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**City of Jacksonville Police and Fire Pension Fund
Executive Director/Administrator Search
Sample Interview Questions**

Obviously, in a 45-60 minute interview period, you will not have time to cover all of these questions. Rather, they should be used as a starting point to focus your thoughts on areas of importance. Feel free to choose selected questions from this list and add your own. The key thing is to strive for consistency from interview to interview so you can more effectively evaluate the pool of candidates.

- Both**
1. (If not covered in the candidate's introduction) Tell us why you are interested in this role with JPPFF.
 2. As with all boards, from time to time, we welcome new members to our board. What role have you filled in the past and would you envision filling to help educate new Board members about JPPFF? Please provide examples of past orientation/education programs you've put in place or participated in.
 3. Tell us about your interaction with elected officials, the media and the general public. Please provide examples of particular interactions or collaborations that you feel were particularly healthy and those that might have been more challenging. What have you learned about dealing with external stakeholders from both of these types of interactions?
 4. Transparency and respectful interaction with the media and both City Council and City administrative personnel is particularly important to this Board. Please give us your views on what such a relationship with these stakeholders would look like and provide examples where you have fostered such relationships in your current or past employment.
 5. Our Executive Director/Administrator serves as the public "face" of our Fund. How comfortable would you be playing this role? What experience in your current or past roles has prepared you to take on these responsibilities?
 6. With our small staff, the Executive Director/Administrator of JPPFF has considerable interaction with individual members and groups of members. Tell us about your experience working directly with plan participants and counseling them on their retirement matters.
 7. Describe your experience with preparation of the various regulatory reports and filings required of a public pension fund.

Larry

Bill

Rick P

Rich T 8. What has been your involvement in managing a budget; size of the largest budget, key components.

Rick P 9. As you know, JPPPF employs an external investment consultant. What role do you feel the Executive Director/Administrator should play interacting with an external investment consultant? Tell us about your own experience working with external investment consulting firms; describe your role in that relationship.

Willard 10. (If appropriate) You have experience in larger (or smaller, if appropriate) organizations than JPPPF. What issues do you foresee in transitioning to a smaller/larger environment?

Larry 11. What would you hope to accomplish during the first few months as our ED/Administrator? How would you know whether you have made the right choice in taking this position? Similarly, how would we know we've made the right choice?

Rick P 12. Like any organization, especially those with a relatively small staff, JPPPF endeavors to identify efficiencies and operational improvements to continue to provide exceptional service to our members. Tell us the process you would employ to audit our operations and please provide examples of enhancements you've implemented with your current or past employers.

Bill 13. What process have you employed or would you envision employing if selected for this role, to evaluate the strengths and areas for development of the staff members you'd supervise as our ED/Administrator?

Larry 14. Tell us your views on developing and mentoring staff. Please provide specific examples of how and when you have done this.

Larry 15. On a related note, again, with a relatively small staff, cross-training of job responsibilities is important but challenging. Please share strategies you've employed in the past to accomplish this objective.

Rich T 16. Give us an example of one of your most difficult leadership challenges.

Willard 17. How would your direct reports describe your management style? Describe a situation where someone reporting to you did not perform effectively on an assignment. How did you handle and resolve the situation?

Rick P. 18. How important is the culture/work environment to the success of an organization? What would you describe as critical ingredients of that culture/work environment?

Rich T 19. Tell us about experience you've had in managing change. How have you identified and overcome resistance to changes occurring in your organization (direct reports, peers, superiors, board members, other stakeholders)?

Larry

20. Describe a time when your integrity was challenged. How did you handle it?

Bill

21. Everybody likes to talk about his or her successes. Mention a failure or disappointment you have had in your career and how it impacted you.

Rick P

22. Like many professionals, you may have had a professional mentor. Who was that person and how would they assess the leader you've become? What constructive criticism might that person give you as the leader you are today?

Rich T

23. Please describe your greatest professional achievement to date.

Willard

24. What do you think it will take for you to be successful in this role? What would concern you about coming into this position?

Larry

25. (If appropriate) What concerns do you have about relocating to Jacksonville? How much do you know about the area and why would this area be appealing to you and your family?

Bill

26. Obviously, we are seriously considering your candidacy for this role. Look forward for us and describe why we'll be patting ourselves on the back for having chosen you as our next Executive Director/Administrator.