

General Manager Search Committee

Monday, March 9, 2020 at 4 pm
GMT Board Room
101 Queen City Park Road, Burlington VT 05401

Agenda

Time*	Item
4:00	Welcome & Introductions Adjustments to the Agenda Public Comment
4:05	Minutes (enclosed)** Approve 01/28/20 meeting minutes.
4:10	Interviews (enclosed) Review interview process and schedule.
4:20	Interview Questions (enclosed)** Approve final interview questions and member assignment
4:45	Executive Session per 1 V.S.A. § 313(a)(3)
5:00	Adjourn

NOTES:

- * All times are approximate.
- ** Indicates an action agenda item.
- Persons with disabilities who require assistance or special arrangements to participate in programs or activities are encouraged to contact Jamie Smith at 802-540-1746 at least 48 hours in advance so that proper arrangements can be made. Hearing disabled patrons can contact GMT through the Vermont Relay Service (711).
- Free transportation to and from meetings is available within the GMT service area. To make advance arrangements, please call GMT's Customer Service Representatives at 802-540-2468.
- Municipal Clerks: Please post this public meeting notice pursuant to Act78 of the Acts of the 1979 Vermont Legislature. Thank you.



General Manager Search Committee

Tuesday, January 28, 2020 at 10:00AM
GMT Board Room, 101 Queen City Park Road, Burlington VT 05401

Present:

Commissioner Waninger
Commissioner Dimitruk
Commissioner Bohne
Sarah McKee, GovHR

Jon Moore, Interim General Manager
Jamie Smith, Director of Planning and
Marketing
Trish Redalieu, Director of Human Resources

Opened the meeting:

Commissioner Waninger opened the meeting a 10:01AM

Adjustments to the Agenda:

None

Public Comment:

None

Minutes:

Commissioner Dimitruk made a motion to approve minutes, Commissioner Bohne seconded. All were in favor and the motion carried.

Executive Session per 1 V.S.A. § 313(a)(3):**

Commissioner Bohne made a motion to enter executive session to discuss candidates for the General Manager position with Sarah McKee, GovHR. Commissioner Dimitruk seconded, all were in favor and the motioned carried.

Commissioner Bohne made a motion to move out of executive session at 11:52AM, Commissioner Dimitruk. All were in favor and the motion carried. The committee consensus was to move five candidates forward for the interview process.

The committee discussed the details of interview process and next steps, including interviews with the committee, board, and state holders along with a public meet and greet during the week of March 10, 2020. Once GovHR makes the offer for interviews, timelines would be determined.

Next Meeting:

Commissioner Waninger will work with GovHR to determine if another meeting is necessary before the week of March 10, 2020.

Adjourn:

Commissioner Dimitruk made a motion to adjourn, Commissioner Bohne seconded. All were in favor and the motion carried. The meeting adjourned at 12:09PM.

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Green Mountain Transit
 General Manager Search - Interview Schedule
 March 10 - 13, 2020
 Green Mountain Offices, Burlington, VT

Tuesday, March 10, 2020

At GMT Offices
Search Committee Interview

Candidate A	8:30 a.m.
Candidate B	9:30 a.m.
Candidate C	10:30 a.m.
Candidate D	12:30 p.m.

The Search Committee will conduct the initial interview with all 5 candidates. The Search Committee will then narrow the field of candidates who will be asked to continue through the interview process which is outlined in the following pages of this schedule. Those candidates not being asked to move forward in the interview process will be considered dismissed from the process upon notification by GovHR.

FINAL CANDIDATES SCHEDULE

Tuesday, March 10, 2020

Meet at GMT Offices

Meet and Greet with GMT Burlington Staff

3:30 p.m. – 4:30 p.m.



FINAL CANDIDATES SCHEDULE

Wednesday, March 11, 2020

Start at GMT Burlington Offices

Tour of GMT St. Albans Facilities, including Meet and Greet with GMT St. Albans Staff

8:00 a.m. – 11:00 a.m.

Meet with Stakeholder at GMT Burlington Office & GMT Burlington Facility Tour

Noon – 5:30 pm

Thursday, March 12, 2020

At GMT Burlington Offices

Board of Commissioners Interviews

Candidate 1

8:00 a.m.

Candidate 2

9:00 a.m.

Candidate 3

10:00 a.m.

Candidate 4 (if needed)

11:00 a.m.

Meet with Stakeholders

1:00 p.m. – 4:00 p.m.

Public Open House

6:00 p.m. – 8:00 p.m.



Friday, March 13, 2020

Start at GMT Burlington Offices
9:30 a.m. – 5:30 p.m.

Meet and Greet with GMT Burlington Staff

9:30 a.m. – 10:30 a.m.

Meet with Stakeholder in Montpelier

11:15 a.m. – 2:15 p.m.

Tour of GMT Berlin Facilities, including Meet and Greet
with GMT Berlin Staff

2:30 p.m. – 4:30 p.m.

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Yellow = Consensus

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**GREEN MOUNTAIN TRANSIT, VT
GENERAL MANAGER
SUGGESTED QUESTIONS for INTERVIEW PANEL
TUESDAY, MARCH 10, 2020**

To provide common bases of comparison, all Candidates should be asked the same major questions. Inevitably, the discussion will vary; however, when a point arises in one interview that appears to have an important bearing upon a Candidate’s qualifications, an attempt should be made to raise the same point with other Candidates as well.

It will be helpful if the interview panel can decide in advance what questions are to be asked, and who should ask each particular question. Following the initial response of the Candidate to a question, others should then feel free to ask further related questions for purposes of seeking clarification or illustrations. Questions should relate to past experience of the Candidate and to particular characteristics and needs/expectations of the General Manager position. It is recommended that you be very candid in asking questions and attempt to resolve all "ifs" or confusion regarding a Candidate's philosophy, management style, etc.

To capture your reactions and thoughts following each Candidate's interview, you may wish to make notes on this Interview Guide regarding Candidates' responses to each question. You may also wish to complete the Candidate Evaluation Form included for each candidate. This may be helpful to reference when sharing impressions with the interview team members.

Chair’s Opening Remarks to Each Candidate

Welcome! Thank you for your interest in the Green Mountain Transit General Manager position. I am _____, and on the panel today we have members of the Search Committee who will introduce themselves.

We have a number of questions which we’ll be asking each candidate, and this interview will last about an hour. Please be candid and concise in your answers.

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1. Please provide a brief overview of your education and qualifications and how you feel they would meet the qualifications that we are looking for in our next General Manager.
2. Why are you interested in the Green Mountain Transit General Manager position?
 - a. What do you believe are some of our Organization's biggest challenges?
 - b. By example, how does your background fit into addressing these challenges?
3. You have reviewed the background materials on the organization, and you have done your own research. What are your frank observations about Green Mountain Transit?
- ~~4. Give us some examples of how you would go about fully understanding the current makeup of the organization and the interest and direction of the Board.~~
5. Describe for us the tools and methods you would use to keep the Board up-to-speed about GMT matters and developing issues? How would you keep us informed and avoid surprises?
6. What process do you follow in making recommendations to the Board (options, alternatives, single recommendations, etc.)?
7. What if the Board does not follow your recommendation and directs another course of action?
 - a. Give us an example of a time when that happened to you. What was the issue, and what happened when the officials took the different course of action?
 - b. Also, how do you balance the needs of board with the needs of department heads?
- ~~8. Give us an example of a time when you did not meet a board member's expectation. What happened, and how did you attempt to rectify the situation?~~
9. As you well know, the job of a General Manager means spinning a lot of plates at the same time, and sometimes it's just not possible to get everything on your to-do list done.
 - a. How do you go about prioritizing your work?
 - b. Tell us about a time your responsibilities got a little overwhelming. What did you do?
10. How do keep your department heads feeling like they're all part of the same team?
11. Tell us a story from your own work experience that would illustrate your ability and approach to walk into an organization with a management team that places a high value on their next General Manager being a collaborative leader.

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12. Give us an example that draws us a clear picture of your management and leadership style in relationship to Transit Staff? If you were our General Manager, what would you do to get to know the senior management team, as well as the rest of Transit staff?

13. Tell us about your experience in human resources and collective bargaining. What's the one achievement in human resources or labor-management relations that you're proudest of?

14. What has been your direct involvement with union negotiations and what have been some positive outcomes of your union negotiation experience?

15. How do you hold direct reports accountable for projects and/or issues you've delegated to them?

~~16. Give us an example or two of how you keep department heads accountable for the management of their department's budget.~~

17. By example, tell us how you handled a situation in which an employee did not perform up to your expectations?

18. Talk about a time when you had to work closely with someone whose personality was very different from yours.

~~19. What does "government transparency" mean to you, and what specific measures have you used in your current organization that could potentially enhance GMT's level of openness?~~

20. With an active and engaged Board and community stakeholders, strong listening abilities and a genuine desire to engage the Board and the community in problem solving is expected from the position. Give us an example or two from your current or past organizations that would demonstrate your skills in this area.

21. By example, describe your approach to customer service. How would you instill your philosophy into our transit organization?

~~22. What does your research tell you about GMT's fiscal health? What are some of our strengths and weaknesses in this area? Be candid, please.~~

23. Talk to us about your financial management and budgeting experience.

a. Tell us about your experience with planning and managing various types of transit funds and budgets.

b. What's been your experience in planning for future capital and infrastructure needs?

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24. What factors might threaten GMT's fiscal position? What measures have you used in your current or previous positions to assure your organization's strong fiscal position? With those measures in mind, what might be appropriate for GMT?
25. Route planning, consolidation and/or route expansion have been highlighted as a key priority for GMT. What is your experience in addressing these types of needs when they compete with other financial priorities?
- ~~26. GMT has recently made some changes to our route systems and obviously will continue to make more. What is your general approach to determining the needs within a transit organization that offer the best approach to system delivery?~~
27. By example, how might your experience improve the current services we offer as well as continue to evolve our organization to meet the transit needs of the community?
- ~~28. Tell us about your experience working with outside or sister organizations involved with providing transit services. How have you strengthened those relationships and what was the result?~~
29. What's the one achievement in transit services that you're proudest of, and how might that experience help you in serving our riders?
30. Walk us through how you'd go about assessing the GMT organization for ways in which we can be more efficient and effective?
31. In the public sector, we all have had experiences dealing with angry or upset residents.
- Tell us a story about a time in which you dealt with an angry or upset community group where you were able to turnaround critics. What was the key to a successful outcome?
 - Also, tell us a story with not such a happy ending. What lessons did you learn?
- ~~32. Give us an example of a time when you had to explain something fairly complex to a frustrated resident. How did you handle this situation?~~
33. What has been your experience in the development and execution of a strategic plan for any of the organizations you've worked for? How have you assured the plan is used, and how have you kept staff accountable for its implementation?
34. Please describe the types of community involvement – professionally and personally – that you have had in your current and past positions.

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35. Based on your knowledge of the GMT and our discussion today, are you still interested in being considered for the General Manager position? Is there anything you've experienced or seen that gives you pause?

36. We've asked you questions for a good time now. What questions do you have of us? What matters need further discussion?

Additional Questions suggested by Committee members:

- a) Considering a nasty strike in 2014 and a contract in which the Union may have to face a new reality on benefits and salary, how will you prepare for negotiations under those circumstances?
- b) What would be your strategy coming into an organization with GMT's structure, established leadership team, and how would work to leverage the collective knowledge of the team?
- c) What is your leadership style?
- d) What role do you see the General Manager playing in setting an organizational communication strategy?
- e) How would you work with employees that have the mindset of "this is how we've always done it"?
- f) What is your vision for rural transit? What would be the roadmap to success?
- g) What role does the General Manager play with passengers? How visible should you be and when you do you send someone else from the team in?
- h) What role does the General Manager play in setting the marketing goals for the organization?
- i) What role does technology play in the transit industry? How would you prioritize what technology we implement?
- j) What are the most important values you demonstrate as a leader? Please give us an example of these in practice.
- k) Tell me how you created a shared vision and purpose among people who initially differed in opinions and objectives.

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**Green Mountain Transit – General Manager
Interview Evaluation Form**

Evaluation Criteria	Exceeds Expectations (100 points)	Above Expectations (80 points)	Meets Expectations (60 points)	Below Expectations (40 points)	Does Not Meet Expectations (20 points)
General Impression: overall behavior, approach, appearance, demeanor and “presence” is appropriate to the position; tact, poise and confidence in self and/or answers.					
Verbal Communication Skills: ability to effectively communicate ideas; ability to communicate clearly and concisely; adequate choice of words; good command and use of language.					
Organization: ability to select and organize ideas; ability to organize responses to questions.					
Perception and Analytic Ability: perception of role/position in the organization and the community; ability to analyze implications of questions.					
Clarity: Responses and concepts voiced are indicative and descriptive of an "action plan" or methodology that could reasonably address the problems presented.					
Concepts: Offers responses and explanations that are supported by examples and reflective of creative approaches.					

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**Green Mountain Transit – General Manager
Interview Evaluation Form**

Candidate

Factors of Qualification	Lacking	Qualified	Superior
Interview Presentation:			
• General Impression-Professional Presence/Appearance			
• Leadership – Overall Confidence			
• Management Abilities			
• Overall Skill Set for the General Manager Position			
• Responsiveness to Questions			
• Enthusiasm/Energy			
• Communication Skills			
• Adaptability/Flexibility/Resilience			
• Understanding of Community, Organization and Position			
Experience in:			
• Building Effective Working Relationships with Board Officials			
• Keeping Board Officials Informed			
• Spelling-out Courses of Action and Providing Recommendations			
• Building Effective Working Relationships with Staff			
• Handling Difficult Personnel Matters/Holding Staff Accountable			
• Human Resources Skills/Labor-Management Relations			
• Communicating to GMT Staff Customer Service Expectations/Maintaining GMT’s High Levels of Customer Service			
• Fiscal Management/Budget Development			
• Business and Economic Development			
• Intergovernmental Relationships			
• Community/ Stakeholder Consensus Building			
• Process Improvement/Service Delivery Analysis			
• Community Involvement/Outreach/Transparency			
Compatibility:			
• With the GMT Board Officials			
• With the GMT Staff			
• With GMT Stakeholders/Business Community			
• With GMT ridership			
• With GMT partner agencies			
• Overall Suitability for the Position			