

**WASCO COUNTY BOARD OF COMMISSIONERS  
SPECIAL SESSION / AGENDA THURSDAY, JUNE 25, 2015  
LOCATION: Wasco County Courthouse, Room #B08  
511 Washington Street, The Dalles, OR 97058**

**Public Comment:** Individuals wishing to address the Commission on items not already listed on the Agenda throughout the meeting; please wait for the current speaker to conclude and raise your hand to be recognized by the Chair for direction. Speakers are required to give their name and address. Please limit comments to five minutes, unless extended by the Chair.

**Departments:** Are encouraged to have their issue added to the Agenda in advance. When that is not possible the Commission will attempt to make time to fit you in during the first half-hour or between listed Agenda items.

**NOTE:** With the exception of Public Hearings, the Agenda is subject to last minute changes; times are approximate – please arrive early. **Meetings are ADA accessible.** For special accommodations please contact the Commission Office in advance, (541) 506-2520. TDD 1-800-735-2900.

1:45 p.m.

**CALL TO ORDER**

*Items without a designated appointment may be rearranged to make the best use of time. Other matters may be discussed as deemed appropriate by the Board.*

- *This session will be held in the Deschutes Room (BO8) located in the basement of the Courthouse.*

1:45 p.m.

[Interim Director for Clerk's Office Applicant Interviews](#)

**NEW / OLD BUSINESS  
ADJOURN**

If necessary, an Executive Session may be held in accordance with: ORS 192.660(2)(a) – Employment of Public Officers, Employees & Agents, ORS 192.660(2)(b) – Discipline of Public Officers & Employees, ORS 192.660(2)(d) – Labor Negotiator Consultations, ORS 192.660(2)(e) – Real Property Transactions, ORS 192.660(2)(f) To consider information or records that are exempt by law from public inspection, ORS 192.660(2)(g) – Trade Negotiations, ORS 192.660(2)(h) - Conferring with Legal Counsel regarding litigation, ORS 192.660(2)(i) – Performance Evaluations of Public Officers & Employees, ORS 192.660(2)(j) – Public Investments, ORS 192.660(2)(m) – Security Programs, ORS 192.660(2)(n) – Labor Negotiations



WASCO COUNTY BOARD OF COMMISSIONERS  
SPECIAL SESSION  
JUNE 25, 2015

PRESENT: Scott Hege, Commission Chair  
Rod Runyon, County Commissioner  
Steve Kramer, County Commissioner

STAFF: Tyler Stone, Administrative Officer  
Kathy White, Executive Assistant  
Jill Amery, County Assessor  
Linda Brown, County Clerk  
Barbara Case, Human Resources

At 1:45 p.m. Chair Hege opened the Special Session of the Board of Commissioners to conduct interviews for the position of County Clerk:

- Kent Van Cleave
- Dyan Larsell
- Donald Clack
- Hillary Hoover
- Lisa Gambée
- Andretta Schellinger

For each candidate, Chair Hege made opening remarks in which he disclosed:

- The pay range for the position
- That it is an elected position.

- Ms. Brown will retire on June 30, 2015
- The position has the potential of becoming an appointed position
- The residency requirements for the position
- The County's expectation that the selected candidate would run for the office.

Using a standard set of questions (attached) for each candidate, Mr. Stone conducted the interviews with follow-up questions from the rest of the group.

**Kent Van Cleave**

**#1) What areas are within your sphere of responsibility in your current position? How do you make sure that you know what is happening?**

Mr. Van Cleave responded that he had previously worked in the Yamhill County Clerk's Office. He currently works at the Walla Walla Community College Information Center where he manages the mail room, greets and directs, takes and transfers incoming calls, oversees printing and the printing equipment. He said that he is a good organizer and plans each day for the upcoming day.

**#2) Tell me about the most stressful situation that you had to manage and how you got through it.**

Mr. Van Cleave described a complete inventory of capital assets that was assigned to him and how he managed it by creating tracking spreadsheets; he realized that he could not do it alone and employed student aids to assist with the count while he gathered and organized the information.

**#3) What sort of performance standards have you held Employees to? Were they written? How often do you evaluate your employees?**

Mr. Van Cleave said that he has eight part-time employees who help run the center seven days a week. He said that he arranges to work with each individually every month; after each employee's first two months, he works with them to develop criteria to which they will be held accountable. He also has student workers and usually takes them away from the work setting to discuss how things are going.

**#4) How do you approach a situation where you and your staff have multiple competing priorities occurring at the same time?**

Mr. Van Cleave replied that he works with staff to multi-task and prioritize. He tries to make the work easy to learn and encourages a good attitude.

**#5) Do you feel that the chain of command is important? Why? When do you feel it might inhibit organizational effectiveness?**

Mr. Van Cleave replied that he honors the chain of command but gets frustrated when there are too many layers to the chain. However, if that is how it has to be, then he would honor that.

**#6) How do you typically get cooperation from someone in another department?**

Mr. Van Cleave responded that the college has become a more open work place where they work four 10 hour days and have many opportunities to socialize which assists in building relationships and helps staff work better together. He replied that in his position, he needs to know and work with many other staff members.

Chair Hege asked what he does when someone is not cooperating.

Mr. Van Cleave stated that he would go to his supervisor to brainstorm a solution. He added that it is likely that his supervisor would suggest that he talks with the supervisor of the uncooperative employee.

Ms. Amery asked what he would do if he were a department head and another department head did not want to be helpful but their staff was helpful.

Mr. Van Cleave said that he would continue to try to work with that department head to understand why they do not want to help.

**#7) What is the most important aspect of the workplace to keep you satisfied in your job?**

Mr. Van Cleave replied that he likes the opportunity to smile and work with people who have a sense of humor along with integrity and ethics. He pointed out that you spend so much time at work – it should be a good place.

**#9) Have you ever had to defend a policy, procedure or statute, or your interpretation of that policy, procedure or statute to the public or the media?**

Mr. Van Cleave said that when he worked in elections he would have to explain the rules. He added that he ran for Yamhill County Clerk and had to defend his positions

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during the campaign. He said that he does not always have the answer but can go to someone more knowledgeable to get the answer – County Counsel, other clerks, Secretary of State, etc.

**#10) If you or a staff member made a mistake that cost Wasco County taxpayers' money to correct that mistake, or legal action was taken, how would you handle the public scrutiny and the media coverage?**

Mr. Van Cleave responded that he would first consult with counsel to insure that his response is appropriate. He said that he was in a county where there was an issue in the Clerk's office. He said that the Clerk had admitted the mistake.

**#8) When I check your references what will your references say when I ask them about your strengths? Opportunities for improvement?**

Mr. Van Cleave said that he is willing to learn all that he needs to and will go out of his way to serve the citizens, staff and administration. He said that his is a member of many organizations and there are times when he over-extends himself. He stated that as he has gotten older, he is more thoughtful about what he takes on. Most people will say if it needs to be done – see Kent. He added that he has a great attitude and makes people feel at ease.

Mr. Stone asked how he handles it when he finds that he is over-extended. Mr. Van Cleave replied that he does not do that as much as he used to; coming to a small community will probably mean it will be harder to get over-extended.

Ms. Amery asked how he would do 10 things at once. Mr. Van Cleave responded that he would have to balance it; one of the things that is important to him is community involvement. He said he was a long-time Kiwanian but he would have to find ways to assist without a long-term commitment.

Mr. Stone asked what he knows about Wasco County. Mr. Van Cleave said that he has not spent a lot of time in The Dalles but has looked at some houses and is excited about learning a new community.

Mr. Stone thanked Mr. Van Cleave for his time.

The group had a brief discussion regarding their impressions of Mr. Van Cleave and took some time to fill in the final page of their interview packets for him.

Dyan Larsell

Dyan Larsell did not appear for her interview.

**Hillary Hoover**

**#1) What areas are within your sphere of responsibility in your current position? How do you make sure that you know what is happening?**

Ms. Hoover stated that her last position was as adjunct coordinator in Athens Georgia for art, music and speech classes where she oversaw the faculty for those areas of study. She said that she also taught public speaking with 100 students per quarter. She said that as coordinator, she helped with class schedules and student grievances. She described herself as detailed and organized. She added that she also ran a speech and debate team.

Mr. Stone asked what she meant by "oversaw." Ms. Hoover replied that she made sure they followed state standards, reviewed their student evaluations and scheduling. She said that there was limited classroom space; creating schedules where everyone had a place and time to teach was like putting together a puzzle.

**#2) Tell me about the most stressful situation that you had to manage and how you got through it.**

Ms. Hoover described a time when one of her instructors was not putting in the necessary time for the class and over half the class had filed official grievances. She said that she is a positive person and it was hard to go through the process but the instructor had to be let go.

Mr. Stone asked whose decision it had been to release the instructor. Ms. Hoover responded that the dean and college president had made the decision with her input; she had implemented their decision.

Mr. Stone asked if she would have been able to do it on her own. Ms. Hoover stated that she had had to that on the speech and debate team; it is never easy.

Commissioner Runyon asked how she prepared for the situation. Ms. Hoover said that she and the dean had gone over the reasons for letting the person go and made sure that the reasons were clear. She said she thinks the instructor understood.

**#3) What sort of performance standards have you held Employees to? Were they written? How often do you evaluate your employees?**

Ms. Hoover stated that she evaluated 30-50 employees three times a year. She said she

filled out forms based on student evaluations and meeting state requirements. She said that there was a hand book for the written part and forms – the employees knew what to expect.

**#4) How do you approach a situation where you and your staff have multiple competing priorities occurring at the same time?**

Ms. Hoover described the process of creating standardized finals and completing text book reviews. She said that the larger groups were brought together electronically and input was organized in charts; the smaller groups got together in person and worked out a compromise.

**#5) Do you feel that the chain of command is important? Why? When do you feel it might inhibit organizational effectiveness?**

Ms. Hoover replied that it is important when used effectively and appropriately. She said that there was a chain of command for student grievances and some students would try to jump the chain. She said that sometimes paperwork can bog things down but it is important that some things have documentation. She said that for textbook reviews there were only five people; it was more effective to just get in the room.

Mr. Stone asked how she managed that scenario. Ms. Hoover said that she used to think everything that can be improved should be improved but has come to realize that it is not always necessary or productive especially for things that are done or used infrequently.

**#6) How do you typically get cooperation from someone in another department?**

Ms. Hoover said she builds strong, professional working relationships; meeting deadlines is important – if one person is not doing their job it can put others behind. She said good relationships helps you accomplish more.

**#7) What is the most important aspect of the workplace to keep you satisfied in your job?**

Ms. Hoover replied that for her, planning out her schedule every day and looking at the next day is important. She said she makes a lot of lists and has both a short term and long term calendar.

Mr. Stone asked what happens if she does not meet a goal. Ms. Hoover responded that she is realistic about why the goal was not met and looks back of the past few days and

weeks at all the goals that were met.

Ms. Amery asked what she does when interruptions slow her progress. Ms. Hoover said that her background is in communications and it is important to understand that those interruptions have value as well.

Mr. Stone pointed out that as an elected official there will be a lot of people who like to take up your time. Ms. Hoover said she had just finished reading 4-Hour Work Week which offers a lot of strategies on managing communication. She said you cannot just shoo people out the door but you cannot let them come in every day. She said that you can listen to them and offer an alternative means of communication – a follow-up email or phone call.

**#9) Have you ever had to defend a policy, procedure or statute, or your interpretation of that policy, procedure or statute to the public or the media?**

Ms. Hoover described a time when a new dean came to her department and was not used to how things were done. She said that she had to explain and defend the student grieving process. There was a student already in the process and the dean did not want to go through the next step which would have been a violation of published policy. She said she had to carefully monitor her language and plan ahead what she needed to say.

**#10) If you or a staff member made a mistake that cost Wasco County taxpayers' money to correct that mistake, or legal action was taken, how would you handle the public scrutiny and the media coverage?**

Ms. Hoover said that the power of an apology is very strong. She said she would craft a careful apology – if it wasn't intentional, she would explain that it was a mistake that she is moving forward to correct.

**#8) When I check your references what will your references say when I ask them about your strengths? Opportunities for improvement?**

She replied that they would say that she is organized, responds quickly and thinks about the future. She said that she works to prioritize and let some of the smaller things go to be finished later; she is a perfectionist.

Mr. Stone asked what the people who worked for her would say. She said that they would say she is fair. She added that it is important to help make opportunities and understand concerns.

Commissioner Runyon asked how she would feel about coming into a room where



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everyone knows more than she. Ms. Hoover stated that it is important to learn as much as possible and ask staff for help. If staff asks something she does not know, admit that with an assurance that you will find the answer.

Mr. Stone asked what she knows about Wasco County. Ms. Hoover said that she knows the geographical information and about the salad bar poisoning. She said she knows that the county has a diverse population of about 25,000.

Chair Hege pointed out that this is an elected position and asked how she would approach that. Ms. Hoover replied that she has worked for two campaigns. She said that she worked for several months in the early part of Al Franken's campaign. She stated that she has never run herself but politics have always interested her and she would be comfortable doing that. She said that she has years of debate and speech experience.

Ms. Hoover asked what the timeline would be; will there be a second round of interviews? Chair Hege replied that Ms. Brown retires next Tuesday so the County is trying to move as quickly as possible. He said that six people were called for an interview and there may be a second round of interviews. He said the next step will be determined and she would be notified as quickly as possible.

Ms. Hoover asked what the process would be for the election. Ms. Brown responded by saying that she would need to establish residency. She said that the Board could hire or appoint at any time but if she did not commit to running, she would lose the job in January of 2017. She said that it is a four year term and said that historically, no one ever runs for Clerk in Wasco County in part because we have had good clerks and in part because people generally like to run for offices in which they can make policy and the Clerk is really a working department director.

Chair Hege described this situation as unique as the County has often hired from within the office and that is not necessarily the situation here. Ms. Brown said that there has probably not been a situation like this since the 40's and proceeded to explain the election laws.

Mr. Stone thanked Ms. Hoover for her time.

The group had a brief discussion regarding their impressions of Ms. Hoover and took some time to fill in the final page of their interview packets for her.

**Donald Clack**

**#1) What areas are within your sphere of responsibility in your current position?**

**How do you make sure that you know what is happening?**

Mr. Clack said that he is the elections supervisor for Columbia County. He said that the Columbia County Clerk likes to be in the loop and he keeps her advised. He said that if he has ongoing tasks that involve other stakeholders, he makes sure to keep in contact with them.

**#2) Tell me about the most stressful situation that you had to manage and how you got through it.**

Mr. Clack replied that he is good at handling stressful situations and cannot think of a particular one. He said that when he worked at FedEx, there was an emergency every day. He said that one day during peak season there was a power outage and they had to do a manual sort which is about one-tenth efficiency. He said that it was a five-hour outage and they brought in other people and had people stay late.

**#3) What sort of performance standards have you held Employees to? Were they written? How often do you evaluate your employees?**

Mr. Clack stated that FedEx had annual formal, written evaluations and he gave daily feedback. He said that if you can identify a good benchmark, you have a place to get back to for evaluation.

**#4) How do you approach a situation where you and your staff have multiple competing priorities occurring at the same time?**

Mr. Clack said that you work with it; have staff meetings where the supervisor acts as mediator and judge to get issues out on the table.

**#5) Do you feel that the chain of command is important? Why? When do you feel it might inhibit organizational effectiveness?**

Mr. Clack replied that he believes in organization both top down and bottom up. He said he cannot imagine a situation in which it would be ineffective but at each level the leader should have some latitude and initiative.

**#6) How do you typically get cooperation from someone in another department?**

Mr. Clack said he just makes the request, states his case and hopefully it is beneficial for both.

**#7) What is the most important aspect of the workplace to keep you satisfied in your job?**

Mr. Clack said he does not want to be bored and wants the freedom to make decisions and act on them.

**#9) Have you ever had to defend a policy, procedure or statute, or your interpretation of that policy, procedure or statute to the public or the media?**

Mr. Clack said that in a recent election there was a petition that caused controversy and he had to explain the ORS and state the facts.

**#10) If you or a staff member made a mistake that cost Wasco County taxpayers' money to correct that mistake, or legal action was taken, how would you handle the public scrutiny and the media coverage?**

Mr. Clack said that you have to be accountable for your mistake and have an action plan to correct it.

**#8) When I check your references what will your references say when I ask them about your strengths? Opportunities for improvement?**

Mr. Clack said he had no idea. He said that he takes the initiative and ownership, he is dutiful and diligent. He said he isn't sure about improvements – maybe he is overly confident.

Mr. Stone asked him to self-evaluate. Mr. Clack said that he experiences self-doubt and weighs things a long time before making decisions. He said that he is introspective and stubborn on following through on decisions – he does not want to be a quitter or be wrong.

Commissioner Runyon asked if there was a question he thought should have been asked but wasn't. Mr. Clack said no.

Mr. Stone pointed out that if selected, Mr. Clack would come into an office where he had already worked. He asked how he thought that would go coming into a leadership position. Mr. Clack said that he thought it would go smoothly, he would leave any prejudices he might have left with at the door and start with a clean slate. He said that he assumes he is fairly well respected in the office.

Chair Hege asked if he had questions for the group. Mr. Clack asked what access he

would have to Ms. Brown for training. Ms. Brown replied that she has agreed to stay and help whomever is chosen. She said she would prefer structure to that arrangement.

Mr. Clack said that he would have to give two weeks' notice. Ms. Brown asked when was the soonest he could start. Mr. Clack replied that he could start mid-July – the 17<sup>th</sup> – 20<sup>th</sup>.

Ms. Brown asked if the Columbia County Clerk would want him to stay a bit longer to train the new person. Mr. Clack said that she would but two weeks is two weeks. He suggested that the previous elections clerk could come back to help.

Mr. Stone thanked Mr. Clack for his time.

The group had a brief discussion regarding their impressions of Mr. Clack and took some time to fill in the final page of their interview packets for him.

**Lisa Gambée**

**#1) What areas are within your sphere of responsibility in your current position? How do you make sure that you know what is happening?**

Ms. Gambée stated that she is currently the Director of Marketing at a tech firm in Portland; she started with the company when there were only seven employees and now there are over 100. She supervises ten employees and interacts with management. She said the work is project-based and she has processes to track the progress of those projects. She has bi-weekly one-on-one meetings with her direct reports. She meets with her director weekly and with the management team monthly.

**#2) Tell me about the most stressful situation that you had to manage and how you got through it.**

Ms. Gambée said that there was one report that was not working up to standard, lacking adequate attention to detail and management of projects. She reported that she worked with him weekly to improve but there was a pattern of temporary improvement after which he would always slip back. She said she began to document the process and put him on probation which was difficult. She said that she finally had to have that discussion and used HR as a resource.

**#3) What sort of performance standards have you held Employees to? Were they written? How often do you evaluate your employees?**

Ms. Gambée stated that goals are written. She said her company is part of a larger organization and there is a formal, annual process. She went on to say that there are specific qualifications and they work with employees to meet those and reach the goals set for the year. She said that the bi-monthly meetings are useful for that – she always asks how she can support them. Quarterly they look at goal progress.

**#4) How do you approach a situation where you and your staff have multiple competing priorities occurring at the same time?**

Ms. Gambée replied that as Director of Marketing, she is responsible for the company website, incorporating the brand, sales presentation, and social media – multiple competing priorities. She said staff meets to determine what the priority is for the year and that helps determine which project is most important. She said that if it is hard to determine, she talks to others. She assesses that in the marketing plan, they set goals and have a rating system to prioritize projects; marketing is a deadline oriented field.

**#5) Do you feel that the chain of command is important? Why? When do you feel it might inhibit organizational effectiveness?**

Ms. Gambée said that she feels the chain is important – you need structure. She said a peer team that makes decisions as a group is how her current organization is structured – she is accountable to her boss and he shares what is happening at his level and up. She stated that open communication is the key for effective decisions. She said that the chain can get in the way when you are seeking broad consensus, but someone has to make the final decision.

Mr. Stone asked what her preference is. Ms. Gambée replied that she does not really have one but likes to work in a collaborative environment. She said that at the South Wasco Alliance they make collaborative decisions.

**#7) What is the most important aspect of the workplace to keep you satisfied in your job?**

Ms. Gambée stated that she has been involved with the South Wasco Alliance and its impacts and challenges. She is intrigued by the possibility of being part of a strategic team that faces those challenges and deals with them because what the County does has such an impact on the citizens. She said the challenges of county government are fascinating – she has learned a lot about where her tax dollars go.

Mr. Stone asked how she would balance that big picture with her specific duties. Ms. Gambée said that she understands there are specifics to the job that have to be done

and she would also like to be part of the broad discussion. She said that first and foremost she would have to get the job done effectively. She asked how much of the job would be doing direct tasks.

Ms. Brown replied that if she is managing staff effectively, there should be time for the bigger picture. She said that there are also opportunities within the Clerk's Association – committees and sub-committees, elections and recordings. She pointed out that there are specific things that need to be done and the Clerk is ultimately responsible to follow the law although there is a gray area of interpretation – would she want her staff making those decisions? She said that if she feels that the recording deputy is strong enough to handle that, that is what she could do – there is some flexibility.

Ms. Gambee asked how much time is spent in direct supervising. Ms. Brown replied that it depends on the level of confidence in staff.

Chair Hege said that the County is trying to build a team and this position will be part of that team. Part of what that team will do is strategic planning. He said that as a team, they would be able to effectively change how the County operates to be more efficient and effective. This position would have input. He observed that there are a lot of fires burning right now.

Mr. Stone added that the County has been through a process to break down silos, refocus and examine things. He said that the Juvenile Director acts as the VP of the Coordinated Care Organization; the Chief Deputy is working on the organizational review process.

Chair Hege asked how Ms. Gambee felt about government vs. private sector; he asked if she thinks she could operate in that environment. Ms. Gambee replied that there is a certain amount of wonder at the patience that it would take; she would have to work to make sure that the first thing that comes to mind is not the first thing that comes out of her mouth. She said that at her current job there are things she can impact and things she cannot; she needs to recognize when she cannot so she can step back and look for another way or let it go. She characterized herself as a creative thinker who likes to look at things in new ways and find new or different approaches. She added that the new approach must be evaluated as it is implemented to make sure it is working.

**#6) How do you typically get cooperation from someone in another department?**

She said that she asks – walk into an office or pick up the phone and communicate. She said she wants to get to know the person – what their job is like and how it interfaces with her own. She wants to know how she can make their job easier.

**#9) Have you ever had to defend a policy, procedure or statute, or your interpretation of that policy, procedure or statute to the public or the media?**

Ms. Gambec said that she has not had that experience but would want to do a deep dive on what kinds of situations might come up and how to diffuse those situations.

**#10) If you or a staff member made a mistake that cost Wasco County taxpayers' money to correct that mistake, or legal action was taken, how would you handle the public scrutiny and the media coverage?**

Ms. Gambec stated that she would want to find where the line is between transparency and respect for privacy. She said she would not want to throw someone under the bus or to hide the mistake. She said that she would explain the situation, what is being done to correct it and what is being done to make sure it does not happen again. She added that she can admit her own mistakes.

**#8) When I check your references what will your references say when I ask them about your strengths? Opportunities for improvement?**

Ms. Gambec said that her strengths are strategic thinking, task management, attention to detail and multi-tasking. Her opportunities for improvement would be in learning to communicate in a more politically correct way – being aware that certain phrasing could offend someone; there are ways to soften things.

Chair Hege pointed out that Ms. Gambec is highly over-qualified. Ms. Gambec responded that she is also highly under-qualified. Chair Hege observed that there is a residency requirement and this position will mean a significant pay cut for her.

Ms. Gambec explained that she and her family love Tygh Valley but it is not easy to find a job in this area so they made the decision to have their house in Tygh Valley be just a vacation house – but she wants to be there full-time. She said that every time she has to go back to Portland, she wishes she didn't have to go. She stated that her daughter will be a high school senior. She said that she has taken her current job about as far as it can go and wants to learn something new – that is what attracts her, living here full-time and learning new things.

Mr. Stone said that he is concerned about the management team's longevity; he is concerned that this is a stepping stone to a bigger job.

Ms. Gambec assured him that what she is looking for is a solid, long-standing

opportunity. She said that the only reason she would leave is if she discovered she is not up to the position.

Commissioner Runyon pointed out that residency is required – how would she address that? Ms. Gambée replied that one of her biggest reasons for applying is to move to Tygh Valley permanently. She said she would keep the house in Portland, but she would live here full-time. She said that even her daughter is ready to come. Residency would not be an issue.

Ms. Brown noted that residency must be established by November 1<sup>st</sup>. She cautioned that when running for office, if there is even a hint that she is not committed to residency, her loyalties will be questioned. She said that Ms. Gambée will need to register to vote in Wasco County. She said that the issue is not insurmountable, but she needs to be prepared for the challenge.

Chair Hege observed that Ms. Gambée is already active in the community.

Ms. Gambée asked some questions regarding the process and tasks of the Clerk's Office. Ms. Brown outlined that for her.

Ms. Gambée asked what the Clerk's staff would see as important. Ms. Brown replied that the staff is aware that there will be a learning curve and they want to help. She added that she has agreed to return and help the new Clerk until he or she feels comfortable. She said that there is a conference in August where there is a lot to be learned – she has already registered the Wasco County Clerk.

Ms. Gambée asked what does Ms. Brown feel is an important management quality. Ms. Brown replied that she does not micro-manage – she gives her staff the tools they need to do their job. She has expectations as does the public. She said she supports her staff.

Mr. Stone thanked Ms. Gambée for her time.

The group had a brief discussion regarding their impressions of Ms. Gambée and took some time to fill in the final page of their interview packets for her.

**Andretta Schellinger**

**#1) What areas are within your sphere of responsibility in your current position?  
How do you make sure that you know what is happening?**

Ms. Schellinger said that she currently works from home running her own publishing company – everything is her responsibility – contracting, budgeting, royalties, etc. She



said she contracts out for an editor and graphic artist and is in constant communication with them.

**#2) Tell me about the most stressful situation that you had to manage and how you got through it.**

Ms. Schellinger stated that she had worked for the Red Cross as a Disaster Services Specialist where she managed volunteers and was a case worker for disaster victims – working with those families was stressful.

**#3) What sort of performance standards have you held Employees to? Were they written? How often do you evaluate your employees?**

Ms. Schellinger said that she conducted quarterly reviews of volunteers which they had not had before. She stated that she created the standard operating procedures and performance reviews setting standards according to Red Cross requirements. She said that she wanted to make sure the volunteers were sensitive to the needs of victims.

Mr. Stone asked what mechanisms she employed to enforce standards. Ms. Schellinger replied that the performance review was a tool. If the volunteer did not meet the standards they would be pulled from the rotation; if they continued to not meet standards, they could be removed.

Mr. Stone asked if she had to do that herself. Ms. Schellinger said yes and no – she met with one volunteer and talked about standards; it was not the first conversation they had had along those lines. She said she explained why they would no longer be using her as a volunteer and that if she did not agree she could go to the supervisor. Ms. Schellinger said that she had already had that conversation with her supervisor.

**#4) How do you approach a situation where you and your staff have multiple competing priorities occurring at the same time?**

Ms. Schellinger said that she would prioritize by due date or level of importance. She said that as a supervisor, she would stay in communication with staff to see where she could support them. She added that often employees will not ask for help and they need to feel like they can.

**#5) Do you feel that the chain of command is important? Why? When do you feel it might inhibit organizational effectiveness?**

Ms. Schellinger stated that she feels the chain of command is very important. She said

that the only way it would inhibit would be if there are too many links in the chain – if there are steps between an employee and their supervisor, then there are too many steps which will create barriers and be inefficient.

**#6) How do you typically get cooperation from someone in another department?**

Ms. Schellinger said she would ask; building good relationships with other departments is critical throughout the organization.

**#7) What is the most important aspect of the workplace to keep you satisfied in your job?**

Ms. Schellinger responded that she values a level of independence and does not like to be micro-managed. She added that she does her job quickly and sets priorities; she does not want someone coming in twice a day asking if she is getting it done.

Ms. Amery asked what she would do if a member of the public comes in to ask that questions. Ms. Schellinger replied that she is used to that from her time working for the Navy.

Ms. Amery asked what she would do if she were stopped and asked on the street by a constituent. Ms. Schellinger said that it would be their perception and she would need to discover why they have that perception and what she could do to correct it.

**#9) Have you ever had to defend a policy, procedure or statute, or your interpretation of that policy, procedure or statute to the public or the media?**

Ms. Schellinger stated that she had worked for the Navy in a unit that investigated, disinterred remains and tried to identify them. She said there were very specific policies about what could be shared with the media – sometimes you have to say no.

**#10) If you or a staff member made a mistake that cost Wasco County taxpayers' money to correct that mistake, or legal action was taken, how would you handle the public scrutiny and the media coverage?**

Ms. Schellinger said that she would hope that it wouldn't happen but she would be upfront and take responsibility; whether it was her fault or a subordinate's, it still is on her.

**#8) When I check your references what will your references say when I ask them about your strengths? Opportunities for improvement?**

Ms. Schellinger said that they would say she is organized, intelligent, analytical, a hard worker and friendly. She said that the analytical aspect can be a weakness as sometimes she is very black and white but has been working on that. She added that some might say she talks too much.

Commissioner Runyon asked if there was any question she had expected but was not asked.

Ms. Schellinger replied that she had expected them to ask why she feels fit for the position and is able to learn the job. She went on to say that she finds the election process to be a cornerstone of this country – it sets us apart. She said that being part of that would be impactful for her. She said that she is driven to be part of that and thinks she would excel at it.

Mr. Stone thanked Ms. Schellinger for her time.


The group had a brief discussion regarding their impressions of Ms. Schellinger and took some time to fill in the final page of their interview packets for her.

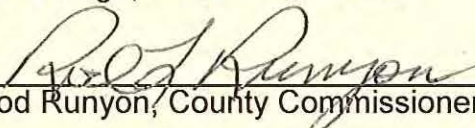
The group then took time to look over and make adjustments to their interview packets and had a general discussion regarding the candidates. Scoring revealed that Ms. Hoover and Ms. Gambee were consistently the number one or number two candidate for the interviewers.

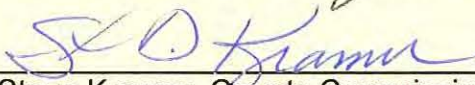
It was decided that Ms. Gambee and Ms. Hoover should be brought back for a second interview and meeting with the Clerk's staff.

Chair Hege adjourned the meeting at 7:10 p.m.

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