The Marquette County Board of Commissioners met in Special Session on Friday June 14, 1996 at 3:00 p.m. and Saturday, June 15, 1996 at 9:00 a.m. in Room 231 of the Henry A. Skewis Annex, Marquette, Michigan.


The purpose of the meeting is to interview the four final candidates for the County Administrator position. The same series of questions will be asked of each candidate and Commissioners will rate them on an individual basis. The rating sheets will be compiled by K. Ross Childs for ranking purposes. The following are the questions that were asked of each of the candidates for the Administrator position:

COUNTY ADMINISTRATOR INTERVIEW QUESTIONS

1. Please spend three to five minutes talking about yourself and indicate why you have chosen to apply for this position. If hired, why do you believe you would be successful? What type of commitment would you be willing to make to Marquette County?

2. Assume the County is facing a major budget deficit with limited growth in property tax, state and federal revenues. Describe the types of actions you would initiate to restore fiscal stability; both short-term and long-term. Describe your experience and success as they relate to economic development. What role should the County assume in economic development and specifically the redevelopment of K.I. Sawyer air base?

3. The County Administrator must possess a combination of managerial and financial experience and abilities. Describe your specific experience in municipal fund accounting, budget development, ongoing budget control, and the development of financial-based management reports. How does it affect your personal relationships when you recommendations are not supported?

4. What communication techniques have you found effective in informing the public of County government services? Also, describe communication techniques that you have found effective in keeping department heads, elected officials and County Commissioners informed on important issues. What actions would you recommend to improve collaboration and communication with other local units of government such as the City and Township?

5. As County Administrator, how would you deal with the conflict between County Commissioners? How would you deal with one or more becoming involved in the day to day supervision of County employees?

6. Identify your leadership style and also what you perceive as your strengths and weaknesses related to that style. Also, what do you think are the most important characteristics and abilities a person must possess to be a successful County Administrator. How do you feel about handling all the responsibilities that go with the job in Marquette County.

7. What types of people do you have the most difficulty working with and, assuming you have those types of individuals on your staff, how do you deal with them? How would you handle a Department Manager that wasn’t performing satisfactorily in carrying out this job? Have you ever dismissed an employee? Describe your experience in labor negotiations and include any problems you have faced and how you resolve them.

8. What has been your most challenging management problem and how did you resolve the problem? How important do you believe the development of a 3-5 year strategic plan is in the management of a County? How would you facilitate the development of such a plan?
9. What is the role of the County Administrator in relation to the Chairperson of the Board and is that relationship different than it would be to any other Commissioner? As Administrator of Marquette County, what is your perception of your boss’s function? What would you perceive as the appropriate role for County Commissioners in relationship to their appointed Boards and Commissions?

10. If our roles were reversed and you were doing the interviewing, what question would you have asked that we have not asked you? What five words would you use to describe yourself?

11. We have spent the last period of time asking you questions and prior to concluding, we would like to give you time to either further develop your answers or to present questions or comments regarding this position.

INTERVIEW SCHEDULE

3:00 p.m. Friday June 14, 1996

Thomas J. Manninen City Manger in Kenai, Alaska.

9:00 a.m. Saturday, June 15, 1996

Steven David Powers Martin County Coordinator, Fairmont, Minnesota.

11:00 a.m. Saturday, June 15, 1996

Larry Norman Huebner Consultant on Systems Analysis, Personnel and Management Issues.

Commissioners broke for lunch at 1:00 p.m. and came back into session at 1:45 p.m.

1:45 p.m. Saturday, June 15, 1996

David P. Richards Technical Assistance Advisor to the Municipality of Siauliai, Lithuania.

The interviews were complete at 3:11 p.m.

Chairperson Corkin declared a ten minute recess in order for K. Ross Childs to compile the rating information.

The County Board came back into session at 3:22 p.m.

Mr. Powers received five first place votes and four second place votes and Mr. Richards received four first place votes and five second place votes.

Randell Girard, Human Resources Director, will start the background checks on Mr. Powers and Mr. Richards. He will also notify Mr. Manninen and Mr. Huebner that they are no longer under consideration for the position.

K. Ross Childs thanked the County Board for their efforts and attentiveness during the interviews. He thought the interviews went very well and two very strong candidates for the County Administrator position have been identified.

Chairperson Corkin thanked Commissioners and K. Ross Childs for attending the Special Meeting.

There being no further business, the meeting was adjourned at 3:45 p.m.

Respectfully Submitted,

David J. Roberts
Marquette County Clerk