

City of Gainesville Interview Protocol

Date: May 14-16, 2018



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Confidential

City of Gainesville, Florida
200 East University Ave
Gainesville FL 32601

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The Korn Ferry Hay Group has been engaged to help the City of Gainesville, Florida to conduct a competitive review of the current compensation and benefits programs. The objective of this review is to ensure that the City of Gainesville provides compensation and benefits that are:

- Equitable in relation to job content, accountability and performance, and
- Competitive in the appropriate market(s) for talent to allow the City to recruit, retain, and motivate talented staff.

Critical to understanding the issues in this effort are the perceptions of the management team. Korn Ferry Hay Group consultants will be utilizing a protocol to gain a clear and accurate understanding of the individual's own job and those that report to him/her.

Prior to the interview, the consultants will review all available organization charts, job documentation and budget information (specifically for benchmark positions chosen for this study).

Some of the topics they will wish to discuss will include the following characteristics of the position and direct reports:

- Expected outcomes/end results, products, and services of the organization and the jobs' role in delivering those outcomes
- Major responsibilities and accountabilities
- Major challenges
- Decisions made, freedom to act, degree of creativity
- Nature of internal and external contacts
- Negotiating and behavior modification skills required
- Human relations and communication skills required
- Leadership and motivational skills required
- Education and experience required

The Korn Ferry Hay Group consulting team members look forward to meeting with staff, and we thank you in advance for the time and cooperation.

Your Role – Role and Functional Clarity

1. Please explain your role on at the City of Gainesville's on a macro-level. (What is your main function? Who are your direct reports? Who is accountable for you? Your peers?)
2. Please describe additional roles that are secondary to your position. (e.g. committees you serve on – internally and externally).
3. Describe the ideal skills, education level, and experience for your successor.
4. Describe the pressures and challenges in your position.
5. For your position, describe key success drivers including the factor (e.g., customer satisfaction), performance measures (e.g., customer satisfaction ratings) and the nature of your impact on the factor (prime/controlling, shared management).
6. What is your annual budget and/or revenue generation that you are accountable for?
7. Please describe the span of control/oversight you have for your organization, both fiscal and managerial oversight.
8. What would be a comparable position in the industry for your position? Specify the similarities in duties and responsibilities as well as the differences.
9. How does your role differ from roles at other cities/counties/organizations?

Your Team – Role and Functional Clarity

1. How many employees (both direct and indirect) are you responsible for? (Review Organization Chart)
2. What does success look like for the next level of leadership (your direct report)?
3. Review/Discuss benchmark positions and any clarification needed for the job descriptions.
4. Benchmark jobs: Are there any specific skill sets that are unique within your department (unique in terms of skills required and/or difficult to recruit/retain)?
5. Please discuss any challenges in your department and any unique competencies needed for success.

Your Perception on Compensation/Benefits Program

1. What works and does not work in the current compensation/benefits program?
2. How does the current compensation/benefits program contribute to the organization's mission?
3. Who are your competitors for talent? (Recommendations for peer group.)
4. Why do people want to be part of the organization? What's the value proposition?
5. Are there turnover issues? What about recruitment?
6. How effective is the compensation programs at driving and rewarding desired behaviors?

Final Thoughts

1. What is working well? What helps you to be successful in your role?
2. What could be working better? What gets in the way of your ability to be successful?
3. Talk about the vision and strategy of the City – what is your understanding of the goals and priorities for the coming year? Next 2 to 3 years?
4. Driving innovation – what is working well and what could be improved?
5. Collaboration – what is working well and what could be improved?
6. Do you feel you have the tools in place to be able to assess and reward your employees?

Thank you in for your participation and support of this important initiative.