



**LOS ALAMOS COUNTY
COUNTY MANAGER RECRUITMENT
SCHEDULE**

Timeframe	Activity
SELECTION ACTIVITIES	
5/28	<u>Qualified Applicants:</u> HR provides application packages of qualified applicants to the consultant and subcommittee members.
6/1 – 6/4	<u>Screening Interviews:</u> Consultant conducts comprehensive screening interviews with all candidates who meet the minimum qualifications as described in the job announcement. Consultant will also conduct media checks on all screened candidates.
6/8	<u>County Council Meeting:</u> Chair to provide update to Council regarding timeline and selection activities.
6/9 8:00 – 10:00 Via Zoom	<p><u>Council Subcommittee:</u> Subcommittee will review the Consultant’s recommendations regarding top candidates; determine the short-list candidates to be assessed by the sub-committee. Consultant will also provide suggested interview questions for the review and feedback.</p> <p>Client Reports will be delivered electronically on 6/5 for review prior to scheduled meeting.</p> <p>Following meeting, consultant will advise all candidates moving forward and schedule them for interviews and provide Zoom information.</p>
6/16 Time TBD based on # of interviews	<p><u>Semi-finalist Interviews:</u> Subcommittee interviews short-listed candidates and determines finalists for further consideration.</p> <p>Consultant prepares all materials, coordinates candidate logistics and assist with facilitation of the short-listed candidate interviews.</p>
6/17	<u>Special Closed Session:</u> Subcommittee will apprise County Council regarding selection of finalist candidates.

Timeframe	Activity
Completed 3-5 days post semi-finalist interviews	<p><u>Reference/Assessment Activities:</u> Consultant conducts reference checks on the finalist candidates.</p> <p>Consultant prepares all materials and coordinates any assessment activities.</p>
6/24	<p><u>County Tour:</u> Finalist candidates tour the County.</p> <p><u>Community Town Hall:</u> Consultant facilitates town hall meeting to provide residents the opportunity to ask questions of the finalist candidates and provide feedback.</p>
6/25	<p><u>Final Interviews:</u> Candidates participate in three panel interviews with Council, SMTP (?) and Community.</p> <p>Consultant prepares all materials, coordinates candidate logistics and assists with facilitation of the finalist candidate interviews.</p>
NEGOTIATION OF OFFER/BACKGROUND CHECK/APPOINTMENT	
Following final Interviews	Consultant available to negotiate a compensation package offer and terms and conditions of employment with the selected candidate and conduct background check.
7/13	<u>Appointment:</u> County Council approves Employment Agreement.

Schedule of Activities

Los Alamos County
County Manager Selection Processes
Thursday, June 24 - 25, 2021

Thursday, June 24

12:00 p.m.	Lunch with Staff (Optional)
2:00 – 4:00 p.m.	County Tour with Staff
5:00 p.m. 5:30 – 6:00 p.m. 6:00 – 7:00 p.m.	Community Meet & Greet – Ashley Pond 10-minute introductory statement by each candidate Community mingles with candidates and provides feedback either in hard copy or via online survey

Friday, June 25

Time	SMT Panel (Room 330)	Community Panel (Room 200)
8:30 a.m.	Get organized	
9:00 – 9:50 a.m.	Steven Lynne	Erin Reinders
10:00 – 10:50 a.m.	Erin Reinders	Leandro Cordova
11:00 – 11:50 a.m.	Leandro Cordova	Steven Lynne
12:00 p.m.	Lunch and Debrief with County Council (Chambers)	
1:30 – 2:20 p.m.	Council Interview – Leandro Cordova	
2:30 – 3:20 p.m.	Council Interview – Erin Reinders	
3:30 – 4:20 p.m.	Council Interview – Steven Lynne	
4:20 p.m.	Council Debrief	

County Council

Interview Questions / Rating Notes Form

This form contains space for recording notes on the interview, contains suggested questions covering each of the attributes being assessed, and provides space for notes on the candidate's responses.

Candidate: _____ **Evaluator:** _____

A. ORAL PRESENTATION - 5 minutes

Please take up to five minutes to share with us your experience you believe is applicable to the Los Alamos County Manager role and why you would be a good fit for our organization.

B. INTERVIEW – 45 minutes

1. Please describe to us your strengths and weaknesses in communicating to everyone involved with the county, including council, staff, stakeholders, and residents. Please give us an overall view of how you communicate and provide some examples of how you stay in touch with each of these groups.
2. How do you handle a situation when you feel a Councilor is crossing the line from policy to directing staff on county business?
3. Tell us about any innovative strategies or programs your organization has implemented to recruit and retain highly qualified staff.
4. Please describe the most serious and challenging human resources issue you have had to deal with and resolve. In hindsight, would you have changed anything regarding your approach to this situation?

5. What is your experience addressing housing shortages in your previous organizations? What opportunities or tools do you foresee as viable options to assist Los Alamos improve its range of housing options?

6. Tell us about your most successful experience in economic development. Also share with us what opportunities you see for sustainable economic development in Los Alamos County in the next 5-10 years. How can the county capitalize on those opportunities?

7. Hypothetical situation: The County has a couple acres it isn't using. Staff wants to donate them to a tech company, to build a research campus. The council has received around thirty emails from the public opposing this, saying the land should be sold to small local business. The council is divided on the question, and it won't be clear where Council stands until a vote is taken. Which do you side with - staff's plan, or the public's desire?

8. The laboratory is the largest employer and landowner in the County, and is a complex bureaucracy comprised of several impeding organizations. How do you plan on managing the County's relationship with the laboratory?

9. What question were you expecting that we haven't asked, and do you have any questions or final comments for us?

Interview Questions / Rating Notes Form

This form contains space for recording notes on the interview, contains suggested questions covering each of the attributes being assessed, and provides space for notes on the candidate's responses.

Candidate: _____ **Evaluator:** _____

A. ORAL PRESENTATION – 3-5 minutes

Please provide a brief summary of your work experience and tell us why you're interested in this position.

B. INTERVIEW – 45 minutes

Provided below is a list of interview questions selected by the County.

Knowledge of the County, Vision for its Future

1. Based on what you've learned about Los Alamos County, please tell us about what you see as the two greatest challenges the County faces and how you would address them?

Staff

2. If you found that staff had an agenda that contradicted council or county planning, what would you do?
3. How do you balance staff autonomy vs. county agenda?

Decision-making

4. What's the toughest decision that you had to make as a manager, which you can disclose, and why did you make that decision?

Self-awareness

5. After working on this job for one year, what will residents likely be saying about you? Please share one positive and one negative statement.

Budgeting and Finance

6. Share with us what approaches to financial management have worked for you.

Community Relations

7. How active do you believe the County Manager should be in the community? What role have you played in your current or previous positions and what successes have you experienced in partnering with outside organizations?

Ethics

8. Tell us about a time when you faced an ethical dilemma. How did you handle it, and what did you learn from it?

Political Savvy and Community Relations

9. How do you balance transparency to the public vs. internal meetings and planning?
10. Tell us about the most politically charged issue you've faced with community members. What was the situation, what did you do about it and what was the outcome?

Wrap-up

11. Do you have any final thoughts to share that our questions didn't cover, or do you have any questions for us?

Candidate strengths:

Candidate weaknesses/concerns:

Overall impressions:

8. How might your approach differ in your interactions with appointed department heads versus elected department heads?

9. Tell us about the most challenging personnel matter you have had to address. How did you resolve this situation and, in hindsight, is there anything you wish you had done differently?

10. Please share three words with us, in any order, that best reflect your core values and beliefs.

11. Why should the Council appoint you to this position?

12. Is there anything else you would like to add, or do you have any questions of us?