

Searches Preparedness Inventory

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Public Sector

Process

- Is the job description clear, realistic, and does it enjoy broad support among key stakeholders?
- Is the search schedule realistic, inclusive of all key stakeholders, well staffed, consistent with “sunshine” laws as well as public expectations for input?
- Is it clear how the final selection will be made and who will “close the deal” on the part of the Council?

Search Committee

- Is the search committee composed of experienced, credible people from diverse backgrounds with the time and commitment to do this job?
- Has the committee thoroughly discussed the job description, the preferred characteristics for the new leader, the realities of the current political environment that might affect the search process and the success of the new hire, as well as all legal requirements?
- Does the search committee share a realistic understanding of how the job will appear to candidates in terms of total compensation, opportunities to contribute and achieve, risks and problems, and quality of life for the candidate and their families and close friends?
- Have search committee members formally committed to making this search a priority in their schedules, confidentiality, the role of the chair as spokesperson, avoidance of the appearance of conflicts of interest and an attitude of open mindedness?

Search Firm

- Is the selection of a search firm the result of a rigorous bid and interview process?
- Can the search consultant point to success in identifying candidates for this kind of position in other states?
- Will the consultant make this search a top priority for their time and attention?
- Is the division of labor between the search firm, Council staff and the search committee absolutely clear and agreed upon?

Political and Organizational Environment

- Are key players—the Governor, legislative leaders, Council members, presidents, and others—prepared to support this process and play an appropriately helpful role in making it successful?
- How do these same key players as well as other opinion leaders and the media regard the work of the Council in the state generally?
- Has the search committee discussed how to respond to candidates who bring political heft to the process?
- Do the state’s critical stakeholders share with the committee and the Council roughly the same expectations for leadership for this position?
- What are the “elephants in the room” which are not always acknowledged, but which will quickly become apparent to savvy candidates? The big game here might include

gubernatorial and legislative support (or lack thereof); plans to reduce or restructure the agency; policy and personality divisions on the Council or in other key groups that will affect the outcome of this process, and so on.

Selling the Job

- Has the search committee identified and advertised reasons why this job presents an exciting opportunity for the right leader?
- Is the compensation and employment package as competitive as it can be?
- Is the Governor and are legislative and other leaders ready to meet with the finalist for a candid conversation that also shows support for the position?
- Are all members of the Council fully aware of the compensation package?
- Are all members of the Council ready to do their part in persuading top candidates of the opportunities in this position?

Questions for Search Firms

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- What is your experience with searches for coordinating board positions?
- What have been your recent successes in this area?
- What is your network of candidates beyond the usual suspects?
- What is your experience with assembling a diverse pool and hiring candidates from diverse backgrounds?
- What is your take on “nontraditional” candidates for this position?
- What search work will you do personally and what your staff will do?
- How will you work with this search committee?
- What special resources does your firm bring to this process?
- Do you think our time line is realistic?
- What are the advantages and disadvantages of our process?
- How would you handle the reality that our most recent search was not successful?
- What roles would you see in this process for the Governor? The Presidents? Legislative leaders? The whole Council?
- What are some pitfalls to be avoided in this kind of public sector search?
- Do you have questions of us that we have not yet to be addressed?