

Date: Aug. 12, 2016
To: Environmental Quality Commission
From: Pete Shepherd, Interim Director
Subject: Agenda item C, Informational and discussion item: Director's recruitment process
Aug. 17-18, 2016, EQC meeting

Purpose of item The commission will discuss process updates or potential next steps for the recruitment of DEQ's permanent director.

Background ORS 468.040 provides that the commission "shall appoint a director who shall hold office at the pleasure of the commission." The commission appointed an Interim Director and formally began a recruitment process for the permanent director in April 2016. The commissioners modified the minimum qualifications and extended the original period for applicants to June 30, 2016.

On July 13, 2016, the commission instructed Vice-chair Armstrong and Commissioner Eden to examine applications received that met the minimum qualifications. The commission also considered but did not explicitly adopt the process eventually to be applied to finalists, once finalists are selected through an interview process.

The current Interim Director's term of service will end at midnight on Oct. 14, 2016.

Attachments A. Proposed recruitment process document

Revisions as presented at the July 13, 2016, EQC special meeting

Final Selection Process

Note: All meetings of the Commission as a decision-making body will occur in open session except for segments that may be conducted in executive session. Executive session segments are designated by *italics*.

Wednesday, July 13, 2016 (Day 1): Full Commission reviews and approves procedure.

Thursday, July 14, 2016 (Day 2): Subcommittee members independently recommend to the Chair whether to reopen recruitment for the month of August.

- A. If the Chair wishes to re-open, schedule special meeting of full Commission in September to allow the full Commission to consider whether to reopen.
- B. If not re-opened, follow this outline.

Friday, July 15, 2016 (Day 3): Subcommittee transmits names and full packets of selected finalists to their Commission colleagues.

Between Friday, July 15, 2016 (Day 4) and Monday, August 1, 2016 (Day 19):

Subcommittee, by telephonic interview and other processes as it feels are required, interviews or further considers the candidates and then, acting independently, individually recommend to the Chair three finalists whom the individual subcommittee member believes should be interviewed by the full Commission

Between Monday, August 1, 2016 (Day 19) and Monday, August 8, 2016 (Day 26): The Commission will conduct a special meeting to decide which candidates the Commission wishes to interview for the final round of interviews.

Monday, August 8, 2016 (Day 26) Monday, August 16, 2016, (Day 34): DEQ and DAS complete background and reference checks on the remaining finalists.

Monday, August 16, 2016 (Day 34): Public announcement of **names** of finalists. Public announcement and invitation to participate in selection process. Announcement includes details of the opportunities for public engagement.

Between Monday, August 1, 2016 (Day 19), and Wednesday, August 24, 2016 (Day 42): DEQ will:

- (A). Consult with stakeholders -- broadly defined -- to create a series of questions to be posed to each candidate as part of the public engagement component of the selection process.
- (B). Recruit a state agency leadership/peer group interview panel.

Wednesday, August 24, 2016 (Day 42): DEQ broadly disseminates to the public the final questions and reminds the public of the details of the opportunities for public participation.

Wednesday, August 24, 2016 (Day 42): DEQ will transmit the questions to each finalist with instructions to: (a). Create written answers for hand-delivery to the Commission as part of the final interview process, and (b). Be prepared to discuss the questions orally with the public during the community engagement process interviews.

In Salem: Thursday, August 25, 2016 (Day 43), or Thursday, Sept. 8, 2016 (Day 57): The Commission need not convene on this day, although one member of the Commission would be expected to sit as a nonparticipating observer during each of the public engagement interviews. Finalists designed by the subcommittee will travel to Salem for three events:

- A. 8:30 - 12:30: Public engagement interviews. Interviews, each moderated by a DAS recruitment staff person, will be conducted simultaneously in as many separate rooms as there are finalists. If there are three candidates, each will start in one of the rooms designated as A, B, or C. Interviews will last for 60 minutes. The agenda for each interview: The facilitator will present the previously-distributed stakeholder questions for oral response by the candidate. Members of the public choosing to attend may submit written questions to the facilitator. The facilitator will, in any time remaining after the finalist has answered the pre-selected questions, put additional questions to the finalist from among the questions posed by the attending public. At the end of 60 minutes, the finalist who started in Room A will go down the hall to Room B, B to C, and C to A. The process is completed in the same way for each rotation. At the end of the final 60 minute rotation, members of the public who participated would be asked to complete and submit to DEQ a paper or electronic report of the participant's perspective.
- B. 12:30 - 2:30: Working lunch -- all finalists have lunch and informal "interview" with state agency leadership/peer group interview panel. Peer group interview panel designates a reporter to convey that panel's impressions to the Commission the following day.
- C. 3:00 - 3:45: Members of DEQ's Executive Staff meet with the finalists.
- D. 4:00 - 5:00: Reserved for whatever proceedings the Governor's staff wishes to insert into the process.

In Portland: Friday, August 26, 2016 (Day 44), or Friday, Sept. 8, 2016 (Day 58): The Commission will meet in Portland for a two-day meeting.

First Day

8:30 - 9:00: Commission receives report from state agency leadership/peer group interview panel.

9:00 - 10:00: *In executive session, Commission begins evaluation of finalists, discusses the fruits to that time of the interview process, and finalizes its approach to the full-Commission interview process to be conducted that afternoon.*

9:00 - 10:00: Meanwhile, finalists meet with DEQ Labor-Management Committee, with the agenda for that meeting having been set in advance by that Committee and transmitted in advance to the finalists.

Attachment A

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10:00 - 11:30: Commission takes public testimony, including any offered by any member of the Labor Management Committee.

11:30 - 1:00: Lunch.

1:00 - 5:00: In executive session: The block is divided into as many equal-length segments as there are finalists. Finalists are selected in a sequence by the Chair. After the interviews are complete, candidates would not be expected to remain available.

Second Day

9:00 - 12:00: *In executive session, the Commission concludes its evaluation of finalists. It may discuss the finalists freely, but must emerge from executive session to make its selection of the person to whom the Commission wishes to extend an offer.*

12:00: In open session, the Commission votes to make its final selection. Then adjourns.