

## ESTABLISHING THE PROPER PROCESS

**Scripted Dialogue:** *In order for me to best prescribe what solution fits your current needs, I need to get an understanding of the kind of recruiting process that you envision. One of the three most crucial areas for us to gain common ground is around the area of the search process itself – how I go about identifying, attracting, and evaluating the select handful of individuals that are going to be put in front of you for consideration.*

- Candidate Identification Questions:
  - (Utilizing Market Mastery)
    - Based on my knowledge of the market, there are approximately (# of) companies that have the role/title you are looking for. Would you say that's about accurate?
    - At each of those (# of) companies, on average I would estimate that they have (# of) titles within each company. Would you agree?
    - Let's use that math. Your search currently has been open for (# of) business days. If there are (# of) candidates that need to be contacted about your search, and a good recruiter can talk with (# of) candidates each day, why hasn't everyone in the market been contacted?
  - Have other recruiters presented their script to you for your approval/suggestions? Is this important to you? Do you know your recruiters are saying about you in the marketplace?
  - Have you ever experienced the "Start/Stop" phenomenon? (A flood of resumes at the beginning of you giving the search to a recruiter, and then the resumes taper off) Why do you think that is?
  - Do you know how many candidates were contacted about your opportunity? Do you know what their response was?
  - Have your recruiters used your name in the marketplace or have they kept it confidential? Have you ever experienced the benefits of the "free PR" that comes from employing a recruiter on a retained basis?
  - How do you know that you will have hired the *best* possible qualified candidate versus simply a *possible* qualified candidate?
  - How important is it to know that all potential candidates were called about your opportunity?
  - How much time a day is being specifically dedicated to your search?
  - How much of the market do you think has been penetrated at this point and time?
- Candidate Screening Questions:
  - How vital is it that recruiters thoroughly qualify the candidate's qualifications and interests before presenting them to you?
  - Have you ever had two firms present the same candidate? How did you handle it and which referral did you recognize?
  - How often do recruiters present people where issues, that would have prevented you from considering the candidate otherwise, arise after you have already exhausted time and resources on the interview?
  - Do you have pre-screening questions that you would like completed on every candidate prior to submittal? If not, can we build a list?

- Candidate Presentation Questions:
  - Have you ever had a search firm provide you with a customized in depth candidate evaluation summary along with the resume? Would that be of interest to you?
  - Have you ever co-developed screening questions with a recruiter and then received the answers to those questions from the candidate in a document attached to the resume? Would that be of interest to you?"
- Search/Status Update Questions:
  - What kind of search updates or progress reports do you normally get on a search (this one)? If none, how do you know then how much market has been contacted and that a recruiter is actually working on your assignment?
  - Do you know how many people have been contacted about your assignment and why qualified people are not interested? Is that feedback valuable to you?
  - Do you know how much time is being spent or is typically spent in a day on your search?
- Interviewing Process Questions:
  - How do recruiters typically prepare you for an interview? (not the generic skills, but for each specific candidate) What do they usually provide you with if/when they do?
  - Would you like to know detailed motivations for considering change, compensation expectations, status with other companies, and more of this type of information about each candidate prior to your interview? If so, and you are not getting it, then why?
  - Have you ever been in the middle of the interview and decided that the candidate you were interviewing was 'the one' but lacked sufficient knowledge of specifically what you needed to share to attract him/her?
- Offer Negotiation Questions:
  - Have you ever felt like the recruiter really did not have the correct pulse on where the candidate's head was when it was time to make an offer? Have you ever felt that the recruiter was usually suggesting very high raises?
  - Have you ever experienced a recruiter losing control of a candidate you really wanted at the tail end of a search?