



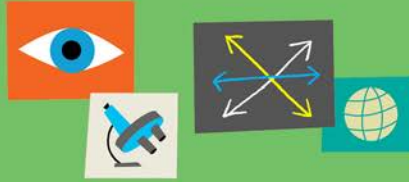
The 10 Characteristics of a Good Search

Directions: Use this checklist to ensure that your organization has attended to all 10 components of a good search.

✓	Search Characteristic
<input type="checkbox"/>	<p>Continuity: Has your institution adopted a systemwide approach to searches? Here are some points to consider:</p> <ul style="list-style-type: none"> • Are searches run with a common framework and approach? • Are all searches staffed in the same manner? • Is there an institutional point person or team who ensures consistency and quality control in the mechanics of the search?
<input type="checkbox"/>	<p>Communication: Are mechanisms in place to ensure open and timely communication with everyone involved in the search? Consider communication between:</p> <ul style="list-style-type: none"> • Dean or CEO and the search committee • Dean or CEO and staff • Search chair and search committee • Search committee and candidates • Search committee and interview panels
<input type="checkbox"/>	<p>Charge: Have the desired attributes, competencies, and skills been articulated and defined in outcome terms?</p>
<input type="checkbox"/>	<p>Culture: Have search committee members articulated what a good “fit” would be between the organizational culture and values and the leader’s style and preferences?</p>
<input type="checkbox"/>	<p>Candidates (and their competence): Has the committee developed standards or indicators for the level of performance and behavior that meets the demands of the institution’s plan for the new leader and satisfies the dean’s charge?</p>
<input type="checkbox"/>	<p>Chair: Has the search committee chair been appointed thoughtfully? Does the chair have:</p> <ul style="list-style-type: none"> • Adequate administrative support? • Appropriate training? • Accountability for the professional quality of the search?
<input type="checkbox"/>	<p>Composition: When choosing search committee members, ask:</p> <ul style="list-style-type: none"> • Do the search committee and interview panels reflect broad and deep diversity of perspectives, backgrounds, and levels within the organization? • Is each member able to respectfully—and strongly—present differing opinions while building consensus?

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✓	Search Characteristic
<input type="checkbox"/>	Conduct: With respect to the committee and the search process: <ul style="list-style-type: none">• Do search committee members function as a team?• Is the search process being conducted with transparency, confidentiality, and integrity?
<input type="checkbox"/>	Confidentiality: Does everyone involved in the search—committee members, interviewers, senior leaders—understand the importance of confidentiality for the integrity of the search? With respect to confidentiality: <ul style="list-style-type: none">• Do search committee members agree to keep private all information about search committee proceedings, the identity of potential candidates and candidates, and other search-related discussions?• Is the search committee chair the only person authorized to speak on behalf of the committee?
<input type="checkbox"/>	Closure: After the committee forwards the list of finalists to the dean: <ul style="list-style-type: none">• Has someone communicated with the candidates who were not chosen?• Have search committee members strategized and prepared to support the new leadership and to help accelerate acceptance and adoption of change?