

Clackamas Fire District #1



BOARD OF DIRECTORS' WORK SESSION January 17, 2020

(This meeting was recorded.)

1. CALL TO ORDER PER ORS 192.610 TO 192.710 ORS 192.650 – The meeting is being recorded.

President Trotter called the meeting to order at 10:00 am.

Present: Board of Directors Jay Cross, Jim Syring, Thomas Joseph, Don Trotter and Marilyn Wall; Chief Fred Charlton; Public Information Officer Brandon Paxton; Human Resources Director Trish Noble; Deputy Chief Doug Whiteley; Division Chief Mike Corless; Division Chief Josh Gehrke; Division Chief Brian Stewart; Battalion Chief Nick Browne; Battalion Chief Michael Carlsen; Battalion Chief Steve Deters; Battalion Chief Tony Cordie; Battalion Chief Josh Santos; Battalion Chief Burke Slater; Captain Greg Holland; Lieutenant Deputy Fire Marshal Valere Liljefelt; Volunteer Jerry Kearny; Citizen John Kihlstrum; and Executive Assistant Karen Strejc.

2. Timeline and Discussion Regarding the Fire Chief Selection Process

Chief Charlton explained this would be a continuation of the work session that was held in November 2019. He added the Work Session they had intended for December had been cancelled.

Chief Charlton reviewed the packet:

- Definition of the 67 leadership competencies for the position of Fire Chief.
- Comparison of the leadership competencies used in 2011 for the selection of Fire Chief verses the leadership competencies defined most recently by internal and external stakeholders.
- Comparison of how the leadership competencies benchmark against the positions of Battalion Chief, Division Chief, and Deputy Chief.
- Comparison of leaders as with other chiefs.
- The current Fire Chief job description that needs to be updated.

Chief Charlton noted the goals for the Work Session

- Review/discuss leadership competencies.
- Provide a summary from the meeting with Special Districts Association of Oregon (SDAO).
- Review job description
 - Minimum/specific qualifications
 - Leadership competencies
 - Attributes
- Next steps

Chief Charlton reminded those in attendance that staff assigned to the project included PIO Brandon Paxton, HR Director Trish Noble, Executive Assistant Karen Strejc and himself.

Chief Charlton noted the selection framework

- Establish timeline
- Establish minimum/special qualifications
- Review job description
- Update leadership competencies
- Establish testing process/ components
- Establish selection criteria
- Screening process
- Mentor /develop candidates
- Succession planning to backfill vacancies

PIO Paxton reported that he and Chief Charlton had met with George Dunkel, a representative from SDAO on Monday. They discussed best practices moving through the Fire Chief replacement process. PIO Paxton noted they had questions about applying Veterans preference points throughout the process. He explained that George would be getting back to CFD #1 with more information and the best practices from an SDAO perspective.

PIO Paxton shared they discussed the opportunity for community engagement or stakeholder involvement with our candidates and what that would look like. He explained it was very common, industry-wide, to have these meet and greet type events take place. He noted George recommended to have this take place over one or two nights. The stakeholders including labor, volunteers, business leaders, neighborhood association chairs, etc. would be invited. He added the Board would be there as observers and to interact with all in attendance. He noted this would not be a scored process. PIO Paxton explained Georg recommended using feedback cards. This would be provided for the Board to review.

Director Joseph asked if George recommended specific stakeholders to contact. PIO Paxton stated George gave recommendations; adding he felt that CFD #1 had a good list established. Director Joseph shared that North Clackamas School District was looking for a new Superintendent and recommended the District may want to review their list of stakeholders and add them to ours as they are reaching out to community.

Chief Charlton expressed we would have the opportunity with the vote for the legal integration of EFD #69 into CFD #1. He noted we would have a wide net of stakeholders. Chief Charlton noted it was discussed in November, to have four meetings for internal and external stakeholders.

Director Syring liked the idea of having external stakeholders included in the process. He asked if they said if it was common to have external stakeholders on an interview panel. PIO Paxton shared it seemed the industry practice was to have informal meet and greets only. He explained this was so that the Board could be there and observe the interactions of the candidates with others. It would also be a more relaxed environment for candidates.

Chief Charlton shared that SDAO had invited PIO Paxton to attend a few meet and greets to see how it was done.

Director Cross felt the meet and greets would have a lot of value. He brought up the concern of having too many people attend. He felt it should be less than 50 at each meet and greet. He thought a couple meet and greet events, with two different groups of people would be enough. PIO Paxton noted that about half of the businesses returned the competency surveys that were sent. He felt these businesses would be a good starting point. He explained they may need to have multiple nights for this to happen.

Director Joseph asked what stage of the process the stakeholders would be included in. PIO Paxton noted they would be included before the formal Board interviews.

Chief Charlton briefly reviewed what the selection process could look like:

1. Have a letter of interest submitted
2. Have application and resume review
3. Begin the stakeholder meetings, etc.

Director Cross shared that at the Board Executive Committee meeting, they discussed that some people who submit a letter of interest now, may not work out for this upcoming opening, but may work for the next Fire Chief. It would help expose candidates to the process and what the Board was looking for in a Fire Chief.

Chief Charlton shared the top 12 leadership competencies that CFD #1 began using in 2010, and used for the selection of the current Fire Chief. These included:

- Approachability
- Compassion
- Composure
- Ethics and Values
- Integrity and Trust
- Listening
- Motivating Others
- Political Savvy
- Presentation Skills
- Strategic Agility
- Building Effective Teams
- Managing Vision and Purpose

Chief Charlton explained that from this list, four competencies including compassion, motivating others, presentation skills, and strategic agility were desired 10 years ago, but were not included in the most recent selection.

Chief Charlton stated they sent out the request to 53 internal stakeholders, 5 Board members, and 35 external stakeholder. He explained out of the requests sent, they received 46 responses back.

Chief Charlton explained that from the 46 responses, the top 12 re-desired competencies for the Fire Chief included:

- Approachability
- Building Effective Team
- Command Skills
- Composure
- Conflict Management
- Decision Quality
- Ethics and Values
- Integrity and Trust
- Listening
- Managing Vision and Purpose
- Political Savvy
- Timely Decision Making

Chief Charlton mentioned that four new competencies were brought in: Command Skills, Conflict Management, Decision Quality and Timely Decision Making.

Director Joseph felt that fiscal management was missing from the list. Chief Charlton noted that the Board could bring other attributes or other desired competencies for the candidate to have strongly in place or to be developed. Director Joseph thought it was very important for the Chief to understand the fiscal management. Director Cross agreed. PIO Paxton clarified that fiscal management was not included in the list of competencies people were able to choose from. Chief Charlton explained that fiscal management could be added as an attribute or some other desired skill set for the Fire Chief position. He added that this would be where the Board would have a lot of latitude to add to the competencies.

Chief Charlton thanked HR Director Noble and PIO Paxton for getting this organized and sent out.

President Trotter expressed he could not find verbal communication skills in the list of competencies. He felt verbal communications were very important. Chief Charlton noted this could be added as an attribute as well.

Leadership Competencies

Chief Charlton explained that HR Director Noble looked at the leadership competencies for Battalion Chiefs, Division Chiefs, Deputy Chiefs and Fire Chief. She compared the positions to see what was the same for all positions. Chief Charlton noted the five common leadership competencies based on feedback included: approachability, composure, decision quality, ethics and values and integrity and trust.

HR Director Noble shared she could look further to see which ones almost made the top 12 list.

Director Cross shared the competencies were great, but he asked about skills. He asked where the skills would fall into the plan.

HR Director Noble noted there were some skills included in the competencies, such as technical skills. She added that if the Board had certain skills they wanted included, they could do that. Director Cross asked about skills linked to understanding budget and budget law, as well as fiscal management. Chief Charlton suggested that these could be added in the primary duties of the job description. He also mentioned this could be a part of the interview.

Director Joseph felt the Fire Chief wouldn't have to have detailed knowledge of computer skills, but noted the Fire Chief would need to have people around them who could do this.

Director Syring expressed that many things were hard to quantify. He explained that other skills could be brought out according to questions answered.

Physical Requirements

Chief Charlton reported that Health and Wellness Director Goodrich heard at an OFDDA Conference in November, that in order to follow best practices, we would need to identify the physical requirements for each position. He explained this would be included in the updated job description.

Chief Charlton reviewed the 2011 Requirements

- September 2011 – Candidates apply
- October 2011 – Board interviews
- November 2011 – Board announced successful candidates
- Minimum Qualifications:
 - Current CFD #1 Deputy Chiefs and Battalion Chiefs (Chief Charlton noted, at that time, CFD #1 did not have the rank of Division Chief)
- Preferred Qualifications:
 - Experience as a Deputy Chief
 - Bachelor's Degree
 - Master's Degree
 - USFA Executive Fire Officer Program Graduate
 - Demonstrated proficiency in 12 leadership competencies

Comparable Qualifications

Chief Charlton explained they looked at what the requirements for Fire Chief were at eight other public fire departments and pulled out education and experience. He noted this was shared with SDAO and they thought it was a good piece.

Director Wall noted that it was not indicated if the other departments looked internally or externally for their Fire Chief. Chief Charlton went down the list and shared if the department chose an internal candidate or an external candidate.

- TVF&R – Selected an internal candidate.

- Lake Oswego – Selected a former police chief who was brought back as the Fire Chief. That individual had experience being a Fire Chief in California.
- Portland – Selected an internal candidate.
- Gresham – Selected an outside candidate. The candidate was from Washington.
- Hillsboro – Selected an outside candidate. The candidate was from out of state.
- Bend – Selected a BC from within.
- Eugene – Currently have an interim Fire Chief from within.
- Salem – Selected an internal candidate.

Job Description

Chief Charlton shared they were looking for input as they started drafting the job description. He reminded the attendees that this would be the Board's job description; it needed the Board's input and approval.

Chief Charlton desired conversation about minimum qualifications as well as preferred qualifications. He noted they had started a list of attributes, which at that time included strong verbal communication skills, data driven decision making skills, and fiscal management skills. Chief Charlton explained he would send out the 12 leadership competencies for Board approval; once approved these would be added to the job description.

Chief Charlton asked for the Board's thoughts on education, experience, certifications, and anything else they thought to be relevant to help staff prepare list.

Director Joseph explained he did not see business empowerment and delegation within the leadership competencies. Chief Charlton explained these could be attributes or listed under duties.

HR Director Noble asked if would be worth having the Board weigh in on competencies. Chief Charlton explained staff could provide the information for the Board to consider. He felt it important to hear from others in addition to the Board members.

Director Cross felt it was important to get as many people involved for providing input as possible. Chief Charlton shared it would be possible to break out the three different data sets: the board, internal and external.

Director Syring was confused about minimum qualifications versus the question of CFD #1 staying internal or going external for a candidate. He noted that last time a new Fire Chief was hired, a minimum qualification was that the candidates had to be a chief and that was decided the selection would stay internal. He felt the first decision would be to find out if there were enough qualified candidates internally and then move to minimum qualifications. He noted it would be a separate decision.

Group discussion followed.

Director Cross liked the 2011 requirements. He noted that they discussed at the Board Executive Committee meeting that Chief Charlton and staff needed to send out a request for a letter of interest and then determine who was qualified. He added it would show who was interested.

Chief Charlton explained that prior to a letter of interest or intent, a job description needed to be finalized.

Director Cross asked how candidates showed they were good at the competencies. Director Wall explained the candidates addressed competencies in a package for the interview.

Chief Charlton asked how the Board would like them to draft minimum or preferred skills. Director Syring shared they would have to decide if they were going to stay internal or external first. Chief Charlton noted they would have different processes if it were internal or external candidates.

Director Cross stated that by time a person becomes a Chief, they would either have the competencies or not. Director Syring felt it was not all determined by formal training or degrees; that only was one part.

Director Wall noted that part of the Chief's job description was to groom their successor. She explained, due to this, she felt it better to use internal candidates. She first wanted to see if internal candidate interest was there.

President Trotter explained that in 2011, they sent a letter out that stated the Board intended to fill a position internally, provided the Board was satisfied with the applicants. He felt this was a good direction to go.

Chief Charlton expressed that CFD#1 was currently in a time of significant change. He noted the District had many opportunities for development. He explained it would be important to have people understand all four sides of the Fire District and understand the work going on.

Director Joseph commented that he would not limit anyone. He explained it could be good to get a fresh prospective. He would look for competition inside and outside of CFD #1. He didn't want to limit the level for people to apply. He explained that they wouldn't know what was outside of CFD #1 if they don't look.

Director Syring concurred with Director Wall. He felt they should attempt to stay internal for the applicant pool. He felt that CFD #1 had a good group of chief's right now, who would work well together and support whichever candidate was selected. Director Syring asked if they would allow employees with chief officer experience from another agency to apply.

Next Steps

Draft/ review updated job description

Chief Charlton noted that staff could start crafting an updated job description and get that out for review. He planned to defer with the Board Executive Committee for guidance, noting the Board

could add to it as well. Chief Charlton explained they would create several drafts and timelines based on today's discussion.

Veterans Preference

Chief Charlton explained that CFD #1 supported this and noted it would be a part of the packet.

Letter of Interest

Chief Charlton noted an idea was brought up to send out a job description and letter of intent of the Board as well as a timeline, to see if there was interest in the position. He noted staff would work on this letter.

Board Executive Committee

Chief Charlton felt he would like to move the Board Executive Committee meeting to February instead of March to get some more guidance from the discussion today.

Board Work Session

Chief Charlton proposed to have a Work Session in March, rather than April. He felt they had to get the job description approved by the Board as a foundation of this process.

President Trotter noted they would have a Board Executive Session prior to the March Board meeting.

President Trotter explained that previously, the job description was sent to the Board and it was asked that they provide comments. He wanted to hear if there were any comments.

Director Wall felt the "General Statement of Duties," should not be included. She asked if the physical requirements were necessary.

Chief Charlton explained he would update the description and send it out to the Board. Chief Charlton noted in other agencies' job descriptions, they included good attributes.

Chief Charlton stated that if the job description was too vague, the person in the Fire Chief position would not know if they were meeting the Board's expectations.

Director Cross thought the primary duties needed to be updated to include more of what the Fire Chief does.

Director Syring noted that the current job description was very generic. He felt it should include the 67 Lominger competencies.

Human Resources Noble noted that the Chief would get input from the Board and put in very specific details. However, she explained that all CFD #1 descriptions followed the Oregon pay template. She noted the description would have to get adjusted to fit this template, which would be very similar.

Transition Period

Chief Charlton explained that going into 2021 the District would have a lot of development going on, they would be getting into the 2021 legislative session, there would be labor negotiations, contract or legal integration for EFD #69, as well as succession planning for multiple positions including the Finance Director, as well as budget development.

Group discussion followed.

Chief Charlton reminded the group that development would carry on for the next few decades.

3. Public Comment

Lt. DFM Liljefelt wanted clarification about whether or not CFD #1 decided to look for an internal or external candidate. She asked why they would not look at external candidates for the Fire Chief position. She felt it was important to look at all perspective possibilities.

President Trotter confirmed that the decision to look internally or externally had not been decided. Director Syring noted that part of the process the Board followed last time was to look within first because they had a trust in internal candidates. He explained further that if no candidates were found internally, they would have looked externally.

Citizen John Kihlstrum shared some observations. He stated that in the application process, it should be included that the Fire Chief would need to be a salesman. He noted the Chief would have to have a good public presence. He shared that Chief Charlton was always out there giving a good perspective of CFD #1 and that it was a good organization. He felt this was very important.

Director Joseph noted this was one of the reasons they hired Chief Charlton, to be the face of CFD #1. He noted that Chief Charlton had done a phenomenal job doing that. He added the citizens needed to know who the Fire Chief was.

BC Slater mirrored what Director Cross said. He noted for the sake of the testing, it was important to see that the best candidates were selected and thought it was good to see the faith and confidence internally. He mentioned the ability to look outside, from a higher level view and see the best candidates. He noted that CFD #1 was helping employees learn and build skill sets. He hoped CFD #1 would look globally to see what opportunities were available outside of CFD #1. He thought it would lend credibility to the organization when allowed to look at opportunities outside of the organization.

Director Joseph agreed with BC Slater's statements. Director Joseph noted how if someone internal were to be selected out of a group of internal and external candidates, it would increase that person's confidence and pride. He added they would know they weren't just chosen because they already worked for the organization.

BC Josh Santos shared that CFD #1 had a young group of leaders who had taken opportunities to grow the past few years and become business leaders. He shared about several books he found while doing research in moving from a firefighter to a business leader, which discussed common

business traits that were profound to him. He shared insight he got from the books. He felt CFD #1 had a collective group of people who worked well together and had a passion for CFD #1. He stated the people a person knows were better than those a person didn't know. He stated that because of the youth at CFD #1, CFD #1 had a great opportunity to develop the next Fire Chief.

Director Cross noted there were many examples of people coming in from the outside and turning organizations around.

Director Joseph explained that if an internal candidate was chosen from both internal and external candidates, CFD #1 would know it was getting the best of the best.

DC Gehrke noted that today was exciting. He applauded the Board for the debate they had on which decision to make and noted it gave him confidence they were not going to leave anything unturned. He noted the theme in people's comments at the meeting was that they wanted to make things better. He stated he was proud of this organization. He shared there was a team in the organization that were prepared to face the challenges and wanted to make it better. He explained that the team would like to continue the path they were on and make it better than they found it.

Director Joseph noted the Board had incredible strength. He felt that listening to the comments at the meeting confirmed that the Board worked with good employees.

Director Syring appreciated the input given. He noted the Board would decide who would be the Fire Chief, but noted it would be the staff that would be working with the Fire Chief much more.


4. Miscellaneous

Chief Charlton noted there would be a Board Executive Committee meeting in February and a Work Session in March.

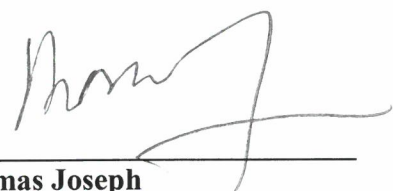
5. Adjournment

President Trotter adjourned the work session at 11:25 am.

Karen Strejc
Executive Assistant



President Don Trotter



Secretary Thomas Joseph