

### Clarify Roles During the Search Process

There are numerous stakeholder groups that will have an interest in the search process. The Board will need to be clear about the appropriate role of each group and will want to monitor

communications with the various groups. If the organization has a director of community or public relations, it may be appropriate to call upon that person to help monitor and sustain the appropriate communications to all parties.

Stakeholder group	Role	Information Flow
Board	Primary responsibility for selecting the new CEO. Appoints and charters a Search Committee to conduct the search	Should set expectations of the Search Committee for reporting Should provide oversight of all communications regarding the search
Search Committee	Conduct the search; the Board's responsibility for selecting the new CEO is delegated to the Search Committee according to the terms specified by the Search Committee's charter	Keep Board informed; manage communications with candidates and prospective candidates. Work with organization's person responsible for communication to broader audiences
Search Committee chairperson	Guide the process; assure best possible outcome	Most likely liaison person between Search Committee and Board
Search Committee staff person	Handle communications within the Search Committee, with candidates, including word processing, mailing, emailings, scheduling, etc. May track expenses. Can help chair and committee focus on substance	A key person in the communications with candidates (and the smooth functioning of the committee)
Departing CEO	Not an active participant in the search. Should share knowledge of the organization that may be useful to the Search Committee and to the successor. May suggest names of possible candidates	
Other staff members	May be a source of possible candidates	Keep them informed about the process
Lutheran Services in America	Can offer various types of assistance during the transition	Communicate as soon as possible about the departure and the search
Partner agencies	May be a source of possible candidates	Communicate in an appropriate manner about the departure of the CEO, about the timetable for accepting applications, and about the outcome of the search process
Partner denominations	May be a source of possible candidates	See partner agencies
Judicatory leaders	Need to be informed regarding rostered candidates	Communicate with them about candidates who are rostered within their jurisdiction
Prospective candidates	Consider submitting an application	Seek to identify them and to invite them to put themselves forward as candidates
Candidates	Present themselves as available; accurately present their capabilities in relation to the position	Support their interest. Acknowledge receipt of their applications; keep them informed of their status to the extent that is appropriate