

City of Norris

City Manager Interview

CANDIDATE:

Motivation

1. Tell me about yourself and why you are interested in this job.

2. Question: How does this job fit into your career path?
Follow up: How long do you plan to stay in this job?

Scale

1. Did not answer question, was too brief, was too long winded, only talked to the person who asked the question, failed to understand the question and did not ask for clarification; asked no questions of you, unprofessional attire, unprepared; no eye contact.
2. Only partially answered the question; went no farther to explain responses or went too far and got off track, failed to understand the question but asked for clarification yet still missed it; blew smoke to mask not knowing the answer; asked no questions of you, dressed nicely but not professionally, partial eye contact.
3. Answered the question but went no farther to explain it; admitted to not knowing the answer but did okay once given clarification, stayed on track in answering; asked procedural questions; dressed in business casual attire; maintained eye contact with the questioner and one or two others nearby.
4. Had appropriate answers for most of the questions yet admitted when he or she didn't know the answer and vowed to find it; had appropriate responses; asked relevant questions for you; dressed professionally but not in a suit; maintained good eye contact.
5. Maintained excellent eye contact, smiled, asked for clarification when needed, read you to know when you'd had enough of a response, answered the question without going overboard, had well thought out questions for you; dressed in a professional suit.

SCORE: _____

City of Norris

City Manager Interview

Basic Skills

3. What are your qualifications for the job?

4. Question: Do you know how to communicate by email and use Microsoft office products such as Excel, Word, Power Point?
Follow up: Please explain the computer software programs you are familiar with and the level of your expertise with each.

Scale

1. Did not answer question, was too brief, was too long winded, only talked to the person who asked the question, failed to understand the question and did not ask for clarification; asked no questions of you, unprofessional attire, unprepared; no eye contact.
2. Only partially answered the question; went no farther to explain responses or went too far and got off track, failed to understand the question but asked for clarification yet still missed it; blew smoke to mask not knowing the answer; asked no questions of you, dressed nicely but not professionally, partial eye contact.
3. Answered the question but went no farther to explain it; admitted to not knowing the answer but did okay once given clarification, stayed on track in answering; asked procedural questions; dressed in business casual attire; maintained eye contact with the questioner and one or two others nearby.
4. Had appropriate answers for most of the questions yet admitted when he or she didn't know the answer and vowed to find it; had appropriate responses; asked relevant questions for you; dressed professionally but not in a suit; maintained good eye contact.
5. Maintained excellent eye contact, smiled, asked for clarification when needed, read you to know when you'd had enough of a response, answered the question without going overboard, had well thought out questions for you; dressed in a professional suit.

SCORE: _____

City of Norris City Manager Interview

Norris Community Knowledge

5. Question: Are you aware of the antipathy between Norris and its neighbors in northeast Anderson County?
Follow-up #1 How would you approach working with Clinton over the Urban Growth Boundary issues around the I-75 Exit 122 area?
Follow-up #2 Is there a way you might approach residents in the Bethel area to attract them to joining the city of Norris through annexation?
6. What do you see as the role of city government in a small city like Norris in keeping the cost of government down while providing essential services to residents?

Scale

1. Did not answer question, was too brief, was too long winded, only talked to the person who asked the question, failed to understand the question and did not ask for clarification; asked no questions of you, unprofessional attire, unprepared; no eye contact.
2. Only partially answered the question; went no farther to explain responses or went too far and got off track, failed to understand the question but asked for clarification yet still missed it; blew smoke to mask not knowing the answer; asked no questions of you, dressed nicely but not professionally, partial eye contact.
3. Answered the question but went no farther to explain it; admitted to not knowing the answer but did okay once given clarification, stayed on track in answering; asked procedural questions; dressed in business casual attire; maintained eye contact with the questioner and one or two others nearby.
4. Had appropriate answers for most of the questions yet admitted when he or she didn't know the answer and vowed to find it; had appropriate responses; asked relevant questions for you; dressed professionally but not in a suit; maintained good eye contact.
5. Maintained excellent eye contact, smiled, asked for clarification when needed, read you to know when you'd had enough of a response, answered the question without going overboard, had well thought out questions for you; dressed in a professional suit.

SCORE: _____

City of Norris

City Manager Interview

Managing Conflict

7. Set-up: Citizens are very involved in this community and many have different perspectives. Have you ever been in a position where two people wanted you to take opposite positions on the same subject?
 Question: Please tell me about the subject.
 Follow-up: How did you decide which side to take and still maintain objectivity and fairness?
8. Please tell me about one mistake you made in a previous job and how you handled it.

Scale

- 1 Did not answer question, was too brief, was too long winded, only talked to the person who asked the question, failed to understand the question and did not ask for clarification; asked no questions of you, unprofessional attire, unprepared; no eye contact.
2. Only partially answered the question; went no farther to explain responses or went too far and got off track, failed to understand the question but asked for clarification yet still missed it; blew smoke to mask not knowing the answer; asked no questions of you, dressed nicely but not professionally, partial eye contact.
3. Answered the question but went no farther to explain it; admitted to not knowing the answer but did okay once given clarification, stayed on track in answering; asked procedural questions; dressed in business casual attire; maintained eye contact with the questioner and one or two others nearby.
4. Had appropriate answers for most of the questions yet admitted when he or she didn't know the answer and vowed to find it; had appropriate responses; asked relevant questions for you; dressed professionally but not in a suit; maintained good eye contact.
5. Maintained excellent eye contact, smiled, asked for clarification when needed, read you to know when you'd had enough of a response, answered the question without going overboard, had well thought out questions for you; dressed in a professional suit.

SCORE: _____

City of Norris

City Manager Interview

Experience

9. What do you think you bring to this job that others might not?
10. Set Up: Have you ever had an employee bring religion into the workplace?
Question: (If yes) Please tell me about the situation and how you dealt with it.
(If no) Please describe to me how you would ask an employee to refrain from what could be considered free speech?
Follow-up: What would you do if the employee threatened a lawsuit?

Scale

1. Did not answer question, was too brief, was too long winded, only talked to the person who asked the question, failed to understand the question and did not ask for clarification; asked no questions of you, unprofessional attire, unprepared; no eye contact.
2. Only partially answered the question; went no farther to explain responses or went too far and got off track, failed to understand the question but asked for clarification yet still missed it; blew smoke to mask not knowing the answer; asked no questions of you, dressed nicely but not professionally, partial eye contact.
3. Answered the question but went no farther to explain it; admitted to not knowing the answer but did okay once given clarification, stayed on track in answering; asked procedural questions; dressed in business casual attire; maintained eye contact with the questioner and one or two others nearby.
4. Had appropriate answers for most of the questions yet admitted when he or she didn't know the answer and vowed to find it; had appropriate responses; asked relevant questions for you; dressed professionally but not in a suit; maintained good eye contact.
5. Maintained excellent eye contact, smiled, asked for clarification when needed, read you to know when you'd had enough of a response, answered the question without going overboard, had well thought out questions for you; dressed in a professional suit.

SCORE: _____

City of Norris

City Manager Interview

Leadership

11. Do you consider your management style to be most like a commander or a coach? Please explain your response.

12. In this job no two days are alike, and even though you have a to-do list for the day, a telephone call can change everything. How do you take care of the phone call and still get your other work done?

Scale

1. Did not answer question, was too brief, was too long winded, only talked to the person who asked the question, failed to understand the question and did not ask for clarification; asked no questions of you, unprofessional attire, unprepared; no eye contact.
2. Only partially answered the question; went no farther to explain responses or went too far and got off track, failed to understand the question but asked for clarification yet still missed it; blew smoke to mask not knowing the answer; asked no questions of you, dressed nicely but not professionally, partial eye contact.
3. Answered the question but went no farther to explain it; admitted to not knowing the answer but did okay once given clarification, stayed on track in answering; asked procedural questions; dressed in business casual attire; maintained eye contact with the questioner and one or two others nearby.
4. Had appropriate answers for most of the questions yet admitted when he or she didn't know the answer and vowed to find it; had appropriate responses; asked relevant questions for you; dressed professionally but not in a suit; maintained good eye contact.
5. Maintained excellent eye contact, smiled, asked for clarification when needed, read you to know when you'd had enough of a response, answered the question without going overboard, had well thought out questions for you; dressed in a professional suit.

SCORE: _____

City of Norris

City Manager Interview

Planning

13. What do you see as the threats and opportunities facing Norris?
14. Set up: Which of these two quotes do you agree with more? “Delay is preferable to error.”— Thomas Jefferson or “Defer no time, delays have dangerous ends.” — William Shakespeare.
- Question: Please tell me about a time when you made a snap decision that did not turn out well or when you took too long to make a decision.
- Follow-up: How did you correct the situation?

Scale

1. Did not answer question, was too brief, was too long winded, only talked to the person who asked the question, failed to understand the question and did not ask for clarification; asked no questions of you, unprofessional attire, unprepared; no eye contact.
2. Only partially answered the question; went no farther to explain responses or went too far and got off track, failed to understand the question but asked for clarification yet still missed it; blew smoke to mask not knowing the answer; asked no questions of you, dressed nicely but not professionally, partial eye contact.
3. Answered the question but went no farther to explain it; admitted to not knowing the answer but did okay once given clarification, stayed on track in answering; asked procedural questions; dressed in business casual attire; maintained eye contact with the questioner and one or two others nearby.
4. Had appropriate answers for most of the questions yet admitted when he or she didn't know the answer and vowed to find it; had appropriate responses; asked relevant questions for you; dressed professionally but not in a suit; maintained good eye contact.
5. Maintained excellent eye contact, smiled, asked for clarification when needed, read you to know when you'd had enough of a response, answered the question without going overboard, had well thought out questions for you; dressed in a professional suit.

SCORE: _____

City of Norris

City Manager Interview

Closing

15. Are you willing to live in the city limits of Norris?

16. Thank you for your time today. Before we conclude, do you have any additional statements you would care to make or any questions you would like to ask the council?

Scale

1. Did not answer question, was too brief, was too long winded, only talked to the person who asked the question, failed to understand the question and did not ask for clarification; asked no questions of you, unprofessional attire, unprepared; no eye contact.
2. Only partially answered the question; went no farther to explain responses or went too far and got off track, failed to understand the question but asked for clarification yet still missed it; blew smoke to mask not knowing the answer; asked no questions of you, dressed nicely but not professionally, partial eye contact.
3. Answered the question but went no farther to explain it; admitted to not knowing the answer but did okay once given clarification, stayed on track in answering; asked procedural questions; dressed in business casual attire; maintained eye contact with the questioner and one or two others nearby.
4. Had appropriate answers for most of the questions yet admitted when he or she didn't know the answer and vowed to find it; had appropriate responses; asked relevant questions for you; dressed professionally but not in a suit; maintained good eye contact.
5. Maintained excellent eye contact, smiled, asked for clarification when needed, read you to know when you'd had enough of a response, answered the question without going overboard, had well thought out questions for you; dressed in a professional suit.

SCORE: _____