

Work Session
Wednesday, February 21, 2024 5:00 PM

Dr. Matthew Prophet Education Center
501 N. Dixon St.
Portland, OR 97227

Agenda

1. Superintendent Search Planning

Portland Public Schools Superintendent Search

Work Session
Superintendent Search Planning
February 21, 2023



HUMAN CAPITAL ENTERPRISES
REDEFINING HUMAN RESOURCES LEADERSHIP

Agenda 2.21.24

1. Overview: What is the typical Human Capital Enterprises Search Process
2. Engagement: Focus Group pre-planning
3. Committee of the Whole and Board Work Groups



Forthcoming Search Meetings

- Engagement planning: proposed 2/27
- Design and Timeline: proposed 3/5



Kickoff: Planning Meeting



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Focus Groups/Engagement

- Engagement includes 1:1 with each Board Member
- Can include 1:1 with sitting Superintendent
- Includes 1:1 or small groups with senior staff
- Includes various groups of staff, students, parents, community members.
- 1-2 Board Members + 1-2 staff coordinate additional focus groups
- District point-person schedules Engagement sessions, maintains RSVP list



Online Community Survey

- Survey is produced in English and Spanish.
- We can accommodate other languages if provided by the District.
- District staff disseminates this and also works to get the survey to those who might be less likely to take it.



Creating *Next Superintendent Criteria*

- Crafted from the input of community and staff through Engagement Sessions and Survey Responses
- We present to the Board a first draft of the Criteria
- Board Reviews and discusses draft Criteria
- Invites Public Comment
- Adopts a final *Next Superintendent Criteria* in open session.



Recruitment Process

- Recruitment officially begins once the position is posted.
- Search team engages “Networks of Networks,” reaching out to candidates who meet the criteria.
- Position is sent out to our listserv and posted on appropriate sites that are agreed upon by Board.
- We ask everyone we engage with – is there someone whom you would like to see apply?



Recruitment Process

- Board's role starting tonight. In order to create a process that is fair and equal:
 - Send any potential candidates to HCE
 - Do not take any individual meetings with potential candidates.
 - Refer "lobbyist" emails and phone calls to the search firm.
 - Once recruitment begins the process must be protected to get a strong pool of candidates and to protect the integrity of the process.



Recruitment Process for spring searches

- In a typical search that starts in the fall, the Recruitment Process begins *after* the adoption of a Next Superintendent criteria.
- In a search that starts later than mid-January, the Recruitment Process begins *prior* to the adoption of a Next Superintendent Criteria. But the vacancy window stays open for at least several days after the adoption of the Criteria.



Selection Process - Applicant Review

- Search firm
 - Reviews all applications.
 - In a typical search that yields 25 applicants, the firm might identify 10 “top candidates” who most align with the Next Superintendent Criteria.
 - Does initial screening interviews and a single reference call on top candidates.
 - Provides Board access to all application materials including the interviews and reference call.
 - Prepares materials for the board to review ahead of slate meeting



Selection Process – Slate of Candidates

- Board meeting in executive session on presentation of the slate of candidates
- Board members come to this meeting having already reviewed materials on each candidate
- Board determines which candidates to advance to round 1 interviews. Typically the Board would invite between 4-6 candidates forward.



Selection Process – Round 1 Interviews

- HCE coordinates all the logistics including contact with candidates
- HCE builds interview questions. Board input is invited.
- Board meets in executive session and interviews the candidates
 - Typically virtual
 - One long full day of interviews (breakfast through evening!)
- Search firm facilitates feedback
- Board selects candidates to advance to Round 2 of interviews. Typically this number would be between 2-4. These are considered finalists.



Selection Process – Round 2 Preparation

- Round 2 = “Finalist Round”
- HCE facilitates a conversation with the Board or a working group which defines the events that constitute “Round 2”.
- In almost all of our searches, the names of finalists are not released publicly.
- Events usually include:
 - Community stakeholder panel(s)
 - Reverse-interview with sitting superintendent
 - Coffee with the Executive Assistant
 - 2 or 2.5-hour interview with the Board, in person.



Selection Process – Round 2 Preparation, cont'd

- Candidates engage in a full investigative background check conducted by a third-party entity.
- Candidates are given a list of key individuals whom the Board wants to engage with in reference calls.
- HCE facilitates the creation of those lists and distributes those names/contact info/instructions to Board Members.



Selection Process – Round 2 Interviews

- Board comes to Round 2 interviews having reviewed feedback from the preceding events:
 - Paper Application
 - Preliminary Interview and Prelim. Reference Call
 - 1st Round interview feedback
 - Events Feedback (Community Panels)
- Candidate 2/2.5 hour interview
 - Part I: Candidate prepares a discussion to engage with the Board.
 - Part II: Board engages with Candidate in an *unscripted* interview.



Selection Process – Final Phase

- Following the Board's 2nd/Final interview with the finalists, the Board debriefs in Executive Session.
- Background Checks must be complete before this takes place.
- Typically after deliberation, the Board coalesces around a single candidate.
- The Board selects 2 Directors to enter into contract negotiations with the candidate.



Selection Process – Final Phase

- Once negotiations are completed, the Board schedules a special board meeting.
- The contract, without a name, may be posted for the public in advance of the meeting.
- Communications lead has drafted a press release, and partnered with the sending district, to do a co-release of the announcements contemporaneously.



Step 2: Engagement



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PPS Contract for our Engagement Work

- 1:1 interviews with all Board Members (60 minutes each)
- Forty (40) online focus group engagements. (40 minutes each, maximum participation of 6 panelists per session) - *this is both internal and external groups and includes senior staff*
- Two full-day onsite conducting focus session events.
 - i. Includes 6 focus sessions each day (maximum participation of fifteen per session)
 - ii. Can be held in English or Spanish



Next Steps

- Proposed: February 27 – Develop Engagement Plan
 - Christy/Steve to work with staff and working group
- Proposed: March 5 – Finalize PPS Search Plan
 - Confirm Timeline
 - Confirm Level of Publicity of Finalists
 - Board Confirms plan for Due Diligence/Background Checks
 - Board identifies Communications Lead
 - Board determines a plan for reviewing and determining Superintendent compensation.



Why Not Publicize Names?



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Why not Publicly Announce Finalists?

- Your candidate pool will be adversely impacted.
- Large volumes of surface-level input is not superior to small numbers of high-quality input.
- Board Members often find themselves at odds with the public momentum.
- It runs counter to values around equity.

