

**WMMIC Executive Director  
Interview Questions for Semi-Finalists  
July 29 – 30, 2009**

Date \_\_\_\_\_

Time \_\_\_\_\_

### A. Background, Experience and Approach

1. Please highlight what key aspects of your background and experience have prepared you for this position.
2. What do you feel has been one of your most significant career accomplishments and why?
3. Would you describe your current (past) role as more “big picture” or “hands-on” and why? Do you have a preference for either?
4. How would you describe your emotional IQ as it relates to the workplace?
5. What types of things don’t you tolerate well in a work environment?
6. How do you manage and make decisions to ensure effective operations?
7. What role do you think vendors should play in an organization like WMMIC?

## **B. Financial Management**

8. Please highlight your financial experience and skills in the following areas:
  - a. Budgeting and financial planning (ability to develop and monitor budgets and develop financial forecasts).
  - b. Financial management (ability to perform analysis of current and projected investment earnings and make decisions regarding asset management).
9. How would you assure WMMIC's continued financial strength?
10. What steps would you take to ensure that the WMMIC Board is well-informed regarding the company's financial status and available options?

## **C. Personnel Management**

11. The Executive Director is responsible for personnel functions and managing a small office. What do you consider to be your strengths in the area of personnel management? Please be as specific as possible.
12. How do you view employee requests for flexible work schedules or work at home expectations, and how would you manage these?
13. What was the most difficult employee performance problem you ever faced and how did you resolve it?
14. Please describe how you have used progressive discipline in a situation that resulted in termination and a situation that did not?

15. How would you handle a situation in which an employee, who has a grievance, goes directly to the Board with the issue?

#### **D. Industry Experience**

16. Based on your responses to the questions asked during the phone interview, we would like to focus on a few areas for more discussion about your insurance industry experience (**Note: This section will only focus on areas where additional information is needed as identified by the candidate's work group liaison**):

a. Risk management and loss control experience

b. Underwriting experience

c. Claims experience

d. Reinsurance experience

e. Actuarial experience

f. NAIC/NCCI/OCI reports

g. AM Best

h. Member equity and dividend distribution

17. Are there any skills or abilities you would want to strengthen as it pertains to this position?

## **E. Board and Member Relations and Customer Service**

18. WMMIC has always valued the professional skills of its members, such as financial, risk management, legal and human resources expertise, and leverages this expertise for the good of the organization. As a result, the WMMIC Board and membership are likely more involved than in comparable organizations. How would you work with a more involved board and membership to ensure positive and effective working relationships?
19. How would you facilitate the Board's decision-making and strategic planning?
20. How would you handle a verbal confrontation with a WMMIC member in an open forum (e.g., if a member directly and aggressively challenges you on a matter)?
21. How have you worked to retain members and recruit new members? Specifically, what were the strategies you used to maintain member commitment and gain market share, and what were the results?

## **F. Wrap-Up**

22. If offered this position, how would it fit with your long-term career goals?
23. The expectations of this position are outlined in the position description. Do you have any other work commitments that would interfere with your ability to meet the responsibilities of this position?
24. You have previously indicated your salary expectations. Is there anything else you wish to tell us related to your compensation requirements for your next position?

25. Is there anything else you would like to tell us about yourself that we should consider in making our selection?

26. Do you have any questions of us?

### GENERAL SKILLS/ABILITIES

Please rate the candidate's responses to the questions and items below using the following scale:

1 - Poor      2 - Fair      3 - Average      4 - Good      5 - Excellent

1    2    3    4    5      **Qualities of Communication** - Eye contact, facial expression, purposeful movements and gestures, basic vocal impression, expressiveness, intelligibility.

1    2    3    4    5      **Verbal Communication** - Vocabulary, grammar, usage and pronunciation.

1    2    3    4    5      **Listening and Feedback** - Willing, responsive, perceptive listener, alert and prompt.

1    2    3    4    5      **General Personality Impressions** - Good sense, initiative, emotional contact, poise, directness, individuality, honesty, sincerity and frankness.

**Overall Assessment** - Taking everything you have learned about this candidate, please list the candidate's primary strengths and weaknesses.