

TOWN OF MALABAR

**TOWN COUNCIL & TA SELECTION
COMMITTEE WORKSHOP
MONDAY, JUNE 22, 2015
7:30 P.M.
MALABAR TOWN HALL
2725 MALABAR ROAD
MALABAR, FLORIDA**

AGENDA

- A. CALL TO ORDER, PRAYER AND PLEDGE**
- B. ROLL CALL**
- C. WORKSHOP ACTION:**
 - 1. Formulate Questions for Interview**
- D. ADJOURNMENT**

PLEASE NOTE THAT ALTHOUGH THE PUBLIC IS ALWAYS INVITED TO ATTEND ANY PUBLIC MEETING HELD, DURING A WORKSHOP THE PUBLIC IS NOT ALLOWED TO SPEAK. WORKSHOPS ARE INTENDED AS "SHIRTSLEEVE" MEETINGS WHERE COUNCIL DISCUSSES TOPICS INFORMALLY IN ORDER TO ACHIEVE A BETTER UNDERSTANDING.

WORKSHOPS ARE NOT FORMAL LEGISLATIVE MEETINGS; THEREFORE, NO OFFICIAL ACTION CAN BE TAKEN. IN ORDER TO ALLOW SOME UNDERSTANDING OF THE STATUS OF DISCUSSION ITEMS, UNOFFICIAL "STRAW VOTES" MAY BE TAKEN TO DETERMINE THE SENSE OF COUNCIL

If any individual decides to appeal any decision made by this Council with respect to any matter considered at this meeting, a verbatim transcript may be required and the individual may need to insure that a verbatim transcript of the proceeding is made (FS 286.0105). The Town does not provide this service.

In compliance with the Americans with Disabilities Act (ADA), anyone who needs a special accommodation for this meeting should contact the Town Clerk at 727-7764 at least 48 hours in advance of this meeting.

TIMELINE APPROVED AT RTCM 06/01/15

DATE:

6/1/15 DECIDE ON TA REQUIREMENTS:

6/1/15 SELECT WORDING FOR AD

6/1/15 RUN AD UNTIL 7/15/15. This will be the closing date

ONGOING CONTRACT WORDING: term, salary, benefits, caps – be specific

6/15/15 FORM ADVISORY COMMITTEE

6/22/15 HOLD TC/SEL COM WS to draft interview questions

6/29/15 HOLD TC/SEL COM WS to finalize interview questions

7/06/15 RTCM to approve interview questions

7/15/15 Closing Date for Applications

7/16-7/19 CONDUCT TELEPHONE INTERVIEWS BY past Mayor Crews and current Mayor
Beatty of Council

7/20/15 RTCM to compare results of telephone interviews and narrow list

7/27/15 HOLD TC/SEL COM WS to review remaining applications and rank applications

8/03/15 RTCM to score and choose the top _____ candidates to invite for interviews

_____ SET UP INTERVIEWS - Plan on a Saturday and keep in mind last time they provided
\$150.00 travel for in state and \$450.00 travel for out of state

_____ HOLD INTERVIEWS

_____ CALCULATE SCORES AFTER FINAL INTERVIEW

_____ CONDUCT BACKGROUND CHECK on top two candidates?

_____ AT NEXT COUNCIL MEETING discuss the findings and choose a candidate and recess
meeting to contact candidate and offer position



TOWN OF MALABAR

AGENDA PACKET

May 26, 2015

**Council Workshop Meeting
7:00 PM**

**TOWN OF MALABAR
AGENDA ITEM REPORT**

AGENDA ITEM NO: 6
Meeting Date: May 26, 2015

Prepared By: Debby Franklin, C.M.C., Town Clerk/Treasurer

SUBJECT: Formulate Questions for Interview

BACKGROUND/HISTORY:

This is on agenda for discussion and consensus on what Council is looking for in the next Administrator.

The last time Council did this they held a meet and greet on a Saturday and then held individual interviews.

FINANCIAL IMPACT:

N/A

ATTACHMENTS:

Questions used in 2007
Examples of types of Questions from Employment Manual

ACTION OPTIONS:

Discussion by Council.

Name _____

Interview Questions

Where does this job fit into your career path?

Tell me your greatest accomplishment.

We've lined up several candidates who are qualified for this position. Why should we hire you over other well qualified candidates?

How would you handle an employee whose performance is fine but who you know has the potential to do better?

What qualities in your co-workers bother you most? Which qualities do you appreciate most?

When have you failed? Describe what happened and what you learned from it.

What keeps you coming to work besides the paycheck?

In your current position what types of issues/problems do you request assistance from your supervisors with resolving?

Describe your computer proficiency? What programs do you use often? How have they made you more efficient?

Describe your experience administering or assisting with elections.

Describe your understanding of Florida's Sunshine Law.

Describe the boss who would get the very best work from you.

Imagine we've just hired you. What's the most important thing on your to-do list on the first day of work?

Any questions?

Notes:

Name: _____

1. Tell us about yourself.

2. Provide an example of initiating a successful joint cooperation with a neighboring community or agency.

3. What recreation activities, expansion or development projects have you been directly involved in?

4. How do you feel about ecotourism and what, if any, involvement have you had in this area.

5. Do you know of three type of grants opportunities Malabar could/should apply for that most small town have been successful in receiving from other agencies.

6. Provide examples of either direct or oversight grant writing experience. What was your most successful financial or grant related accomplishment.

7. What questions do you have for us? What things have you learned about the Town?

NANCY:

8. Florida is a “Government in the Sunshine” state. Are you comfortable with an open office and open style of government.

9. Explain your conflict resolution training/skills/experience. What is the single most difficult experience with a citizen you ever resolved?

10. How much interaction with officials at the state/federal (FEMA) level do you have?

11. Are you willing to locate your residence within or near Malabar?

12. Why are you interested in our Town?

CHUCK:

13. Provide direct experience with Public Safety operations including Fire Marshal, Fire fighting/safety, emergency response and law enforcement.

14. What are your three greatest strengths (let them answer and then ask:) what are your three greatest weaknesses.

15. What two or three things are most important to you in a job.

16. What characteristic would you bring to the job.

17. What was your purpose for leaving? What prompted your job change?

BRIAN:

18. Provide results of your utility experience as a water, sewer, gas or electric provider including annual revenue, number of customers and unique situations.

19. Detail your working experience with Public Works/drainage/roadway issues including storm-water utility functions.

20. Provide the limits or your budgeting, capital improvement planning and financing experience.

21. Do you have fleet maintenance experience? How large? Budget amount?

22. How would you influence someone to accept your ideas?

23. What are you doing to improve yourself?

MAYOR:

24. Provide details of your computer and software literacy.

25. Malabar is subject to coastal area growth patterns. Do you have the experience with land use planning & zoning to guide fast moving land development within directed guidelines?

26. What is your opinion about working with a strong Mayor/Council form of government?

27. When can you be available if offered the Malabar job?

28. What would you do with an individual who is very angry and complaining.

PAT:

29. How would you rank yourself as a leader a supervisor and an employee.

30. What is your single most innovative accomplishment in City government?

31. Describe the work environment that motivates your productivity.

32. What would you find challenging here in Malabar.

33. What unique characteristic do you believe you possess that would be valuable to the Town of Malabar.



Chapter One

be accepted in lieu of completed employment applications) and that the application has been signed.

Interview Questions – Interview questions are subject to the same cautions that accompany application questions. If it is not permissible to ask a question on an application, it is not permissible to ask it in the interview. It is important for an employer to inform interviewers about the requirements of Title VII, the ADEA, the ADA, and any applicable state law requirements, and specifically detail what questions an interviewer may and may not ask. See, e.g., EEOC Enforcement Guidance on Pre-employment Disability-Related Questions and Medical Examinations, www.eeoc.gov/policy/docs/preemp.html and EEOC Enforcement Guidance: Workers' Compensation and the ADA, www.eeoc.gov/policy/docs/workcomp.html.

Sample Interview Questions – While all employers need to develop interview questions specific to the position being filled, the following are some general questions that may help the interviewer gain insight into the applicant's personality. These questions are excerpted from an article by Scott D. Carmicheal in *Labor Relations Institute*, "Hiring for Long-Term Success."

1. Motivation Questions

- What motivates you to put forth your greatest effort?
- What criteria do you use to evaluate the organization for which you hope to work?
- What do you see as your greatest success story or accomplishment in your life so far?
- Tell me why you selected your college or university.
- Tell me about the best job you ever had and what it was that made it such a good job.
- Who are two people you admire and respect that have influenced your life? Why do you respect them?

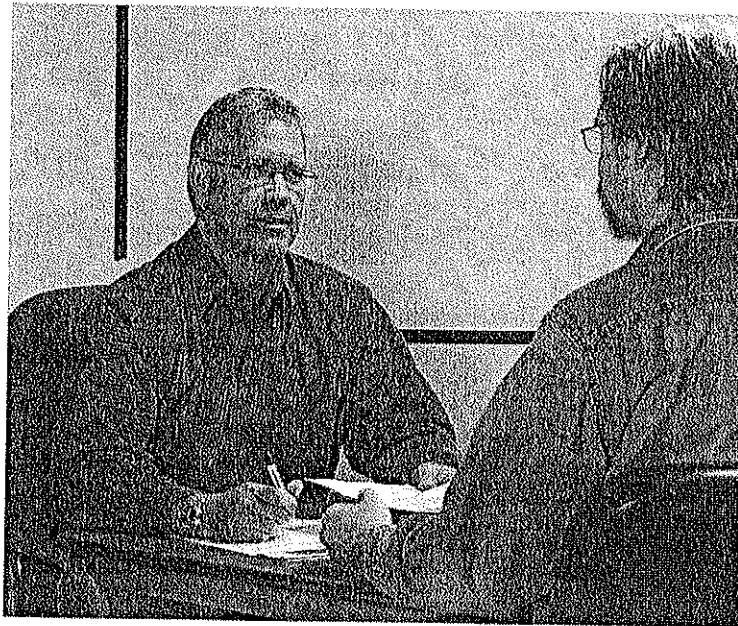
2. Thought Questions

- Give me an example of a specific problem you have faced on the job and how you solved it.
- How do you organize your time in school/work/play?
- Do you see yourself as an idea person?
- What are some ideas you've had that helped improve your job environment?

3. Interaction Questions

- What do you see as the best qualities you bring to a job?
- What do you see as your weaknesses?
- Tell me about a situation in which you had to deal with a very upset customer or co-worker. What were the problem and the outcome?
- Give me an example of a task you've accomplished that was extremely difficult. How did you complete the task?
- When have you had to display leadership qualities?
- In what kind of work environment are you most comfortable and why?
- How would someone who knows you well describe you?

B. ADA Concerns – Employers are required to provide reasonable accommodations to applicants with disabilities. An employer should not engage in recruitment activities that exclude



Interviewing / Hiring

No matter the type of interview, remember the goal is to find out as much as possible about the applicant's work background, habits, skills, and salary needs and to encourage the best applicants to work for your company.

Paying the travel expenses of a candidate to attend an interview can give your company an edge, but is not required.

A candidate should be treated the way the interviewer would like to be treated. It is more likely that a person treated in a warm and friendly manner will respond to questioning in an open and honest manner.

Interviewers should thoroughly describe both the company and the position. The goal is to stress the good points, but not mislead. If there are aspects of the position past employees have complained about, they should be brought up and explained. It is both costly and time consuming to hire and train candidates who later discover that this is not the right position for them.

Interview guidelines

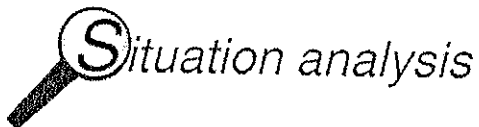
The applicant should do most of the talking. Follow the 80/20 rule — the candidate should do 80% of the talking to the interviewer's 20%. The interviewer should not jump in with a question every time the candidate pauses. Silence after a response will encourage the candidate to offer more explanation.

Here are some additional interview guidelines:

- Conduct pre-interviews over the phone to weed out unqualified applicants and save time.
- Approach each interview with a pre-planned list of questions designed to help judge the applicant's qualifications, skills, and overall competence for the job.

Employment Law Essentials

- Ask each interviewee the same questions, then prepare specific questions for individuals that will explore their work history and education.
 - Don't settle for general answers. Use follow-up questions such as, "Why did you do that?" to get the full picture.
 - Encourage applicants to ask questions.
 - Consider adding coworkers to the interview process. They are the ones who will work with the person being hired. They may have insights the supervisor or interviewer hasn't considered.
 - Take careful notes after each interview to remember who said what.
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Can I write notes about the candidate during an interview?

Yes, but do not write notes that could be construed as discrimination. Avoid information related to age, race, sex, religion, and other protected groups.

Interviewing is one of the most telling parts of the recruiting process. However, if you are not a savvy interviewer, there are some potential pitfalls. Try to avoid the following:

- Viewing a candidate too strongly because he/she followed a weak candidate.
- Picking candidates because they are similar to you, not because they are suited for the job.
- Allowing physical attributes to influence you (hair color, mannerisms).
- Asking drastically different questions to different candidates.
- Stereotyping.
- Fixating on one criterion (i.e., "aggressiveness").
- Not digging deeply enough or settling for politically correct answers.

Asking the right questions and avoiding the wrong questions during an interview is critical.

That's a good question!

Here are some general questions that will help you get started in an interview.

- What kind of experience do you have?
 - What aspects of your job do you consider most crucial?
 - Of all the work you've done, where have you been most successful?
 - Describe how your job relates to the overall goals of your department and company.
 - What would you change about your current job or what aspects do you like least? What aspects do you like best?
-

- What are you looking for in your next job?
- Describe what motivates you to do your job well?
- Tell me about a time when you had a conflict with a supervisor, manager, or coworker. What steps did you take to resolve the issue?

That's a bad question!

Unless there is a legitimate business necessity, the following questions should not be asked:

- Are you married? What is your maiden name? Do you wish to be addressed as Mrs., Ms., or Miss? [However, for the purposes of reference checking, the applicant may be asked if he/she has ever worked under a different name.]
- Do you have children? Are you pregnant?
- Are you dating anyone right now?
- How old are you? [This includes inquiries about dates of graduation from high school and college. However, you may ask if applicants are 18 years or older.]
- Are you a citizen of the U.S.?
- Have your wages ever been garnished or have you ever declared bankruptcy? [Credit references may be used if in compliance with the Fair Credit Reporting Act of 1970 and the Consumer Credit Reporting Reform Act of 1996.]
- What type of discharge did you receive from the military? [An applicant may be asked what type of education, training, and work experience he/she received while in the military.]
- Do you have a disability? [A potential employer can ask whether the applicant can perform the essential functions of the job and meet attendance requirements. Do not ask if they need some form of reasonable accommodation until after hiring.]
- How often do you drink alcoholic beverages or take illegal drugs? [Frequency of use might reveal alcohol or drug addictions, which may be considered disabilities].
- What is your religion?
- Have you ever been a member of a union?

Damage control when a bad interview question is asked

Imagine you are in the midst of interviewing as a team, and a team member asks an illegal question. Your mind races with options of what to say next to diffuse the situation and prevent the interviewee from actually answering the illegal question.

If that happens, then you have to prevent the information from actually being used in any hiring decision. If illegal follow-up questions and responses are allowed, the situation becomes even worse!

The longer the situation is allowed to get out of hand, the more difficult damage control becomes.



Best practice

Tips for damage control

Here are some guidelines to follow if you should find yourself in that situation:

First, what you don't want to do is embarrass the person who asked the illegal question by saying, "We can't ask that," or by telling the interviewee, "You don't have to answer that." This makes the interviewing team (and your organization) look unprofessional.

A better way to respond is to re-direct the flow of the interview. Say something like, "Why don't we touch on your field experience?" or "Tell us more about your past employer," or better yet, "In the interest of time, why don't we skip to the next question?" In this way you preserve your dignity (hopefully), have defused the situation (hopefully), and avoided a potential lawsuit (hopefully).

The best defense is a good offense. Educate the interviewing team prior to the interview about what is acceptable to ask and what isn't.

Once the question is out there, there's no taking it back. But being prepared to do damage control can mean the difference between surviving an uncomfortable situation and defending a lawsuit.

"Volunteered" information

Sometimes an applicant will offer information that you didn't ask about and should not consider in your hiring decision. There are two schools of thought on how to handle these situations. One is to simply move on to the next question; the other is to politely point out that you did not ask about that topic. The method you choose may depend on the nature of the reference.

Suppose that during an interview, you ask an applicant, "We have a no smoking policy at this company. Are you okay with that?" The applicant might respond by saying, "That's not a problem because I don't smoke."

Even if your state's law prohibits discrimination based on tobacco use, you could simply move on to the next question. The comment was minor, and since the applicant doesn't smoke, he or she is probably not going to file a charge of discrimination about tobacco use.

Later in that interview, you say that the company may require overtime. The applicant responds by saying, "That's okay, but I can't work on Sundays because I go to church."

Since your company must make reasonable accommodations for religious practices, you probably don't want to ignore the comment. Now, if your company is closed on Sundays, you could point out that fact and the issue would be closed.

Otherwise, you may want to say something like, "I didn't ask about your religion, but if this becomes an issue, we can try to find an accommodation." This lets the applicant know that the comment won't disqualify him or her from further consideration.



Best practice

General interviewing tips

General interviewing principles include:

- Create the right environment — Make sure your interview room, office, or area is as private as possible and limits or eliminates the possibility of interruptions and distractions.
- Have a standard opening statement — Consistency is the key to staying out of interviewing trouble. Set the stage for all candidate interviews by having a standard greeting and opening statement for all applicants, such as “Good morning. Thanks for coming and expressing an interest in our company.”
- Get right to the point — “Let me explain what we’ll be doing over the next few minutes. First, we’re going to review your application to make sure everything is complete. This will include a detailed discussion of your work history and skills.”
- Ask for comment — “But before we get started, do you have any questions or concerns?”
- Start with a few simple questions — “Are you currently employed? How did you learn about our company?”
- Establish a comfortable environment — “Great! Now let me explain a few things about our interview process.” Explain the interview format, what to expect, etc.
- Reinforce your background investigation process, if applicable — “Understand we are conducting a thorough background investigation with regard to your employment history. We conduct them on every worker we hire to verify the information on your application and from this interview.”
- Build wiggle room for the applicant — “Don’t feel restricted by the information you provided on the application. Most candidates I see have had numerous positions, and I know how easy it can be to have one slip your mind, or forget other important information. This is why we conduct in-person interviews — to get all the information out in the open now. In this way we can verify everything discussed here with the background investigation we do for all applicants.”
- Ask the right questions — If you want to know how a candidate works with others, consider asking “Tell me about a time in which you had trouble working with someone. How did you handle this?” Behavior-based questions are a good idea. Past performance (i.e., how someone handled a situation) is a great predictor of future performance.

