

# Leadership Recruitment, Retention and the Role of the Port Commission

**Association of Pacific Ports**


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# Today's Presentation Outline

- **What's the current state of the industry for hiring and retaining Port leaders?**
  - **What is the Board's role in hiring new executives (CEO or other board direct reports).**
  - **How does a strategic plan come into play in recruitment?**
  - **Salaries, perks and title considerations in hiring.**
  - **Retention considerations.**
  - **Case studies, as relevant, and audience input encouraged!**
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# What's the Current State of the Industry for Hiring Port Leaders?

- ∅ General job market, and specifically, the port industry
  - ∅ Talent availability
  - ∅ Geographic challenges
  - ∅ Remote vs. in-person trends
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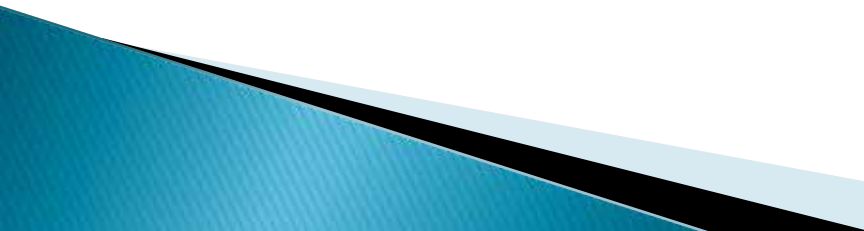
# What is the Board's Role in Hiring New Executives (CEO's or other senior leaders)?

- Ø Visibility of board to external prospects
- Ø Board cohesion
- Ø Well defined, structured process
- Ø Confidentiality
- Ø Red and green flags in candidates
- Ø *Case study:*
  - Ø *What happens when a confidential search becomes public?*
  - Ø *Challenges to navigate when staff or board begin discussing external prospects.*


# How Does a Strategic Plan Come Into Play in Recruitment?

- Ø Guideline/playbook for new executive
  - Ø KPI's and strategic goals to be used for evaluation purposes
  - Ø Conveys shared goals and values are embraced by board and executive team.
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# Salaries, Perks and Title Considerations in Hiring

- } Market surveys
  - } Public sector limitations
  - } Well defined structure for perks
  - } Overall package as attractive for recruitment purposes (including well defined performance metrics)
  - } Consider whether employment agreement will be negotiable.
  - } *Case Study: Current perks in the market and regional trends.*
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# Retention Considerations

- } Workload
  - } Culture
  - } Competitive salaries for staff
  - } Shared and well-defined mission/goals, feedback, etc.
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# Summary

- } **UNDERSTAND THE CURRENT STATE OF THE PORT INDUSTRY:** Trends in hiring may impact many elements of a search. It's critical to plan well to ensure you can attract the best possible candidates.
- } **EVERYTHING IS UNDER SCRUTINY!** Candidates meticulously scour board meetings (videos and minutes) to gather insight into the culture and overall health of the board and greater organization.
- } **PLANNING IS KEY:** Having a roadmap for the organization in the form of a strategic plan will benefit current and new leaders. This can positively impact recruitment.
- } **PORTS MUST BE COMPETITIVE TO ATTRACT TOP TALENT:** Ports are competing with other ports and with the private sector for the best professionals.
- } **RETENTION:** Great employees want to work for excellent organizations. Culture, workload and well-defined vision and goals are key to retaining good talent.

# Thank you!

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