

Hiring An Executive Director – Things to Consider

1. What do we need, as an organization, over the next 3 – 5 years?
 - a. Strategic plan
 - b. Business plan
 - c. Members' needs
 - d. Industry changes
 - e. Current staff and volunteers
 - f. Funder requirements and requests
 - g. Considering staff leadership and support within the organization - do we want: a CEO, CAO, Executive Director, General Manager, Executive Secretary/Assistant or something else?
2. When do we need someone in place by?
 - a. At a minimum: 2 weeks to advertise, 2 weeks to hire, 2 weeks' notice: 6 – 8 weeks
 - b. Consider vacations, holidays and other delays
3. What knowledge, skills, talents, abilities, competencies etc. do we need in this person to achieve our goals?
 - a. Knowledge – specific things they must know and know how to do
 - b. Abilities – what must they be able to do
 - c. Talents – what 'gifts' would help
 - d. Experience – what do they have to have done?
 - e. Is a degree required (or desired), what type, what level?
 - f. Are professional designations required (or desired), what ones?
4. How much money do we have to spend within this position?
 - a. Salary
 - b. Performance bonus
 - c. Merit increases
 - d. Source deductions
 - e. Profit sharing
 - f. Benefits
 - g. What can we realistically get for that?

5. What other benefits can we offer someone?
 - a. Vacation
 - b. Health plan
 - c. Pension plan
 - d. RRSP contributions
 - e. Overtime compensation
 - f. Training and education
 - g. Professional memberships
 - h. Community service support
 - i. Flexible schedule
 - j. Tele-commuting
 - k. Other employment
 - l. Child care
 - m. ???

6. What kind of position can we offer someone? What kind of job do we want to offer someone?
 - a. Full time
 - b. Part time
 - c. Contract
 - d. Renewable contract
 - e. Fee for service

7. What will their job be like? What are their roles and responsibilities within our governance structure?
 - a. Title
 - b. Job purpose
 - c. Responsibilities – Key result areas and sample duties
 - d. Qualifications
 - e. Education
 - f. Professional designations
 - g. Knowledge and skills
 - h. Computer proficiencies
 - i. Experience
 - j. Reporting relationships
 - k. Working conditions
 - i. Probation
 - ii. Evaluations
 - iii. Work hours
 - iv. Breaks
 - v. Time off

8. How do we want to approach recruitment?
 - a. Internal search
 - b. Search firm
 - c. Word of mouth
 - d. Newspaper
 - e. Trade magazines
 - f. Internet
 - g. Other: _____

****Document the whole process and follow your plan****
9. How are we going to screen candidates?
 - a. Resume screening
 - b. Reference checks – what are we going to ask, who is going to do it, what if we can't get useful answers?
 - c. Criminal record check
 - d. Child abuse registry check
 - e. Driver abstract
10. How are we going to interview candidates?
 - a. Who gets an interview?
 - b. Who interviews? – Board, Committee, staff, members, funder
 - c. Single or multi stage process?
 - d. Question design?
 - e. How do we test competencies?
 - f. Interview format – presentation, situational, past behavioral
11. How will we decide on whom to offer the job to?
 - a. How to we rate candidates and select top one?
 - b. Scoring system
 - c. Interview committee
 - d. Board of Directors decision?
12. How will we conduct the job negotiation and who can make the final decisions?
13. How will be orient and train the new person?
14. How will we introduce this person to our organizations, our funder, our partners, our stakeholders and the general public?
15. How will we develop a succession plan?