

Date: July 17, 2022

To: Environmental Quality Commission

From: Richard Whitman, Director

Subject: Item K: Discussion and action: DEQ Director Recruitment
July 21-22, 2022, EQC meeting

1. Introduction

DEQ Director Richard Whitman will be retiring at the end of this calendar year. In this agenda item, the commission will discuss the recruitment of DEQ's next director. This item includes an overview of the recommend main process and administrative steps, as well as an initial discussion draft of hiring criteria. Following initial discussion of hiring criteria, the commission will provide a refined draft for written public comment. Finally, the commission also will discuss delegating some aspects of the recruitment to two commissions who will work with an executive search firm to seek candidates and conduct initial screening prior to the selection of finalists by the commission.

2. Recommended Main Process Steps and Proposed Timeline

DEQ recommends that the commission engage an executive search firm to assist with recruiting candidates, screening applicants, arranging for and assisting with initial interviews, and arranging and assisting with final process steps including engagement with internal and external parties and final interviews and decision making. The recommended scope of work for this procurement is included as Attachment 1 to this report.

The major elements of work to select a new director include: deciding on hiring criteria; deciding how broadly to recruit for candidates; recruiting; initial review and screening; selection of final candidates; internal and external engagement; and selection of the next director. The discussion draft of hiring criteria included with this report beginning on page 3 reflects the criteria used by the commission in 2016, criteria used in other recent searches for other state agencies, and input from DEQ's leadership team. DEQ requests that the commission have an initial discussion of the criteria and give direction on a draft that would then be circulated for comment from the public as well as DEQ staff. The commission would then review feedback and make final decisions on the hiring criteria by mid-August. The application period would open in mid-August through early October, with one or more information sessions for persons interest in the position. In early October through early November, applications would be screened and screening interviews would be held with the executive search firm and two commissioners, and possibly others. The results would be discussed with the commission at its November meeting, and the commission

would identify candidates for final interviews and engagement with internal and external parties. The commission may wish also to seek public comment on what forms of internal and external engagement it should provide for. The full commission would conduct the final interviews, and then meet in early December to make a final decision. The table below outlines the proposed major elements of this work.

Discussion Draft of Recruiting Timeline:

Month	Date	Activity
August	Early August	Orientation Meeting (deliverable)
	Early August	Recruitment Plan (deliverable)
	Early - mid August	Listening Sessions (deliverable), Position Description (deliverable)
	Early - mid August	Advertising plan (deliverable)
	Week of 8/15/2022	Application materials are published
	Mid - August through September	Candidate Search and Evaluation
September	9/7/2022 - 9/15/2022	Open house / Information Session
	9/22/2022 & 9/23/2022	EQC Meeting: Update on recruitment
	TBD	Post proposed screening interview questions and request comments
October	Week of 10/3/2022	Application period closes
	October to early November	Review applications. Schedule and conduct screening interviews (deliverable)
November	Early November	Finalize screening interviews (deliverable)
	11/17/2022 & 11/18/2022	EQC Meeting: EQC decides on finalists & interview questions
	Weeks of 11/21/2022 and 11/28/2022	Update all websites, issue notice for EQC special meeting
		Finalists meet with internal and external interest parties.
December	Week of 12/5/2022	Schedule and conduct final interviews with finalists. (deliverable) Schedule and conduct meeting with EQC to vote on decision of new director (deliverable)

3. Initial Discussion Draft of Hiring Criteria

The following is a discussion draft of criteria for the commission in selecting a new director. Please consider these as a first draft, they are based on the last director recruitment, and on a recent recruitment by another state agency. The commission has broad discretion in setting minimum qualifications (which are intended as a level of experience and education that candidates *must* meet or exceed in order to be considered), required skills (more specific skill sets that candidates must show), and desired attributes (characteristics that superior candidates are likely to have at least some of).

DRAFT MINIMUM QUALIFICATIONS

- At least 11 years of management experience, with at least eight years of senior management experience related to environmental sciences, natural resources or a related field, and with a demonstration of increasing responsibility/roles over that time.
- An advanced degree in a field of study related to the environment, natural resources, public administration or a related field.

DRAFT REQUIRED SKILLS

- Demonstrated leadership and commitment in advancing diversity, equity and inclusion - including experience leading and inspiring diverse staff and fostering an inclusive culture of belonging.
- Knowledge of the principles of environmental justice, and experience working with varied communities in urban and rural settings, as well as with tribal nations.
- Strong ability and experience in inclusive leadership, including the ability to lead and work with a team of skilled, diverse and motivated professionals.
- 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.
- 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.
- General familiarity with preparation and execution of public agency budgets.
- General familiarity with development of legislation, program rules and policies.

DRAFT DESIRED ATTRIBUTES

- Understanding of or experience of reporting to an elected or politically appointed board.
- General understanding of federal environmental laws and programs.
- 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.

In considering these criteria, the commission also will want to think carefully about the levels of specificity, and the number of criteria it wishes to include.

4. Commission Designees to Work with Recruiting Firm

Even with the assistance of a professional executive recruiting firm, finding a new director will require some significant time and effort from the commission. DEQ staff also will provide support for this effort, but we recommend that the commission identify two members who have the time to spend with the search firm as it works to find candidates and then narrow the field to finalists who will be reviewed by the full commission. This will particularly require time in October and early November, in the review of applications and conducting screening interviews (after which, the two commissioners would each make recommendations to the full commission along with input from the recruiting firm). DEQ requests that the commission identify these commissioners now, so that they may be involved in selecting the search firm.

Attachment A: Scope of Work for Executive Search Firm

Draft statement of work

For each recruitment requested by Agency, the Contractor shall provide the following services and deliverables unless otherwise directed by Agency:

Contractor shall:

Task 1: Orientation Meeting (early August)

- Host a meeting with Search Committee and Agency recruitment support team to discuss the specifics of the recruitment to make appropriate mutually agreed upon changes. Contractor shall accomplish the following objectives at the orientation meeting:
 - Establish partnership and clarify expectations;
 - Conduct orientation to the search process;
 - Discuss application of best practices and search experience;
 - Review schedule for the search;
 - Review State materials, including draft hiring standards (minimum qualifications, required skills, and desired characteristics), public comments on the standards, and draft position description;
 - Work with the Search Committee and Agency recruitment support team to identify strategies to secure the characteristics and skills in the candidate recruited;
 - Clarify administrative tasks for the search (e.g., roles and responsibilities for each step of the process);
 - In consultation with the Search Committee and Agency recruitment support team, discuss and refine the Recruitment Plan, which includes a Stakeholder Engagement and Communication Strategy that addresses how the Search Committee and the EQC will solicit input from and provide information to the public about the search. The Stakeholder Engagement Strategy shall include outreach to individuals, partner organizations and leader “stakeholders” as identified by the Search Committee and shall include one-to-one interviews and group listening sessions.
 - Review prior work already done on the Recruitment Plan and integrate into a final Recruitment Plan

Task 1 Deliverables

- Meeting notes capturing major decisions from the Orientation Meeting
- Final Recruitment Plan

Task 2: Stakeholder Engagement and Communication Strategy and Finalizing Hiring Criteria and Position Description Development (August)

- Implement Stakeholder Engagement and Communication Strategy by:
 - Scheduling and facilitating each listening session or interview.

- Reserve venue, invite stakeholders, and facilitate meetings
 - Provide communication regarding proposed hiring process and criteria in consultation with Agency recruitment support team
- Finalize Hiring Criteria and Position Description
 - Communicate with Agency human resources to understand and assure compliance with Oregon specific laws, rules, and policies applicable to each recruitment.
 - Meet with the Search Committee and, if necessary, the EQC to finalize the position description and hiring criteria using input gathered from stakeholder engagements and public comment.

Task 2 Deliverables

- Written summary of feedback from one-to-one interviews and group listening sessions
- Final position description
- Final hiring criteria

Task 3: Advertising plan and Communication (August and September)

- Develop a draft advertising plan (in-person, telephone, direct mail/email, social media campaign) to solicit candidate interest.
 - Schedule a review meeting with Search Committee and Agency recruitment support team to discuss the draft advertising plan.
 - Incorporate any Search Committee comments and finalize advertising plan.
- Execute advertising plan.
- Host and facilitate open house/information session for potential candidates.

Task 3 Deliverables

- Draft advertisement plan
- Final advertisement plan
- Open house/information session

Task 4: Candidate Search and Evaluation (Mid-August through October)

- Obtain resumes and additional materials.
- Develop long list of pre-screened candidates by:
 - Pre-qualifying candidates against the position's minimum qualifications, required skills, and desirable skills.
 - Assessing candidates' skills and experience against the profile.
 - Applying Veteran's preference or any requirements consistent with Oregon law.

- Submit long list of pre-screened candidates with corresponding resumes and additional materials to Agency human resources for Agency screening.
 - Incorporate any requested changes by Agency human resources to long list of pre-screened candidates and finalize long list.
 - Provide final long list of pre-screened candidates to Steering Committee.
- Maintain contact with candidates throughout the process to sustain interest and provide candidates updates on the status of the recruitment process.

Task 4 Deliverables

- Initial long list of pre-screened candidates
- Final long list of pre-screened candidates

Task 5: Screening Interviews (October through early November)

- In consultation with Search Committee and the Agency recruitment support team, draft interview questions which may include both written questions (or exercises) and questions to be asked verbally at a screening interview.
- Schedule and conduct meeting with Search Committee to present and discuss the final long list of pre-screened candidates.
 - Incorporate any requested changes by Search Committee and finalize final long list to become screening interview list.
- Schedule and conduct screening interviews with Search Committee.
 - Develop master interview schedule by:
 - Scheduling with candidates on interview list and interview panel including Search Committee.
 - First round interviews may be conducted via video conference.
- After conclusion of first round interviews, schedule, and conduct meeting with Search Committee to review candidates' responses based on hiring criteria and determine tentative list of final candidates.
 - In consultation with Search Committee, conduct reference checks on tentative list of final candidates.
- Schedule and conduct meeting with Search Committee and the EQC to finalize list of candidates for final interviews.

Task 5 Deliverables

- Meeting with Search Committee to present final long list
- Screening interview list
- Provide written confirmation to Agency of each candidate accepting interview invite(s). Confirmation must include lodging

and travel bookings.

- Screening interviews
- Candidate assessment report after first round of interviews.
- Written summary of each reference check conducted on final candidates to the Search Committee within 2 business days of conducting the reference check.
- Meeting with Search Committee and EQC to discuss candidate interviews and finalize final interview lists

Task 6: Final Interviews (Mid-late November through Early December)

- In consultation with Search Committee, draft interview questions, which may include both written questions or exercises and verbal questions for the final interview.
- Schedule and conduct final interviews with the EQC by:
 - Develop master interview schedule by:
 - Scheduling with candidates on interview list.
 - Coordinate travel and lodging for each candidate for each round.
 - All travel, lodging, and meal reimbursements shall be paid in accordance with the Oregon Accounting Manual.
 - Conduct interviews with the EQC.
- Staff EQC meeting to deliberate on finalist candidates and make final hiring decision.

Task 6 Deliverables

- Master schedule
- Draft final interview questions
- Finalized final interview questions
- Final interviews
- Final hiring decision meeting

Task 7: Project Management (Effective Date to End Date)

- Provide weekly updates on searches and other information throughout the process.

Task 7 Deliverables

- Weekly updates due every Monday at noon of the following week.