmental Council (Jana Gastellum)</p>	<p>Thank you for the opportunity to provide comment on for the DEQ Director's minimum qualifications and recruitment process. We appreciate the transparency and opportunity for public comment.</p> <p>The Director is a critical position for maintaining the health, resilience, and well-being of Oregon's people and the integrity of our air, land and waters. Oregon deserves a well-qualified leader who is skilled at taking input, communicating the value of DEQ's mission and programs, is able to anticipate environmental challenges and their solutions, and is an excellent manager who builds strong morale. They must understand the importance of the climate crisis and how impacts harm our economic well-being and health. We expect the next director to maintain existing agency structures that support climate solutions. It is critical the director understand how toxics exposures create lasting harm and has a strong understanding of environmental justice. We also strongly encourage a candidate that is skilled at interagency collaboration.</p> <p>For these reasons, we recommend adding more to the required and desired skills:</p> <p><b>DRAFT MINIMUM QUALIFICATIONS</b></p> <ul style="list-style-type: none"> <li>• At least 10 years of management experience, with at least six years of senior management experience in a public or private organization, and with a demonstration of increasing responsibility over that time.</li> <li>• An advanced degree, or equivalent experience, in a field of study related to the environment, natural resources, public administration or a related field.</li> <li>• Demonstrated commitment to the protection of the environment and/or public health.</li> </ul> <p><b>DRAFT REQUIRED SKILLS</b></p> <ul style="list-style-type: none"> <li>• Demonstrated leadership and commitment in advancing diversity, equity and inclusion.</li> <li>• Knowledge of the principles of environmental justice. Strong ability and experience in inclusive leadership, including the ability to lead and work with a team of skilled, diverse and motivated professionals.</li> <li>• Strong ability and experience in working collaboratively with fellow state, federal, local and tribal leaders, both to build strong working relationships and to advance environmental protection.</li> <li>• Ability and experience in working with regulated businesses and other regulated entities.</li> <li>• Strong ability to communicate verbally and in writing with diverse audiences, including staff.</li> <li>• General familiarity with preparation and execution of budgets.</li> </ul>
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	<ul style="list-style-type: none"><li>• General familiarity with development of legislation, program rules and policies.</li><li>• <b>Add the following:</b><ul style="list-style-type: none"><li>• Emotional intelligence</li><li>• General understanding of state and federal environmental laws and programs.</li><li>• Demonstrated experience (or understanding) of navigating divisive public policy issues or rulemakings.</li><li>• Ability to build strong teams and create positive morale.</li></ul></li></ul> <p><b>DRAFT DESIRED ATTRIBUTES</b></p> <ul style="list-style-type: none"><li>• Understanding of or experience of reporting to an elected or politically appointed board.</li><li>• Experience leading and inspiring diverse staff and fostering an inclusive culture of belonging.</li><li>• Experience managing within a matrixed-style organization or within a hierarchical setting similar to Oregon state government and DEQ organizational structure</li><li>• Experience working with varied communities in urban and rural settings, as well as with tribal nations.</li><li>• General understanding of state and federal environmental laws and programs. <b>[move to required]</b></li><li>• Demonstrated experience navigating divisive public policy issues or rulemakings. <b>[move to required]</b></li><li>• The ability and/or lived experience to understand and fully engage with the diverse people and communities of Oregon, especially those who have been historically marginalized by state and federal policies, along with an understanding of dominant culture behaviors and values.</li><li>• The ability to appreciate and lead within an organization that is on the precipice of transformational change - a change that could be defined by inclusivity, equity and kindness.</li><li>• Skills both at delegating, and in leading collaborative efforts.</li><li>• Experience providing leadership for a large, complex matrix organization with varied programs in varied locations.</li><li>• Ability to advocate effectively for actions that advance the mission of the agency before elected and appointed officials at the state and federal levels.</li><li>• Ability to represent the agency before the legislature.</li><li>• Experience in an executive level position that included legislative and rulemaking processes.</li><li>• Willingness to travel to different parts of the state and build relationships.</li><li>• Patience, perseverance, and integrity.</li><li>• Emotional intelligence. <b>[move to required]</b></li><li>• Ability to foster interagency collaboration.</li></ul>
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	<p>We appreciate the work that the Commission, Director, and agency staff do on behalf of Oregonians. The Oregon Environmental Council looks forward to staying engaged in this process.</p>
<p>22                  ACWA (Susie Smith)</p>	<p>The Oregon Association of Clean Water Agencies (ACWA) appreciates the opportunity to submit the following feedback on the draft DEQ Director recruitment criteria. To provide context for ACWA’s comments, it should be noted that ACWA is a private, not-for-profit professional organization of Oregon’s public wastewater treatment and stormwater management agencies and associated professional consulting firms, which are dedicated to protecting and enhancing Oregon’s water quality. Our members provide wastewater and stormwater services to over 2.5 million Oregonians, serving about 70% of Oregon’s homes and businesses. ACWA is dedicated to protecting and enhancing Oregon’s water environment through the development of effective environmental policies and programs, education and outreach, and the collaborative management of water resources. We are DEQ’s local government partners in protecting water quality and watersheds across Oregon.</p> <p>ACWA supports the recruitment criteria included in the draft. ACWA also respectfully offers the following additional required experience, skills, and attributes that should be incorporated, either through appending the criteria in the current draft or by adding additional criteria.</p> <ul style="list-style-type: none"> <li>• The successful candidate should demonstrate abilities, skills, and experience to listen to and address through engagement and problem solving the questions, concerns, and issues raised by stakeholders concerning science, data, feasibility, affordability, and defensibility related to the Department’s application of statutes and rules, and the development of guidance and permits, that implement the Department’s objectives and obligations. These skills and experience are critical in steering the Department’s managers and line staff in a manner that will maintain successes in the organization and will enable stakeholders to have implementation tools and strategies that are practicable, justifiable, and economically accessible. These skills and experience go beyond “working collaboratively” and “working with leaders and the regulated communities,” and are important to achieving timing results on the ground.</li> <li>• The successful candidate should demonstrate abilities, skills, and experience to effectively maintain awareness of ongoing and emergent issues, and to prioritize, evaluate, and direct implementation expectations, including required outcomes and time lines needed for successful results.</li> </ul>

	<ul style="list-style-type: none"> <li>• The successful candidate should have the attribute that make her/him/them show a commitment to accessibility and responsiveness to stakeholders and partners.</li> <li>• The successful candidate should demonstrate the attributes that understand and strike a balance between aspirational environmental protection objectives and the realistic circumstances of the State’s level of resource investment in supporting water quality protection infrastructure, and affordability to communities, particularly disadvantaged communities, for which accessing capital and operational revenues for water infrastructure is becoming increasingly challenging.</li> </ul> <p>In closing, I want to acknowledge that Director Whitman has demonstrated all of these abilities, skills, and attributes, and has moved the Department in a very positive, results-oriented direction throughout his tenure.</p> <p>Thank you again for inviting and considering our comments, and let us know if there is a role for us to play in your search and evaluation of candidates to fill Director Whitman’s position. His shoes will be tough to fill.</p>
	<p><i>The two comments below were received after the 4 p.m. deadline on Friday, August 12. The commission may choose to consider these comments, or not, and they are included here for completeness</i></p>
<p>23</p> <p>Ilisa Perse</p>	<p>To whom it may concern,</p> <p>I speak from many years of appearing at OEC “hearings.”</p> <p>For more than a decade the citizens of Yamhill County have been complaining to OEC about the leaking, stinking, poorly managed landfill (Riverbend, on the outskirts of McMinnville, OR). This dump is a poster child for how little oversight DEQ actually does when large corporations run environmentally sensitive operations. To that end, Stop the Dump Coalition has made many visits to OEC meetings over the years, to point out all the problems that Riverbend Landfill has created in this part of the state.</p> <p>It was with some interest, therefore, that I read that OEC is now looking for a new Executive Director, hoping against hope, that finally someone with deep understanding of environmental regulations would be hired. And then I read the criteria. I appreciate that OEC is concerned with social justice issues, good management skills, fundraising, and working with diverse groups. However, the most important criteria for a Director of an Environmental Council should probably be a deep understanding and many years of enforcing environmental regulations, and not this one criteria buried on page 6 of your search criteria:</p>

	<ul style="list-style-type: none"> <li>• Knowledge of the Oregon environmental policy landscape, or, at the very least, knowledge of what environmental initiatives can be effective in a state-focused ecosystem.</li> </ul> <p>I respect for the retiring director, who essentially acknowledged a comment I made several years ago at an OEC hearing that the only way Riverbend Landfill would be required to close was because it violated Oregon’s highly effective land-use laws and NOT its environmental regulations. And this, of course, turned out to be true. The Oregon Supreme Court decided in Stop the Dump Coalition’s favor that Riverbend was negatively impacting neighboring farmers.</p> <p>A Land Use Decision effectively made Waste Management, Inc unable to expand, not the fact that it was seismically unstable, that it had multiple leachate leaks into the waters of the state, not the fact that thousands of odor complaints had been lodged over the years, and then most recently not the fact that EPA cited Waste Management for multiple years of violating the Clean Air Act, something DEQ appeared not to realize.</p> <p>For years citizens of Yamhill County have realized that the fix was in. No on was going to hold DEQ’s feet to the fire and require that they stop issuing “zombie permits,” and stop taking Waste Management’s highly paid consultants’ word that every box was ticked and that all minimum standards were being met. Never once did OEC/DEQ attend to independent engineers/consultants who said that there were major problems that were being neglected at this site.</p> <p>This time, you might want to recruit a true advocate for the environment, someone who does not simply take the word of large corporations that all is well.</p> <p>The Bottle Bill was a loooooong time ago. Surely there is something else that OEC can point to that cleaned Oregon’s environment.</p> <p>Please hire someone who cares about the environment.</p> <p>Thank you.</p>
<p>24</p> <p>Dale Feik</p>	<p>MINIMUM QUALIFICATIONS</p> <p>Having the current Director and Deputy Director with Law degrees and with Director Whitman with experience in natural resources was what DEQ needed.</p> <p>With issues like tampering of diesel engines/trucks that as Air administrator Ali Mirzakhali said offsets the millions of dollars that</p>

	<p>the State received from the VW settlement - it seems imperative that the new Director have the knowledge, skills and perseverance to right this and other similar wrongs.</p> <p>DESIRED ATTRIBUTES</p> <p>Consider these changes:</p> <p>Ability to advocate effectively for actions that advance the mission of the agency (insert) 'to be a leader in restoring, maintaining and enhancing the quality of Oregon's air, land and water' before elected and appointed officials at the state and federal levels.</p> <p>Patience, perseverance, and integrity - consider adding impatience but finesse to deal with the existential threat of climate change; and integrity implies trustworthiness and incorruptibility to a degree that one is incapable of being false to a trust, responsibility, or pledge - that pledge being to DEQ's stated mission.</p>
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**Public Comments Shown underlined and in Blue-Line  
Recommended Changes Shown in **Green****

**MINIMUM QUALIFICATIONS**

- At least 10 years of management experience, with at least six years of senior management experience in a public or private organization, and with a demonstration of increasing responsibility over that time. Change to 8 and 5 years [Committer 14]; change to "multiple years" [Committer 17]  
Recommendation: Change to 8 and 5 years. Last director recruitment was 13 and 8, but we recommend leaving the door open to candidates with somewhat less experience but with other exceptional attributes or experiences.
- An advanced degree, or equivalent experience, in a field of study related to the environment, natural resources, public administration or an associated subject area [Richard Whitman].  
Recommendation: Changes intended to clarify that equivalent experience does not have to be related to academia.
- Demonstrated commitment to the protection of the environment and or [Committer 17] public health.  
Recommendation: Adopt recommended change. Application of this criterion as a minimum criterion will require a yes/no judgment so the commission may want to discuss what level of commitment they are looking for, but I believe the commission likely will want to insist on a director having this in some form.
- Demonstrated service and commitment to the public interest [Committer 6].  
Recommendation: Do not add to MQs. This is a judgment call about how broadly/narrowly to set the first screen. I think this is too broad.
- Demonstrated experience in one or more branches of state government [Committer 5].  
Recommendation: Do not add to MQs. This also is a judgment call about how narrowly/broadly to set the first screen. Alternatively, consider adding to desired attributes. I do not think the commission should exclude candidates with other governmental or private sector experience.

**DRAFT REQUIRED SKILLS**

- Substantial and demonstrated leadership and commitment in advancing diversity, equity and inclusion.  
Recommendation: Add "substantial" in order to make it a more effective screen.
- Substantial and demonstrated experience creating, implementing, or participating in DEI-related initiatives in an organization successfully [Committer 18].  
Recommendation: Consider adding to Desired Attributes (rather than required skills).
- Knowledge [change to "Deep understanding" [Committer 14]] of the principles of environmental justice.  
Recommendation: Adopt recommended changes.
- Substantial experience with applying principles of environmental justice and empowering community members to influence or change government policy decisions [Committer 17]  
Recommendation: Consider adding to desired attributes.
- Strong ability and experience in inclusive leadership, including the ability to lead and work with a team of skilled, diverse and motivated colleagues [Committer 17].  
Recommendation: Adopt recommended change.

- Strong ability and experience in working collaboratively with fellow state, federal, local and tribal leaders, both to build strong working relationships and to advance environmental protection.
- **Strong** ability and experience in working with regulated businesses and other regulated entities.
- Strong ability to communicate verbally and in writing with diverse audiences, including staff. Substitute: Demonstrated ability to connect with diverse audiences (e.g. employees, community members) using multiple and culturally appropriate forms of communication (e.g. speaking, writing, listening, story-telling, drawing). [Commenter 17]  
**Recommendation: Consider adopting in part by adding: "and community members."**
- General familiarity with preparation and execution of budgets.
- General familiarity with development of legislation, program rules and policies.
- Ability to advocate effectively for actions that advance the mission of the agency before elected and appointed officials at the state and federal levels [Commenter 5 - *move from Desired Attributes to Required Skills*]  
**Recommendation: Keep in Desired Attributes**
- Demonstrated experience in increasing the representation and retention of staff from marginalized communities [Commenter 11]  
**Recommendation: This is a more specific element of the first listed required skill (Substantial and demonstrated leadership and commitment in advancing diversity, equity and inclusion). This is a judgment call, but I would not include it, or include it in Desired Attributes.**
- Deep knowledge and experience with the Oregon legislative process [Commenter 12].  
**Recommendation: This is a more specific element of the recommendation above regarding ability to advocate. I would not include, or include in Desired Attributes.**
- Strong ability and experience in working with regulated businesses and other regulated entities. [Commenter 20]  
**Recommendation: Do not add, already included.**
- Much more than a general familiarity with legislation and rules. [Commenter 20]  
**Recommendation: Agree - add: Strong knowledge or experience in the implementation of federal and/or state environmental laws.**
- "Experience with diverse stakeholder groups, and willingness to explore different perspectives and ideas." [Commenter 20]  
**Recommendation: Keep, or keep as a desired attribute.**
- Possess effective problem-solving skills including an ability to think creatively to find balanced, win-win solutions focused on achieving objectives. [Commenter 20]  
**Recommendation: Keep, or keep as a desired attribute.**
- Demonstrated experience (or understanding) of navigating divisive public policy issues or rulemakings. [Commenter 21]  
**Recommendation: Keep, or keep as a desired attribute.**
- Willingness to travel to different parts of the state and build relationships. [Commenter 21]  
**Recommendation: Keep, or keep as a desired attribute.**
- Patience, perseverance, and integrity. [Commenter 21]  
**Recommendation: Keep, or keep as a desired attribute.**
- Ability to foster interagency collaboration. [Commenter 21]  
**Recommendation: Keep, or keep as a desired attribute.**

## DRAFT DESIRED ATTRIBUTES

- [A strong vision for the most important environmental issues facing Oregonians today, and how to improve upon those issues over the next five years](#) [Commenter 1]  
Recommendation: Include in desired attributes.
- [Experience and commitment to strong enforcement of environmental laws](#) [Commenter 4]  
Recommendation: Include in desired attributes.
- [Understanding of or experience in working with labor unions, particularly in a government setting](#) [Commenter 5]  
Recommendation: Include in desired attributes.
- [Familiarity with the principles and structure of the Incident Command System.](#) [Commenter 8]  
Recommendation: Include in desired attributes.
- [The ability to critically analyze and appreciate the positions of internal staff, advocates, and industry](#) [Commenter 12]  
Recommendation: Include in desired attributes.
- [A record or assessing regulatory proposals against the resulting public benefit and the challenges of implementation for both the regulator and regulated entities.](#) [Commenter 12]  
Recommendation: Include in desired attributes.
- [The ability to set tone and direction for senior leadership at DEQ and hold them accountable.](#) [Commenter 12]  
Recommendation: Include in desired attributes.
- [Knowledge of burnout and how to mitigate it in a large agency like DEQ.](#) [Commenter 14]  
Recommendation: Do not include. While this is a live issue at DEQ (and many other workplaces), this is an attribute that the agency's leadership team as a whole must own.
- [Commitment to means beyond existing regulatory pathways for demonstrating and scaling social justice and ecological stewardship.](#) [Commenter 16]  
Recommendation: I think this should be incorporated with a slight change: to change "commitment to" to "Experience or knowledge of utilizing..."
- [Understanding that we need to create a safer and more welcoming culture at the agency to improve retention of underrepresented groups before focusing on recruitment.](#) [Commenter 14]  
Recommendation: Do not include as a hiring criterion. Retention of existing staff is an institutional priority of the agency.
- [Deep understanding of psychology and human behavior \[in addition to knowledge of environmental issues\].](#) [Commenter 15]  
Recommendation: Do not include – already included in other criteria, including communications and advocacy skills, and emotional intelligence.
- [A deep and nuanced knowledge of DEQ's programs.](#) [Commenter 20]  
Recommendation: Do not add, already included.
- [A solid understanding of what and is not realistic for regulated entities.](#) [Commenter 20]  
Recommendation: Include.
- [A willingness to listen.](#) [Commenter 20]  
Recommendation: Do not add, already included.
- [Exceptional problem-solving dexterity.](#) [Commenter 20]  
Recommendation: Do not add, already included.
- [Commitment to working with the regulated community to find solutions that protect public health and the environment and simultaneously consider the feasibility, complexity and cost of regulatory compliance.](#) [Commenter 20]  
Recommendation: Do not add, already included.
- Understanding of or experience of reporting to an elected or politically appointed board.
- Experience leading and inspiring diverse staff and fostering an inclusive culture of belonging.
- Experience managing within a matrixed-style organization or within a hierarchical setting



similar to Oregon state government and DEQ organizational structure

- Experience working with varied communities in urban and rural settings, as well as with tribal nations.
- General understanding of federal environmental laws and programs. [Move to Required Skills, and Strengthen](#) [Commenter 19]

Recommendation: Agree in part – move to required skills, but also make a bit more general so as to leave the door open for individuals with experience in state or local or private sector environmental programs (or laws). Similar request from Commenter 20.

- Demonstrated experience navigating divisive public policy issues.
- The ability and/or lived experience to understand and fully engage with the diverse people and communities of Oregon, especially those who have been historically marginalized by state and federal policies, along with an understanding of dominant culture behaviors and values. [Move to Required Skills](#) [Commenter 14]

Recommendation: Keep as a desired attribute.

- The ability to appreciate and lead within an organization that is on the precipice of transformational change - a change that could be defined by inclusivity, equity and kindness.
- Skills both at delegating, and in leading collaborative efforts. [Separate and stress experience in delegating and empowering a team to take responsibility and be accountable](#) [Commenter 3]

Recommendation: Keep as is.

- Experience providing leadership for a large, complex matrix organization with varied programs in varied locations.
- Ability to advocate effectively for actions that advance the mission of the agency before elected and appointed officials at the state and federal levels.
- Ability to represent the agency before the legislature.
- Experience in an executive level position that included legislative and rulemaking processes.
- Willingness to travel to different parts of the state and build relationships.
- Patience, perseverance, and integrity.
- Emotional intelligence. [Move to required skill](#) [Commenter 21]

Recommendation: Keep as a desired attribute.

- [The successful candidate should demonstrate abilities, skills, and experience to listen to and address through engagement and problem solving the questions, concerns, and issues raised by stakeholders concerning science, data, feasibility, affordability, and defensibility related to the Department's application of statutes and rules, and the development of guidance and permits, that implement the Department's objectives and obligations.](#) [Commenter 22]

Recommendation: Do not include. This is essentially a combination of multiple desired attributes that are already on the list.

- [The successful candidate should demonstrate abilities, skills, and experience to effectively maintain awareness of ongoing and emergent issues, and to prioritize, evaluate, and direct implementation expectations, including required outcomes and timelines needed for successful results.](#) [Commenter 22]

Recommendation: Do not include.

- [The successful candidate should have the attribute that make her/him/them show a commitment to accessibility and responsiveness to stakeholders and partners.](#) [Commenter 22]

Recommendation: Include.

- [The successful candidate should demonstrate the attributes that understand and strike a balance between aspirational environmental protection objectives and the realistic circumstances of the State's level of resource investment in supporting water quality protection infrastructure, and affordability to communities.](#) [Commenter 22]

Recommendation: Do not include.

## **Recommended Criteria**

### **MINIMUM QUALIFICATIONS**

- At least 8 years of management experience, with at least five years of senior management experience in a public or private organization, and with a demonstration of increasing responsibility over that time.
- An advanced degree, or equivalent experience, in a field related to the environment, natural resources, public administration or an associated subject area.
- Demonstrated commitment to the protection of the environment and public health.

### **DRAFT REQUIRED SKILLS**

- A strong vision for the most important environmental issues facing Oregonians today, and how to improve upon those issues over the next five years.
- Substantial and demonstrated leadership and commitment in advancing diversity, equity, and inclusion.
- Deep understanding of the principles of environmental justice.
- Strong ability and experience in inclusive leadership, including the ability to lead and work with a team of skilled, diverse, and motivated colleagues.
- Strong ability and experience in working collaboratively with fellow state, federal, local, and tribal leaders, both to build strong working relationships and to advance environmental protection.
- Strong ability to communicate verbally and in writing with diverse audiences, including staff, regulated entities, and community members.
- Familiarity with preparation and execution of budgets.
- Familiarity with development of legislation, program rules and policies.
- Strong knowledge of and experience in the implementation of federal and/or state environmental laws.
- Commitment to travel to different parts of the state and build relationships.
- Patience, perseverance, and integrity.

### **DRAFT DESIRED ATTRIBUTES**

- Experience and commitment to strong enforcement of environmental laws.
- Understanding of or experience in working with labor unions, particularly in a government setting.
- Familiarity with the principles and structure of the Incident Command System.
- The ability to critically analyze and appreciate the positions of internal staff, advocates, and industry.
- Demonstrated experience (or understanding) of navigating divisive public policy issues or rulemakings.
- Ability to foster interagency collaboration.
- A record of assessing regulatory proposals against the resulting public benefit and the challenges of implementation for both the regulator and regulated entities.

- The ability to set tone and direction for senior leadership at DEQ and hold them accountable.
- Substantial experience with applying principles of environmental justice and empowering community members to influence or change government policy decisions
- Experience with or knowledge of means beyond traditional regulatory pathways for achieving ecological stewardship and social justice.
- A solid understanding of what and is not realistic for regulated entities.
- Strong ability and experience in working with regulated entities.
- Understanding of or experience of reporting to an elected or politically appointed board.
- Experience leading and inspiring diverse staff and fostering an inclusive culture of belonging.
- Experience managing within a matrixed-style organization or within a hierarchical setting similar to Oregon state government and DEQ organizational structure
- Experience working with varied communities in urban and rural settings, as well as with tribal nations.
- Demonstrated experience navigating divisive public policy issues.
- The ability and/or lived experience to understand and fully engage with the diverse people and communities of Oregon, especially those who have been historically marginalized by state and federal policies, along with an understanding of dominant culture behaviors and values.
- The ability to appreciate and lead within an organization that is on the precipice of transformational change - a change that could be defined by inclusivity, equity, and kindness.
- Skills both at delegating, and in leading collaborative efforts.
- Experience providing leadership for a large, complex matrix organization with varied programs in varied locations.
- Ability to advocate effectively for actions that advance the mission of the agency before elected and appointed officials at the state and federal levels.
- Ability to represent the agency before the legislature.
- Experience in an executive level position that included legislative and rulemaking processes.
- Willingness to travel to different parts of the state and build relationships.
- Patience, perseverance, and integrity.
- Emotional intelligence.
- The successful candidate should have the attribute that make her/him/them show a commitment to accessibility and responsiveness to stakeholders and partners.
- Substantial, demonstrated, and successful experience creating, implementing, or participating in DEI-related initiatives.