



Boards of Directors Study Session

Date:
July 22, 2021

Starting Time
11:15 a.m.

Location:
Valley Metro
VIA Webex and You Tube
Phoenix

**If you require assistance accessing the meetings please
call 602.262.7433.**



Joint Boards Study Session Notice & Agenda

July 15, 2021

Joint Boards Study Session Valley Metro RPTA and Valley Metro Rail

Thursday, July 22, 2021

11:15 a.m.

Via Webex and You Tube

Study sessions provide a less formal setting for the Boards of Directors to discuss specific topics, at length, with each other and Valley Metro staff members. Work study sessions provide an opportunity for staff to receive direction from the Boards and for the public to observe the discussions.

This study session will focus and facilitate member discussion regarding the timeline and recruitment process for Valley Metro's next Chief Executive Officer.

1. Chief Executive Officer (CEO) Recruitment Background and Timeline

Valley Metro staff will provide the Boards of Directors with a summary of the process, roles, and duration of the 2016 CEO recruitment process and an estimated Human Resources timeline for FY22 for discussion purposes.

2. Discuss Chair Recommendations

Chair Heredia will lead a discussion regarding his recommendations for the FY22 CEO recruitment process.

Qualified sign language interpreters are available with 72 hours notice. Materials in alternative formats (large print or flash drive) are available upon request. For further information, please call Valley Metro at 602-262-7433 or TTY at 602-251-2039. To attend this meeting via teleconference, contact the receptionist at 602-262-7433 for the dial-in information. The supporting information for this agenda can be found on our web site at www.valleymetro.org.



Study Session Background

DATE

July 15, 2021

AGENDA ITEM 1

SUBJECT

Chief Executive Officer (CEO) Recruitment Background and Timeline

PURPOSE

To provide the Boards of Directors with a summary of the process, roles, and duration of the 2016 CEO recruitment process and an estimated Human Resources timeline for FY22 for discussion purposes.

RECOMMENDATION

For information only.

BACKGROUND | DISCUSSION | CONSIDERATION

To assist the Boards of Directors in developing its FY22 CEO recruitment process, the RPTA/VMR Chair directed the CEO to provide a summary of the 2016 CEO recruitment process and to provide an estimated Human Resources timeline for discussion purposes.

The 2016 CEO recruitment process was scheduled to take approximately nine months, however it concluded when the Boards determined not to proceed with the existing candidate pool and opted instead to open negotiations with the interim CEO.

The recruitment process was led by a five-member Ad-hoc committee recommended by the Joint Boards Subcommittee and was facilitated administratively by Maricopa County's Human Resources Department¹ with support from Valley Metro's Human Resources Department.

The 2016 recruitment process utilized four out of five phases. The fifth phase "Offer and Acceptance" was not utilized when the Board decided to negotiate with the interim CEO to fulfil the role.

1. Planning and Procurement – the planning phase surveyed Board Members and City Managers for their input, updated the CEO's job description, appointed the five-member Adhoc Recruiting Committee, and procured the services of an executive search firm. At the time, the procurement for an executive search firm was below the threshold for Board approval, therefore a formal Request for

¹ Maricopa County's Human Resources Department was asked to facilitate the recruitment process because it took place in the immediate aftermath of Steve Banta's dismissal and before completion of the Auditor General's investigation.



Proposals (RFP) was expedited and completed in four weeks by Valley Metro’s Procurement Department.

2. Recruiting – the executive search firm spent 10 weeks recruiting candidates.
3. Screening – the resumes and recorded interviews of all applicants were provided to the Ad-hoc Committee and City Managers for review; they provided their input and selected candidates to interview. Screening took seven weeks.
4. Interviews –
 - a. First Interviews -- first interviews were conducted by the executive search firm with administrative support by the Human Resources Department. Following the first interviews, the Board decided not to proceed with the candidate pool and, instead, began negotiations with the Interim CEO.

The roles and details of executive recruitment processes can vary however the four phases described above are standard, and would also include an offer and acceptance phase to complete the process. For FY 2022 planning purposes, Human Resources staff estimates eight to 10 months will be needed for an executive recruitment process:

Phase	Recruitment Tasks	Weeks
Planning & Procurement		8-10
	Define position and desired attributes	
	Procurement for Executive Search Firm (if option is selected)	
	Establish Board Selection Committee	
Recruiting		8-10
	Develop Recruitment Strategy	
	Launch Recruitment (Advertise, Post, etc.)	
	Conduct Recruitment	
Candidate Screening and Selection Process		1-2
Conduct Face to Face & Recorded Interviews with Candidates		6-8
Evaluate and Select Final Candidates		1-2
	Conduct background and reference checks	
Issue Offer and Negotiate Terms of Employment		2-3
Relocation (if needed)		6
Approximate Total Weeks		32-41

A process to ensure a new Chief Executive Officer would be in place by July 1, 2022, a recruitment process should begin no later than September 2021.

COST AND BUDGET

To be determined.

COMMITTEE PROCESS

Boards of Directors: July 22, 2021 Study Session for Information



CONTACT

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ATTACHMENTS

None

Chief Executive Officer Recruitment

Board Study Session July 22, 2021



1

Study Session Agenda

1. Review 2016 Recruitment Process
2. Discuss Chair Recommendations



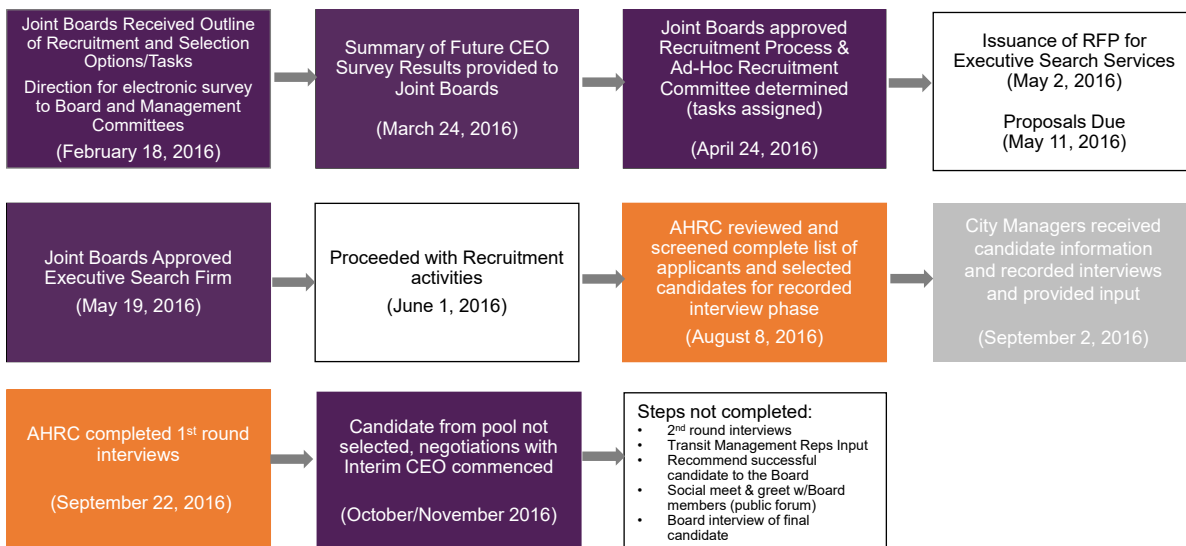
2

2016 CEO Recruitment Process Roles

Valley Metro RPTA/VMR Boards	Valley Metro HR Director & Maricopa County (MC) HR Lead	Ad-hoc Recruitment Committee	City Managers
<ul style="list-style-type: none"> Named Ad-Hoc Recruitment Committee comprised of Joint Board Sub-Committee members plus one Directed staff to work with Maricopa County Human Resources Empower recruitment committee to select national search firm to assist Maricopa County Approved solicitation and contract of Executive Search Firm 	<ul style="list-style-type: none"> Rated RFP's for search firms MC HR Lead oversaw search firm's responsibilities MC HR Lead facilitated Ad-hoc Committee MC HR Lead and search firm conducted phone interviews MC HR Lead and search firm facilitated interview process including video taping candidates 	<ul style="list-style-type: none"> Reviewed Job Description, recruitment brochure, position profile Reviewed and pre-screened applicants Finalized and conducted 1st round interviews 	<ul style="list-style-type: none"> Reviewed recruitment brochure for CEO Provided master applicant list Received top 8 candidates, cover letters, resumes, questionnaires and recorded interviews Provided input to Ad-hoc Recruitment Committee

3

2016 Recruitment Timeline



4

Chair's Recommendations



Ad-Hoc Committee	HR Support	Search Firm	Initial Actions
<ul style="list-style-type: none"> • Recommend re-constituting Ad-Hoc Committee consisting of the Joint Board Subcommittee, plus one additional member 	<ul style="list-style-type: none"> • Utilize Human Resources support from Maricopa County to lead procurement for Executive Search Firm based on public RFP/RFQ 	<ul style="list-style-type: none"> • Ad-Hoc Committee, after review and input from their respective City Managers, will select Search Firm 	<ul style="list-style-type: none"> • Selected Search Firm will present to Board the proposed recruitment process and timeline for Board input. The process will include a survey of Board members to define the position and desired attributes for a new CEO.

Chief Executive Officer Recruitment

Board Study Session July 22, 2021

