**Mission Critical Interview Template**

When reviewing the roles in an organization to determine which roles are “critical,” please follow these guidelines:

* Rate jobs (not people) based on contribution.
* Critical jobs are vital (strategic) to the organization achieving its goals.
* All jobs are important, but not all jobs have the same strategic value.
* Critical roles will change over time. This year’s peacock could be next year’s feather duster.

**Identify the organizational strategy/mission and future strategic initiatives.**

* Interview Executive/Management Team
  + Identify your understanding of the Department’s Strategic Plan and ask the following questions:
    - Do you agree with my/our interpretation?
    - Is there anything you would like to add?
    - Is there anything you would like to remove?
    - Is there anything you would like to expand upon?
  + What factors would cause you to re-evaluate the Strategic Plan?
  + Do you routinely revisit the plan? How frequently?
  + To what degree does your Leadership Team use the Strategic Plan in identifying roles that are necessary for successful execution of the plan?
* Interview key stakeholders and analysts.
  + What do you expect to receive from Department X?
  + Based on the services/products that you are currently receiving:
    - What are you satisfied with?
    - What would you change?

**Segment role classifications**

The following general questions are important to answer prior to reviewing the individual roles in your organization:

* Are there any aspects of the organization that need help to achieve the mission?
* Which segments of the workforce create the most value?
* Which areas of the organization will be most severely impacted by retirements? What is being done to prepare successors?
* In what areas is the talent marketing heating up? How will the organization be impacted?
* What skills will be needed over the next 5 years that the organization does not currently have? How can those skills be obtained?

Roles can be classified into the following categories:

* Directly related to the organizational strategy
  + **Strategic** – those roles possessing the greatest *future impact* (10% of all jobs)
  + **Critical** – those roles with *significant present business impact* (10% - 15% of all jobs)
* Not directly related to the organizational strategy
  + **Core** – those roles that are important for the quality of product and/or service provided
  + **Requisite** – those roles that need to be accomplished