

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:

Jim Nichols

Date:

Tuesday, April 1, 2014

Questions	Overall Competency Rating					
	1 – Clearly misses requirement	2 – Less than requirements	3 – Meets requirements	4 – Exceeds requirements	5 – Far exceeds requirements	Overuses
1. Introduction	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Employee Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Customer Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Reduce Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Performance Measures	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Courts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Development/Redevelopment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Tax Allocation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input 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 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Reverse Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Open Debate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Closing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Any Comments:

Applicant Name:	<i>Jim Nichols</i>	Position:	City Manager
Interviewer:	<i>114</i>	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"?**

*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: Jim N. 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.**

- ✓ Washington
- ✓ Las Vegas - Monthly Meetings w/BU.
- ✓ Goodyear - F.D. award for work with B.U.
- ✓ AZ
- No - for Midland

*Pro-active*

**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>Jim</u>	Position:	<u>City Manager</u>
Interviewer:	<u>114</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?**

*Change should come from within the organization*

*also work with our customers*

*Supports Training - Team Work - Customer Service*

*Continued Education*

**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>Jim N.</u>	Position:	<u>City Manager</u>
Interviewer:	<u>114</u>	Date:	<u>April 1, 2014</u>

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

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

*Service Review - Outsourcing - partnering w/ sister cities*

**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?**

Look at top 3-4 PM

- Set Goals
- CONTINUAL EVALUATION

\* Does Not Support

"Running the City as a Business"

**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:	Jim N.	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?**

- Should maintain a partnership for community benefit
- Candid conversation with judges

**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:	Jim N.	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.**

Las Vegas & Midland

Public Works

Improved process for development - through process evaluation.

- Builders Assoc.
- Staff
- Hired a Consultant

**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:	<u>Jim N.</u>	Position:	City Manager
Interviewer:	<u>114</u>	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.**

*Allocate based on Impact.*

*Limited History on RD but has worked with Capital Projects*

**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:	Jim N.	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.

Greatest Strength -

- Helps Employees Succeed -
- Continued Communication - Not just at Yearly Review
- Learn From Mistakes
- Respectful Feedback
- Maintain Dialog w/all Employees

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:	Jim N.	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?**

Midland

Part of team looking for water

working w/ sister cities

Joint - benefits

**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:	<input type="text"/>	Position:	<input type="text" value="City Manager"/>
Interviewer:	<input type="text"/>	Date:	<input type="text" value="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?**

*Limited*

*Midland - Working w/Local Lobby*

*testified*

**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:	Jim N.	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?**

Bootcamp instructor

Baseball Cards

**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: Jim N. Position: City Manager

Interviewer: 114 Date: April 1, 2014

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: Lead us through your decision-making process on a difficult problem you worked on.

SITUATION (Record main points to describe situation):  
Dealing w/ poor Management - worked w/Dir. -

LEARNING PROBES:

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

Jumped IN and Handled IT!

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).

- Monthly Meetings - with STAFF of the Dept  
- Created a list of 5- Issues

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

STAFF was Happy & felt the ISSUE was

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: Perfectionist, has overriding need to be right; analyzes excessively

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

NEGATIVE THEMES TO WATCH FOR:

- Check Box Makes quick decisions without analysis
- Check Box Relies too much on self and close-in information
- Check Box Lack of clear issue definition
- Check Box Not orderly in thinking
- Check Box Feelings play too large a role

POSITIVE THEMES TO LOOK FOR:

- Check Box Objectively gathers information
- Check Box Knows priorities
- Check Box Identifies key factors/themes in the decision
- Check Box Thorough consideration of nature of decision
- Check Box 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 type="checkbox"/> Meets requirements 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:

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):  
*Created an Engineering Dept at Goodyear AZ*

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).  
*Pitched Idea to City Manager - Built an Understanding & Received  
after creating details Input from staff*

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).  
*Communication & Details are key to success*

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 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 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="Communicates priorities, creates focus"/>

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: Jim N. 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):  
" Does NOT AVOID Conflict "

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).  
Conversation w/Development Dir. in regard to Re-org.  
Address at the correct time

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).  
Conducted a Private Conversation & provided time to process reaction

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.  
Fire Chief - In regard to how information was sent to employees

\*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 type="checkbox"/> Check Box	<u>Listens before judging</u>
<input type="checkbox"/> Check Box	<u>Avoids conflict</u>	<input type="checkbox"/> Check Box	<u>Gets early agreement on defining the problem</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 requirments 2	<input checked="" type="checkbox"/> Meets requirements 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name: Jim N. 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):  
Development Review Process

LEARNING PROBES:

A. ACTIONS How did you approach it? How did you do it? (Listen for specific action steps).  
Explained to the City Manager that results would take time

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).  
Planning

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 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 type="checkbox"/> Check Box	<u>Willing to act without planning</u>
<input checked="" 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 checked="" type="checkbox"/> Check Box	<u>Too much planning and analysis</u>	<input checked="" 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: Jim N. 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):

Created DIP - Goodyear

LEARNING PROBES:

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

Worked w - Public Work - Fin. & Develop.

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 Matrix of Projects. (Prior.)

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

City Gov. bought in!

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

Very Successful!

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

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

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

NEGATIVE THEMES TO WATCH FOR:

- Check Box Impatient with other people's processes
- Check Box Sees politics where there is none
- Check Box Doesn't read people or their intentions well
- Check Box Doesn't anticipate issues/problems
- Check Box Rejects politics and gets into avoidable trouble

POSITIVE THEMES TO LOOK FOR:

- Check Box Communicates in the language of the audience
- Check Box Works an issue differently with different groups
- Check Box Can identify the gatekeepers and toll takers
- Check Box Can project political consequences of actions
- Check Box 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<br>1 | <input type="checkbox"/> Less than requirements<br>2 | <input checked="" type="checkbox"/> Meets requirements<br>3 | <input type="checkbox"/> Exceeds requirements<br>4 | <input type="checkbox"/> Far exceeds requirements<br>5 | <input type="checkbox"/> Overuses<br>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):

LEARNING PROBES:

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

*Being out in the org.*

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?

*Created support from staff      Create 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:

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 checked="" 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 checked="" 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 checked="" type="checkbox"/> Check Box <input type="text" value="Warm, welcoming behavior"/>

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 requirements 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: Jim N. 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):

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?

Review Process Software in the Works

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: 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 checked="" type="checkbox"/> Check Box	<u>Overly focused on short-term action</u>	<input 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 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
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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):

*Elimination of Cross-Walks mid-block*

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?

*Community Meetings*

*Created a Solution (with Public Safety)*

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

*Did Not address Legal (Risk Manag.)*

*Do Not Presume there is no Attachment to issues!*

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

\*Overuse:

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

NEGATIVE THEMES TO WATCH FOR:

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

POSITIVE THEMES TO LOOK FOR:

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

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

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

Nevada  
Exp.

Out of STATE  
Exp.

Transp.

**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: Jim Nichols Date: Tuesday, April 1, 2014

Questions	Overall Competency Rating					
	1 - Clearly misses requirement	2 - Less than requirements	3 - Meets requirements	4 - Exceeds requirements	5 - Far exceeds requirements	Overuses
1. Introduction	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Employee Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Customer Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Reduce Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Performance Measures	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Courts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Development/Redevelopment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Reverse Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Open Debate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Closing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Any Comments:

Applicant Name: Jim Nichols 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"?

— EDUCATION  
 — ENGINEER  
 PW DIRECTOR — WASHINGTON ST.  
 LAS VEGAS — DEPT. CITY MANAGER  
 MIDLAND, TX  
 — FAMILY LIVE IN VEGAS

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:	<u>Jim Nichols</u>	Position:	City Manager
Interviewer:	<u>219</u>	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.**

— worked w/ collective Bargaining Unit in Washington and Vegas

- productive
- Transparency
- Keep a dialogue with Collective units
- monthly meetings with collective

**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:	Jim Nichols	Position:	City Manager
Interviewer:	219	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?**

- INTERACTS with line level WORKER
- Look at 'OUR' customers for EFFICIENT work.
- TRAINING, set an expectation OF a Quality or Level of Services

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

<input type="checkbox"/> Clearly misses requirements 1	<input type="checkbox"/> Less than requirements 2	<input checked="" type="checkbox"/> Meets requirement 3	<input type="checkbox"/> Exceeds requirements 4	<input type="checkbox"/> Far exceeds requirements 5	<input type="checkbox"/> Overuses 0
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Applicant Name:	<u>Jim Nichols</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 the most effective way to reduce the cost of City personnel?**

- 'No one size fits all'
- examine current practices
- outsourcing, renegotiation of personnel

**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?**

- Set Realistic goals
- Use DATA from other cities
- Running a city like a government
- 

**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>Jim Nichols</u>	Position:	City Manager
Interviewer:	<u>J 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?**

- True separation
  - Partnership
  - design of a new court in Midland
  - work w/ judge
  - meetings
- Separation

**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:	<u>Jim Nichols</u>	Position:	City Manager
Interviewer:	<u>219</u>	Date:	April 1, 2014

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

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

*- Responsible for functions and department w/ past exp. work w/ private sector improved process internal, staff and 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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