City Manager Recruitment Guide (1999)

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CITY MANAGER RECRUITMENT GUIDE

August 20, 1999

Prepared by: Warren Nevad
Management Consultant
# City Manager Recruitment Guide

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August 20, 1999
I. Introduction:

The purpose of this project is to examine and assess MTAS management's recent roles in the selection process for a city manager. As a result of this research, a brief guide is provided herein to assist MTAS consultants with future city management selection projects. Cities use different guidelines and processes in selecting a city manager. We can agree that selecting a qualified city manager is an extremely critical task for a governing body. This decision has lasting effects and should project an open and fair hiring process to the candidates and the public. Some cities use personnel staffs or search firms to aid in the hiring of a city manager while other cities have used MTAS consultants to assist the cities with their selection.

MTAS Assistant Director Mike Tallent and Management Consultant Pat Hardy were interviewed in order to describe their recent roles in the city management selection process. They both agree that the consultant should steer and guide the council to follow a rationale systematic process to select a city manager. In addition, they caution about getting into a position where the city requests that a consultant recommends the candidate for the position. The governing body should be accountable for their hiring decision. The consultants are accountable to their client in providing a comprehensive and methodical approach for the council to hire a qualified candidate. Tallent and Hardy both agreed that a consultant must have an excellent game plan to facilitate a professional recruitment. Consultants may also desire to assist the city with screening the initial resumes and preparing interview questions and questionnaire forms. This guide contains these forms. Some of these forms may or may not be appropriate for all our clients but these tools are excellent resources. Tallent has also included a comprehensive interview itinerary for finalists. Hardy provided me a list of private firms that can produce background checks. Tallent also added that consultants must ensure that the council "sticks to the game plan" because if a search drags on the project loses effectiveness.

The best approach is to listen carefully to the governing bodies needs and develop your screening criteria to fit the city's requirements. To illustrate, weigh more criteria to a candidate with management experience with utility systems if the city has these facilities. You are trying to match the knowledge, skills and abilities of the candidate with the requirements for the position. This guide contains rating forms and other selection tools to aid consultants. Not all forms are necessary for all cities.

Common characteristics included in the selection process are defining the position's responsibility, setting a deadline to receive resumes/applications, filtering the applicants, interviewing a predetermined number of candidates, reference checks and final selection. Some cities like to workshop all screening stages and updates. Other cities delegate steps in the process to various staff, MTAS and council members. The important point is to understand your client's motivation and work together to reach an agreed upon approach to hire a new city manager.
II. Cities/MTAS Consultants: City Manager Recruitment

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<td>Mt. Carmel</td>
<td>Pat Hardy</td>
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<td>Athens</td>
<td>Mike Tallent</td>
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Project Reporting on Lotus Notes contains complete information on the creation of the city administrator position and recruitment which occurred in Ashland City.

III. Finance Director / Department Head Recruitment:

This area of recruitment can also follow the guidelines set forth in the city manager selection process. In this recruitment, consultants work with city managers or city recorders or the board depending upon the structure of the city. Sources used to advertise such positions include National League of Cities (NLC) publications, Tennessee Town and City newspaper and Government Finance Officers Association.

Sample questions for an interview are also enclosed in this packet. These questions were developed by Richard Stokes, MTAS personnel management consultant. It is important that the interviewers understand that all questions should be objective, fair and follow appropriate legal guidelines. Hardy offers training sessions to officials relating to the art of interviewing.

IV. City Manager Selection Outline:

The following outline lists the major steps of the City Management recruitment and hiring process. Hardy has followed this outline for the cities of Jellico and Jefferson City.

A. Fact Finding Meeting With The People Who Are Hiring:

Meet with the appropriate officials to determine the requirements for the position. Some cities may prefer a candidate with Tennessee experience, other cities may prefer a non-local candidate. It is important to have a set of requirements for the knowledge skills and abilities to handle the job. Determine the relevant deadline. This initial step in the selection process is an excellent opportunity to steer the board into creating and ultimately implementing a professional systematic recruitment process for a city manager. This fact finding session will also aid you to
develop the next step: position advertisement.

B. Development of the Advertisement:

The advertisement should outline the minimum qualifications for the position, a minimum explanation of the city and its services, salary range, history, etc. and a closing date for the acceptance of applications. A sample advertisement is included on page 4.

C. Development of the Job Description:

A job description should be available for the selection process. A sample is included on page 5.

D. Screening Process:

Once the application deadline is met, the screening process can commence. It is estimated that the number of applicants will range from 30 to 100. It is imperative that a well defined process be implemented to help narrow the selection down to a manageable number. The MTAS consultants’ role should be to ensure that the board or staff has a reliable instrument to follow an organized screening format. Page 8 contains a sample screening checklist. Page 9 depicts a sample scoring worksheet.

E. Generate Additional Information on about 10 candidates: (optional)

The city may desire to use a process which generates additional information about candidates. A preliminary list of 10 candidates can be generated to send out the sample letter (page 10) which invites these candidates to answer basic interview type questions listed on page 11. These exhibits were used during the city of Dandridge recruitment process organized by Pat Hardy.

F. Interview of final candidates:

The city should set up interviews with the top 3-5 candidates. Time should be allotted to interview the candidates and to tour them around the city. A sample interview itinerary on page 12 was used by Mike Tallent for the city of Athens recruitment. Pages 13 thru 27 contain samples of interview questions. These questions were used for the city of Clinton. The interview rating forms begin on page 28. Background checks should be conducted by staff or private search firms. Refer to page 31 for companies.

G. Selection of candidates:

In order to prevent embarrassment for cities, it is important to agree on all employment terms such as compensation, benefits, severance, etc. before a formal offer is made. Too many times, the board will first publicly select their candidate then try to “wrap up the details” and then their number 1 choice declines the offer. The details should be wrapped up before a final candidate is selected. In addition the “number 1 candidate” will have more bargaining leverage because the public now knows that he or she is the first choice of the city.
Town of Anywhere, Tennessee
Sample City Manager Advertisement

Anywhere, Tennessee.
City Manager. Salary range: _______-______ DOQ. #_managers since ICMA recognized in 1950. #_member commission. $$ budget including general, water, wastewater, electric and sanitation. ____ full-time employees. Independent full service city located 30 miles west of Nashville. Require bachelor's degree in related field; 5 years local government management experience; excellent communication & planning skills with sensitivity to issues of diversity & customer service. Prefer MPA. Resume & salary history to Mayor, P.O. Box 1, Anywhere, Tennessee 37920, by 1/1/00. Resumes of applicants may be subject to public disclosure.

Places to Advertise:

1. The local paper.

2. The International City/County Management Association. Fax number is (202)962-3500. Send to the attention of Mel Davis. Call him for information at: (202)962-3650.

3. Tennessee Town and City. The TML publication. Fax number is (615)255-7428. Attention Gayle Stahl. Phone # is (615)255-6416 extension 29.
City of Kingsport Job Description

CITY MANAGER

DEFINITION

This employee is responsible for the daily operation of city government activities and support services under the general supervision of the City Council. Instructions to the employee are general and the employee must routinely use independent judgement when completing tasks. The employee must consider different courses of action and sometimes deviate from standard operating procedures. The work requires frequent contact with the City Council, committees, all department heads and employees, and the general public. Must coordinate these to assure the effective and efficient operation of the city government.

EQUIPMENT AND LOCATION

The employee will operate a computer, fax machine, copier and other modern office equipment.

Work is generally indoors, but the employee must be prepared to work outdoors regardless of weather conditions when necessary. The employee may be exposed to tobacco smoke, dust, and loud noises.

ESSENTIAL FUNCTIONS OF THE JOB

Responsible for the preparation and administration of the city budget, as well as the development of documents such as the capital budget plan, personnel policies and procedures, etc.

Is responsible for the overall operation of the city and monitors the performance of all departments relative to budgets and schedules. Recommends corrective action where necessary.

Consults and cooperates with the committees of the City Council in the administration of city affairs.

Keeps the City Council informed as to departmental deficiencies especially as they relate to financial conditions, budgets, schedules, cost overruns, etc.

Reports to the City Council corrective action taken or proposed in order to bring departments or special projects and outside contracts back under budget, so they conform to schedules and cost estimates.

Prepares reports, agendas, and other information for submission to the City Council or other groups.

Prepares administrative directives and bulletins and conducts on own initiative or upon request of the Mayor or City Council analysis of administrative programs and projects confronting city operations.

Makes recommendations to the City Council for improving the quality and quantity of public services to be rendered by the officers and employees to the citizens of the city.
CITY MANAGER

Coordinates and supervises all day-to-day administrative activities and operations for each department of the city. Responsible for the hiring, promotion, termination, and discipline of city personnel.

Services, consults, cooperates, and coordinates committees and work groups in order to properly administer the affairs of the city.

May recommend specific personnel positions and/or reorganization of city administration, as may be required to meet the needs and operational requirements of the city; and may propose personnel policies and procedures for approval by the City Council.

Administers the personnel policies, and related rules and regulations as adopted by the City Council.

Coordinates all federal and/or state grants applied for and received by the city.

Acts as purchasing agent for the city in accordance with State law and purchasing policies and procedures adopted by the City Council.

ADDITIONAL EXAMPLES OF WORK PERFORMED

Keeps the Council fully advised as to the conditions and needs of the city.

Reports to the City Council the condition of all city equipment, buildings and facilities, and real estate; makes recommendations regarding repairs, replacement or improvements.

Makes recommendations to the City Council on policies and procedures for the efficient business-like operation of city government.

Recommends to the City Council the priority of programs or projects involving public works, public improvements, public safety, etc.

Performs other duties as required by the City Council.

REQUIRED KNOWLEDGE AND ABILITIES

Knowledge of municipal budgetary principles and practices.

Knowledge of the organization, functions and problems associated with municipal government operations.

Knowledge of municipal purchasing practices as required by law.

Knowledge of municipal personnel administration, including policies and procedures and federal and state laws dealing with personnel administration.

Knowledge and comprehension of governmental fund accounting and financial statements.

Knowledge of the general operations of a city government.
CITY MANAGER

Knowledge of administrative skills, practices and procedures related to effective and efficient administration of city government.

Ability to evaluate situations and make decisions in a timely manner.

Ability to study municipal operations and make recommendations to the City Council for improvements.

Ability to plan, assign, and coordinate the activities of city employees and other resources in order to achieve the most efficient and effective day to day operations.

Ability to express ideas and information clearly, concisely and convincingly both orally and in writing to staff, the governing body, and to the general public.

Ability to supervise other employees.

Ability to establish and maintain effective working relationships with the general public, employees, and elected officials. Public contact is frequent.

QUALIFICATIONS

Graduation from an accredited college or university including or supplemented by courses in accounting, business administration, political science, public administration, economics, or city management. A masters degree is desired.

A minimum of 7 years administrative experience as a City Manager in a full-service municipality.
Position of City Manager
Resume Checklist

Applicant Name: ___________________ Rater Name: ___________________

When rating each resume use the following scale: 1=lowest and 5=highest, etc. (Note: there are 50 possible points).

1. Do the resume and cover letter suggest real interest in the position? 1 2 3 4 5

2. Has the applicant had experience with the variety of services delivered by the city? 1 2 3 4 5

3. Has the applicant had experience working in a local government of comparable size, including a comparable staff size and budget? 1 2 3 4 5

4. Has the applicant worked in a similar geographic area? Is the applicant likely to be comfortable with the community? 1 2 3 4 5

5. Has the applicant had broad administrative and supervisory authority, or has the applicant’s experience focused on administering activities in specialized areas? 1 2 3 4 5

6. Has the applicant had experience working with citizen groups and appointed boards or commissions? 1 2 3 4 5

7. What is the applicant’s educational background? 1 2 3 4 5

8. Does the applicant have good tenure with most previous employers? 1 2 3 4 5

9. Does the applicant show interest in continuing professional development by participating in training programs and professional organizations? 1 2 3 4 5

10. Does the applicant’s employment history suggest a pattern of broad experience and increasing responsibility? 1 2 3 4 5
# City Manager Screening Worksheet

Councilmember name: ____________________________

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Dear City Administrator Candidate,

Thank you for applying for the position of City Administrator for the Town of Dandridge, Tennessee. We received many applications for this position.

Of the applications we received, there are approximately 10 at which we would like to take a closer look. Your application is one of these. In order to find out more about you and your management style, we have enclosed a list of 5 questions we would like you to complete and return to us no later than __________, 1998. Based on these responses, we will select a small number of applicants whom we would like to bring to Dandridge to interview.

Simply write or type your responses in the space provided. And please feel free to call if you have any questions.

In the meantime, I again want to thank you for your interest in the position of City Administrator. We look forward to receiving your responses so that we can learn more about you.

Sincerely,

Mayor David C. Jones

enc: City Administrator Applicant Questionnaire
Town of Dandridge: City Administrator Applicant Questionnaire

Please complete the following questionnaire in order that we can learn more about you.

1. How does this position relate to your long-term career goals?

2. What would you do if the City Council adopted a policy with which you disagreed?

3. What aspects of your education and experience have prepared you to be the City Administrator in Dandridge?

4. Describe the leadership responsibilities and opportunities inherent in the position of City Administrator:

5. Describe your management philosophy and style:
Sample Itinerary

5:30 - 6:30 p.m. Reception
6:30 p.m. Dinner with council

Next Day
8:30 a.m. Tour of city with council
10:00 a.m. Tour city hall
12:00 p.m. Lunch with council
1:00 p.m. Interview with candidate

Note: this itinerary is for each finalist
SUGGESTED QUESTIONS FOR INTERVIEW COMMITTEE MEMBERS

CORE QUESTIONS:

OPEN THE INTERVIEW (Initial Questions):

C0001  _(FIRST NAME)_, what is your full name?

C0003  Would you briefly relate your educational background?

C0004  What is your current employment status?

C0005  Would you briefly summarize your work history?

C0006  Why are you interested in a new position at this time?

C0007  When would you be available to begin work in a new position?

CONTINUING EDUCATION

CE001  To what professional associations do you belong?

CE002  Do you hold or have you held an office in a professional association?

CE003  What courses, seminars or training programs have you completed during the past year?

CE004  Do you plan to pursue an advanced degree and why?

CE005  What have you done recently to further the development of your own career?

CE006  What are your plans for future study?

CE007  What industry-related publications do you regularly read?

CE008  How do you stay current with the new techniques in your field?

CE009  What future conventions or seminars are you aware of that are industry related and worthwhile for you to attend?

CE010  What are your plans for future training?
EXECUTIVE ADMINISTRATIVE AND MANAGERIAL

General

EX001 Describe the organizational chart of your most recent place of employment and tell me where you fit in.

EX002 How would you describe your approach to managing people?

EX003 Please describe your experience in long range planning.

EX004 What is the biggest budget you have ever been responsible for?

EX005 Describe the personnel in your most recent department in terms of numbers and job categories?

EX006 What criteria do you use in selecting employees for your department?

EX008 What experience have you had using a microcomputer?

EX009 What microcomputer software applications are you familiar with?

EX010 How much do you think it cost to hire and train a new secretary?

EX011 What is your attitude about employee turnover?

EX012 Describe your approach to getting a job done.

EX013 What is your experience with a formal performance appraisal program?

EX014 When are employees most vulnerable to turnover?

EX022 What types of positions have been under your jurisdiction?

EX023 Most of us have one or more new concepts, projects, or innovations that we are especially proud of creating. Can you describe one such innovation of your own?

EX024 What things might interfere with your effectiveness as a manager?

EX025 What kind of manager gets you to put forth your best performance?

EX026 What do you think of an "open door policy" for employees as a supervisory technique?
How effective do you think management can really be today in motivating employees?

What is your own personal planning process that works for you?

Do you believe in any particular, time management method?

How have you improved in your planning recently?

Please give me some examples of important decisions you have had to made.

Please describe your decision-making process.

When you have a difficult decision to make, with whom do you consult?

Which decisions come easy and which ones are more difficult for you?

Sometimes we make a decision that we would like to take back. Any such examples from your experience?

What was your worst business decision and how did you react to it?

Most of us become better decision makers as we gain experience. How have you improved your decision-making?

Describe any experience you have had with a major personnel expansion or reduction-in-force?

How many immediate subordinates have you hired in the last few years?

What is your selection technique for hiring subordinates?

How would you rate your success in hiring subordinates?

How many immediate subordinates have you terminated from their jobs recently?

How do you go about terminating an employee?

How would your employees describe you as a manager?

How do you delegate to your subordinates?
**Accounting and Audit**

EX052  Describe your participation in preparing annual reports.

EX053  Describe your participation in preparing income tax reports.

EX054  Describe your participation in preparing balance sheets and income statements.

EX055  What is your background in cost accounting?

EX056  Tell about any accounting system you have helped develop.

EX057  What experience you had with computers?

EX058  Tell me how you felt about being responsible for office management.

EX072  What types of budgets and other financial forecasts have you prepared?

EX073  What specific studies and forecasts have you put together in cash flow or inventory control analysis?

EX074  What types of studies and forecasts have you done?

EX076  Please tell me about several different types of budgets for which you have been responsible.

EX087  What range of job classifications have you recruited?

**Human Resources**

EX088  Please list some sources of recruitment that you have employed.

EX089  Which recruitment source produced the best results for you?

EX090  How much, on the average, would you estimate that it costs to recruit a police officer?

EX091  What is your opinion about the effectiveness of recruitment agencies versus their cost to the employer?

EX092  What are the pros and cons of using testing as an employee selection tool?

EX093  Tell me about your experience in dealing with labor unions.
What is your experience in contract negotiations, grievance procedure and arbitration?

Tell me about a suggestion program you administered.

Tell me about an employee newsletter you published.

Tell me about an Employee Assistance Program you set up.

Tell me about any employee recreational programs you have established.

What specific steps would you take to get at the cause of an employee morale problem?

What specific steps would you take to get at the cause of an employee morals problem?

What is your experience with risk management?

How would you minimize your city's exposure to loss from work-related injuries?

What role have you played in determining or negotiating a complete benefits package?

In your most recent position, what percentage of salary did your benefits package represent?

How do you think the employer's method of providing health insurance will change in the next five years?

What, in your opinion, should be included in an employee benefit package.

Specifically, how have you searched for minority candidates and how successful were you.

What is your feeling about the value of affirmative action plans?

What pro-active steps have you taken to recruit and upgrade job opportunities for minorities and women?

What training programs have you developed to help line supervisors meet their responsibilities in equal employment opportunity and affirmative action?

Tell me about your experience administering self-insured coverage.
Briefly describe the pension and profit-sharing plans you have worked with.

EX113 How have you kept employees informed of the value of their benefit plan as well as changes in it?

EX114 For which personnel and payroll records have you been responsible?

EX115 How familiar are you with computerized record systems?

EX116 For what job categories have you written job description?

EX119 What is your approach to management development training?

EX120 How do you perform a training needs assessment?

EX121 Please describe any training programs you have developed and administered.

EX122 How do you select community and campus-based training programs for your employees?

EX123 Describe the best training program you have been involved with and tell me how the results were measured?

EX124 In which specific skill areas have you conducted training?

EX125 In your last position, how did you assess the need for training programs?

EX126 What programmed instruction packages have you employed?

EX127 Tell me about any experience you have that includes work with training packages for the microcomputer.

EX128 Which audiovisual media have you used in your training work?

EX129 Describe your own platform experience.

EX131 What methods would you employ to upgrade the skills of your employees?

Marketing, Advertising and Public Relations

EX168 What is your public speaking background?

EX169 With what news media have you dealt most often?
Tell me about your approach when dealing with the news media.

What has been your most important contribution to the public image of an employer?

Describe your most difficult public relations assignment and how you handle it.

What is your understanding of the term "targeted marketing?"

What experience do you have in negotiating and awarding contracts?

Tell me about a large contract you negotiated.

When might you recommend the cancellation of a contract?

How much authority have you had to purchase goods on your own?

What criteria do you evaluate before you make a purchasing decision?

What sources have you used to find items to purchase and how did you develop these sources?

Please list the major product lines which you have purchased.

Supervision

What has been your procedure for interviewing and hiring people?

What do you look for in a prospective employee?

In your most recent position, what was your responsibility for hiring your own people?

Describe your method of coaching your employees.

Explain how employee turnover in your department can sometimes be positive.

What is your attitude about carrying out management policy that you or your people don't believe in?

In your opinion, what is the importance of the position of front-line supervisor to the success of the city?

What are the differences, if any, in being a supervisor in a union versus a nonunion
What is your approach to dealing with the union?

What are the advantages and disadvantages of a formal grievance procedure?

How many first-step grievances have you been involved with in a typical year?

What was your success rate for solving grievances at your level?

What is your track record with grievances that have reached an advanced stage?

What do you think about the need for labor union if management is capable and responsive?

What are the three most important attributes of a successful line supervisor?

What is the largest number of people you have supervised?

What is your experience with supervising other supervisors or other shifts?

What job categories have you supervised?

In your most recent position, how did you approach discipline and morale in your department?

Tell about the program of training you provided for your employees in your most recent position.

What is the largest staff you have supervised and what was the nature of their jobs?

PERSONALITY QUESTIONS

What are your strongest personal assets?

In which areas of your work are you generally complimented?

In which areas of your work are you generally criticized?

Do you enjoy sports as a spectator or participant?
PC007  What are your own special abilities?
PC008  Would you prefer a large or a small city and why?
PC009  What kind of work interests you the most?
PC010  How much of your day should be devoted to routine work?
PC011  How hard are you willing to compete to get ahead?
PC012  Please give me an example of your competitiveness?
PC013  What do you think it will take to be successful in a city like this one?
PC014  What is unique about yourself?
PC015  Do you usually "tell it like it is" or do you like to be diplomatic?
PC016  Tell me why you enjoy either team or individual sports.
PC017  When you work under close supervision, how do you react?
PC018  What did you enjoy most about your most recent job?
PC019  What did you enjoy least about your most recent job?
PC020  What are some things you wish to avoid in your next job?
PC021  What relationship should exist between a supervisor and or her subordinates?
PC022  In your most recent position, how closely did you work with other employees in your department?
PC023  Explain why you would prefer to work either alone or with others.
PC024  What characteristics do you admire in others?

**Honesty and Candor**

PC026  What would your present or previous supervisor say is your weakest area?
PC027  How would you describe yourself?
How would your close friends describe you?

Why should this employer hire you?

Why are you interested in this position?

What have you learned from your mistakes?

Do you feel you can work for someone who is not as smart or experienced as you are?

A variety of positions often become available in this city. What would you really like to do?

What would you do if you observed a fellow employee stealing from the city?

What are your feelings about an employee stealing from an employer?

Could you ever justify an employee stealing from his employer?

What is your attitude about padding your expense account?

What particular professional advantages do you feel you will gain by working for this city?

What prompted your decision to apply for employment with this city?

What prompted your decision to leave your most recent employer?

What would your previous supervisors say are your best assets?

Motivation

How close are you to reaching your potential?

What motivates you to put forth your greatest effort?

Have you ever considered going into business for yourself?

Tell me why you feel you have supervisory potential.

How would you describe your own standards of performance?
PCO49  In your most recent job, what did you spend most of your time doing?
PCO50  How many hours a week do you think a person should spend on his job?
PCO51  How do you feel about your career progress to date?
PCO52  Tell me about yourself . . . how did you get into this line of work?
PCO53  What other goals, not related to career, have you set for yourself?
PCO54  What do you think you will be doing five years from now?
PCO55  Specifically, how do you plan to achieve your career goals?
PCO56  What do you expect to be earning in two years?
PCO57  What do you think it will take for you to be successful in a city like this one?
PCO58  What is your number one, long range professional goal?
PCO59  What have you done in the last two years to advance toward your ultimate professional goal?
PCO60  What is your plan for achieving your long range
PCO61  How does this position fit into your long range professional planning?
PCO62  What kind of supervision do you respond best to and why?
PCO63  How do you spend your unassigned work time?

Organization

PCO64  How important is attention to detail?
PCO65  Do you work best from a plan or in response to deadlines, and why?
PCO66  How organized are you about your work?
PCO67  How do you plan your day at work?
PCO68  Tell me how you go about making a list of things to accomplish at work.
PC069 What is your attitude about management systems?
PC070 How do you schedule your daily activities?
PC071 How do you determine the priorities for your day's activities?
PC072 What is your system for keeping track of appointments and meetings?
PC073 How do you stay current with the new techniques in your field?
PC074 Describe to me your procedures for generating regularly scheduled reports?

Resourcefulness

PC075 What can you tell me about the city and position for which you are applying?
PC076 Tell me how you have worked out some of the problems you have faced in dealing with co-workers.
PC077 What have you learned about this city?
PC078 To whom did you go for help and counsel when you encountered a tough job problem?
PC079 Give an example of how you work independently without close supervision.
PC080 What changes did you make in your most recent job during the time you held it?
PC081 If you could have offered one suggestion to management in your most recent job, what would it have been?
PC082 When given an unfamiliar job responsibility, what do you do?

Stability and Dependability

PC083 Have you ever changed your career and why?
PC084 Please cite an example of when you might get impatient with people at work.
PC085 Are there any personal circumstances which would limit your ability to take on this job at this time?
PC086 Please describe your personal record of punctuality and dependability.
PC089 How has your career path changed over the last two or three years?

PC090 How close are you to the career path that is most suited to you?

PC091 What average length of time do you feel an individual should stay with an organization?

PC092 What elements do you consider when contemplating a job change?

PC094 What are your other professional interests?

**Value System**

PC095 How has your family influenced your choice of career?

PC096 What is more important to you, the money or the job?

PC097 Give me your idea of the perfect supervisor.

PC098 What qualifications would you look for if you had to hire someone to fill this position for which you are interviewing?

PC099 What do you think is going to make the difference between success and failure in this job?

PC100 What is your definition of personal success?

PC101 How do you evaluate a prospective employer?

PC102 What are two things which are very important to you in a job?

PC103 What would you say are the milestones in your life up till now?

PC104 What do you really want out of life?

PC105 What do you feel are your primary responsibilities to your employer?

PC106 What do you see as your responsibility to yourself as an employee?

PC107 Given the choice between two employers offering the same pay and position, what would determine your choice?
### PREVIOUS AND PRESENT EMPLOYMENT

<table>
<thead>
<tr>
<th>PE001</th>
<th>Specifically, what accomplishments from your background prepare you for this position?</th>
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</thead>
<tbody>
<tr>
<td>PE002</td>
<td>What has been your biggest contribution to your most recent employer?</td>
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<tr>
<td>PE003</td>
<td>What tangible, measurable effect did your work have on your most recent employer's bottom line?</td>
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<tr>
<td>PE004</td>
<td>What is your opinion of your most recent supervisor?</td>
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<td>PE005</td>
<td>How do you feel about your current or previous employer?</td>
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<tr>
<td>PE006</td>
<td>On a scale of 1 to 10, where would you rank your current or most recent job?</td>
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<tr>
<td>PE007</td>
<td>What is your favorite story about a previous job experience?</td>
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<tr>
<td>PE008</td>
<td>What have you learned from some of the jobs you have held?</td>
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<tr>
<td>PE009</td>
<td>Please describe the recommendation you would receive from your most recent supervisor.</td>
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<tr>
<td>PE010</td>
<td>Describe how you handled a situation where you had a personality clash with a fellow employee.</td>
</tr>
<tr>
<td>PE011</td>
<td>In your most recent position, please describe the specific operating results you achieved.</td>
</tr>
<tr>
<td>PE012</td>
<td>In your most recent job, were there any special obstacles you had to overcome to get results?</td>
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<tr>
<td>PE013</td>
<td>What did you learn from your most recent employer that was valuable?</td>
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<tr>
<td>PE014</td>
<td>What were the negatives about your most recent position?</td>
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<tr>
<td>PE015</td>
<td>In your most recent position, what results didn't meet your expectations?</td>
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</table>
PHYSICAL HEALTH

PH001 Do you have any physical condition or handicap which may limit your ability to perform the job applied for and if you do, what can be done to accommodate your limitation?

PH002 What is your attitude about physical conditioning?

PH003 What can an employer do to help safeguard an employee's health?

PH004 What do you do to safeguard your health?

PH005 How do you go about handling stress?

SALARY

SY001 What kind of starting salary do you expect?

SY002 What salary expectation do you have for this job position over the long term?

SY003 What is the salary range for your current or most recent job?

SY004 Please describe your total compensation package on your most recent job.

SY005 What are you currently earning?

SY006 Are you considering any job offers at this time, and at what salary levels?

SY007 What was your highest salary on your most recent job?

CLOSE THE INTERVIEW (Final Question):

C0008 Is there anything more you would like to say about yourself with regard to this job position?

FINAL STATEMENT

C0009 Thank you very much for your cooperation.
INTERVIEW ASSESSMENT (RATING) FORM

DIRECTIONS: Carefully evaluate each of the factors separately. Before assigning any rating, refer to any documentation notes or comments which you have written during this interview. Be sure that the statement you check is consistent with the notes you have kept on the applicant.

Name of Applicant ____________________________

<table>
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<tr>
<th>A. Oral Communication Skills</th>
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</table>

Does the applicant express ideas or information clearly, concisely and demonstrate the ability to listen carefully to others?

4 - Speaks clearly and to the point, using proper grammar;
3 - Digresses slightly from the point, but answers completely with only minor speaking or grammatical errors;
2 - Responds in both unorganized and difficult to understand manner because of speaking or grammatical errors;
1 - Misses the points in most questions with either rambling or incomplete answers that were difficult to understand because of speaking or grammatical errors.

<table>
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<th>B. Service Orientation</th>
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</table>

Does the applicant demonstrate the ability and willingness to help subordinates learn and progress in their job, and generally reach their highest level or achievement?

4 - Develops employees to full potential, effectively coordinating employee development with organizational goals;
3 - Coaches or instructs others adequately on all major aspects of their job;
2 - Sometimes fails to instruct subordinates and neglects necessary additional training;
1 - Is often unable to coach or instruct others because of inadequate knowledge or ineffective communication skills.
### C. Motivation

Does the applicant make efforts to improve his/her knowledge or skills?

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<tr>
<td>Outstanding motivation and energy in seeking out and utilizing opportunities;</td>
<td>Seeks out opportunity to improve self;</td>
<td>Usually accepts opportunities pointed out if such involves little extra effort;</td>
<td>Shows little desire to take advantage of opportunities.</td>
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</table>

### D. Intelligence

Does the applicant understand instructions and directions?

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<th>1</th>
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<tbody>
<tr>
<td>Grasps concepts and ideals quickly, accurately, and completely and apply information to solve problems;</td>
<td>Understands the main points of information and apply them correctly;</td>
<td>Very slow to grasp concepts and ideals and apply information to solve problems;</td>
<td>Misunderstands in spite of detailed information.</td>
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</tbody>
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### E. Personality

Is the applicant effective in his/her contact with others using tact, self-control, and judgement?

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</thead>
<tbody>
<tr>
<td>Outstanding in contacts with people even in difficult situations, frequently generating positive opinions;</td>
<td>Handles routine personal relations with tact and discretion;</td>
<td>Handles routine contacts with fair success, may not be overly tactful, but rarely loses self-control;</td>
<td>Frequently creates negative opinions and sometime disrupts fellow employees, Behavior is the subject of frequent complaints.</td>
</tr>
</tbody>
</table>
### F. Knowledge, Skills and Abilities

What is the depth, currency and breadth of the knowledge required by the applicant to perform the job?

- **4** - Understands all the duties and/or skills necessary for the job;
- **3** - Appears comfortable dealing with complex assignments and understand the possess a basic knowledge of the position;
- **2** - Appears to rely solely on assignments of duties and coaching from superiors about basis job responsibilities;
- **1** - Lacks an understanding and/or knowledge of the positions and may be unable to perform the basic job duties.

### G. Team Work and Leadership Potential

Is the applicant able to contribute to the cohesiveness and effectiveness of work groups?

- **4** - Consistently provided informal leadership in groups and was often called upon to improve group effectiveness;
- **3** - Made positive contributions to work groups and cooperated in attaining common group goals;
- **2** - Sometimes failed to make positive contributions, at times did not carry own share of the responsibility;
- **1** - Frequently engaged in disruptive behavior, never contributed to effectiveness of work groups.

**COMMENTS:**

Signature of Interviewer ______________________

Date ______________________
Firm Name: Slavin Management Consultants, Inc.

Location/Phone: Norcross, Georgia - (770) 449-4656

Contact Person: Bob Slavin

Number of Years in the City Management Recruitment Business: 19 (12 since incorporated as Slavin Inc) - Have conducted over 400 public administration searches, approximately 200 of these for City Manager. No searches in Tennessee.

Cost: $20,000 (average). Based on hourly rate with cap, plus expenses.

Time Frame: About 4 months.

Process:
- Meet with City Council and some staff for interviews.
- Review of the community
- Develop job description and advertisement
- Develop list of criteria for assessment with the City Council
- Conduct the search via advertisement and recruitment
- Council may add to list included in the search
- Generate a list of 15-20 for further consideration
- Visit 15-20 list at their place of employment - Slavin interviews them
- Develop list of 5-7 for City Council interviews
- Conduct background checks on these 5-7 - includes past 3 positions and past 10 years activities
- Assist Council with interview process (Slavin will be present during interviews)
- Assist with negotiation of package and actual hiring
- If no candidates are selected, then the process continues until a suitable candidate is selected (note: this has happened to their firm less than 10 times)

My Rating Based on Interview: 2nd out of 9
Firm Name: The PAR Group

Location/Phone: Lake Bluff, Illinois - (847) 234-0005

Contact Person: Pam Maloney

Number of Years in the City Management Recruitment Business: 25 - Have conducted hundreds of City Manager searches. No searches in Tennessee.

Cost: $20,000 (average). Based on flat rate of $12,000 - $14,000, plus expenses for travel background checks, announcements, etc..

Time Frame: About 4 months.

Process:
- Meet with City Council and some staff for interviews.
- Review of the community
- Develop a “recruitment profile” and advertisement
- Conduct the search via advertisement and recruitment
- Council may add to list included in the search
- Generate a list of 8-12 for further consideration - meet with Council in Kingsport to review the list and candidate information
- Select 6 or so to interview with the City Council
- Conduct background checks on these 6
- Assist Council with interview process (they will be present during interviews)
- Assist with negotiation of package and actual hiring

My Rating Based on Interview: 5th out of 9
**Firm Name:** The Brimeyer Group, Inc.

**Location/Phone:** Hopkins, Minnesota - (612) 945-0246

**Contact Person:** Pam Wunderlich or Jim Brimeyer

**Number of Years in the City Management Recruitment Business:** 7 years plus 4 years with another firm. Most searches in Minnesota or Iowa. No searches in Tennessee.

**Cost:** $20,000 (average). Based on flat rate of $13,500, plus expenses including travel, etc.

**Time Frame:** About 4 months.

**Process:**
- No information sent

**My Rating Based on Interview:** 9th out of 9
Firm Name: Jensen and Cooper

Location/Phone: Bellevue, Washington - (425) 637-5656

Contact Person: Tera Adams

Number of Years in the City Management Recruitment Business: 13 years. No searches in Tennessee.

Cost: $21,500 - $25,500 (average). Based on flat rate plus expenses.

Time Frame: About 5-6 months.

Process:
- Meet with City Council and some staff for interviews.
- Review of the community
- Develop “job specification” and advertisement
- Conduct the search via advertisement, mail-out to about 400 potential candidates, telephone sourcing, and other recruitment
- Council may add to list included in the search
- Screen candidates and Jensen interview over the phone
- Meet with Council to develop a list of 6-10
- Visit 6-10 list at their place of employment - Jensen interviews them
- Develop a summary of these for Council and develop list of candidates to interview (about 2-4)
- Conduct reference checks on these
- Assist Council with interview process (Jensen may or may not be present depending on Council preference)
- Assist with negotiation of package and actual hiring

My Rating Based on Interview: 8th out of 9
Firm Name: David M. Griffith and Associates.

Location/Phone: Illinois, but 35 offices nationwide - 1-800-291-9270 ext 129

Contact Person: Mike Casey

Number of Years in the City Management Recruitment Business: 6 (15 for some staff with other firms). No searches in Tennessee.

Cost: $17,500 (average). Based on flat rate plus expenses.

Time Frame: About 4-5 months.

Process:
- Meet with City Council and some staff for interviews.
- Review of the community
- Develop "job profile" and advertisement
- Develop marketing plan
- Conduct the search via advertisement and recruitment
- Council may add to list included in the search
- Generate a list of 15-20 whom Mike Casey will interview
- Develop list of 5-7 for City Council interviews, with a report on each
- Conduct background checks on these 5-7
- Assist Council with interview process (Mike will be present during interviews)
- Assist with negotiation of package and actual hiring

My Rating Based on Interview: 1st out of 9
Firm Name: Norman Roberts and Associates

Location/Phone: Los Angeles, CA - (310) 552-1112

Contact Person: Norm Roberts

Number of Years in the City Management Recruitment Business: 29 years. Conducted over 400-500 City Manager searches. No searches in Tennessee.

Cost: $25,000 (average). Based on flat rate plus expenses.

Time Frame: About 5 months.

Process:
- Meet with City Council and some staff for interviews.
- Review of the community
- Develop “recruitment profile”
- Conduct the search via advertisement and recruitment
- Council may add to list included in the search
- Generate a list of 15-20 for further consideration
- Norm Roberts interviews the 15-20 list and conducts background checks on them
- Develop list of 5-7 for City Council interviews
- Assist Council with interview process (Norm Roberts will be present during interviews)
- Assist with negotiation of package and actual hiring

My Rating Based on Interview: 4th out of 9
Firm Name: The Oldani Group

Location/Phone: Belluvue, Washington - (425) 451-3938

Contact Person: Andrea Oldani

Number of Years in the City Management Recruitment Business: 18 years. No searches in Tennessee.

Cost: $30,500 - $32,500 (average). Based on flat rate plus expenses.

Time Frame: About 4-6 months.

Process:
- Meet with City Council and some staff for interviews.
- Review of the community
- Develop “position profile” and advertisement
- Conduct the search via advertisement, mailings, and recruitment
- Council may add to list included in the search
- Generate a list of 15-25 for further consideration
- Meet with Council and reduce the list to 10-12
- Oldani meets with each of the 10-12 and generates a report for Council
- Council decides on 4-6 interviews
- Conduct academic and reference checks on these 4-6 (a separate firm can be hired to do credit and criminal checks)
- Assist Council with interview process (Oldani will be present during interviews)
- Assist with negotiation of package and actual hiring
- There is a 2-year guarantee with the Oldani firm

My Rating Based on Interview: 6th out of 9
Firm Name: The Mercer Group, Inc.

Location/Phone: Atlanta- (770) 551-0403

Contact Person: Jim Mercer

Number of Years in the City Management Recruitment Business: 27 (since 1981 with this firm). No searches in Tennessee.

Cost: $17,500 (average). Based on flat rate plus expenses.

Time Frame: About 4 months.

Process:
- Meet with City Council and some staff for interviews.
- Review of the community
- Develop “position profile” and advertisement
- Conduct the search via advertisement and recruitment
- Council may add to list included in the search
- Screen candidates based on “position profile”
- Generate a list of 12-15 for further consideration
- Conduct background checks
- Develop list of approximately 5 for City Council interviews
- Assist Council with interview process (Mercer will be present during interviews)
- Assist with negotiation of package and actual hiring

My Rating Based on Interview: 3rd out of 9
Firm Name: Ralph Anderson and Associates

Location/Phone: Dallas, Texas - (214) 956-7097

Contact Person: Chuck Rohr

Number of Years in the City Management Recruitment Business: 26 years. Have conducted over 300 City Manager searches. No searches in Tennessee.

Cost: $21,500 (average). Based on flat rate plus expenses.

Time Frame: About 4-5 months.

Process:
- Meet with City Council and some staff for interviews.
- Review of the community
- Develop “job profile” and advertisement
- Conduct the search via advertisement, mailings, and recruitment
- Council may add to list included in the search
- Generate a list of 10-15 for further consideration
- Visit 15-20 list at their place of employment - Rohr interviews them
- Develop list of 5-7 for City Council interviews
- Conduct reference and academic checks on these 5-7
- Assist Council with interview process (Rohr will be present during interviews)
- Conduct criminal and credit checks on top candidates
- Assist with negotiation of package and actual hiring

My Rating Based on Interview: 7th out of 9
V. Conclusion:

Hopefully, this guide will provide useful information for your assistance with our clients. The selection of a bonafide candidate is worth the time and money invested in a professional recruitment.

We would like to express our appreciation to Armintha Loveday, Mike Tallent, Kirk Bednar, Pat Hardy and Richard Stokes for their assistance.