



ESC Affiliate Approaches to Executive Searches

There are two approaches to Executive Searches currently taken by ESC affiliates, as described below. If you would like to learn more about an ESC affiliate's approach, please reach out to the designated contact person.

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The approach taken by OneSource Center for Nonprofit Excellence (Cincinnati) essentially is one of facilitating client boards doing their own searches. The process is as follows:

OneSource Center works collaboratively with a Steering Team (Client and OneSource members) to manage the overall search process/succession planning program via monthly/regular meetings. OneSource guides and facilitates these meetings and updates the detailed project plan with notes after each meeting.

OneSource Center's Executive Searches are managed by a Search Committee consisting of OneSource volunteer consultants and key Client/Board leaders; the Committee may include external participants too. The OneSource team consists of the Project Leader, consultants with expertise in Human Resources and social media, and possibly others as deemed necessary.

Key steps in the search process such as preparing the Job Description/Compensation Package are handled by the Search Committee, for Board approval, with guidance from a OneSource HR expert. The Search Committee researches, prepares the Vacancy Notice and manages the advertising, with input from a OneSource social media expert. The Search Committee, with guidance from a OneSource HR Expert, evaluates all candidates using a custom matrix ("must haves", "high wants", etc.), and recommends who to interview via phone. The Search Committee is trained by OneSource on interviewing skills, conducts the phone interviews and decides who to recommend that the Board interview in person (the final set of candidates). OneSource trains the Board on interviewing skills and facilitates the in-person interviews. The Board of Directors makes the final decisions with respect to hiring its preferred candidate.

OneSource Center's Executive Search processes generally take from 6-9 months, although some last longer, particularly if they are part of an overall succession planning program (which would typically also include an organizational assessment and strengthening phase to ensure readiness for smooth transition to new leadership). Once hired, OneSource assists with the orientation and onboarding of the new CEO. OneSource also will provide executive coaching if desired and recommends that the organization's strategic plan be updated within the new CEO's first year.

New business is generated through advertising and former client referrals. Executive Search assistance is identified on the OneSource website as within our core areas and is offered as a stand-alone service or part of an in-depth succession planning project.

Executive search projects range from \$3,000-\$8,000, 60-160 volunteer consultant hours.

OneSource Center performs all or a portion of the above-described search services for an organization's open or newly-created positions, irrespective of the level of the position.

For more information, contact Jody Yetzer, OneSource Center's Manager of Consulting Services and/or Jerry Lewis, Volunteer Consultant and project leader for many executive search projects, at OneSource Center for Nonprofit Excellence, <https://onesourcecenter.org/>, 513-554-4944.

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The approach taken by National Executive Services Corps (New York/Tri-State region) and Executive Service Corps - South Florida, is similar that of a commercial search firm / hired headhunter. See descriptions below:

National Executive Services Corps

NESC Executive Searches are managed by its Executive Search team, led by Paul Barrett. NESC conducts industry-standard searches, using proprietary methods and original research to help nonprofits identify, recruit and hire highly qualified senior executives, for approximately half of what commercial search firms charge. NESC utilizes experienced search professionals (paid) to help conduct and manage its searches.

NESC's executive search processes were globally benchmarked by its former Chairman and CEO and have been updated to meet changing conditions. NESC's process is comprehensive. All searches are based upon independent and original research; NESC does not place ads.

The first step is to interview trustees and staff in order to prepare the Position Specification for CEO/Board approval. The Position Specification is the objective benchmark against which all candidates are evaluated. After it is approved, NESC conducts the candidate research, screening, and evaluations. We propose a list of about 8-10 candidates for the client's consideration.

When the client selects their short list of candidates [never less than 6], NESC conducts in-depth face-to-face interviews. Sometimes one or more candidates will be eliminated.

NESC will then facilitate two rounds of candidate interviews with the Search Committee. The purpose is to give the search committee a 360° evaluation of each candidate. Upon conclusion of the interviewing and only after the search committee selects their two top finalists will NESC share its view on the best candidates.

NESC will then present and negotiate the Offer with the #1 candidate. After the Offer is approved, NESC conducts 9 Reference Checks [3 bosses, 3 peers, and 3 subordinates]. The client is responsible for conducting Background Checks. All offers are contingent upon satisfactory Reference and Background Checks.

NESC's fee is a minimum of \$20,000, or 20% of the first year's total cash compensation.

Absent substantial experience conducting executive searches, it is not recommended that ESC affiliates jump into this highly specialized field.

NESC is willing to make itself available for consults for other ESC affiliates who engage in executive searches.

For more information, contact Michael Towers, Chief Financial and Administrative Officer, www.nesc.org, 212-269-1234.

Executive Service Corps- South Florida (ESC-SoFL)

Executive Service Corps- South Florida's Executive Services are managed by CEO Joel Greenbaum, who joined the organization as President and CEO in November 2019. ESC-SoFL (formerly National Executive Service Corps of South Florida) has offered executive searches to area nonprofits as one of its service offerings for many years- it accounts for nearly 30% of its overall activities. A team comprised of two senior consultants (who are volunteers) are assigned to conduct an executive search. This team reports to the CEO, who participates in a supervisory capacity and provides additional resources as needed. ESC-SoFL manages the entire search process for its clients, including preparation of the job description, advertising the vacancy, evaluating the candidate pool, conducting initial pre-screening interviews, and providing a matrix of recommended candidates to the client for their consideration.

Executive search projects generally range between \$2,500 and \$9,000, depending on the salary of the position and the organization's budget. Executive searches typically require upwards of sixty-five consultant hours.

For more information, contact Joel Greenbaum, jgreenbaum@esc-sofl.org, 954-406-8459.