

Potential interview questions for DEQ Director recruitment

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Comments due: Dec. 5, 2022 (4 p.m.)

- Please email all comments and feedback to: Recruitment2022@DEQ.Oregon.Gov

Each of the questions below are presented for feedback and public comment, including any recommended additional questions not otherwise represented below. Not all questions may be selected for use in the recruitment process and additional questions may be added to this list at the discretion of the recruitment team and commission.

1. What is your experience with the development of legislation, program/agency rules and policies?
2. Please describe any knowledge or experience you have of state budget processes. If you do not have any knowledge or experience of the processes, what will you do to gain that knowledge?
3. How have your past professional roles informed your approach to implementation of federal and/or state environmental laws and policy?
4. What is your experience managing or providing leadership within a matrixed-style organization or within a hierarchical setting similar to Oregon state government or DEQ's organizational structure of varied programs in varied locations?
5. How would you assess regulatory proposals against the resulting public benefit and the challenges of implementation for both the regulator and regulated entities?
6. What professional experience do you have working with the principles and structure of an Incident Command System?
7. What public policy issues or rulemakings/decisions have you found most divisive in your past roles? What made them especially difficult?
8. How has your approach differed when working with an elected or politically appointed board or commission versus other board structures?
9. What is your experience communicating scientific information to elected or appointed officials at the tribal, federal, state or local government level? How would you change your communication style with them in a private versus public meeting setting?
10. What prior experience working with labor unions, especially within a government setting, best positions you for success in this role?
11. What skills, tools or strategies have you used, beyond or in addition to traditional regulatory pathways, for furthering ecological stewardship and social justice in your work?
12. How has your personal lived experience informed your leadership style?
13. How would you incorporate principles and actions of diversity, equity and inclusion into your role as DEQ Director?
14. What are some ways your past roles have allowed you to collaborate with state, federal or local governments to advance environmental protection?
15. How do you decide what issues or actions to delegate and which to take on individually as a leader within a collaborative team/work environment?
16. What is your experience with enforcement of environmental laws?
17. What strategies have you used in previous positions to help engage a large workforce made up of many different disciplines, and how would those strategies apply to DEQ with its varied programs and expertise?
18. How do you approach engagement with diverse people and communities, especially those who have been historically marginalized by state and federal policies?
19. How do you bring emotional intelligence into your professional experiences and workplace?

20. How have you applied principles of environmental justice to empower community members to influence or change government policy decisions?
21. What is your approach to engaging with tribal nations as a representative of another government entity?
22. What are some strategies, skills and tools you use to critically analyze and weigh/balance the positions of internal staff, advocates, and industry?
23. What is your vision for the most important environmental issues facing Oregonians today, and how to improve upon those issues over the next five years?
24. What would be your approach to leading within an organization that is on the precipice of transformational change, toward an organization defined by inclusivity, equity, and kindness?
25. What are some strategies, skills or tools that you use to ensure your accessibility and responsiveness to stakeholders and partners?
26. What are some strategies, skills or tools that you use to foster interagency collaboration?
27. How do you set tone and direction for senior leadership at an organization?
28. At DEQ, we expect a workplace where everyone is treated with respect and dignity, and that means taking accountability when we make a mistake.
 - From a workplace or life experience, please tell us about a time you took responsibility or accountability for an action that may have offended someone else and describe how you did that. This could be around issues of race, gender, age, disability, or other protected classes in Oregon.
 - What action do you take? Why did you take this action?
29. How has your professional background informed your approach to engagement with rural and urban communities?
30. A major news outlet with local and national affiliates is working on a big story on environmental regulation. They have gotten a tip about a facility in a small Oregon town that appears to be discharging arsenic into the local watershed at high levels. There is a school nearby and parents are worried. A quick search reveals the facility has an expired permit, which may have been improperly drafted by DEQ in the first place. This facility provides the only jobs in this very small, economically depressed community, and legislators are monitoring this situation closely.
 - How do you manage DEQ's response to media, the community and legislators?
 - Who do you engage for assistance?