



General Manager Selection Committee Meeting

Wednesday, August 14, 2019, at 9:00 a.m.

GMT Board Room

101 Queen City Park Road, Burlington VT 05401

Agenda

Page	Time ¹	Item
	9:00	Welcome & Introductions Adjustments to the Agenda Public Comment
	9:05	Election of Committee Chair²
2	9:10	Selection Process and Timeline (enclosed) ² Recommend process and timeline to the Board.
5	10:30	Position Description (enclosed) ² Recommend updates to the current position description.
	10:50	Next Meeting Set date and recommend agenda items.
	11:00	Adjourn

¹ All times are approximate.

² Indicates action item.

MEMORANDUM

Date: August 7, 2019
To: GMT General Manager Selection Committee
From: Bonnie Waninger, Vice Chair, Board of Commissioners
Re: Alternatives for the Selection Process

GMT could use several different processes to find and hire a General Manager. The following ideas have been suggested by Committee members, Board members, and outside parties for the Committee's consideration. Additional ideas are welcome.

Follow GMT's Traditional Hiring Process.

Review the job description, advertise the position, interview candidates, and check references (2014 process enclosed).

Hire A Search Firm

The firm would run the search process, reach out to qualified candidates, screen resumes, propose essay questions, web search candidates, first interview candidates, and submit top candidates to the Selection Committee for consideration.

Promote from Within

Identify qualified candidate(s) within GMT. Promoting from within a company boosts morale and helps keep productivity high.

Evaluate GMT and Its Needs Prior to Hiring a Permanent Candidate

Two approaches could be used to assist GMT to target candidates based on current needs.

Internal & External Stakeholder Interviews – A Selection Committee designee would interview stakeholders and staff to identify the most critical leadership and management needs at GMT. This would allow GMT to initiate a hiring process to meet those needs.

Executive-for-Hire - GMT would use a Request for Proposals process to hire a firm that specialized in organizational assessments using an executive-for-hire system. Executives for Hire (a temporary executive) steps into an organization for 3-6 months to provide objective recommendations and lead the management team to deliver results. They fill a leadership gap and energize the business.

2014 GMT General Manager Hiring Process Timeline

Action	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Staff Input						
Job Description						
Posting Position						
Resume Review			◆			
Candidate Screening			◆			
First Interview Process				◆		
Second Level Meetings & Interview Process						
Board Candidate Discussion					◆	
Offer and Hiring						◆

◆ = Decision Point

Staff Input

The Selection Committee Chair will meet with staff at GMT and GMT locations to provide information about the hiring process and hear input about the hiring process and the desired skills. The GMT Chair and one or more additional Board members will conduct an exit interview with the current GM.

Job Description

The job description and draft hiring process are provided to the full Board for comment. The Leadership Committee reviews comments, finalizes the process, and appoints a hiring committee of Board members.

Posting Position

The job posting is listed in the *Burlington Free Press* and transit publications, such as *Transit Talent*, *Passenger Transport*, *Women in Transportation* (www.wtsinternational.org/), and the *Conference on Minority Transportation Officials* (www.comto.org/). The job will be posted for thirty days, but remain open until filled. Resumes will be sent to GMT's Human Resources Manager, who will catalogue them for employment law purposes.

Resume Review

Resumes will be screened by GMT's HR Manager to eliminate resumes that are unquestionably unqualified for the position. Hiring Committee members will review resumes along with the HR Manager. Resume reviewers will rank all resumes with yes/no/maybe and report their rankings to the HR Manager. The resume reviewers will meet to discuss which "maybe" candidate will make it to the interview and to thin the ranks of the "yes" candidates if necessary. The Hiring Committee or subcommittee thereof will develop a list of 5-10 candidates to potentially receive first interviews.

Candidate Screening

GMT's HR Manager will request writing samples, references, and salary expectations from the candidates. The Hiring Committee or subcommittee thereof will exclude candidates that are not reasonably aligned with GMT's GM salary range, and then arrange interviews.

2014 GMT General Manager Hiring Process Timeline

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Board Candidate Discussion					◆	
Offer and Hiring						◆

◆ = Decision Point

First Interview Process

The Hiring Committee or subcommittee thereof will do a Skype interview with 5-10 candidates. Common questions will be developed in advance. The GMT HR Manager will facilitate this and document the interviews. The participants in the first interview process will submit a short list of 2-3 in-person interviewees to the Leadership Committee and brief them on their recommendations. For the top 2-3 candidates, GMT will conduct background, credit, and reference checks. Reference checks shall consist of both listed references and (one a candidacy is public knowledge) other references we are able to obtain.

Second Level Meetings & Interview Process

GMT will invite the top 2-3 candidates from the first round interviews to an in-person visit and interviews.

- A tour and an open house for employees will be held at each of the three facilities. Employees will have an opportunity to provide feedback to the Board via Survey Monkey or other methods.
- An interview panel of representative employees will be appointed by the Leadership Committee from interested employees. The panel will meet with the candidates and provide a summary of this interview to the Board.
- The GMT Board will hold a public meeting(s) to interview candidates. The interview will include the same questions for each candidate. Stakeholders and members of the public will be invited to attend, submit questions, and provide feedback to the Board.
- GMT will pay for travel for interviewees.

Board Candidate Discussion

After the second interviews, the GMT Board will discuss candidates in executive session. After exiting executive session, the Board will make a motion for the Chair to enter into negotiations with the chosen candidate or to conduct additional interviews. The Board Chair will publicly announce the selection of a candidate after the offer is accepted.



Green Mountain Transit

15 Industrial Parkway
Burlington, VT 05401
802-864-2282 | RideGMT.com

Exhibit A: General Manager Job Description

Description and Essential Functions:

Serves as Green Mountain Transit's (GMT's) chief executive officer and leader; oversight of a regional transit organization that in fiscal year 2017 has a \$21M operating budget and a \$6.7M capital budget.

- Forwards the mission of GMT by carrying out all policies and directives established by the Board of Commissioners
- Responsible for assisting the Board in developing and meeting their goals and objectives, including facilitating organizational support of Board committee work
- Engage in strategic planning in conjunction with the Board and implementation of such plan
- Responsible for fostering a high-performance and professional culture throughout the organization
- Responsible for organizational management and structure
- Supervises, evaluates and directs all members of the Senior Management team
- Develops and manages GMT's annual budget in conjunction with senior staff and the Finance Committee
- Works with senior staff to manage all risk management functions within the organization
- Responsible for managing legal issues affecting the Authority
- Primary responsibility for relationships with member communities and state and local and federal partners
- Models inclusive and collaborative style of management
- Manages communications and public affairs
- Manages labor relations productively and collaboratively
- Promotes and supports an inclusive and diverse workforce

Other Duties:

- Recommends and implements organizational changes
- Recommends policy changes
- Oversees independent contractors
- Other duties as required

Please note this job description is not designed to cover or contain a comprehensive listing of activities, duties or responsibilities that are required of the employee for this job. Duties, responsibilities and activities may change at any time with or without notice.

Reports To:

**Board Chairman, GMT Board
of Commissioners**

Effective Date:

February 15, 2017

Direct Reports:

**Directors of the
Organization**

08/14/19



Green Mountain Transit

15 Industrial Parkway
Burlington, VT 05401

802-864-2282 | RideGMT.com

GMT GM Selection Committee Page 6 Exhibit A: General Manager Job Description

Qualifications: A degree in Business Administration, Public Administration or a related field, or equivalent experience is required. Transit experience preferred. Must have five years of management experience, including working with a Board. Must possess excellent financial management, leadership, analytical, organizational, public speaking and internal and external communication skills.

Work Conditions: operates in a professional office environment; and routinely uses standard office equipment such as computers, phones, photocopiers, filing cabinets and fax machines. Frequent computer use and sitting are required. Requires long hours, and evening and occasional weekend work.

Requires up to 50% travel, frequently within the five-county service area and occasional out of state travel. Must be able to perform the essential functions and physical requirements of the job with or without reasonable accommodations.

FLSA Status: Exempt

GMT provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, disability or genetics. In addition to federal law requirements, GMT complies with applicable state and local laws governing nondiscrimination in employment in every location in which the company has facilities. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.

GMT is committed to providing a workplace that includes people of diverse backgrounds and fully utilizes their talents to achieve its mission. GMT believes that an inclusive and diverse workplace culture enhances the performance of our organization and our ability to fulfill the agency's mission.

Approved By: _____ Date Approved: _____ Last Review: _____

GMT Board Chair: _____ Employee: _____