



# Sound Transit

CEO Recruitment  
*Selection Committee Briefing*

Presented by CPS-HR

April 8, 2022

# Background

Defining the Knowledge, Skills and Abilities to Lead Sound Transit into the Future

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- Met with over 50 stakeholders for 30+ hours to gain a diverse perspective of leadership needs
- Presented findings at public meeting and accepted feedback from 3 additional public comment sessions
- Distributed an online survey to ensure that the process was inclusive and transparent

# Key Findings from Stakeholder Outreach

- Strong consensus builder
- Master listener with focus on Equity
- Demonstrated commitment to the work throughout the region
- Authentic communicator
- *Ability to deliver results*
- Ability to execute on technical capital projects
- Excellent political relationship management skills
- Focus on customer experience and equity
- Ability to navigate complex funding challenges

# Ideal Candidate Profile

Authentic. Passionate. Collaborative. Committed. These are words that describe the next CEO of Sound Transit. Guiding an exceptional, industry-leading organization like Sound Transit **requires incredible soft skills**, such as communication, teamwork, conflict resolution, creativity, and empathy.

The CEO will be a leader in **cultivating and elevating the Sound Transit culture**—a culture based on diversity, equity, inclusion, innovation, collaboration, transparency, and continuous improvement. Sound Transit's CEO prioritizes people over programs – from employees and area residents to board members and passengers. The **CEO should have experience leading a complex organization**, preferably with some level of **public sector expertise**. That leadership does not mean the candidate was previously in the top executive role within their previous organizations. It does mean this person has developed and demonstrated the skills necessary to lead Sound Transit. Past experience **in public transportation is helpful, but is certainly not required**.

Candidates with previous experience in capital construction programs in either the public or private sector would find a very familiar environment here. Most importantly, the **CEO will exhibit a passion for public service** and will bring a demonstrated ability to deliver results to stakeholders. While getting the job done, the CEO will work to **infuse that passion throughout the organization**.

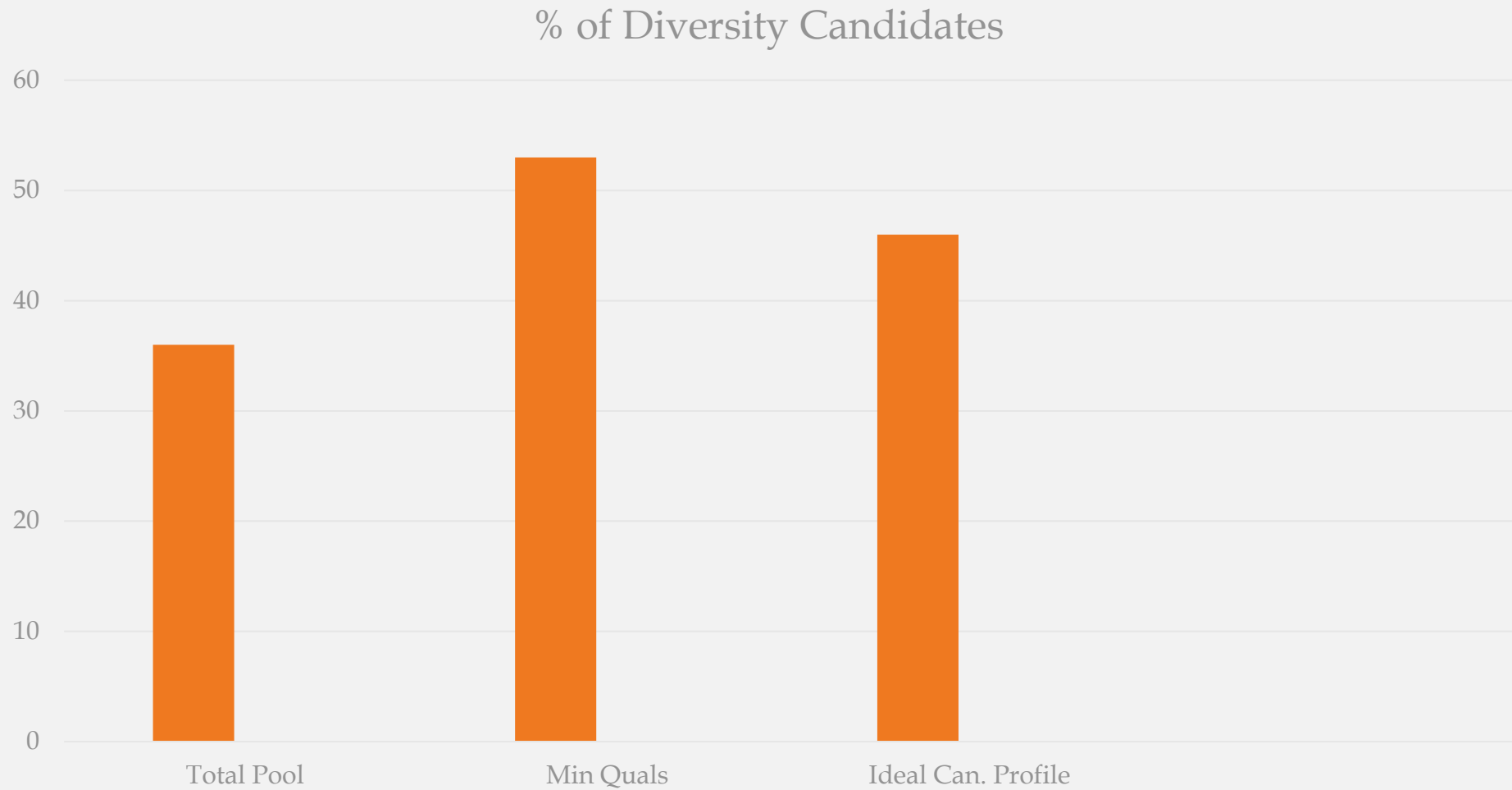
# Responses to Recruitment Efforts

- Position was posted from February 18 to March 27
- Received 90 Submissions from Candidates
- Screened Candidates for minimum qualifications
  - 48 Candidates met MQs
- Screened the 48 Candidates to the Ideal Candidate Profile
  - 17 candidates met the profile
  - 3 candidates withdrew resulting in 14
- Conducted Screening Interviews
  - Leadership Quiz
  - Video Introduction
  - Behavioral-based Interview Questions
- Recommending 8 most qualified candidates for the Selection Committee Interview Process

# Screening Questions Used

- **What have you done in your past organizations to remove institutional barriers that prevent diverse groups from accessing and using services?** (Source: ARC)
- **How will you communicate your priorities through a bureaucracy of 1,500 employees? Conversely, how will you be a visible leader in the community?** (Source: Public Meeting)
- **How will you integrate employee voice in setting your agenda as CEO? Community voice?** (Source: BEST)
- **Share an example of when you helped a board reach a consensus after explaining difficult tradeoffs.** (Source: Public Meeting)
- **What programs or initiatives have you implemented that were specifically designed to improve the rider experience? Describe your role and the results.** (Source: Public Meeting)
- **What was the result of your leadership quiz? Do you think it accurately reflects your lived experience? Why or why not?** (Source: CPS HR)
- **Please share an example of a time when you had to collaborate with stakeholders to deliver major capital projects. What was the outcome?** (Source: CPS HR)
- **Describe how you balance the sometimes-competing priorities of your staff's professional recommendations and the directives of your board?** (Source: CPS HR)
- **Tell me about a time you had to motivate a team to move in a new direction.** (Source: CPS HR)

# Candidate Demographics



# Next Steps & Discussion for Today

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- Today's Briefing – Candidate Screening (in Executive Session)
- Selection Committee Interviews (late April)
- Final Interviews (in April/May)
- Background and Reference Checks
- Employee Contract Negotiations