

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:

Nick Marano

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 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 checked="" type="checkbox"/>	<input 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 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 checked="" type="checkbox"/>	<input 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:	Nick Marano	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"?

Great Intro -

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:	NM	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.

4,000 Employees at Pend.

N.I.F.E

Multiple Bargaining Units @ Pend.

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:	NM	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?

Provide Public Forums for input

Monthly Townhall Meeting (to deal with issues)

Great understanding of Social Media
& Generational Needs

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?

75% of CC Budget is Staffing

Cuts on Services Not Staffing

Collected Data

To Access Critical - Enhance
Needs - Wants
in 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: 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?

"Service & the Perception of Service"

"Focus on Value"

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:	NM	Position:	City Manager
Interviewer:	114	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?

NO EXP w/Courts

Applied EXP w/Generals as a Comp.

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:	NM	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.

Created a Masterplan
 To include
 defined Services

Developed
 E.I.S. for New Hospital
 450m Hosp. was built and planned development soon followed
 all while Centralizing Services to Lower 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
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Applicant Name:	NM	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.

Redev. Funds should create Jobs & Sustainability

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):

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.

Great Example of organizing Team Members "NOT in The Chain of Command"

Need to develop trust

"A very detailed Leader"

"No Minor Details"

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:	NM	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?

worked with 7 Sister Cities to Fedd.

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:	NM	Position:	City Manager
Interviewer:	114	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?

Prepared & Presented to Congress & Staff

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:	NM	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?

- Running - Workout

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):

New Hospital

LEARNING PROBES:

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

organize stakeholders - work with NAVY - Design/Build-Project Community -

Needed to Change their design -

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?

45 million dollar Hospital opened 2010

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="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 checked="" 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):

Ran "Base" & "Community Services"

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).

Created a balance between Services & operations

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

Very Hands on approach to reorg.

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

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: NM Position: City Manager

Interviewer: 114 Date: April 1, 2014

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: Tell us about a time when you avoided conflict.

SITUATION (Record main points to describe situation):

Port of entry in Syria

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?

Value of Trust

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 being the peacemaker

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

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: NM 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):

2010-11 Gov. Shortfall

LEARNING PROBES:

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

The Gov. Close created a sig. change in 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.

*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 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 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: 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:

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).

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

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: NM Position: City Manager

Interviewer: 114 Date: April 1, 2014

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: Describe how you find out what's going on in your organization.

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).

Actively Engaged in Workforce

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).

" Surprise Visits "

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: May waste time building relationships

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

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: 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):

Public Crosses on Mountain

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.

*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 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 checked="" 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 checked="" 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
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Applicant Name: Position:
 Interviewer: Date:

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:

SITUATION (Record main points to describe situation):

Creating a balance of services "Master Plan"

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?

'Outreach'

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="More comfortable following"/>	<input checked="" type="checkbox"/> Check Box	<input type="text" value="Not detered by obstacles"/>
<input type="checkbox"/> Check Box	<input type="text" value="Avoids conflict; backs off under pressure"/>	<input checked="" type="checkbox"/> Check Box	<input type="text" value="Willing to take an unpopular stand"/>
<input type="checkbox"/> Check Box	<input type="text" value="Uncomfortable with resistance or debate"/>	<input checked="" type="checkbox"/> Check Box	<input type="text" value="Willing to debate"/>
<input type="checkbox"/> Check Box	<input type="text" value="Reluctant to take a lead roll"/>	<input checked="" type="checkbox"/> Check Box	<input type="text" value="Likes to take the lead"/>
<input type="checkbox"/> Check Box	<input type="text" value="Overly concerned with being liked"/>	<input checked="" type="checkbox"/> Check Box	<input type="text" value="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:	NM	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?

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:

Nick Marano

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Customer Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Reduce Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8. Tax Allocation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13. Decision Making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
14. Reorganization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
15. Avoid Conflict	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Open Debate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Closing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Any Comments:

Nick Marano is a proven leader and clearly has the skills to lead this community.

Applicant Name: Nick Marano 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"?

- Integrity
- Leadership
- making an impact
- Camp Pend. - Manager
- Budgeting
- made policy / decisions
- Bed Rock of America

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 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: Nick Marano 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.

- 2009 Comp. Poval.
- NFE -
- Cooperative with many
CBA - CBU's
- establish Labor Management
Forum.

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

- provide forum at all level
- Town Hall meeting
- social media
- Live Media
- TWITTER
- under 44

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 type="checkbox"/> Exceeds requirements 4	<input checked="" type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Nick Marcino 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?

- Reviewed Budget
- Personnel make up
The major portion of
Budget.
- CPI
catalog every service
→ focus of Service Side

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: Nick Marano 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?

— Service & precision of service
 — focus of value
 — How to deliver 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 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>Nick Marano</u>	Position:	City Manager
Interviewer:	<u>219</u>	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?

*lacks civil exp. w. Th
local gov and courts.*

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: Nick Marano Position: City Manager
 Interviewer: 219 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.

*was actively engaged
 in a re-development of
 Camp Pendleton MCB
 - 450,000,000 Hospital project -
 - listens to the community
 - shopping areas
 - 14,000,000 Beach Resort*

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 type="checkbox"/> Exceeds requirements 4	<input checked="" type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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