

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:

Stacey Gioni

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 type="checkbox"/> | <input checked="" 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 type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Courts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Development/Redevelopment | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input 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 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 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 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 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: | STACEY Giamì | 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"?

Why I did not want to leave this Community
Gov.
Neighbor to Neighbor
- My passion is Gov. -

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: | SG | Position: | City Manager |
| Interviewer: | 114 | Date: | April 1, 2014 |

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

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

Labor Management on both sides of the table!

understands
NRS 288.

be clear - upfront -

Starts w/Trust

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: | 56 | 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?

We serve the community first
 & employees need to understand that

- Communicate through community outreach -

engage our community

"Not doing a good job currently"

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 |
|---|--|--|--|--|--|

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?

- Our Local Gov. is run effic.

- be more efficient

"Automation"

Not as simple as cuts

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 |
|---|--|--|--|--|--|

| | | | |
|-----------------|-----|-----------|---------------|
| Applicant Name: | SG | 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?

Private Sector "right-sized" quickly in Tough time

Gov Needs to Respond Quickly -

Perf. Meas.

Need to work with ^{strat.} Goals

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 |
|---|--|---|---|--|--|

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?

"STATE Laws
Protects
The Separation"

Need to Work
Together for the
greater good of the Community

Communicate & Come to a Solution

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 |
|---|--|---|---|--|--|

Applicant Name: Position:

Interviewer: Date:

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.

Exp.

ON public side - 0

Did Not Ans.

OVERALL COMPENCY 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 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: | SG | Position: | City Manager |
| Interviewer: | 114 | Date: | April 1, 2014 |

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.

Currently Manages a 13m budget - Redevelopment is a budget'

Supports the public process of the RA.!

Need to create pref. Measures!

Need to attract Bus.!

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 |
|---|--|--|--|--|--|

| | | | |
|-----------------|-----|-----------|---------------|
| Applicant Name: | SG | 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.

I have never had 5 Bosses"

Set Expectations

Display through your actions

Earn Respect!

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: | SG | Position: | City Manager |
| Interviewer: | 114 | Date: | April 1, 2014 |

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?

Created Community Outreach

Create Coop. with Sister Cities

Regional - Micro - Public Safety -

"Reduce Costs"

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 |
|---|--|---|---|--|--|

| | | | |
|-----------------|----|-----------|---------------|
| Applicant Name: | | Position: | City Manager |
| Interviewer: | 11 | Date: | April 1, 2014 |

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?

Test 15

+ Comfortable

Code

Safety

Serves on

Drafted

3-STATE

NRS

911

1
"Enjoys Process"

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: | SG | 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?

Humor

The job I'm in currently is very demanding & stressful.

"Community Engagement"

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 |
|---|--|--|--|--|--|

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):

Do Not Jump to conclusions!

LEARNING PROBES:

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

*Take time to gather the facts
Limit Emotion*

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).

Find the root of the issue - Find resolve -

Not afraid to pull rank!

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).

Difficult to remove Emotion! But needed Team Approach.

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

Disp through Full Review Panel

*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 |
|---|--|---|--|--|--|

Applicant Name: 56 Position: City Manager

Interviewer: 114 Date: April 1, 2014

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: Tell us about a time you managed a reorganization.

SITUATION (Record main points to describe situation):

"As Battalion"

LEARNING PROBES:

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

was in a position to make the change in structure work

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).

Learned from the mistakes (lack of communication) of the chief.

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

You can challenge people with great results w/change

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: Inflexible; can't shift priorities; only works on one thing at a time.

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>Doesn't provide focus for others</u> | <input checked="" type="checkbox"/> Check Box | <u>Has a logical scheme for deciding importance</u> |
| <input type="checkbox"/> Check Box | <u>Lacks courage to make choices</u> | <input type="checkbox"/> Check Box | <u>Can project consequences of choices</u> |
| <input type="checkbox"/> Check Box | <u>Unable to project consequences of choices</u> | <input type="checkbox"/> Check Box | <u>Courage to make choices or say no</u> |
| <input type="checkbox"/> Check Box | <u>Wants to do everything</u> | <input checked="" type="checkbox"/> Check Box | <u>Differentiates between critical and trivial</u> |
| <input type="checkbox"/> Check Box | <u>Poor time manager</u> | <input type="checkbox"/> Check Box | <u>Communicates priorities, creates focus</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 |
|---|--|---|--|--|--|

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):

In the Public Safety World - Avoiding Conflict is Advisable

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).

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.

Conflict is counter-productive

*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 checked="" 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 checked="" type="checkbox"/> Check Box | <input type="text" value="Listens before judging"/> |
| <input checked="" 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 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: SG Position: City Manager

Interviewer: 114 Date: April 1, 2014

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: Tell us about a time you had to decide between planning and acting.

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).

Need to respond many times without planning

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).

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.

Need to be comfortable to make quick choices
Planning is better to a point!

*Overuse: Acts without purpose or direction

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>Slow to act on an opportunity</u> | <input checked="" type="checkbox"/> Check Box | <u>Pushes self to action</u> |
| <input type="checkbox"/> Check Box | <u>Waits too long to act; procrastinates</u> | <input checked="" type="checkbox"/> Check Box | <u>Willing to act without planning</u> |
| <input type="checkbox"/> Check Box | <u>Needs a lot of information before acting</u> | <input type="checkbox"/> Check Box | <u>Lots of activity early</u> |
| <input type="checkbox"/> Check Box | <u>Too much planning and analysis</u> | <input type="checkbox"/> Check Box | <u>High tolerance for mistakes</u> |
| <input type="checkbox"/> Check Box | <u>Not motivated</u> | <input type="checkbox"/> Check Box | <u>High energy for things he/she enjoys doing</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 |
|---|--|---|--|--|--|

Applicant Name: 56 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):

Managed a grant to fix org the Emerg.- Resp. System.

LEARNING PROBES:

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

Talk to stakeholders establish limitations

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).

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

Did come to a solution (Virtual Co-op)

Improved Public Safety
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.

Respect other op.

*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 checked="" 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 checked="" 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 |
|---|--|---|--|--|--|

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):

6-8 week Meetings with STAFF

LEARNING PROBES:

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

Open Conversation! IS key *Be Engaged IN the Community*

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).

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="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 checked="" 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?

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

Applicant Name: 56 Position: City Manager

Interviewer: 114 Date: April 1, 2014

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: Tell us about a time you were implementing a strategy and had to reverse or change direction.

SITUATION (Record main points to describe situation):
Adult Softball Comm.

LEARNING PROBES:

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

Change Process For Registration

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).

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.

More than one way to try

*Overuse: Overcomplicates; too theoretical; thinks too big

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

Applicant Name: SG 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):

"Waterfall Fine" "Ballot in 2008"

LEARNING PROBES:

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

"Deliver 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).

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

Ballot lost by 70%

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

"Be Techn. Competent" "Just Give The Facts"

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 |
|---|--|---|--|--|--|

| | | | |
|-----------------|-----|-----------|---------------|
| Applicant Name: | SG | 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?

"Great Finish"

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 |
|---|--|--|--|--|--|

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:

Spaci Goni

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 type="checkbox"/> | <input checked="" 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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Tax Allocation | <input type="checkbox"/> | <input checked="" 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 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 checked="" type="checkbox"/> | <input 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 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 type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Any Comments:

Applicant Name: STACI Gioni 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"?

- Did NOT want to leave the community
- passionate about the people
- accountable
- passion has been local/gov
- good match
- roots in CC
- I want to stay here

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 |
|---|--|--|--|--|--|

Applicant Name: Staci Gioni Position: City Manager
 Interviewer: 219 Date: April 1, 2014

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

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

- have been a member of collective bargaining
- strong point of union
- contract neg.
- apparent and up front
- discuss / prudent
- start w/ trust

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 |
|---|--|---|---|--|--|

| | | | |
|-----------------|--------------------|-----------|----------------------|
| Applicant Name: | <u>Staci Gioni</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?

- We are here to serve TO community
- TAX PAYER comes first.
- HERE TO serve the public first
- ENGAGE ALL aspect of of the community
- engage and diversity members of parents

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 |
|---|--|--|--|--|--|

Applicant Name: Staci Gioni Position: City Manager
 Interviewer: 219 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?

- get a lot done with less people
- Limit our personnel cost
- Less people would reduce cost
-

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 |
|---|--|--|--|--|--|

Applicant Name: STALI Gioni Position: City Manager
 Interviewer: 219 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?

- public sector - right size of the organization
- The market reality does change
- quick to react to local
- Key measurement has to align to community and strategic goal

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 |
|---|--|--|--|--|--|

Applicant Name: Spaci Gion! Position: City Manager
 Interviewer: 219 Date: April 1, 2014

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?

- Separation between the branches of government
- Involved in Budget Reduction with courts
- Collaboration between the position of gov / executive branch.
- dealing with people
- mutual agreements

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 |
|---|--|--|--|--|--|

