

Search for Success

Managing an Effective Hiring and On-Boarding Process

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The Spelman & Johnson Group



What We'll Cover...

- Best practices in the recruitment of staff
- The search process – what we do well and what we can do better
- On-boarding your new hire



Why Do Searches Fail?

- Pool not deep enough/not strong enough
- Disconnect between what you think you need and what you actually need
- No consensus about what is needed
- Don't represent the position well or correctly
- Don't represent the institution well
- Don't recruit candidates throughout the entire process



Know What You're Looking For

- Introspection
- Consensus
- Know the market
- The position description (HR)
- Competencies/skills/experience
- Institutional fit/culture
 - How will the position fit into the long range strategic plan of the institution/division?



Role of the Hiring Authority

- The person to whom the position will report must clearly communicate to the search committee and other stakeholders:
 - What skills and experiences are desired in this hire
 - How the skills and experiences of the new hire will meet division/institutional needs
 - What is the role of the search committee



Compensation

- Develop and outline a compensation package early in the process
 - Salary (What is competitive? A salary survey may be helpful)
 - Benefits
 - Relocation expenses
 - Know what is negotiable and who will negotiate



The Search Committee

- Who are these people?
 - Balance between a committee that is small enough to be effective while at the same time including voices from each important campus constituency
- What's their charge?
- Who is/are the final decision maker(s)?
- Speaking to candidate motivation
- Letting the committee get hijacked



Market the Position

- Your brand as an employer is as important as a consumer brand.
 - You are selling your institution to candidates
- Passive and active recruiting
- Creative and intentional recruiting
- Networking



Over-Communicate...Honestly

- Accurately describe the position
- If requested, inform candidates of internal candidates
- Acknowledge receipt of all applications/include expectations for the search timeline/regret applicants
- Respect candidate privacy and confidentiality
- The search should be supported by one person who can handle the details
 - Responding to candidates on a timely basis
 - Scheduling committee meetings
 - Arranging travel



Recruit though the entire process...

- The Search Committee
- Interviewing
- Don't ask that question!
- Exchanging information
- The dangers of Google



Interview Planning

- All interviews (phone, airport, on-campus) should be designed with candidate needs and comfort in mind. Examples:
 - Provide a detailed schedule in advance
 - Contact number in case of travel issues
 - Appropriate person to meet him/her at the airport and provide transportation as needed
 - Enough down-time for relaxation
 - A balance between formal interviews and more social interactions



Interview Tips

- Make sure the campus is prepared
- Provide key information and data
- Ask questions about the candidate's experiences —not yours
- Answer questions honestly
- Let candidates know internal decision-making process and timelines
- Fit/Match



Reference Tips

- Never underestimate the importance of references
- Ask for the references you want to speak with
- Have focused conversations with references
- Know the state and federal guidelines around what you can and can't ask



Background Checks

- Media/public information search
- Fair Credit Reporting Act (FCRA)
- Know your state and federal guidelines
- Tricky situations



Follow Through

- After the interview, a member of the search committee personally contacts each candidate to notify them of their status and describe next steps
- If another candidate has been chosen, candidates should receive written or verbal notification within 5 business days
- After the hiring decision has been made, provide feedback whenever possible





Expectations of a Search Firm

- “Fulcrum” for the search process
- Input on compensation and search process
- Experienced, objective point-of-view
- Coordinate and lead focus groups/stakeholders
- Actively recruit and source candidates
- Effectively communicate to the hiring authority and the search committee



Expectations of a Search Firm

- Develop trusting and meaningful relationships
- Develop a strong pool of qualified, interested candidates
- Review candidate qualifications, conduct interviews, reference checks
- Manage an effective and efficient search process
- Represent the institution

On-Boarding:

Culture, Competencies, Influences and Productivity



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What is On-Boarding?

- Informs a new executive's perspectives about a new employer's:
 - Workplace
 - Culture
 - Institutional strategy
 - Key influencers and decision makers
 - Productivity traps
 - Early identifiable wins



Why is it important?

- Forty percent of new executive hires fail within the first 18 months on the job
- New hires often assume that if they are doing a poor job or failing to integrate, someone will let them know

Leadership errors made in the first one hundred days are far more consequential than similar errors made during the second year of a leadership role.

Laurence Sybel, founding partner of Board Options and Sybel Peabody Lincolnshire,
a Boston based consulting firm that specializes in managing leadership.



Key Aspects of an Effective On-Boarding Plan

- Assess the new culture
- Engage in the new culture
- Get a strategy together around the burning imperative/stealth mandates
- Get the right people in the right roles
- Invest in some early wins
- Manage communication relentlessly



Three Kinds of Leadership Mandates

- Continuity
- “Good to Great”
- Turnaround

*There are always two mandates — an expressed one
and a stealth one*



The Right People in the Right Roles

- There is a risk of moving too quickly—the risk is that you will make a poor decision and come across as too impulsive.
- There is a risk of moving too slowly—at about six months or so you own the staff and now the problem staff are YOUR problem staff.



Early Wins

- Help your new employee get some early wins
 - Early wins are about credibility and confidence
 - People have more faith in a leader that delivers



On-Boarding Works for Your New Hires

- Institutionally we spend more time, strategy, and resources on orientation programs for our students than for our staff.
- It is estimated the direct cost of a poor hire is 20% of the hire's salary. If you include indirect costs the total cost is closer to 80% of the hire's salary.



Check List for Your New Hires

- ✓ A consistent strategy
- ✓ Fielding a team
- ✓ Defining deliverables
- ✓ Minimal distraction over administrative matters
- ✓ Participation of key constituents
- ✓ Integration into a peer group
- ✓ Communicating the culture
- ✓ Mentoring
- ✓ Feedback
- ✓ Necessary intervention



More Details

The New Leader's 100 Day Action Plan by George Brandt, Jayme Check, and Jorge Pedraza

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