

S A M P L E

THE CONSOLIDATED MUNICIPALITY OF CARSON CITY

City Manager Advisory Panel Interviews

Recap of Responses

Advisory Panel Member:

114

Position:

City Manager

Candidate:

Tim Hacker

Date:

Tuesday, April 1, 2014

Questions	Overall Competency Rating					
	1 – Clearly misses requirement	2 – Less than requirements	3 – Meets requirements	4 – Exceeds requirements	5 – Far exceeds requirements	Overuses
1. Introduction	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Employee Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Customer Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Reduce Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Performance Measures	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Courts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Development/Redevelopment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Tax Allocation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Evaluate Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Regional Involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Relax/Unwind	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Decision Making	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Reorganization	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Avoid Conflict	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Planning vs. Acting	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Multiple Groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. In The Know	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Reverse Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Open Debate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Closing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Any Comments:

Applicant Name:	Tim Hacker	Position:	City Manager
Interviewer:	114	Date:	April 1, 2014

MAIN INTERVIEW QUESTION (Record main points to describe situation):

We have already reviewed your career experience and education as part of this selection process. So with limited time, please don't recap your experience but rather tell us what excites you about this position and why do you believe your skills are a good match for Carson City? Please be sure to tell us "Why Carson City" and "Why Now"?

Regional Planning

Grant EXP.

worked w FEMA in Past Gov. Jobs

always been IN a Leadership Role

Why Carson City a community that has "vision"

- "You don't turn things around quickly"

OVERALL COMPETENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:
 Interviewer: Date:

MAIN INTERVIEW QUESTION (Record main points to describe situation):

Please tell us about your experience and philosophy regarding collective bargaining and employee relations.

Dealt w/Teamsters in Mesquite!
 Assoc.
 Barg. Groups
 IFF
 Police

- Would prefer to talk to a few - rather than
 all employers

Need to come to a conclus.

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name:	TH	Position:	City Manager
Interviewer:	114	Date:	April 1, 2014

MAIN INTERVIEW QUESTION (Record main points to describe situation):

What is your approach and philosophy on how the City can create a more efficient and customer friendly organization?

*First the Community & City Officials
Need to understand a level of service.*

Work with Employees - set expectations - Have Employees Sign and Agree.

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name:	TH	Position:	City Manager
Interviewer:	114	Date:	April 1, 2014

MAIN INTERVIEW QUESTION (Record main points to describe situation):

What is the most effective way to reduce the cost of City personnel?

Create Sustainable Agreements (payscale)
address Revenue!

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name:	TH	Position:	City Manager
Interviewer:	114	Date:	April 1, 2014

MAIN INTERVIEW QUESTION (Record main points to describe situation):

What are some of the performance measures that are important in leading a public sector organization? And what can public sector entities learn from the corporate sector?

Including PM. in public sector comes from the understanding of the benefits achieved in the private sector;

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:
 Interviewer: Date:

MAIN INTERVIEW QUESTION (Record main points to describe situation):

Please explain your understanding of the separation of powers between the courts and local government. Can you provide an example of how you have resolved a potential dispute involving the courts and local government; and, if no such experience, how would you propose doing so?

Understanding

CVA's

- Create Working Environ.

"Establish Resp. & Aty"

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name:	TH	Position:	City Manager
Interviewer:	114	Date:	April 1, 2014

MAIN INTERVIEW QUESTION (Record main points to describe situation):

What level of experience or role have you had dealing with (a) a new development (b) redevelopment? Please include how you ensure the most cost effective delivery of projects.

New Dev. , Maintain needed growth - In-fill -

Redev. Talked in regard to infra. & public works projects.

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input type="checkbox"/> Meets requirement 3	<input checked="" type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:

Interviewer: Date:

MAIN INTERVIEW QUESTION (Record main points to describe situation):

How do you think tax dollars generated by the redevelopment areas should be allocated and what process would you suggest for determining this? Additionally, please assess your level of expertise in dealing with the financial aspect of development and redevelopment projects.

Measure Outcomes - ROI

Transp.

Control Your Elected Body From Over-committing

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name:	TH	Position:	City Manager
Interviewer:	114	Date:	April 1, 2014

MAIN INTERVIEW QUESTION (Record main points to describe situation):

As the City Manager, you have oversight of the appointed Department Directors. As a manager of people, tell us how you evaluate performance and hold your direct reports accountable. Please also tell us about your approach to dealing with people who may not be your direct report, for example, elected officials.

Performance Evaluations need to create accountability!

Create understanding of PM."

Elected - Office

^{Must}
The Respect is key,

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:

Interviewer: Date:

MAIN INTERVIEW QUESTION (Record main points to describe situation):

Give us a sense of your level of regional involvement and what we can expect from your leadership as the City Manager?

- Dealt w/Rem.

EPA

Chab Comm.

- Economic Dev.

Economic All.

- Partnerships

NDA - Pan to Play

RDA

RTC

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:

Interviewer: Date:

MAIN INTERVIEW QUESTION (Record main points to describe situation):

Working on legislation and testifying at the State Capitol are part of the responsibilities as City Manager. Tell us about your experience in this arena?

Opening Remarks
Please expand.

Lobby - CFax Dist.

" established
NV Re.

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name:	TH	Position:	City Manager
Interviewer:	114	Date:	April 1, 2014

MAIN INTERVIEW QUESTION (Record main points to describe situation):

Being a City Manager can be demanding and stressful. How do you relax and unwind?

Sports - outdoors - ATVs - fishing

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:

Interviewer: Date:

Competency and Question: **Decision Quality (Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solution)**

MAIN INTERVIEW QUESTION:

SITUATION (Record main points to describe situation):

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

*Break Down the Factors -
Create Coordination of Teams*

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

Establish Facts - not Feelings

C. OUTCOME What was the result? What was the impact?

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

E. APPLICATION Describe at time when you used those lessons in different situations.

Always Look For Options Detach Emotion

*Overuse:

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

NEGATIVE THEMES TO WATCH FOR:	POSITIVE THEMES TO LOOK FOR:
<input type="checkbox"/> Check Box <input type="text" value="Makes quick decisions without analysis"/>	<input checked="" type="checkbox"/> Check Box <input type="text" value="Objectively gathers information"/>
<input type="checkbox"/> Check Box <input type="text" value="Relies too much on self and close-in information"/>	<input type="checkbox"/> Check Box <input type="text" value="Knows priorities"/>
<input type="checkbox"/> Check Box <input type="text" value="Lack of clear issue definition"/>	<input checked="" type="checkbox"/> Check Box <input type="text" value="Identifies key factors/themes in the decision"/>
<input type="checkbox"/> Check Box <input type="text" value="Not orderly in thinking"/>	<input type="checkbox"/> Check Box <input type="text" value="Thorough consideration of nature of decision"/>
<input type="checkbox"/> Check Box <input type="text" value="Feelings play too large a role"/>	<input type="checkbox"/> Check Box <input type="text" value="Defines problems clearly; seeks advise from others"/>

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirements 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:
 Interviewer: Date:

Competency and Question: **Priority Setting (Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus)**

MAIN INTERVIEW QUESTION:

SITUATION (Record main points to describe situation):

"Break Down Silos"

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

establish what is & what is NOT working

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

Building on success.

C. OUTCOME What was the result? What was the impact?

Should have walked w/ individual strengths

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

E. APPLICATION Describe at time when you used those lessons in different situations.

*Overuse:

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

NEGATIVE THEMES TO WATCH FOR:

- Check Box
- Check Box
- Check Box
- Check Box
- Check Box

POSITIVE THEMES TO LOOK FOR:

- Check Box
- Check Box
- Check Box
- Check Box
- Check Box

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirements 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:
 Interviewer: Date:

Competency and Question: Conflict Management (Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minium noise)

MAIN INTERVIEW QUESTION:

SITUATION (Record main points to describe situation):

Does NOT Avoid Conflict

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).
Need to Maintain Conflict, Resolve

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).
Approach Conflict. With an outcome in mind

C. OUTCOME What was the result? What was the impact?
Remove Barriers

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

E. APPLICATION Describe at time when you used those lessons in different situations.

*Overuse:

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

NEGATIVE THEMES TO WATCH FOR:		POSITIVE THEMES TO LOOK FOR:	
<input type="checkbox"/> Check Box	<input type="text" value="Only sees one side of issue; doesn't see mutual benefit"/>	<input type="checkbox"/> Check Box	<input type="text" value="Understands people and what motivates them"/>
<input type="checkbox"/> Check Box	<input type="text" value="Pushes his/her own preconceived ideas or solution"/>	<input checked="" type="checkbox"/> Check Box	<input type="text" value="Finds common ground"/>
<input type="checkbox"/> Check Box	<input type="text" value="Lets emotions get in the way"/>	<input checked="" type="checkbox"/> Check Box	<input type="text" value="Keeps personal feelings in check"/>
<input type="checkbox"/> Check Box	<input type="text" value="Doesn't allow others to maintain dignity"/>	<input type="checkbox"/> Check Box	<input type="text" value="Listens before judging"/>
<input type="checkbox"/> Check Box	<input type="text" value="Avoids conflict"/>	<input checked="" type="checkbox"/> Check Box	<input type="text" value="Gets early agreement on defining the problem"/>

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirments 2	<input checked="" type="checkbox"/> Meets requirements 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:

Interviewer: Date:

Competency and Question: Action Oriented (Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others)

MAIN INTERVIEW QUESTION:

SITUATION (Record main points to describe situation):

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

Planning is the key to avoid acting!

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

Plan (organize - stakeholders).

C. OUTCOME What was the result? What was the impact?

be flex.

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

Supports Side-Bar disc.

E. APPLICATION Describe at time when you used those lessons in different situations.

*Overuse:

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

NEGATIVE THEMES TO WATCH FOR:

- Check Box
- Check Box
- Check Box
- Check Box
- Check Box

POSITIVE THEMES TO LOOK FOR:

- Check Box
- Check Box
- Check Box
- Check Box
- Check Box

OVERALL COMPETENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input checked="" type="checkbox"/> Less than requirements 2	<input type="checkbox"/> Meets requirements 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: TH Position: City Manager

Interviewer: 114 Date: April 1, 2014

Competency and Question: Political Savvy (Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to the reality; is a maze-bright person.)

MAIN INTERVIEW QUESTION: Tell us about a time you worked with multiple groups or people who had different interests.

SITUATION (Record main points to describe situation):

Development Community

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

Create balance - understanding Community Support

C. OUTCOME What was the result? What was the impact?

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

E. APPLICATION Describe at time when you used those lessons in different situations.

*Overuse: Spends too much time and effort on the politics of situations

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

NEGATIVE THEMES TO WATCH FOR:		POSITIVE THEMES TO LOOK FOR:	
<input type="checkbox"/> Check Box	<u>Impatient with other people's processes</u>	<input checked="" type="checkbox"/> Check Box	<u>Communicates in the language of the audience</u>
<input type="checkbox"/> Check Box	<u>Sees politics where there is none</u>	<input checked="" type="checkbox"/> Check Box	<u>Works an issue differently with different groups</u>
<input type="checkbox"/> Check Box	<u>Doesn't read people or their intentions well</u>	<input type="checkbox"/> Check Box	<u>Can identify the gatekeepers and toll takers</u>
<input type="checkbox"/> Check Box	<u>Doesn't anticipate issues/problems</u>	<input type="checkbox"/> Check Box	<u>Can project political consequences of actions</u>
<input type="checkbox"/> Check Box	<u>Rejects politics and gets into avoidable trouble</u>	<input type="checkbox"/> Check Box	<u>Good timing; knows when to push/and back off</u>

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirements 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:

Interviewer: Date:

Competency and Question: Approachability (Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower, getting informal and incomplete information in time to do something about it)

MAIN INTERVIEW QUESTION:

SITUATION (Record main points to describe situation):

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

Not enough to have an open door

C. OUTCOME What was the result? What was the impact?

Engage into sub-unit meetings

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

Quarterly -

E. APPLICATION Describe at time when you used those lessons in different situations.

Talk

*Overuse:

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

NEGATIVE THEMES TO WATCH FOR:		POSITIVE THEMES TO LOOK FOR:	
<input type="checkbox"/> Check Box	<input type="text" value="Aloof and distant"/>	<input type="checkbox"/> Check Box	<input type="text" value="Makes others feel at ease quickly"/>
<input type="checkbox"/> Check Box	<input type="text" value="Impatient; poor listener"/>	<input type="checkbox"/> Check Box	<input type="text" value="Shows interest in others; asks questions"/>
<input type="checkbox"/> Check Box	<input type="text" value="Socially uncomfortable around first contacts"/>	<input type="checkbox"/> Check Box	<input type="text" value="Is patient; good listener"/>
<input type="checkbox"/> Check Box	<input type="text" value="Not time for small talk; always busy"/>	<input checked="" type="checkbox"/> Check Box	<input type="text" value="Treats others with respect and dignity"/>
<input type="checkbox"/> Check Box	<input type="text" value="Doesn't reveal much or ask questions of others"/>	<input type="checkbox"/> Check Box	<input type="text" value="Warm, welcoming behavior"/>

OVERALL COMPETENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirements 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:

Interviewer: Date:

Competency and Question: Strategic Agility (Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.)

MAIN INTERVIEW QUESTION:

SITUATION (Record main points to describe situation):

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

First

C. OUTCOME What was the result? What was the impact?

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

E. APPLICATION Describe at time when you used those lessons in different situations.

*Overuse:

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

NEGATIVE THEMES TO WATCH FOR:

POSITIVE THEMES TO LOOK FOR:

- | | |
|---|---|
| <input type="checkbox"/> Check Box <input type="text" value="Tactical; sticks to current business trends in industry"/> | <input checked="" type="checkbox"/> Check Box <input type="text" value="Understands cause-and-effect relationships"/> |
| <input type="checkbox"/> Check Box <input type="text" value="Narrow range of interests"/> | <input type="checkbox"/> Check Box <input type="text" value="Able to project or envision the future"/> |
| <input type="checkbox"/> Check Box <input type="text" value="Overly focused on short-term action"/> | <input type="checkbox"/> Check Box <input type="text" value="Sees the big picture"/> |
| <input type="checkbox"/> Check Box <input type="text" value="Lack of disciplined thought process"/> | <input checked="" type="checkbox"/> Check Box <input type="text" value="Makes unusual connections; draws parallels"/> |
| <input type="checkbox"/> Check Box <input type="text" value="Uncomfortable with low hit rate in predicting future"/> | <input type="checkbox"/> Check Box <input type="text" value="Uses multiple sources and interests for information"/> |

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

- | | | | | | |
|---|--|---|--|--|--|
| <input type="checkbox"/> Clearly misses requirements
1 | <input type="checkbox"/> Less than requirements
2 | <input checked="" type="checkbox"/> Meets requirements
3 | <input type="checkbox"/> Exceeds requirements
4 | <input type="checkbox"/> Far exceeds requirements
5 | <input type="checkbox"/> Overuses
0 |
|---|--|---|--|--|--|

Applicant Name: TH Position: City Manager

Interviewer: 114 Date: April 1, 2014

Competency and Question: Command Skills (Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head-on; energized by tough challenges.)

MAIN INTERVIEW QUESTION: Tell us about a time when you had to lead an open debate (in a public setting) on a tough issue.

SITUATION (Record main points to describe situation):

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).

Address Facts

B. THINKING Explain your thinking - why you selected that approach. Why did you choose to do it that way? (Listen for rationale and consideration of alternatives).

Share all information

unify points

C. OUTCOME What was the result? What was the impact?

D. LEARNINGS What did you take away from that experience? (Listen for principles or rules of thumb).

E. APPLICATION Describe at time when you used those lessons in different situations.

*Overuse: Forces his/her own solution; runs over people

IDENTIFY THEMES FROM CANDIDATE'S RESPONSES: (Check all that you are hearing).

NEGATIVE THEMES TO WATCH FOR:

- Check Box More comfortable following
- Check Box Avoids conflict; backs off under pressure
- Check Box Uncomfortable with resistance or debate
- Check Box Reluctant to take a lead roll
- Check Box Overly concerned with being liked

POSITIVE THEMES TO LOOK FOR:

- Check Box Not deterred by obstacles
- Check Box Willing to take an unpopular stand
- Check Box Willing to debate
- Check Box Likes to take the lead
- Check Box Philosophical about taking lumps; can stand heat

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirements 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name:	TH	Position:	City Manager
Interviewer:	114	Date:	April 1, 2014

MAIN INTERVIEW QUESTION (Record main points to describe situation):

That brings us to the end of our formal questions. Is there anything further that you would like to add in closing so we better understand the leadership, management skills and career experience you would bring to Carson City?

"NOT Afraid of Leadership"

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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S A M P L E

THE CONSOLIDATED MUNICIPALITY OF CARSON CITY

City Manager Advisory Panel Interviews

Recap of Responses

Advisory Panel Member:

219

Position:

City Manager

Candidate:

Tim Hacker

Date:

Tuesday, April 1, 2014

Questions	Overall Competency Rating					
	1 - Clearly misses requirement	2 - Less than requirements	3 - Meets requirements	4 - Exceeds requirements	5 - Far exceeds requirements	Overuses
1. Introduction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Employee Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Customer Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Reduce Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Performance Measures	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Courts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Development/Redevelopment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Tax Allocation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Evaluate Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Regional Involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Relax/Unwind	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Decision Making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Reorganization	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Avoid Conflict	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Planning vs. Acting	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Multiple Groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. In The Know	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Reverse Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Open Debate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Closing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Any Comments:

Applicant Name: TIM HACKER Position: City Manager
 Interviewer: 219 Date: April 1, 2014

MAIN INTERVIEW QUESTION (Record main points to describe situation):

We have already reviewed your career experience and education as part of this selection process. So with limited time, please don't recap your experience but rather tell us what excites you about this position and why do you believe your skills are a good match for Carson City? Please be sure to tell us "Why Carson City" and "Why Now"?

- CITY codes
- Became exposed TO STATE/Fed law
- 3 STATES
- FEMA - in IIA.
- City Management is my career
- Re-development exp.
- CALM, SUPPORTIVE!
- CUSTOMER SERVICE
- FITS WELL IN A SMALL TOWN.
- Key STATEholder Relationship

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input type="checkbox"/> Meets requirement 3	<input checked="" type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:
 Interviewer: Date:

MAIN INTERVIEW QUESTION (Record main points to describe situation):

Please tell us about your experience and philosophy regarding collective bargaining and employee relations.

- Mixed relationship with Bargaining Units
- Good Relations with TEAMSTERS in LAS VEGAS.
- ASSOCIATION / BARG. UNIT Collaboration.

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name:	<u>TIM HACKER</u>	Position:	<u>City Manager</u>
Interviewer:	<u>219</u>	Date:	<u>April 1, 2014</u>

MAIN INTERVIEW QUESTION (Record main points to describe situation):

What is your approach and philosophy on how the City can create a more efficient and customer friendly organization?

- Customer service from all levels
 - Training to instill good customer service.
 -

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input type="checkbox"/> Meets requirement 3	<input checked="" type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:

Interviewer: Date:

MAIN INTERVIEW QUESTION (Record main points to describe situation):

What is the most effective way to reduce the cost of City personnel?

- collective Bargaining
 - SUSTAINABLE PAY SCALES

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:

Interviewer: Date:

MAIN INTERVIEW QUESTION (Record main points to describe situation):

What are some of the performance measures that are important in leading a public sector organization? And what can public sector entities learn from the corporate sector?

*- hold people ACCOUNTABLE TO
The plans adopted.*

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Position:

Interviewer: Date:

MAIN INTERVIEW QUESTION (Record main points to describe situation):

Please explain your understanding of the separation of powers between the courts and local government. Can you provide an example of how you have resolved a potential dispute involving the courts and local government; and, if no such experience, how would you propose doing so?

— look at boundaries
 — ~~no~~ CUSTOMER SERVICES

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name:	<u>Tim Hacker</u>	Position:	City Manager
Interviewer:	<u>219</u>	Date:	April 1, 2014

MAIN INTERVIEW QUESTION (Record main points to describe situation):

What level of experience or role have you had dealing with (a) a new development (b) redevelopment? Please include how you ensure the most cost effective delivery of projects.

gave good examples from previous jobs

OVERALL COMPENCY RATING: Where would you rate this person on this competency?

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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