

## LOCAL HEALTH DIRECTOR INTERVIEW QUESTIONS TEMPLATE

(Suggested Questions for Personal or Telephone Interviews - Rating Criteria Follows)

1. **Describe your experience in Public Health.**  
*(looking for scope of experience, professional and non-professional experience in the field, training, education, and other related experience)*
2. **How would you describe your management or leadership style?**  
*(looking for previous experience, department expectation, open/close door atmosphere, hands-on micro-manager, minimal personal interaction, prefer meetings to emails)*
3. **Explain your experience in setting/establishing public health priorities.**  
*(what process does the candidate use to prioritize public health needs, looking for team approach, utilization of 'those in the know', community members, staff, others)*
4. **Outline the key components that you would use in the grant development process. Share with us a grant award success.**  
*(what is his/her basis for grant selection and program development, looking for assessed need feasibility as in the number of grants awarded state-wide or nationally, budget development, an understanding of in-kind and in-direct cost, measurable deliverables, and a strong evaluation component)*
5. **Describe your experience with budget development and related financial management.**  
*(looking for previous fiscal and budgetary responsibilities and accountability practices)*
6. **Explain the scope of the your budget experience, for example, multiple funding sources.**  
*(looking for examples/knowledge of working with local, state and federal funds, private source funds, and those agencies)*
7. **Describe the most creative work-related project you have completed and how the skills used relate to this position as Health Director.**  
*(looking for experience, balance in creativity and practicality, transferable skills to public health director level projects)*
8. **Describe a time or issue when you anticipated a potential problem and developed preventive measures.**  
*(what type of problem selected, solution oriented, did the problem selected correlate to the priorities listed in the prior question, looking for out of the box and creative solutions, problem solving skills)*

- 9. Tell us about a time when you missed an obvious solution to a problem and explain how you handled the situation.**  
*(looking for confidence and humility, honesty, competence, type of problem selected--large or small)*
- 10. How would you get people who aren't working together well, to establish a common approach?**  
*(listen for what method the candidate suggests; encourage team approach, improve communication conduct meetings to get everyone on the same page)*
- 11. Describe your experience with staff supervision.**  
**Largest staff supervised?**  
**Smallest staff supervised?**  
**Preference and why?**  
*(looking for comfort level of supervision; preferred work relationship with staff; desire to serve as positive role model; examples of staff support)*
- 12. If offered the opportunity to lead this Health Department, what would your initial top three priorities, goals, or areas of concern be?**  
*(looking for focus on critical health issues, mix of short and long term, fiscal sustainability, public relations)*
- 13. What are some of the things you have done well or consider a success?**  
*(look for professional, business accomplishment vs. personal; does candidate share success with others, persons who may have participated, members of a team)*
- 14. Where do you see yourself in the next five years?**  
*(looking for longevity in the position, departmental growth within the community, continued employment in public health care)*
- 15. How does this position fit with your overall career goals?**  
*(looking for career aspirations, early retirement plans)*
- 16. Tell us why we should hire you for this position instead of another candidate.**  
*(looking for competence; proven dedication and knowledge of public health care; willingness to give it their all, desire for the position, interest in being in the area)*
- 17. Would you be able to work some evenings and weekends?**  
*(looking for willingness and availability to go beyond the core hours, e.g. whatever it takes for the success of programs, sense of dedication to the department)*
- 18. Questions you may have for us?**  
*(looking for the candidate's interest in start date, interest in visiting office area, request to see department organizational chart, policies and procedures manual—if allowed; other reading material on department's history, current status of the department)*

**Rating Criteria**

A numeric rating scale is suggested, similar to that used for the Health Director Performance Evaluation Form. Sum of the numeric rating for all questions can be helpful in this aspect of the selection process; higher the number, stronger the candidate.

- 5 - Strong response
- 4 - Good response
- 3 - Typical response
- 2 – Weak response
- 1 – Unacceptable response or did not answer question at all

## **LOCAL HEALTH DIRECTOR EVALUATION FORM TEMPLATE**

### **General Information:**

Review of the position description prior to completing the form is a key component of the evaluation process. How the Health Director provides for the core public health functions of Assessment, Policy Development, and Assurance is essential. The annual performance evaluation should document the ongoing process of employee performance, assessment, growth, and progress. It should be consistent and supportive of other documents used to describe employee performance and should demonstrate the effectiveness of how the employee performs the primary duties and responsibilities of the position.

### **Rating Criteria:**

A numeric rating scale and brief explanation follows: This scoring method is suggested when evaluating the individual's performance.

5 – Superior/Outstanding - Employee's performance is outstanding; consistently exceeds expectations; accepts new responsibility without challenge; and exhibits proven sound independent judgment. This is the employee who always shows extra drive and devotes efforts and may often be called upon to train and assist others.

4 – Very Good/ Exceeds Expectations – Employee's performance always meets and routinely exceeds expectations in completing all primary duties and responsibilities of the position. This rating should be used for the employee who takes the initiative and dedication to go above and beyond expected job requirements.

3 – Good/Meets Expectations - Employee routinely completes the primary duties and responsibilities of the position and performance generally meets expectations. A rating of 3 should be used when the employee demonstrates they are a valued and integral member of the team.

2 – Satisfactory/Needs Improvement - Employee generally meets minimum requirements in performing the position however, performance falls somewhat short of what is expected of a trained, experienced employee. Improvement is needed.

1 – Unsatisfactory/Unacceptable - Employee routinely fails to perform primary duties and responsibilities expected of a trained individual with experience, either due to poor job fit or disciplinary issues. Employee may fail to meet established deadlines, achieve minimal goals and/or requirements. (Describe specific examples).

Name of Director \_\_\_\_\_  
 Health Department \_\_\_\_\_  
 Evaluator \_\_\_\_\_  
 Review Period \_\_\_\_\_

**5=Superior                  4=Very Good                  3=Good                  2 =Satisfactory                  1=Unsatisfactory**

| <b>HEALTH DIRECTOR'S PRIMARY DUTIES AND RESPONSIBILITIES</b>  | <b>5</b>                 | <b>4</b>                 | <b>3</b>                 | <b>2</b>                 | <b>1</b>                 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Plans, develops, and directs programs to provide for the core public health functions of Assessment, Policy Development, and Assurance.                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Possesses necessary knowledge of the agency's history and purpose to develop and successfully accomplish the Department's programs.                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Oversees the Department and administers policies and procedures, including but not limited to the following areas; management, finance, personnel and public relations. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Displays strong communication and cultural competency skills, including verbal and written, in both formal and informal situations.                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Assures financial support of the agency's programs through funding efforts, including but not limited to grants.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Understands and completes assignments in a timely manner and identifies new areas of concern.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Represents expertise in a variety of leadership areas needed by the agency.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Overall Rating: Primary Duties and Responsibilities** \_\_\_\_\_

**Comments:** \_\_\_\_\_  
 \_\_\_\_\_

| <b>ASSESSMENT (CORE FUNCTION)</b>  | <b>5</b>                 | <b>4</b>                 | <b>3</b>                 | <b>2</b>                 | <b>1</b>                 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Assesses the health status of the community and identifies public health needs, problems and concerns.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Monitors the occurrence of health hazards and investigates the effect and impact on the community.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Analyzes the identified risks and other factors that contribute to specific health problems and informs and educates the public on methods of prevention and care. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Recognizes public health problems or concerns, develops relative facts, formulates alternate solutions and makes appropriate recommendations.                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Overall Rating: Assessment** \_\_\_\_\_

**Comments:** \_\_\_\_\_  
 \_\_\_\_\_

**5=Superior**

**4=Very Good**

**3=Good**

**2=Satisfactory**

**1=Unsatisfactory**

**POLICY DEVELOPMENT (CORE FUNCTION)**

Monitors public health laws, regulations, and policies to protect the people, the environment, and assure safety.

5 4 3 2 1

Plans and develops policies and strategies to address priority health needs by working with community constituents and groups.

Identifies internal and external issues that may impact delivery of essential public health services.

Assures compliance with federal, state, and local laws and regulations; generates appropriate reports and oversees accurate records; and monitors contractual agreements as required.

Advocates for public health support and builds constituencies to identify resources and mobilize community partnerships.

Facilitates a community process to prioritize health needs by importance, magnitude, seriousness of consequences, economic impact, and the community's ability to prevent or control the problem.

**Overall Rating: Policy Development** \_\_\_\_\_

**Comments:** \_\_\_\_\_

**ASSURANCE (CORE FUNCTION)**

Conducts research for new insights and innovative solutions to health problems, informs and educates the public and the community-at-large.

5 4 3 2 1

Implements programs and services otherwise not available, including targeting outreach and cultural barriers.

Assures the Department has a competent public health workforce and evaluates the effectiveness, accessibility, and quality of the public health services.

**Overall Rating: Assurance** \_\_\_\_\_

**Comments:** \_\_\_\_\_

**PROGRAM DEVELOPMENT**

Develops programs with a focus on the diversity of the population, keeping public health at the forefront.

5 4 3 2 1

Initiates and participates in community-based projects and activities focusing on key public health issues.

Works to develop programs in the community that fit community priorities.

Develops mechanisms to monitor and evaluate programs for their effectiveness and quality.

5=Superior

4=Very Good

3=Good

2=Satisfactory

1=Unsatisfactory

Overall Rating: Program Development \_\_\_\_\_

Comments: \_\_\_\_\_

**FISCAL MANAGEMENT**

Involves administrative team in the budget formulation process to best identify resources required to support the community's health needs.

5  4  3  2  1

Reviews reports to assure a balanced budget is maintained and effectively presents budget reports to the Board, others, as needed.

Remains cognizant of Auditor's annual findings and observations and recommends appropriate adjustments.

Identifies community assets and available resources and collaborates with grant writer and staff to pursue grant opportunities.

Overall Rating: Fiscal Management \_\_\_\_\_

Comments: \_\_\_\_\_

**RELATIONSHIP WITH BOARD AND STAFF**

Keeps board informed of organization activities, progress, and concerns.

5  4  3  2  1

Provides sound recommendations and facilitates the decision making process for the board.

Maintains open communication and is receptive to board member's ideas and suggestions.

Supervises and directs work of staff and defines duties and responsibilities.

Encourages staff development and maintains open communication.

Implements and develops standard assessment of employee's performance.

Delegates effectively and plans well in advance for a successful and cohesive operation.

Overall Rating: Relationship with Board and Staff \_\_\_\_\_

Comments: \_\_\_\_\_

**COMMUNITY AND PUBLIC RELATIONS**

Develops working relationship with local, state and federal agencies, and community organizations to effect change.

5  4  3  2  1

Keeps appropriate people informed on progress or issues of concern.

**5=Superior**

**4=Very Good**

**3=Good**

**2=Satisfactory**

**1=Unsatisfactory**

**COMMUNITY AND PUBLIC RELATIONS (continued)**

Ability to work with a variety of groups and organizations in the Community; including County Commissioners, City Council, Trustees, and others.

**5**

**4**

**3**

**2**

**1**

Participates in organizational related activities, including after hour events and others, for the benefit of the organization.

Utilizes leadership, team building, negotiation and conflict resolution skills, to build community partnerships with all constituents within the community.

Promotes and represents the organization in a positive and professional manner.

**Overall Rating: Community and Public Relations** \_\_\_\_\_

**Comments:** \_\_\_\_\_  
\_\_\_\_\_

**Goals – Past Year**

(List goals accomplished and the impact they had on the Department. Also list or discuss goals not accomplished and why.)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Goals – Next Year**

(List goals established for coming year in priority order.)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Overall Performance Rating:** \_\_\_\_\_

**Overall Performance Comments:** (Expand on areas of strength and areas for development.)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Title and Date**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Title and Date**