

October 11, 2016

FROM: Chuck Rohre
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TO: Mayor and City Council
City of Denton

CC: Bryan Langley, Assistant City Manager
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SUBJ: City Manager Recruitment – Semifinal Candidates and Options for Finalists Interviews

In the near future, you will receive binders with potential semifinalist candidates. The binders will contain a Master Applicant List, with all applicants. For those individuals we suggest further consideration, you will have two questionnaires, a Candidate Questionnaire and a Due Diligence Questionnaire, along with their cover letter and resume. We are open to questions about any of the individuals on the Master Applicant List not suggested for further consideration.

It is very important that the list of candidates and their supporting documentation be treated as confidential information. Some of the individuals may not have made their current employers aware or have other valid reasons for desiring discretion at this point. As these candidates are vetted and when you choose finalists, a public release will be in order and we will write a proposed media release for this purpose.

As you review the documentation on each candidate, we suggest you categorize each in one of three categories in advance of the meeting.

- a. I would like to know more about this candidate
- b. There is some concern(s) about this candidate or his/her qualifications
- c. I have no further interest in this candidate.

With the binders, we will provide a form similar to this:

	Further Consideration	Potential Consideration	No Further Consideration
Candidate A			
Candidate B			
Etc.			

This will facilitate our October and November sessions when finalists are discussed and selected and demonstrate where there is consensus around particular candidates.

When you have selected your finalists, we will gather additional information from those candidates and conduct background checks and reference calls, which will be available before you interview the candidates.

INTERVIEW OPTIONS

A number of options are available in terms of interviewing the finalist candidates.

- a. **City Council Interviews** – We recommend, at this point, that the City Council collectively interview the candidates for an hour to hour and a half each. We do not advise individual interviews at this stage since the information developed will not be available to the City Council as a whole and there is a liability potential if inappropriate or illegal questions were to be asked. We will provide suggested interview questions and rating forms.
- b. **Department Director and/or Assistant City Manager Panel** – Some clients have the finalists meet the Department Directors and/or Assistant City Manager(s). This is more of a mechanism to determine how well each candidate might fit into the City team than a formal interview.
- c. **Reception** - There are several approaches to receptions. In some cases, there is a staff reception where invited City employees can interact with the candidates, followed by a community reception of selected stakeholders. In other cases, these can be conducted concurrently. With comment cards available, the reception attendees can cite strengths and potential concerns with each candidate. There will be a need to compile this information promptly in order for the City Council to consider this input in their deliberation of the candidates.
- d. **City Tours** – Each finalist should receive a City tour, either individually or as a group. If a person at a management level were to conduct these tours, they can provide valuable

feedback about the type questions the candidates asked, how informed they were in advance, and how well they interacted with others on the tour.

- e. **Spouses** – We recommend that spouses be included at City expense to assist in community familiarization and bonding. If a spouse is not sold on the community, it lessens the likelihood the candidate will accept the job. Spouses will be provided information as well as time to look at schools, community amenities, and housing options if desired.

SAMPLE FORMAT (Two Day)

Day 1

Noon – Lunch on site with the Mayor and City Council (if available), Assistant City Managers, Human Resources Director and Consultant. Note: depending on the number of Council members present during lunch, this may have to be a posted meeting. This will give an opportunity to informally meet the candidates and orient them to the process.

2:00 pm – 5:00 pm - City Tour for Candidates

5:15 pm – 7:00 pm - Reception

7:15 pm - Adjourn

Day 2

Time	City Council	Department Directors and/or ACMs
8:00 am – 8:30 am	Orientation	Orientation
8:30 am – 9:45 am	Candidate A	Candidate B
9:45 am – 11:00 am	Candidate B	Candidate A
11:00 am – 12:15 pm	Candidate C	Candidate D
12:15 pm – 1:00 pm	Lunch*	Lunch*
1:00 pm – 2:15 pm	Candidate D	Candidate C
2:15 pm – 3:30 pm	Candidate E	Candidate F
3:30 pm – 4:45 pm	Candidate F	Candidate E

Time	City Council	Department Directors and/or ACMs
4:45 pm – 5:00 pm	Receive Feedback From Director/ACM Panel	Provide Feedback to Council
5:00 pm – ? Adjourn	Assessment and Deliberation	

*Candidates are on their own for lunch

ALTERNATE FORMAT

An alternate option is the orientation lunch on the first day, followed by the candidates through three stations: the City Council, Department Directors and City Tour. This would involve three candidates interviewed the first day, followed by the reception and dinner. The remaining candidates will meet with the three stations the second day. The primary difference is that the City Tours will be individual, as opposed to a group tour.

INTERVIEW OUTCOME

The City Council should not feel any undue pressure to make an immediate decision on their sole finalist. This a critical decision for the City Council, the staff and the community. If at the end of the interviews, there is interest in considering a smaller number of candidates to develop additional information, second interviews can be arranged. Some clients even send representatives to the communities of those they desire to hire to develop additional information.

We look forward to next steps in this important process.