

SEARCH COMMITTEE STEPS

Bruce Dingman is involved to facilitate the search process, which includes providing professional counsel and candidate research. He **is not** there to control the process, for control always lies with the committee. The committee is ultimately responsible for the selection process and outcome of the search. Accordingly, the recruiter wishes to be responsive to the committee's desire. So that there is clarity and proper coordination, communication from the committee to the recruiter should come through the committee's chairman.

At our first meeting we will define the tasks to be performed and who will be responsible. The following items are expected to be accomplished in this initial meeting:

- **Defining the Search Process**...*what is to be the end result, what are the steps, what is the timing, and who will do what?*
- **Defining the Position and Need**...*what is the organizational structure, what is the scope of responsibility of this position, what are the "must-haves," "like-to-haves" and "should-not-haves" of candidates in experience, management style, values, education, spiritual walk, doctrinal beliefs and goals of candidates?*
- **Creation of the Marketing Plan**...*where are candidates likely to be found and what are the various ways to reach them using both proactive and reactive methods.*

After the initial meeting, the Recruiter will be responsible for:

- **Creating a Marketing Tool for Describing The Opportunity**...writing up a document that accurately and attractively describes the opportunity, including a description the organization, the position, the "must-haves," and "like-to-haves."
- **Create a questionnaire**...which applicants will complete.
- **Execution of the Marketing Plan**...who does what and when to execute the marketing plan, how the applicants are to respond and then making sure it's done; make sure the process is "user-friendly" rather than "send resume, references and salary by such-and-such a date."
- **Preliminary Screening of Applicants**...design a checklist for quick, effective, simple and non-offensive screening of those who respond, then do an extensive telephone interview of the most likely candidates.
- **Reference Checking**...for the best applicants, a thorough process is used to understand a person's career path, accomplishments, personality, management style, values and fit with the job. Ultimately, the selected candidate will have given permission to have his/her background checked (credit, criminal and driving) and the results will have to have been satisfactory.

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CONSULTANTS FOR EXECUTIVE SELECTION

- **Interviewing of Candidates**...interview candidates who seem worthy of presenting to ask additional questions, see how they present themselves and read their “body language.” If relocation will be required, include the spouse.
- **Prepare a Candidate Profile**...to include the resume, verified degree(s), interview remarks, references, and the candidate’s response to the questionnaire.
- **Prepare the candidate questions to be asked by the committee**...the committee meets (recruiter not required) to define the questions to be asked during the candidate interviews and which member of the committee will ask what questions, and to go over the response grading system.
- **Search Committee Interviews the Candidates**...having both a formal interview with the full committee and two informal meals each with half of the search committee, then selecting those who may continue in the process and if possible identify the preferred candidate. The interviews are done off-campus at a location where confidentiality of the candidates can be preserved.
- **Tell runners-up they are just that**...let down gently those no longer under consideration. It’s imperative to try to keep “alive” anyone who is a strong second choice in case the preferred candidate declines or is declined.
- **Second Round of Interviews with Spouse**...bring back preferred candidate with spouse for a second round of interviews, giving them a chance to meet with the Search Committee and campus constituencies, allowing the spouse to see houses, schools and churches, and the hiring person and spouse have dinner with the candidate and spouse.
- **Collecting the Opinions**...ask all those who met with the candidate for their impressions....done by committee chairman.
- **Preparing an Offer and Getting Acceptance**...the chairman works out a proposal with the recruiter then the recruiter passes it by the candidate to be sure it is acceptable and that the candidate would accept it if offered.
- **Committee makes a recommendation to the Board**...of the final candidate and the Board interviews that person, and then caucuses privately; if deciding to offer the position, then does so. The candidate accepts and then speaks to the campus community, and a public announcement is made.
- **Integration of the Candidate to the Organization and Family with the Community**...with the person now hired, the Board designates an inauguration/integration committee to plan how the person is to be introduced and integrated into the organization.