

# Ciresi & Ciresi

Executive Search & Placement

## Process – Differences of Financially Committed Search (Dedicated) vs. Contingency Recruiting

Area of Focus	Dedication	Contingency
1. Candidate Identification	<ul style="list-style-type: none"> <li>Customize search plan with a comprehensive and continuous search until project is completed</li> </ul>	<ul style="list-style-type: none"> <li>Contacting existing network of candidates previously recruited, then keeping “eyes open”</li> </ul>
2. Screening	<ul style="list-style-type: none"> <li>All candidates, regardless of source, put through homogenous screen with the recruiter acting as the filter and exclusively directing the search</li> </ul>	<ul style="list-style-type: none"> <li>Presenting some candidates as quick as possible with client bearing responsibility to direct overall search and handle various source contacts</li> </ul>
3. Presentation of Candidates	<ul style="list-style-type: none"> <li>Customized format for each client which could include in-depth candidate evaluation reports, preliminary references, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Resume and verbal assessment by search consultant commenting only on limited perspective of those candidates called (speed over thoroughness)</li> </ul>
4. Search Updates	<ul style="list-style-type: none"> <li>Periodic progress reports can be customized detailing search activity and market feedback</li> </ul>	<ul style="list-style-type: none"> <li>When identified a candidate will send information. No news means no candidates</li> </ul>
5. Interviewing	<ul style="list-style-type: none"> <li>Extensive preparation of both sides; candidates are given in-depth understanding of position, company, and people. Hiring managers are provided with detailed “hot buttons” regarding candidate’s interests, motivations, compensation, and personal family issues</li> </ul>	<ul style="list-style-type: none"> <li>Arranging mutually agreed upon dates and selling both sides on the other to maximize the odds of a successful encounter</li> </ul>
6. Negotiations	<ul style="list-style-type: none"> <li>Dealing from position of strength to determine best hire with the appropriate package. Candidate knows you are working with all candidates so less likely to be unrealistic or flaky</li> </ul>	<ul style="list-style-type: none"> <li>Dealing from a position of weakness as the candidate feels your vested interest is with him/her</li> </ul>
7. Resignation, Counteroffer/ Follow-up	<ul style="list-style-type: none"> <li>Extensive coverage of resignation process potentially with a customized follow-up report once candidate in position for a specialized length of time</li> </ul>	<ul style="list-style-type: none"> <li>Same</li> </ul>
8. Commitment	<ul style="list-style-type: none"> <li>Mutual commitment to achievement of target dates for these various steps with shared accountability</li> </ul>	<ul style="list-style-type: none"> <li>The steps occur as needed when candidate is identified and accountability is 100% with hiring manager</li> </ul>
9. Summary	<ul style="list-style-type: none"> <li>Thorough, constant, continuous search with myopic focus, a dedicated search utilizing a variety of resources to identify, attract and hire the best possible talent for client</li> </ul>	<ul style="list-style-type: none"> <li>Less urgent and critical needs without commitment or obligation on either party, solely an “if you happen to find it, then we will pay” mindset</li> </ul>

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## Relationship – Differences of Financially Committed Search (Dedicated) vs. Contingency Recruiting

Area of Focus	Dedication	Contingency
1. Label	<ul style="list-style-type: none"> <li>• Consultant</li> <li>• Long-term staffing partner</li> </ul>	<ul style="list-style-type: none"> <li>• Vendor</li> <li>• Staffing transaction seller</li> </ul>
2. Operating Framework	<ul style="list-style-type: none"> <li>• No vested interest in candidate selection</li> </ul>	<ul style="list-style-type: none"> <li>• Vested interest in candidate selection</li> </ul>
3. Candidate Perception	<ul style="list-style-type: none"> <li>• Perceived by candidates as a member of client's team but with an interest to serve both sides fairly</li> </ul>	<ul style="list-style-type: none"> <li>• Perceived by candidates as their "agent" without as much client influence</li> </ul>
4. Recruiting Approach	<ul style="list-style-type: none"> <li>• Recruit openly with objective to widen the "recruiting net and serve as "PR" for firm</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit solely in confidence to prevent other candidates from contacting directly</li> </ul>
5. Presentation of Candidates	<ul style="list-style-type: none"> <li>• Comprehensive and as in-depth as necessary screening of candidate prior to presentation to client</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure credited with the referral with speed more important than thoroughness</li> </ul>
6. Search Consultant Advice	<ul style="list-style-type: none"> <li>• Tell why not to hire as often as why to hire</li> </ul>	<ul style="list-style-type: none"> <li>• Usually only telling why to hire unless not "their" candidate, then only why not to</li> </ul>
7. Search Consultant Understanding of Need	<ul style="list-style-type: none"> <li>• Truly understand culture as it relates to need for appropriate personality profiles and match on appropriate skills</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize job description to match candidates with appropriate skills</li> </ul>

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## Terms – Differences of Financially Committed Search (Dedicated) vs. Contingency Recruiting

Area of Focus	Dedication	Contingency
1. The Cost	<ul style="list-style-type: none"> <li>Greater upfront financial commitment, thereby sharing risk results in a lower cost per hire and enhanced cash flow</li> </ul>	<ul style="list-style-type: none"> <li>No up front financial commitment, risk one-sided results in higher cost per hire with a single payment for services provided</li> </ul>
2. Time Allocation	<ul style="list-style-type: none"> <li>Dedicated search with myopic focus with high percentage of search consultants and potentially other recruiters' time spent on fulfillment of client need until project completed (fluid, consistency of effort until completed)</li> </ul>	<ul style="list-style-type: none"> <li>No warranties are made as to the level of effort or lack thereof, usually search effort ends when some candidates are presented and new effort would potentially ensue if candidates presented didn't produce a hire (start and stop, lack of consistency)</li> </ul>
3. Competition	<ul style="list-style-type: none"> <li>Clients are given a right of first refusal on candidates, once a candidate is interviewed, he/she will not be presented to a competing organization until client has determined that there is no interest in pursuing the relationship (within specific time frame)</li> </ul>	<ul style="list-style-type: none"> <li>Candidates can be presented to any organization looking for a similar person and potential competition for candidate could ensue</li> </ul>
4. Accountability of Hire: Replacement Guarantee	<ul style="list-style-type: none"> <li>Greater role in candidate selection results in a greater accountability should candidate quit or be let go, which results in a longer replacement guarantee time frame</li> </ul>	<ul style="list-style-type: none"> <li>Emphasis on generating candidates and less role in selection results in less accountability of search consultant, which results in a nominal, replacement guarantee time frame</li> </ul>
5. Performance Guarantee	<ul style="list-style-type: none"> <li>Mutual commitment to perform; if client cancels search, then financial commitment is kept, if search consultant fails to perform, then financial commitment is forgiven as performances objectives are woven into agreement</li> </ul>	<ul style="list-style-type: none"> <li>There is no guarantee on either side, the search consultant makes no guarantee of achievement of any performance milestone including fulfillment, as there has been "consideration" given by client</li> </ul>
6. Search Tools and Procedures	<ul style="list-style-type: none"> <li>Candidates, compensation surveys, relocation assistance, additional recruiting assistance, competitive analysis, consulting, etc can be incorporated into the search</li> </ul>	<ul style="list-style-type: none"> <li>Some tools and services can be assessed at higher costs; some can not be provided with contingency recruiting</li> </ul>