

Interview Outline

Candidate's Name: _____

Search Committee Member: _____

Interview 1 _____ **Date:** _____

Interview 2 _____ **Date:** _____

Choose questions in each of the following areas and assign them to different members of the Search Committee based on their areas of expertise.

Introduction

Tell us something about yourself and what interested you in this position.

What are your first impressions of our city (positive and negative)?

What did you know about the museum before you applied for the position?

What were you most surprised to learn?

From what you have learned, what do you think the museum does especially well?

What do you think the museum could do better?

Background

Please describe your personal interest in [\[Click here and type the museum's discipline\]](#).

How did you get into this field? Was it the result of planning and preparation or serendipity?

What do you think are the most interesting new developments in [\[Click here and type the museum's discipline\]](#)?

Tell us about the two programs or projects that you are proudest to have been involved in.

Leadership

What are your deepest values and how do they fit with this position?

The new director will be the hub of a wheel that includes a [\[Click here and type the number\]](#) member board of trustees, a staff of [\[Click here and type the number\]](#), a volunteer corps of [\[Click here and type the number\]](#) and [\[Click here and describe\]](#) community groups. Please describe your leadership style and tell us how you would tailor it each group.

There are so many options for communicating these days—on-line, one-on-one phone calls, conference calls, video conferencing, face-to-face meetings. Please describe your communication style and tell us how you use each.

What kind of relationship would you like to have with the board? What would you do to cultivate that relationship?

What are the things that motivate you personally? How have you used these things to motivate others?

Strategic planning is an activity that boards and directors undertake occasionally. But thinking and acting strategically is important on an ongoing basis. How do you do this?

What is your approach to goal setting and monitoring?

Staff and Volunteer Management

What kind of a relationship would you like to have with staff? How would you cultivate that relationship?

What is the most effective way of motivating staff and volunteers? Give an example of how this practice has worked in a previous position.

What would you do to promote understanding and cooperation between staff and volunteers?

How would your subordinates and colleagues describe your management style?

Other than job requirements, what kind of characteristics do you look for in hiring new staff members?

Describe a difficult personnel situation you've handled. Tell us what happened and what you learned from it.

How have you rewarded exceptional performance?

Financial Management

In your opinion, what kind of reporting structure is necessary to guarantee sound fiscal management?

Here is an example of the financial statement from [\[Click here and identify the period\]](#). What is most remarkable about this, and what does it suggest to you?

Under what circumstances are you comfortable incurring debt?

How do you manage an organization that is in debt?

What do you see as the optimum level of fund balance, and what are reasonable means to achieve this level?

What kinds of relationships do you cultivate with companies that provide goods and services to the museum?

Resource Development

Tell us about your most and least successful fund-raising experiences and what you learned from each.

Where does friend raising fit into the scheme of resource development?

The museum currently has [\[Click here and type the number\]](#) members. This represents an [\[Click here and type increase or decrease\]](#) of [\[Click here and type the percentage\]](#) over last year's membership. What would be your goals for membership, and how would you accomplish them?

What are the most important ingredients in a successful grant application?

What place should grant funding have in the overall organizational budget?

Reflecting on grants you've administered, what have been the greatest challenges? How have you met these challenges?

Collections Management

You've seen a copy of our collections plan. Does this provide clear guidelines for acquisitions and deaccessions? If not, how would you change it?

Our acquisitions budget is \$[Click here and type the figure from the operating budget and fundraisers]. How can we make the most of these dollars in today's collecting climate?

What is the appropriate place of long-term loans and promised gifts in the collections plan?

Approximately [Click here and type the percentage] percent of our collection is on view. What are your thoughts about the best ways of maximizing the [Click here and type the percentage] percent that is in storage?

Programs and Facilities

You've seen a list of our current programs. What criteria do you use to measure the success of programs and decide whether to continue them in the future?

During the past year our staff has [Click here and type increased or decreased] by [Click here and type the percentage] percent and our programs have [Click here and type increased or decreased] by [Click here and type the percentage] percent. Should this trend continue? If not, how would you reverse it?

Tell us about some of your most successful and unsuccessful collaborations. What did you learn from each?

This facility affords many advantages and a couple major challenges including [Click here and describe challenges]. Based on your experience in managing facilities, how would you approach these?

External Relationships

What community-oriented values would you bring to the position?

How do you view the museum's role in a civil society?

Considering the various community institutions on a scale of 1 to 10, 1 being extremely introverted and 10 being extremely extroverted, where should the museum fall? What would you do to accomplish this?

How could the museum contribute to a revitalized community?

How could we make the museum a source of pride for the many communities within our community?

Analysis of Museum's Current Situation

You have received the following information about the museum. What do you see as the major challenges facing the museum and how would you spend the majority of your time?

Please choose one of the following issues

[Click here and type several issues such as financial health or relationship with the community] that you think is central to the future of the museum and tell us how you would approach it.

Personal

List four adjectives that describe you.

Describe the greatest joys and frustrations of your current position.

What type of pressures do you feel in your current position? How do you cope with them?

What strategies do you use to deal with multiple demands and interruptions?

What work environment best suits your style? Why?

In your own estimation what are your chief weaknesses? How do you counteract, overcome, or accommodate them?

What kind(s) of opportunities would you like to have for professional growth?

Conclusion

Is there something you wish we'd asked you?

Are there any questions you'd like to ask of the Search Committee?

Measuring Professional Skills and Personal Qualities

Rate each of the following on a scale of 1 to 5 (1 being poor, 5 being excellent)

Chose the professional skills identified in Template 7 and any others that have emerged as priorities during the search process.

☐ Fund development
☐ Donor solicitation
☐ Corporate sponsorship
☐ Grant writing/implementation
☐ Financial management
☐ Facilities management
☐ Staff/volunteer management
☐ Board relations
☐ Strategic/long range planning
☐ Membership development/retention
☐ Marketing/public relations
☐ Community relations
☐ Member of an important constituency
☐ Knowledge of museum's discipline
☐ Professional networking
☐ National/international perspective
☐ Education/interpretation
☐ Audience research
☐ Programming/special planning
☐ Exhibition planning
☐ Publications
☐ Technology

Chose the personal qualities identified in Template 7 and any others that have emerged as priorities during the search process.

☐ Ability to inspire/empower others
☐ Personal motivation
☐ Ability to delegate
☐ Vision
☐ Articulate speaker
☐ Good listener
☐ Good writer
☐ Appreciation of diverse perspectives
☐ Team builder
☐ Problem solver
☐ Community minded
☐ Change agent
☐ Customer service oriented
☐ Flexible
☐ Mature
☐ Responsible
☐ Dynamic
☐ Thoughtful
☐ Energetic
☐ Entrepreneurial
☐ Passionate about museum's discipline
☐ Multidisciplinary perspective

Comments: _____

Further questions: _____

