

□ **The Search and Selection Process**

There is more to this than one might think. The elements include:

- Creating an Opportunity Profile to be used as a marketing document which outlines: the organization's history, mission, and current status; and the job description and what experience, abilities and ethos is sought in the next president. Examples of such a document are typically available on our website under "searches...non-profit." Also, a questionnaire ought to be developed to which all candidates respond. Questions might include "what attracts you to this opportunity, what are the strengths you have for this position, in what areas should the board or organization support you (areas of weakness), how does moving affect you and your family, how would subordinates likely describe your management style, etc.
- Determining then executing the strategy for finding potential candidates, to include who to network with and on what job boards or in what publications the search should be posted. Search consultants typically contact 300-500+ people in seeking candidates.
- Preliminary screening of potential candidates should include asking for additional details in resumes, getting responses to the questionnaires, answering questions of the candidate and a comprehensive telephone interview.
- Secondary screening of candidates should include an extensive personal interview, followed by reference checking (criminal, credit, driving and verification of degrees and certifications). Candidate Profiles should be prepared on each candidate to be presented to the Search Committee.
- The search committee determines what questions it will ask of each candidate and which committee member will ask each question. [Candidate Evaluation Form](#).
- Presentation of the final candidates to the Search Committee for an exhaustive interview. [Leadership Selection: The Interview Process](#)
- The Search Committee caucuses to review all the candidates interviewed and determine which to recommend forward to the Board. Hopefully there are back up candidates in case the first one recommended forward is not the one hired.
- The Board interviews the preferred candidate, and may have a social occasion with that person and spouse. If things remain positive then perhaps the preferred candidate and spouse are given "town hall" sessions with the organization's various constituencies and in effect saying, "This is who we are thinking of hiring; please get acquainted and let us know what you think." Additionally the

candidate meets one-on-one with his or her direct reports, plus the candidate and spouse have a chance to look at houses, schools, etc.

- The chairman should gather feedback. If there are any red flags these need to be resolved. Then the Board's Executive Committee fashions a compensation package that is likely to be accepted. The Board agrees to offer the position, and the Chairman makes the offer.
- The candidate accepts, an announcement is made, and plans are initiated for an inauguration. Also, some plans are made for assisting in the candidate's family's transition and integration into the community.