



"Practical Problem-Solving Advice for Publishers"

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Executive Recruiting: Four Questions to Always Ask

What questions should one ask prior to starting the recruiting process?

- *Do we need to fill this position?* Is there a need for this position? Have the responsibilities of this job been identified? Can the responsibilities be consolidated into other staff member jobs? How much of this job can be assumed by the manager without hindering that person's performance? Is this position redundant? Should this position go the way of attrition?
- *Have you reviewed the position description?* Does the current position description need a revision? If you have revised the position description, has it been approved by other executives including your boss and HRM? If the position description is revised, does the salary grade need to be reviewed?
- *Have you established the outcomes you want to achieve with this position?* What are the key drivers (goals and objectives) for success in this position? What needs to be accomplished by the new executive? How will success be measured?
- *Who will mentor this new colleague?* Who will ensure that this individual will be provided daily direction and counsel so that he/she succeeds? Who will be involved in integrating this person into the culture of the organization? Avoid the hire-sink-or-swim syndrome that afflicts so many organizations. Your responsibility is to invest the time to help the person you hired succeed.

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- PM-12, *Job Searching in Association Publishing vs. Commercial Publishing: Key Differences and Interviewing Tips*, 2015, 4 pages
- PM-46, *Executive Recruiting Checklist of 22 Milestones: A McHugh Select*, 2013, 3 pages
- PM-48, *Optimal Interviewing Strategy for Recruiting: A McHugh Select*, 2014, 5 pages
- PM-54, *For Job Seekers: Eight Interview Tips and Four Questions to Ask*, 2014, 1 page

- PM-55, *Thoughtful Job Interviews: How to Treat Job Candidates*, 2014, 4 pages,
- PM -78, *Hiring a Society/Association CEO Part I; Overview, Tips, and Guidance*, 2015, 7 pages
- PM-79, *Hiring a Society/Association CEO Part II, Where to Find Candidates, Search Committees, and Best Candidates*, 2015, 8 pages

McHugh Executive Recruiting Services

John B. “Jack” McHugh is an experienced executive recruiter with a specialty in commercial and nonprofit publishing, including college, business, technical, professional, religious, and association publications. He has written extensively about the field of effective publishing management, drawing on his expertise as a successful executive of both book and journal programs. He can also assist you in recruiting for a variety of association and society positions, including, CEOs (Executive Director.)

Tap into McHugh’s extensive knowledge of the publishing industry to find top talent. Save on recruiting costs since McHugh charges a fixed fee instead of the costly retainer percentage used by most executive search firms.

McHugh’s full recruiting service for publishing executives offers these advantages:

- Save expensive staff time involved in screening resumes and preliminary interviewing of candidates.
- Use McHugh as a third-party independent interviewer to validate your own observations.
- Get an expert evaluation of prospects and final candidates.
- Receive a comprehensive interview report customized to your job needs. (This service is available on an a la carte per interview basis.)
- Save money by paying a flat fee vs. typical 33 1/3% of first year salary charged by executive search firms.

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