



Seamless Leadership Hiring Kit

Seamless Bay Area has prepared this hiring kit to provide support and inspiration to the MTC Executive Director Selection Committee.

Seamless Bay Area wants to see the next MTC Executive Director pioneer a new generation of leadership for regional transportation in the Bay Area. The stakes are incredibly high: as a region, we face pressing problems of congestion, rising greenhouse gas emissions, decreasing housing affordability and deepening inequality. Meanwhile, the lack of quality, efficiency and integration in our regional transportation system hampers its ability in helping address our major regional challenges. The MTC could play an essential, pivotal role in helping our regional transportation system reach its full potential, but this will require new and transformational leadership. To assist the Selection Committee, we enclose:

A **scoring guide** to help the Selection Committee rank possible candidates against essential qualities of a successful regional transportation leader. p2

An **interview guide** to provide inspiration to the Selection Committee as they meet with and learn more about possible candidates. p3

A list of **key elements** to look for in candidate visions for the future of the MTC. p8

Biographies of exemplary regional transportation leaders from around the world, to encourage the Selection Committee to set their sights high, and to consider candidates from out the usual hiring mainstream for the Bay Area. p9

As a group of passionate advocates and experienced transportation professionals, we are always available to the MTC Selection Committee, and any other individuals and organizations engaged in the search, to support finding the best possible leader for this next critical chapter in the history of the MTC.

For more details or support, please contact: Beaudry Kock - beaudry@seamlessbayarea.org

A worksheet to score candidates against essential seamless leadership skills and experience. Relevant questions from the interview guide are included in brackets. Score each statement out of 5, where 1 = “I strongly disagree”, 3 = “I neither agree nor disagree”, and 5 = “I strongly agree”.

Candidate name:

Candidate has international experience from parts of the world with well integrated regional transit systems. [1, 2] →

Candidate has a strong understanding of governance structures necessary for high quality regional transit. [3] →

Candidate has launched programs and initiatives that yielded measurable improvements in the day-to-day performance of a regional transportation organization or major transit agency. [4] →

Candidate has been responsible for meeting practical challenges and needs of large, complex and older infrastructure systems. [5, 6] →

Candidate believes that meeting rider needs well is one of the essential principles for delivering world-class transit. [7, 8, 9, 10] →

Candidate understands the importance of growing the organizational capabilities of transit agencies. [9, 10, 11, 12] →

Candidate has developed and/or procured better institutions, technologies and designs that helped improve rider experience. [8, 11, 12] →

Candidate has worked with regulatory entities at various levels to deliver on a strong regional vision. [13, 14] →

Candidate has successfully negotiated technical, legal, institutional and political obstacles to make real change. [15] →

Candidate has a compelling, proactive, inspiring vision of a regional transport system for the Bay Area that is well coordinated and high performing. [16] →

Overall score / 50*

*Add this score to the summary sheet, to allow easy comparison among candidates. Additional copies of this sheet can be downloaded from: <https://goo.gl/G9uqx7>

Seamless Interview Questions

These questions are intended as inspiration during in-person or phone screen interviewing, to help the search firm and selection committee better assess the capabilities of a candidate.

International perspective

1. What do you consider to be unique about the challenges of Bay Area transportation?

Good candidates: call out any number of unique qualities of transportation in the region, such as our many transit agencies and fragmented funding streams.

Great candidates: challenge the premise, highlighting how much the Bay Area shares with other regions, demonstrating their broad knowledge of those regions, and a willingness to listen and learn from outside the Bay.

2. What systems, projects or philosophies from outside the United States might you draw on in approaching the transportation challenges of the Bay Area

Good candidates: share key properties of successful major regional institutions, such as Metrolinx in Toronto, or TfL in London.

Great candidates: place an analysis of these systems in the context of the Bay Area's needs, and buttress this analysis with direct professional experience working in or with these systems.

Views on governance

3. What is your view of the importance of governance, and governing institutions, in delivering more integrated and higher quality regional transit?

Good candidates: diagnose current problems with Bay Area transportation governance, and lament how difficult it is to make change.

Great candidates: point to the MTC's role in better governance, and offer constructive thoughts on new kinds of institutions or institutional powers that might be helpful.

Practical experience getting things done

- 4. Describe a program or initiative which you launched or led, that delivered a direct and measurable improvement in the performance of a major regional transportation agency.**
- a. How long did this initiative take to ideate, plan and launch?**

- b. What was the improvement that the initiative delivered?**
- c. How was this improvement measured?**

Good candidates: call on an example with meaningful scale and scope, talk about specifics, and have a clear sense of what was improved.

Great candidates: talk about projects that were groundbreaking for an agency or region, that were delivered faster than usual, and that had broad value.

5. Describe the last practical transportation problem you had a hands-on role in addressing.

Good candidates: go beyond superficial characterizations to describe multiple dimensions of a real and serious problem, cogently linking this description to a developed solution.

Great candidates: demonstrate deep technical knowledge of the problem (from an engineering, legal, or political standpoint). They clearly describe direct and practical involvement in solving the problem, in a way that demonstrates their ability to transcend hierarchy and get their hands dirty when needed.

Getting innovation right

6. How do you approach balancing the needs of repair versus new construction, status quo versus innovation?

Good candidates: emphasize the power of customer-facing and publicly visible innovation, particularly around software, as a fast way to improve traveler experiences. Good candidates emphasize the importance of maintaining a state of good repair across a system.

Great: speak to the importance of also innovating inside as well as outside agencies, and approaching new construction in a regionally coherent manner.

Attitudes towards travelers and traveler needs

7. When was the last time you spent time traveling a transportation system you were responsible for or were otherwise working on, to learn about how travelers were experiencing that system?

- a. What did you learn from that exercise?**

Good candidates: can recall a recent trip out into a transportation system, during which they observed traveler experiences first hand.

Great candidates: speak of regular observational trips out in the system, and connecting what they learned to later projects or programs.

8. Describe a project or initiative you were involved in which held improving customer experience to be its core objective.

Good candidates: speak to a project that improved customer experience, in a way that demonstrates they know customer experience isn't about marketing--it's designing transit services to put the needs of travelers first.

Great candidates: connect one example to a broader pattern of such projects, and have their own philosophies around the role of the MTC in improving customer experience.

9. How might you direct MTC staff to go about discovering traveler needs?

Good candidates: suggest specific approaches and methodologies, that do not include focus groups or market research.

Great candidates: articulate a broader philosophy around discovering need, and the specific talents that the MTC will need to call on to do so.

10. What role should the MTC have in relation to transit agency efforts to improve customer experience?

Good candidates: suggest MTC should advise and support.

Great candidates: have strong opinions and ready ideas for building CX capacity at transit agencies.

Building capacity

11. What do you consider to be the core organizational capabilities at a successful regional transportation agency?

Good candidates: have the backs of agency staff, and understand the greatest challenges to transit are structural, not professional.

Great candidates: are aware of structural challenges, but also advocate for improving capital planning and delivery; establishing customer experience as a discipline; improving design capacity and the ability of agencies to build things with software; and making hiring and procurement more efficient and effective.

12. How might you build or improve those capabilities at the MTC?

Good candidates: consider bringing in outside consultants, perhaps even beyond the usual suspects.

Great candidates: argue for building internal capacity through new training, new teams and new hiring.

Regulatory engagement skills

13. In what capacity have you engaged with regulatory organizations in the past?

Good candidates: describe regulatory engagements that fell within the requirements of their previous job description.

Great candidates: describe creative, unusual and above-and-beyond engagements with regulatory agencies.

14. Describe an occasion where you worked successfully with multiple partners, including at least one regulatory agency, to execute a multi-jurisdictional project to improve a transportation system.

Good candidates: describe complex but largely predictable projects that had their own momentum and presented no serious challenges in execution.

Great candidates: describe complex, controversial, and highly political multi-jurisdictional projects.

Grappling with obstacles

15. What technical, legal, institutional or political obstacles do you anticipate to your work at the MTC?

Good candidates: have a strong grasp of well-known challenges to better regional transportation in the Bay Area, but also an appreciation of the MTC's history, of political and legal realities, and of the institutional landscape.

Great candidates: know all this, but express a positive, constructive and optimistic outlook, nonetheless.

Expressing a powerful vision

16. What's your vision for the Bay Area's regional transportation system...

- a. 5 years,
- b. 10 years
- c. and 20 years from now?

Good candidates: articulate a vision of an improved status quo, making the MTC a more efficient and effective influencer of transit agencies. Good candidates can hold their own in a policy forum.

Great candidates: articulate a positive vision of strongly integrated and coordinated regional transportation across the region, that delivers a high quality customer experience and solves for traveler needs at reasonable cost. They will place the MTC at the center of future change, as a strong, capable and risk-tolerant agency providing guidance, direction and enforcement. They will welcome the benefits of new technologies and services but consider them circumspectly. The best candidates will express their vision in clear, powerful and simple terms, hinting at an ability to excite interest and support from the public as well as professionals and politicians.

Vision for a Future MTC

We all want the next MTC Executive Director to have a strong and compelling vision for the future, and future actions, of the organization. But it won't just take any vision to deliver a truly seamless, world-class transit system. *The MTC under new leadership should:*

- **Take explicit responsibility for regional transit integration and customer experience:** no longer should the MTC blame external conditions or transit agency intransigence for a poor transit experience.
- **Be transparently accountable for regional transit:** the public should have one entity to look to for improvements and to hold to account when experiences fall short.
- **Establish the unifying vision of a seamless, world-class transit experience in the Bay:** no organization is better placed to establish and then own an aggressive future vision.
- **Proactively look within its existing legal authority** to support faster and more comprehensive regional change: the MTC has powers it has never used, that might give more weight to its regional leadership.
- **Develop the internal structure, talent and incentives** to be a leading light in seamless regional transit and world-class customer experience:
 - Establish a dedicated customer experience leader and team, with adequate resources, that can own the portfolio within the organization.
 - Organize incentives to favor thinking and actions that better meet rider needs, rather than what politics or the agency needs.
 - Re-structure the corporation in a cross-disciplinary manner around desired outcomes (e.g. seamless access), and less around technologies or functions (e.g. electronic payments), to ensure the organization and its staff never lose sight of what matters.
 - Transform hiring and procurement to improve the agency's ability to attract top talent and bring in outside resources and contracts quicker and at lower cost.
- **Execute periodic, exhaustive assessments** of the technologies, systems, services and institutional arrangements that currently define (and limit) what transit offers the Bay Area.
- **Take a "greedy" approach to resolving regional transit challenges:** be systematic and comprehensive, but don't always wait for everything to be perfect. Look for opportunities to implement small positive solutions when they arise.
- **Remediate technologies, systems, designs and services** that are hampering a seamless future: be ready to do what is needed (e.g. re-tendering, restructuring, renegotiating), and don't be afraid of building things in-house.
- **Be "seamless supportive" of transit agencies:** deploy new programs that help all the operating agencies of the region improve their customer experience and service integration.
- **Advocate for legal and institutional change:** the region needs more than new and better technologies to solve our regional transit and customer experience challenges. The MTC should aggressively push, at a state level, for the structural changes necessary to the Bay Area's many transit agencies together and deliver a seamless experience.

Profiles in Regional Transportation Leadership

The leaders highlighted in the following pages have all succeeded in delivering major improvements to regional transportation systems around the world.

They are each exemplary in their own way, but as a group are intended to emphasize:

- How international experience gives candidates unique and valuable perspectives.
- The importance of candidates who have succeeded as change-makers in difficult political environments.
- The value in considering a greater diversity of candidates, personally, geographically and professionally, even if particular bona fides are not consistent with past or traditional hiring practices in Bay Area agencies.
- The importance of finding unifying, creative and fundamentally optimistic candidates who have delivered practical programs of change and had measurable impacts on cities and people's lives.

Isabel Dedring / Global Transport Lead, Arup



Previously:

- London's Deputy Mayor for Transport
- Environment Advisor to the Mayor of London
- Director of Policy Unit at Transport for London

Why might Isabel make a great MTC Executive Director?

- Has strong international experience from working in the largest integrated regional transport authority in the world, involving some of the world's oldest and most complex transit infrastructure.
- Had direct responsibility for delivery of major transportation programs.
- Launched a number of major programs that had a measurable impact on city life.
- Has worked successfully across political and technical realms.

Tyler Duvall / Partner, McKinsey & Company



Previously:

- Acting Under Secretary for Transportation Policy, U.S. DOT
- Assistant Secretary for Transportation Policy, U.S. DOT
- Lawyer, Hogan Lovells

Why might Tyler make a great MTC Executive Director?

- Deep knowledge of, and practical experience working within, federal transportation authorities.
- Extensive practical experience advising and influencing North American transit agencies.
- Broad international outlook from consulting practice.
- Acknowledged thought leader.

Catherine Guillouard / CEO, RATP



Previously:

- CFO, Rexel
- CFO, Eutelsat
- Senior VP of Change Management, Air France

Why might Catherine make a great MTC Executive Director?

- Immense practical, business-savvy experience leading one of the world's largest multimodal transportation operators, RATP.
- While at RATP, has balanced sustainability and customer experience goals with improving operational efficiencies and succeeding in an increasingly privatized French public transportation market.
- Experienced in change management within politically charged environments long resistant to modernization.

Mike Brown / Commissioner, Transport for London



Previously:

- Managing Director, Transport for London
- Managing Director, London Heathrow Airport
- Chief Operating Officer, Transport for London
- General Manager, Metropolitan Line

Why might Mike make a great MTC Executive Director?

- Has globally unique experience from overseeing the largest integrated regional transport authority in the world.
- Has had direct operational responsibility for major pieces of transportation infrastructure.
- Oversaw major investments in and improvements to service across London's transportation system, including a 40% reduction in subway delays during his tenure.
- Can clearly deliver positive change under political pressure to complex and diverse transportation systems.

Ekroop Caur / Secretary, Karnataka State Finance Dept.



Previously:

- Managing Director, Bangalore Metropolitan Transport Corporation
- Director of Women & Child Development, Bangalore, India

Why might Ekroop make a great MTC Executive Director?

- Spearheaded groundbreaking initiatives for the Bangalore transportation system, including diversifying the public employee base and improving women's safety throughout the system.
- Brought modern transit management practices to the BMTC, navigating a complex and male-dominated bureaucracy.
- Gained practical experience of building better bus systems from her time at the helm of one of the largest bus operations in India.

Tom Wright / President & CEO, Regional Plan Association



Previously:

- Executive Director, RPA
- Deputy Executive Director, NJ Office of State Planning
- RPA Director, NJ

Why might Tom make a great MTC Executive Director?

- Practical planning and advocacy experience honed as a leading figure in New York planning.
- Well versed in the challenges of getting things done despite complex regional politics.
- Has been an open and vocal advocate for rational, integrated transportation planning across the New York region.
- Is accomplished at developing sophisticated, multi-year visions.

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Eric Rothman / President, HR & A



Previously:

- Head of Business Planning, Transport for London
- Board Chair, Design Trust for Public Space

Why might Eric make a great MTC Executive Director?

- Unique business-oriented perspective, linking together land use, investment and transportation at scale.
- International experience working on major investment plans at Transport for London.
- Reputation for delivering on large projects, including TOD for Union Station and redevelopment of the Walter Reed Army Medical Center, both in Washington, D.C.
- Already up to speed with transit innovations and the importance of design/CX, as strategic lead on the NYC BigApps civic technology competition.

Tanya Müller García / Secretary of Environment, Mexico City



Previously:

- Founding Director, World Urban Parks
- Founder and VP, World Green Infrastructure Network

Why might Tanya make a great MTC Executive Director?

- Has overseen significant, measurable improvements in Mexico City's air quality, pushing through major initiatives including helping the city become the first in Latin America to issue a "green bond" for transit and energy upgrades.
- Has made transportation a special focus, leading expansion of the city's bus and bike-sharing systems.
- Has a breadth and depth of knowledge in regional government both from her time in Mexico City but also in leadership roles for several international organizations and commissions.