Guiding Principles and Procedures

Hiring a new Executive Director is an opportunity for The Southwest Workforce Development Board (SWWDB) to renew itself. By assessing the strategic challenges facing our organization, we can identify the abilities and skills that the Executive Director needs to meet these challenges. By hiring the person who has the appropriate abilities and skills, we will be able to meet the organization’s emerging needs. By providing the Executive Director with an adequate orientation to the organization, the Board is helping him/her to make a successful transition into our organization. As a result of his/her successful transition, the new Executive Director can help move the Board towards its vision and mission.

1. **Pre-Search Activities**
   - The Executive Committee will review the Job Description and Salary/Benefits range, making adjustments as determined necessary.

2. **The Search Committee**
   - The Executive Committee will establish an *ad hoc* Search Committee to lead the hiring process. The committee size should be small enough to facilitate an easy and expeditious decision-making process, but large enough to cover all of the necessary skill areas.
   - The Executive Committee will ensure that the composition of the Search Committee includes at least three members who represent the protected three (3) classes as defined by federal and state laws and regulations.

3. **Confidentiality**
   - The Search Committee will have a written process in place for maintaining the confidentiality of all information during the search process.

4. **Role of Staff**
   - The board will, through the exiting or acting Executive Director, keep the staff up-to-date about the progress of the search for the Executive Director.

5. **Role of the Exiting Executive Director**
   - At the discretion of the Executive Committee, the exiting Executive Director may be involved in the hiring process.

6. **Time Line for the Process**
   - The Search Committee will set up a written schedule of activity that moves the hiring process forward steadily without rushing the ultimate determination process. The schedule will consider the resources and time availability of the committee members and will allow for adequate needs analysis and procedural planning before advertising the job opportunity.
7. **Candidate Rating Sheet**
   - The Search Committee will establish a list of qualities and experiences that a candidate must have in order to be successful, based on the identified needs of the organization.
   - Based on the identified qualities and experiences, the Search Committee will create a candidate rating sheet that identifies the qualification requirements for the successful candidate. This rating sheet will be used to:
     1. Prepare the job posting
     2. Eliminate candidates who do not meet the basic requirements
     3. Rank candidates for the selection process, and identify candidates to be interviewed
     4. Rate the candidates after the interview
     5. Compile reference results after the interview.

8. **Internal Candidates**
   - The Search Committee should be prepared to give thoughtful and diplomatic treatment to internal candidates. The committee may want to identify potential difficulties upfront, and to make plans for handling these issues tactfully.

9. **Prepare Interview Questions**
   - The Search Committee will ensure that all interviewing questions are written, and that the committee agrees upon the desired response.

10. **Prepare the Job Posting**
    - The Search Committee will prepare the job posting, based on the job description and the list of qualifications identified in the candidate rating sheet.
    - The Search Committee should be prepared to provide interested candidates an information kit with an updated job description and general information about the organization. Candidates selected for interviews may ask to receive more information, such as audited financial statements, bylaws, and strategic planning documents. The Search Committee should have a plan in place to respond to such requests in an orderly and equal manner.

11. **Select Candidates for Interviews**
    - At the closing date, the Search Committee will screen the applications, using the set of guidelines on the rating sheet, eliminating applications lacking adequate qualifications.
    - The Search Committee will establish a procedure for sending notice to unsuccessful candidates.

12. **Schedule Interviews**
    - The Search Committee should make arrangements for an interview location and set an interview schedule.

13. **Interview Performance Indicators**
    - The Search Committee members must be in agreement on the criteria or factors that will be used in the selection process.
14. **Make the Hiring Recommendation / Job Offer**
   - When the Search Committee has settled on a final candidate and compensation, it will bring the recommendation before the full Board for a vote before making an offer of employment to any candidate. Once the job offer has been tendered and accepted, the search committee will send notice of approved offer to candidates who were interviewed.

15. **Welcoming the New Executive Director**
   - The Executive Committee needs to plan several strategies for helping the new Executive Director to move into the organization. These include: Announcing the appointment within the organization; Announcing the appointment to the community; and orienting the new Executive Director. A written orientation and transition plan will be used by the Executive Committee to ensure that Search Committee members and appropriate staff are aware of and involved in the orientation and transition activities.

Reference:
*Procedure Adopted: December 11, 2002*
*Procedure Revised:*