

PORT OF NEWPORT MINUTES

Commission Work Session

October 18, 2017

I. CALL TO ORDER

Commission President Patricia Patrick-Joling called the Commission Work Session of the Port of Newport Board of Commissioners to order at 12:00 noon at the South Beach Activities Room, 2120 SE Marine Science Dr., Newport OR, 97365

Commissioners Present: Walter Chuck (Pos. #1); Stewart Lamerdin (Pos. #3), Secretary/Treasurer; Jeff Lackey (Pos. #4), Vice-President; and Patricia Patrick-Joling (Pos. #5), President. Sara Skamser (Pos. #2) was excused.

Management and Staff: Aaron Bretz, Director of Operations; and Karen Hewitt, Administrative Assistant

Members of the Public and Media: Heather Mann, Mid-Water Trawlers Cooperative; Dennis Anstine, Newport News-Times.

II. CHANGES TO THE AGENDA

There were no changes to the agenda.

III. PUBLIC COMMENT

There was no public comment at this time.

IV. RICHARD STELLNER, HUMAN RESOURCES CONSULTANT, GENERAL MANAGER SEARCH

A. General Manager Job Description

Stellner introduced himself and thanked the Commission for the opportunity to guide the recruitment of a General Manager. He said he had spoken with each Commissioner over the past week about what they were looking for. He started with the 2013 General Manager job description, and made some initial edits which were included in the meeting packet. Stellner passed out a version "B" with additional edits, which is appended to the minutes. He said Chuck suggested adding economic development and revenue creation under essential duties. Stellner said in adding this he split item 2 into two bullets. Patrick-Joling agreed that economic development was important. Stellner said Chuck also suggested adding grant writing. Patrick-Joling asked if all general managers possessed grant writing skills. Stellner said this is generally farmed out, but a manager would have knowledge and would supervise grant writing. Stellner commented that there would be some formatting clean up done on the document.

Stellner said the original job description said "intensive" interaction with individuals and groups, which he suggested changing to "frequent". Lamerdin said that this would be less subjective. Stellner said the

original document used “preferred” and “desirable” in reference to experience, training and knowledge. He suggested using “required” and “preferred.” He also suggested adding a particular number of years of experience; he suggested seven years in a senior leadership position, and said it should be at least five. He added most top candidates will have 10 or more years of such experience. At seven, they still would cast a net for people with different backgrounds. He said Lackey had requested more plain language and specifics. Stellner commented that he like “and/or equivalent experience.” This leaves the opportunity more open for candidates to apply. Lamerdin asked why not use “minimum” and “preferred” to make it clear that there were minimum qualifications to apply and address at an initial screening of applicants. Stellner said when recruiting for the Director at the Port of St. Helens he received 80 applications, and it was easy to weed it down to 40. Lamerdin asked why three years’ experience in a general manager role was a preferred asset. Stellner said the required experience in a senior management role would be seven, with three specifically as a general manager. Lamerdin questioned if experience reporting to a board should be required. Stellner said this might filter out too many candidates. There would be a first look at the applications, then they would be ranked. After reviewed, there would ideally be 12 – 15 top candidates to present to the Commissioners. Lamerdin said it seemed like communication with the board was a potential shortcoming of the previous General Manager. He would want candidates to understand the importance of keeping the board informed. Patrick-Joling said she agreed. She also suggested adding communicating with the press to the essential duties. Stellner said experience reporting to a board would elevate candidates in the ranking for final presentation to the board. If it were required, some interesting candidates who could work might be filtered out. He gave the example of a candidate for the position at the Port of St. Helens who was a general manager at an embassy in Sri Lanka, who saw rural Oregon as a good place to have a second career. They chose not to advance this candidate, but he was interesting.

Patrick-Joling also suggested adding communication with a five member commission. Chuck suggested someone working with a three member commission could have the needed experience. Stellner said if this was added to the position overview it won’t eliminate candidates. He said this could also be asked about in general questions, such as tell about your favorite boss and why. One candidate for the Port of St. Helens said the executive director did not have a boss – he did not advance. Recognizing the board is a key to success. Lackey suggested adding reporting to a board as a preferred rather than required trait. Lamerdin said he would like to have reporting to a board more specific, and candidates would still be ranked. Stellner said someone coming out of the military career probably did not report to a board. Bretz said that depended on the role, and positions higher up could report to a board. Chuck said that reporting to a board was important. Stellner said multiple exposures to the candidates is a process of elimination. If reporting to a board was a preferred trait, it would still be there.

Lackey asked about the requirement for a bachelor’s degree. Stellner said this was pretty standard, and they could add “or equivalent.” Patrick-Joling said she would hate to eliminate someone just on that requirement if they have a great background. Lamerdin said a degree is not about leadership. A bachelor’s degree shows a person started something and finished it, and has significant training. Stellner said this would be gauged and filtered. Patrick-Joling said there may be someone mature who has been working in the field for a long time looking for a change in venue. Stellner commented that the longer a person is in a career, the less important is their degree. Patrick-Joling asked if someone without a bachelor’s degree had applied when it was required. Stellner said not specifically, but he had a candidate who was 7 credits short of a degree who had leadership experience. Significant experience could also be a backdoor. Lackey said he knew of people who worked their way up from entry-level work to

managing a large business. He would not want this type of person excluded. Patrick-Joling said that Stellner will come back for a final decision on October 30th.

Chuck suggested that the preferred and required traits were too general, but the job duties were specific. Essential job duties should be reflected in the requirements to make sure there would not be a lot of applicants that would not fit the bill. Stellner said the second bullet under required traits refers back to job duties. For example, managing a dental clinic would be too far of a stretch. Lamerdin said this could be said more directly or include "or equivalent." There is no point in having the minimum qualifications too vague. Formal training or equivalent experience has to be related to the job duties. Patrick-Joling said that Stellner would muddle through these. Chuck also suggested moving some of the duties to requirements, and consolidating the number of bullets in job duties to 10, to fit on one page. Lamerdin questioned how the "ability to continue to learn" could be evaluated. This would be subjective, and would be better put under preferred traits. He also suggested adding maritime industry and specific port experience under the preferred list, which would differentiate one candidate from another. Lamerdin also suggested separating items under the requirements, and moving much of that to preferred. Chuck also asked for experience managing permits and compliance. Patrick-Joling said that could be added where it mentions grants. Stellner confirmed that the required traits would only be a bachelor's degree and leadership experience. A candidate with none of the preferred traits would probably be weeded out. Lackey said the Port's overarching need was for a competent person to manage people, manage projects, and manage finances. If a candidate were missing one of these, they wouldn't work. He said the essential duties follow from this, and would like someone who was flexible and able to think outside the box. Stellner said that Chuck had suggested adding the ability to obtain a TWIC card to licenses.

Lamerdin asked if Lackey would like to add people, project and budget to skills and abilities – it should match the job overview. Lackey said he would like to get details about what the candidates had done in these areas, perhaps through supplemental questions. He would want the candidates to explain how they made their past employment a better place. Stellner said this could be included along with cover letter, resume, application form, and veteran's preference form (if applicable) to the submission requirements. Another option would be to pose supplemental questions prior to phone interviews. This would also give some items to query on the phone. Patrick-Joling asked about including negotiation skills; the essential duties only included supervise and coordinate negotiations. Lamerdin said at this high level position, only so many things can be included. Stellner said this could be added to skills and abilities: skilled in negotiating complex agreements. Stellner said he would polish the document and bring it to the meeting on October 30th. He also had a brochure from the recruitment of the Director of Operations, and could work with Hewitt to change it for this position. It would be posted on the website and referred to in advertising.

B. General Manager Recruitment Process

Stellner referred to the proposed selection process, included in the meeting packet. He left the dates blank. Once the position was advertised, 3 -4 weeks for applications was typical for a high-level position. The holidays will need to be considered. Stellner suggested a closing date of the Monday either before or after Thanksgiving. The applications would be filtered and sent to the Commission, who could hold an Executive Session in early December to decide who would be invited for phone interviews. Hopefully, the phone interviews would be completed before Christmas. Patrick-Joling said that may be difficult with the holidays, and suggested the phone interviews be held in early January. Stellner said the

packets could be given to the Commissioners in early December to identify the top candidates, who would then be asked supplemental questions. Then, phone interviews would take place after New Year's. Lamerdin said if applications were closed on December 8th, that would allow for a couple of weeks after Thanksgiving, and could allow for the interviews in early January 2018. Stellner suggested having a Work Session before Christmas to decide who would be offered phone interviews. He could also ask if there were any competitors for the candidates to gauge time.

Stellner said under veterans' preference law, if the applicant did not meet the minimum requirements, they did not have to be interviewed. It would need to be recognized what military experience might translate to these requirements. It is possible that none would apply, but for the Port of St. Helen's job there were four applicants. He also asked the Commission to consider how many candidates they wanted presented. Patrick-Joling asked about splitting up the interviews. Stellner said the first filter would be presented to the Commission on paper, perhaps 8 or 9 would be given phone interviews, and then it would narrow down to 4 – 5 candidates for final interviews. Lamerdin asked if the Commission would have access to all of the applicants; Stellner said they could just email him if they wanted the applications, which would be part of public records, subject to attorney redaction. Stellner asked if the packets were sent around the 10th-15th of December, could an Executive Session be squeezed into the December Regular Meeting on the 19th. Patrick-Joling said an Executive Session could be held as part of a Work Session at noon on the 19th to consider candidates for phone interviews.

Stellner said a phone interview usually would take 30 minutes per candidate. This would be an opportunity to introduce the Commissioners, get to know the candidates, ask some general questions, and follow up on the supplemental questions. Eight candidates would take 3 – 4 days, including debriefing. On other occasions he has had two Commissioners participating in the phone interviews. Patrick-Joling said two would not be a public meeting, but she would prefer everyone sit in. Lamerdin said the Commission will agree who would be interviewed, so the whole Commission would be engaged in the selection process. It would be a long day of phone interviews, which could be a challenge. He suggested completing the phone interviews in two days if the whole Commission was involved. Stellner said this would be an Executive Session, then at the end they could narrow the list to who would receive a final interview.

Stellner said Lackey had suggested changing the wording of "Happy Hour" to "Community Meet and Greet." Lamerdin said he thought it could be awkward to have all of the candidates in the same room. Patrick-Joling said when the City Manager was interviewed, they had a similar event at the Performing Arts Center which gave people an opportunity to talk to the candidates, and put feedback in a basket which was reviewed by City Council. This included business people and elected officials. Patrick-Joling said this was a good way to get feedback. Stellner said at the Port of St. Helens the meeting was more organic, with some people emailing or spoke responses. He said if the constituents already met the new General Manger, they would be more supportive. Lackey said he did not want this event to be a PR fashion show. Stellner said the candidates could also give a brief introduction speech, which would also be an opportunity to observe them in public speaking. Chuck said he was concerned about Commissioners attending since they would be voting on the selection. He cautioned against breaking public meeting laws. Patrick-Joling said the Commissioners would not be there to interview candidates but to get community feedback. Lamerdin asked if this was worthwhile. Patrick-Joling said she thought it was important to get business leaders, city officials, and political leaders involved. Lackey said he wanted enough time with each candidate. Patrick-Joling asked what the cost would be for the Meet and

Greet. Stellner said in Port of St. Helens it was \$800, no alcohol. The candidates would have a tour of the facilities in the afternoon. In Port of St. Helens, two Commissioners gave the tour, but it could be Bretz. Stellner said on the panel interview day, the candidates would split up and go to restaurants with representative groups; this could give interesting feedback. For the panel interview scoring, Stellner suggested ranking categories. The final voting would be exclusively by the Commission. Lackey said he would like to see people, finances and projects worth 20 points each. Lamerdin said there should be reference to knowledge of Ports in the rankings, and should refer back to the preferred qualifications. Diversity and sustainability were not previously mentioned. That could be more specific. Patrick-Joling asked Stellner to work on the scoring system. Stellner said candidate comments demonstrating “the end justifies the means” would lower the ethics score. Chuck recommended that sustainability, ethics and community involvement be 5 points each, and others worth more. Lamerdin said job knowledge about maritime commerce, marine facilities and wetlands were missing from the scoring. Job knowledge needs to match the preferred qualifications. Stellner said the process will get more specific as it goes.

V. PUBLIC COMMENT

Mann thanked the Commission for giving a lot of thought to this selection. She said maintaining effective relationships should specifically include commercial and recreational fishing. Stellner said that would be added.


VI. ADJOURNMENT

A. Having no further business, the meeting adjourned at 1:25 pm.

ATTESTED:



Patricia Patrick-Joling, President



Stewart Lamerdin, Secretary/Treasurer

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