



# Dakin Mayers

Human Resources Consultants



‘Making your people our priority’

Peter Dakin



- 
- 
- 

# Victorian Healthcare Association

## The Board and Chief Executive

•  
•  
•

# Planning & Recruitment

- ◆ The most important decision a Board will take is to appoint a new CEO
- ◆ It is critical that you get it right as an incorrect decision will be very costly in more ways than one
- ◆ Not only financially, but it could cost your organisation its reputation and set you back a few years

- 
- 
- 

## What do you seek in a new CEO?

- ◆ There may be the need to recruit a different CEO at different times
- ◆ This will depend on the maturity of the organisation, the external environment in the sector and government policies
- ◆ Carefully review your Strategic Plan and ask key stakeholders for their input
- ◆ You may be seeking a strong political lobbyist and advocate, a highly effective change agent and someone to drive innovation and process improvement
- ◆ An effective Board should be cognisant of succession planning within their own organisation at all times

- 
- 
- 

# Recruitment Planning

- ◆ Decide who will sit on the Selection Committee (don't make it a "cast of thousands")
- ◆ If the Chairman is soon to retire, ensure you have the incoming Chairman on the panel
- ◆ If you as a Board have the time and skill set amongst you to undertake the recruitment process, you can do it yourselves
- ◆ Alternatively, plan to retain a specialist Executive Recruitment and Search firm

- 
- 
- 

## Recruitment Planning Cont'd

- ◆ The Board should review the CEO's Position Description in line with the Strategic Plan in order to match the objectives of the organisation
- ◆ If you are developing a Position Description for the CEO, look at the end in terms of what has to be achieved
- ◆ Stephen Coveys' *Habit 2 of 7 Habits of Highly Effective People* is "begin with the end in mind"

•  
•  
•

## Recruitment Planning Cont'd

- ◆ Finalise the Position Description and set the KPI's
- ◆ Before going to market, stipulate the remuneration range
- ◆ Government Sector Executive Remuneration Panel Regulations apply for Public Health Services/Hospital CEO packages

•  
•  
•

# Choosing a Recruitment Firm

- ◆ Having made a decision to utilise the services of an Executive Recruitment / Search firm, it is suggested you brief 3 or 4 organisations
- ◆ Ensure their Senior Consultants know your sector, have highly relevant experience, maturity and judgement
- ◆ The firm should have strong research facilities and a comprehensive database

- 
- 
- 

## Choosing a Recruitment Firm Cont'd

- ◆ Review their proposals and it is very important that you reference check the firm and it's lead Consultant
- ◆ Knowing in 6 weeks or so you'll be in a position to make an employment offer, make sure you prepare draft paperwork well in advance

- 
- 
- 

## Reasons for using a Recruitment firm

- ◆ They understand employment law and privacy aspects and know the questions you are not allowed to ask
- ◆ They have the processes to handle all applications and responses to ensure protection of your organisation's standing
- ◆ Where your name is not disclosed, they can ensure anonymity
- ◆ They write appealing advertisements and can gain preferential positioning in the media

- 
- 
- 

## Reasons for using a Recruitment firm Cont'd

- ◆ Experienced Search Consultants know the market and can identify high potential candidates otherwise not available to you
- ◆ Interviews are conducted effectively and objectively
- ◆ Comprehensive reference checks are undertaken with written reports and recommendations
- ◆ They handle the negotiations of the offer and advise unsuccessful candidates in a highly professional manner
- ◆ A guarantee replacement should be provided

- 
- 
- 

# The Appointment of a new CEO

- ◆ Selection Panel to interview shortlisted candidates
- ◆ Recruitment firm can assist with panel questions and scoring matrix
- ◆ Selection Panel to confidentially advise the Board of their decision
- ◆ Offer made to successful candidate by Recruitment Consultant
- ◆ Negotiate the final employment contract

- 
- 
- 

## The Appointment of a new CEO Cont'd

- ◆ Arrange for new appointee to meet the Board
- ◆ Prepare an Induction / Orientation Program
- ◆ This is the critical time to sit with the new CEO and tell him / her of your organisation's goals linked to the strategic plan (set appropriate KRA's and KPI's)

- 
- 
- 

# Summary

- ◆ The CEO has a unique relationship with the Board
- ◆ The CEO is an employee, yet a partner
- ◆ Someone who does the work for you, but advises you on what needs to be done
- ◆ A leader, yet someone who asks where you want to go
- ◆ Above all you need an honest and open relationship, so the person you choose has to be the right one