



Hiring Best Practices



1 Move fast.

Qualified executives are highly in demand right now. They're typically interviewing for several positions simultaneously and juggling multiple offers.

If you want to compete in today's market, streamline your hiring process.

Cut out any unnecessary rounds of interviewing and minimize delays in the process.

Executives are looking for decisive organizations ready to make an offer without 5+ rounds of interviews.

Of course, you want to do your due diligence on a candidate, but you must find a way to do it efficiently. Interviewing can be a bottleneck in the executive hiring process.

A few tips to speed things up:

- Ensure you're highly selective about the number of candidates you interview
- Where possible, use panel interviews instead of one-on-one interviews
- Block interview times on your team's calendars ahead of time, so schedules don't book up
- Take the steps necessary so a decision can be made quickly
- Prepare to make an offer quickly when you find the right candidate



2 If you want top executive talent, expect to pay for it.

If you want to hire a good candidate, you must compensate fairly. The most qualified executive candidates will cost you more.

Organizations that are successfully hiring in-demand executives right now are offering higher salaries than in the past, providing extra benefits, and sometimes even giving perks like a four-day workweek to attract people.

Also, many candidates want remote work or hybrid options right now. If you're not offering flexibility, prepare to pay more.

Creating additional upward pressure on salaries, the healthcare executive candidate pool is shrinking as executives leave for other verticals offering higher salaries, more significant bonuses, and stock options.

Candidates are increasingly expecting salary range transparency, empowering

them to self-select out of the process if the range doesn't meet their needs. We've seen far too many organizations walk away from great candidates because they didn't want to meet a candidate's (reasonable) salary expectations. Usually, this happens because of concerns about internal equity or other political issues.

These organizations usually lose the candidate they want during negotiations and ultimately pay even more for a lower-caliber candidate.

We advise our executive search clients on compensation and will help you ensure your salary range will be competitive in the current market.

We recommend that you streamline negotiations by starting with an extremely strong offer within your range.

3

Candidate experience is everything.

Nearly 8 in 10 job candidates believe how they are treated in the hiring process is a clear indicator of how the company treats its employees.

If you want to hire and retain the best candidates, prioritize your candidate experience, especially for executive hires.

Our research with executive job seekers indicates that if employers prioritize one aspect of their candidate experience, they should focus on better communication.

Organizations that provide timely feedback differentiate themselves and impress top-tier candidates.



Other ways to improve your candidate experience:

- Shorten your hiring process and timeline
- Inform candidates about exactly what steps your process entails and when they'll hear from you
- Provide detailed information to help candidates evaluate the opportunity
- Ensure candidates feel valued and respected throughout the process



4 Authentically “sell” candidates on the opportunity.

Generate a list of three or four “sizzle” points that you’ll use to market the position and organization to prospective candidates.

Understand what will appeal to candidates and make sure you’re highlighting what is great about the position throughout the process.

Ideally, all the interviewers should be sharing a consistent, accurate message about the opportunity.

Your messaging to executive candidates should focus on:

- Employee well-being
- Stability, career development, and mobility
- Flexibility/remote work environment (if applicable)
- Social responsibility
- Diversity, equity, and inclusion

Your messaging should also emphasize your mission and values since that’s a key reason many people choose to work in healthcare.

5

Make your hiring process inclusive.

Diversity of skills, personality, experiences, and culture should be cultivated within your organization.

It's becoming more widely accepted that creating diverse teams is essential, and studies show having a diverse team can lead to:

- Improved bottom line
- A happier and more productive team
- More innovation and creativity
- Better decision making

Diversity recruiting can also help your organization attract the best candidates. (A study by Glassdoor showed that 76% of job seekers say that diversity is an important factor when considering companies and evaluating job offers.)

Some steps you can take to make your hiring process more inclusive:

- Create a diverse search committee
- Ensure your job descriptions use inclusive language



- Limit your job requirements to “must-haves” (women are less likely than men to apply when they don’t meet all the criteria)
- Highlight any “inclusive benefits” when talking with candidates
- Use a standardized and consistent interview process
- Add interview questions around diversity

We will gladly help you with any of these items. Kirby Partners also offers a blinded candidate presentation option to eliminate the potential for implicit bias based on a candidate’s name or background.



Thank you!

If you put the strategies and tips outlined in this document into place as you hire, you will stand out to candidates, fill the position faster, and ultimately hire a better leader.

Contact us if you need help in any way.



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