

CBITD General Manager Interview Plan

Updated July 25, 2025

Key Reference Materials:

- [Job posting link](#)
 - [Job Description](#)
 - CONFIDENTIAL - Candidate Profiles (see confidential SharePoint link)
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Interview Stages

SCREENING: PROSEARCH SCREEN & PERSONNEL COMMITTEE REVIEW

Method	ProSearch reviews resume, conducts screening interview Forwards prospective candidate information to Personnel Committee Personnel committee decides to advance to initial interview, hold, or not advance
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FIRST ROUND: INITIAL INTERVIEW

Interviewer:	Jennifer Lavanture, President, CBITD Board of Directors
Time:	60 Minutes in-person or Zoom
Focus:	<ul style="list-style-type: none">• Baseline qualifications• Team Development• Change Management• Stakeholder Engagement
Structure	**Be sure to check out Setting the Stage to plan for the interview flow <ul style="list-style-type: none">- 5 min – Welcome and introductions- 15 min – Candidate background and motivation- 20 min – Targeted questions- 15 min – Candidate questions- 5 min – Wrap-up
Key Topics:	<ul style="list-style-type: none">• Experiences that best demonstrate ability to lead in a quasi-municipal setting• History leading teams through operational or organizational change• Developing & retaining high-performing teams in a year-round/seasonal workforce structure• Measuring & improving employee engagement

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	<ul style="list-style-type: none"> • Experience working with boards, elected officials, advocacy groups; understanding of good governance practices
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SECOND ROUND: 'WHO' INTERVIEW - ZOOM/IN-PERSON

Interviewer:	Jean Hoffman, Treasurer and Finance Committee Chair
Time:	60 or 90 Minutes in-person or Zoom
Focus:	<ul style="list-style-type: none"> • Leadership trajectory • Financial Acumen • Performance Patterns
Structure	<p>**Be sure to check out Setting the Stage to plan for the interview flow</p> <p>For 60 min interview:</p> <ul style="list-style-type: none"> - 5 min – Introductions & Interview overview - 35 min – deep dives into 3-5 past roles - 10 min – additional targeted questions - financial acumen - 10 min – Candidate Q&A
Key Topics:	<p>Deep dive on 3-5 past roles:</p> <ul style="list-style-type: none"> • What were you hired to do? • What were your key accomplishments? • What were your financial responsibilities and how did you approach them? • What were your biggest challenges and how did you overcome them? • Who were the people you worked with? <ul style="list-style-type: none"> - Who was your boss? What would they tell me were your biggest strengths and areas for improvement? - How would you rate the team you inherited on an A, B, C scale? What changes did you make? Hire anyone? Fire anyone? How would you rate the team when you left in on an A, B, C scale? • Why did you leave that job?

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SECOND ROUND: TEAM INTERVIEW - ZOOM/IN-PERSON - Panel #1

Interviewer:	Joe Donovan, 1 st Vice President and Operations Committee Chair Bud Higgins, Peaks Island Director
Time:	60 Minutes in-person or Zoom
Focus:	<ul style="list-style-type: none">• Operations• Stakeholder engagement
Structure:	<p>**Be sure to check out Setting the Stage to plan for the interview flow</p> <p>Interview lead: ?</p> <p>Timekeeper: ?</p> <ul style="list-style-type: none">- 5 min – Welcome and introductions- 5 min – Candidate background- 30 min – Targeted questions:- 15 min – Candidate questions- 5 min – Wrap-up
Key Topics:	<ul style="list-style-type: none">• Managing complex ferry operations (multiple service lines, seasonal, unionized)• Delivering reliable, compliant, and cost-effective service• Navigating the regulatory environment (USCG, FTA, etc.)• Building trusted relationships with island communities, local government, and advocacy groups• Responding to public input and balancing equity with efficiency

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SECOND ROUND: TEAM INTERVIEW - ZOOM/IN-PERSON - Panel #2

Interviewer:	Bill Geary, Maine Department of Transportation Appointed Director Max Pizey, 2 nd Vice President, Little Diamond Island Representative
Time:	60 Minutes in-person or Zoom
Focus:	<ul style="list-style-type: none">• Strategic Planning• Change Management
Structure:	<p>**Be sure to check out Setting the Stage to plan for the interview flow</p> <p>Interview lead: Bill Timekeeper: Max</p> <ul style="list-style-type: none">- 5 min – Welcome and introductions- 5 min – Candidate background- 30 min – Targeted questions:- 15 min – Candidate questions- 5 min – Wrap-up
Key Topics:	<ul style="list-style-type: none">• Building and executing long-range plans in a mission-driven context• Aligning capital investments with operational and community goals• Leading organizational change (e.g., pricing models, service evolution, infrastructure)• Gaining board alignment and managing resistance to change• Communicating vision across internal and external audiences

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SECOND ROUND: TEAM INTERVIEW - ZOOM/IN-PERSON - Panel #3

Interviewer:	Nick Mavodones, Co-Interim GM & Operations Manager Caity Gildart, Co-Interim GM & Director of Sales & Marketing
Time:	60 Minutes in-person or Zoom
Focus:	<ul style="list-style-type: none">• Leadership style• Mission alignment• Public service orientation
Structure:	<p>**Be sure to check out Setting the Stage to plan for the interview flow</p> <p>Interview lead: ?</p> <p>Timekeeper: ?</p> <ul style="list-style-type: none">- 5 min – Welcome and introductions- 5 min – Candidate background- 30 min – Targeted questions:- 15 min – Candidate questions- 5 min – Wrap-up
Key Topics:	<ul style="list-style-type: none">• How the candidate connects with CBITD’s mission of public service and stewardship of island communities• Understanding of serving a broad constituency, including year-round and seasonal residents• Views on creating a culture of accountability and pride in public service• Ability to maintain poise and decision-making clarity under pressure• Strategies for communicating clearly and building public trust• Lessons learned from failure or constructive feedback

SECOND ROUND FOLLOW-UP [ONLY AS NEEDED]

Interviewer:	Jennifer Lavanture, President, CBITD Board of Directors
Time:	30-60 Minutes in-person or Zoom
Focus:	<ul style="list-style-type: none">• As identified in debrief from second round interviews

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THIRD ROUND / FINALIST [DETAILS TO BE CONFIRMED]

Finalist Presentation to Board, Management & Community Participants	Topic to be provided to candidate at least 5 days in advance. Target 60-min session, with ample time for Q&A and dialogue
Interview with Union Representative	
Facility Tour	
Vessel Ride	
Lunch with Personnel or Exec committee	

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Interview Resources

Beginning the interview & setting the stage

- Prepare – Review resume, have clear plan for format, leader (as applicable), and order of questions
 - For panels: Who is the interview leader? Who will be kicking everything off? Who will be closing the interview and keeping track of the time?
- Greet the candidate and have each panel member introduce themselves, as applicable.
- Explain the interview objective / focus areas:
- Provide a brief overview of the interview structure:
 - E.g., As we go through the interview, we will ask you to describe some of your accomplishments and experiences by asking behavioral-based questions.
 - We will be taking notes throughout the interview to be sure that our assessments are based on what you actually said, rather than on what we recall.
 - [If applicable] We also have remote members of the interview panel
 - There will be some time for you to ask us any questions you may have about the company and this job, however you will also have other opportunities to ask questions during the interview process.
- Ask: Before we continue, do you have any questions?

Structured Interviewing Best Practices

- All candidates should be asked the same questions in the same order
- Focus on behavioral and competency-based questions tied to must-haves
- Use probing follow-up questions to clarify candidate responses:
 - *Situation*: “Tell me more about what led to that...”
 - *Action*: “What did you personally do?”
 - *Result*: “What was the outcome? What would you change next time?”

Do Not Ask About

- Age, race, gender, religion, disabilities, family status, criminal history
- Where someone lives or with whom
- Personal life/hobbies unless directly relevant to the job
- Resume walk-throughs—prepare ahead of time

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Debrief session

In interview debrief discussions, each interviewer is expected to take 2-3 minutes to give an overview of your interview, covering:

- 1-3 things that went well
- 1-3 areas of hesitation
- Anything else noteworthy
- What biases do you have for or against?
- Final recommendation: Yes-hire, Yes-but recommend another interview, Maybe-want to see other candidates, No
- Any feedback on our process or how we can improve on the way that we/you interviewed