

CANDIDATE INTERVIEW GUIDE

SECTION I	<i>Interview Information</i>
Date: _____	Job Title: _____
Candidate's Name: _____	_____ Phone Screening Interview
Interviewer's Name: _____	_____ On Site Interview – Search Committee

SECTION III	<i>On Site Interview - Competencies</i>
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<i>Competency #1: General Leadership – leading the organization, leading others, and leading oneself. (Directors Johnson and Walker-Ford)</i>	
The ED has overall responsibility for the day-to-day operations of the organization. The ED works with staff to develop, maintain, and use systems and resources that facilitate the effective operation of the organization toward the objectives of the strategic plan. The ED ensures financial integrity of the organization through general oversight of business operations and solid management decisions and keeps the organization focused on a daily basis. The ED recruits, manages, coaches and develops, and supports an effective and committed staff. The ED is committed to achieving Cultural Equity, ensuring a commitment to diversity and inclusion at leadership and staff levels of grant funded cultural organizations.	
Questions	Notes
1. Can you tell us about a complex problem you faced and how you solved it?	
2. How will you balance the inside (operations) vs outside (advocacy, fundraising) aspects of the role?	
3. ADD QUESTION FOR CANDIDATES OUTSIDE JAX: How would you quickly integrate into the community, gain perspective and learn who people are? Demonstrate experience with doing this before.	

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FOR CANDIDATES BASED IN JAX:
 How well are you integrated into Duval County? What steps would you take to make and/or strengthen ties with Cultural Council stakeholders?

Competency #2: Advocacy (Council Member Boylan)

This role has three major components: effectively promoting the organization, advocating for the mission and work of the organization, and building relationships with constituent or stakeholder groups critical to the success of the organization. In addition to operations and fund raising – both key components of the position – advocacy with the community, local, state and national stakeholders are paramount to the success of support of the arts. The ED is passionate about the arts and culture, and able to articulate its relevance to both quality of life and economic development. He or she must possess strong political advocacy skills and proven success working with city/state government and their elected officials particularly in efforts to secure public sector funding and community leaders.

Questions	Notes
1. What is your experience with advocacy at the city and state levels? Did it include requests for funding? If so what was the messaging used to garner that support?	
2. Describe your relationship-building experiences with community leaders and how you would apply them to this position?	

Competency #3: Core Values and Beliefs; Culture (Director Johnson)

Get a feel for what makes this candidate tick – are they a good fit for the culture? What kind of culture will they create? The ED embraces the vision, mission and values of the Cultural Council and exhibits high integrity and transparent leadership

Questions	Notes
1. If I were to take one of your previous direct reports out for coffee for the “skinny” on you, what would they tell me?	

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Competency #4: Board and Governance (Director Jolly)

Together, the ED and the board form the leadership team of the organization and there's a unique relationship between the chair and the ED. Each arm of the team draws upon its own unique strengths and abilities. The ED and board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information that enables the board to effectively carry out its governance role. The ED demonstrates an interpersonal and political astuteness in dealing with a governing board and has proven experience in building, engaging, and reporting to the board, including development of board capacity in leadership and fundraising.

Questions	Notes
1. What do you see as the role and value of the board in your success as ED? Give examples.	
2. Have you ever experienced disagreement with a board or board member on direction, strategy, etc., and how did you resolve your differences?	

Competency #5: Collaboration and Partnerships (Directors Johnson and Walker-Ford)

Questions	Notes
1. How would you collaborate to create and nurture strategic partnerships?	

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Competency #6: Strategic Thinking, Planning, Execution (Director Doolittle)

Preparing for the future is one of the most critical leadership responsibilities of the ED. Working with the board, the ED must develop a shared vision for the future of the organization, build understanding around the mission, and develop appropriate goals and strategies to advance that mission. They see the big picture but are able to implement plans effectively in “bite-size morsels” to move the organization forward. The ED is a strategic thinker with governance skills who can help the board define the organization’s areas of focus and articulate a consistent mission.

The Executive Director is also a relationship builder and a change leader who inspires, motivates, and influences others through deep relationships. The ED is an effective communicator with a proven track record of collaborative decision-making.

Questions	Notes
1. Give examples of planning and implementing a strategic plan from the past. Include both a success and a failure in implementing a strategic plan.	
2. What will you accomplish in the first 90 days that will have the greatest impact on our bottom line? Additionally, how will you ensure the long-term sustainability of the strategic plan?	

Competency #7: Fundraising (Director Gasper)

The ED, in partnership with the board and appropriate staff, is responsible for developing and implementing fund raising systems and strategies that enable the organization to meet its financial development goals and carry out its programs and operations. The ED should have proven experience in developing and implementation effective fund-raising strategies.

Questions	Notes
1. What do you believe fundraising is all about? What is your experience with fundraising?	
2. What is your most successful campaign – and what made it successful?	

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Competency #8: Financial Management (Director Doolittle)

Ensuring that resources are managed wisely is especially important for a nonprofit organization. The ED's role is to see that the organization's goals and strategic plan serve as the basis for sound financial management, that solid budgeting and accounting systems are in place, and that appropriate financial controls and risk-management strategies protect the organization's operations.

Questions	Notes
1. Describe your experience with creating an annual budget and meeting revenue and expense goals for the organization.	
2. Describe your experience in overseeing an organization's financial management. Identify level(s) of involvement with same (e.g., working with external finance personnel, supervising internal finance personnel, creating financial reports, reviewing financial reports, approving financial reports).	

SECTION IV

Interviewer Wrap Up and Notes

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What else should we know about you?

What questions do you have for us?

I DO/DO NOT (circle one) recommend this candidate for this position.