

# STERLING | MARTIN

a s s o c i a t e s

One of the most frequently asked questions we receive is, “How do you conduct a search?” Our full search process is summarized below.

## Stage 1: Understand the Organization and Position

Develop an in-depth understanding of the organization and position through interviews with the search committee (or hiring team).

Discuss the implications of these findings on the position and on the search process.

Develop a Summary of Organizational Interviews.

Develop a detailed position description.

Build a set of key criteria for the ideal candidate and the philosophy of the organization.

## Stage 2: Find Candidates

Develop targeted search and candidate ID strategy.

Conduct proactive outreach to a diverse spectrum of potential candidates through targeted research, direct sourcing, SMA database, personal networks, social media, and some advertising.

Conduct initial telephone screening to determine qualifications.

Conduct in-depth interviews with candidates who qualify from the first screening.

Narrow the field of candidates for the next phase of in-person meetings with SMA.

## Stage 3: Interview and Present Candidates

Conduct in-person, behavioral-based interviews with qualified candidates.

Examine candidate's past performance, as it is the best predictor of future performance.

Write candidate assessment report to be presented with resume.

Conduct preliminary "scandal" background checks.

Provide regular status reports on the progress of the search.

Develop the "Long List" of candidates.

Create and deliver comprehensive candidate assessment report.

Review individual candidate reports with the Search Committee (or hiring team) and select the "Short List" of candidates for interviews.

Utilize PI® assessment tool.

Plan and schedule candidate interview with the Search Committee (or hiring team).

## Stage 4: Select Finalists

Develop interview strategy, including questions and evaluation system, with the Search Committee (or hiring team).

Brief candidates on interview process and provide briefing packages containing information on the organization.

Facilitate candidate interviews with the Search Committee (or hiring team).

Conduct background and reference checks including criminal, credit and academic degree verification.

Assist in offer negotiations.