



Maximizing Your Relationship with Forrer & Associates

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When you partner with Forrer & Associates to secure the best candidates for your company, consider us an extension of your staff. Our goal is to develop a mutually beneficial, long-term professional relationship with you. To help pave the way for a great working relationship, we'd like to share these "best practice" tips, which stem from the business ethics and practices that have helped us become Atlanta's premier executive search firm.

These tips will serve you well as we team up to select the most experienced, talented and dedicated candidates to fill key audit, accounting, finance, tax, treasury, and information technology positions. Abiding by these guidelines will allow us to efficiently and effectively meet your hiring needs, both in the short-term and in the long run.

I. Establish a "pro-active" relationship

- a. Clients can expect the best success rate in hiring when they work with us to cultivate a proactive relationship. This means we notify clients as soon as exceptional candidates enter the market. Those companies who are receptive to this proactive approach have greater success in their hiring efforts than companies who operate in a "911 mode", calling us when someone has been fired or resigned, and expecting an immediate replacement.
- b. We value clients who return phone calls and e-mails promptly during both active and non-active times. This allows us to make you aware of exceptional talent in a timely manner, since top candidates are generally "off the market" within a few weeks. We strive to return all client calls and e-mails within 24 hours.
- c. It is most efficient to communicate by telephone rather than e-mail for all but the most basic interactions. While e-mail works well for communicating simple information, such as confirming interview times and locations, calling a Forrer associate is often the best way to communicate. A phone call is less likely to result in a misunderstanding about crucial candidate information or details about a position.

II. Our search typically begins after yours ends

- a. It is most efficient if you substantially complete your internal and internet/e-board search prior to involving Forrer & Associates in the process. This will prevent us from working in a parallel fashion and duplicating one another's efforts, thereby ensuring that you have the most efficient and stress-free search possible.

III. One point of contact for candidates

Our candidates have requested that all communications come directly from Forrer & Associates. Please adhere to the expressed wishes and confidentiality requests from our candidates; do not contact our candidates directly.

- a. Most of our candidates are currently employed and have chosen to work with us so that they have an employment expert assisting in their job search and a single point of contact. They prefer not to receive calls from multiple sources throughout the day.
- b. Our candidates are engaged in confidential searches. Therefore, they are very sensitive to receiving calls at work and during work hours. They have given us precise instructions about when and where we may contact them.
- c. Please schedule all interviews through Forrer & Associates. We have already discussed our candidates' availability and are able to schedule interviews in the most efficient manner possible.

Example: We had a hiring manager call a candidate directly at her place of business to schedule a second interview. Our candidate was upset because she had instructed us not to contact her at work, and the client was not aware of this request since the candidate assumed that all communications would come through us. If the hiring manager had simply called a Forrer & Associates representative, the second interview could have been scheduled promptly, since the representative already knew of the candidate's availability. In addition, receiving the call caused the candidate concern that the company was not honoring her wish for discretion and the confidentiality of her search.

- d. Please do not contact our candidates' current or former employer or anyone who is a reference for the candidate. Even an informal inquiry will compromise the confidentiality of our candidates' searches. Forrer & Associates will check references as part of our contract with you once an offer has been extended. We advise our clients to extend offers contingent

upon a positive reference check so that our candidates' confidentiality remains intact until they tender a resignation.

Example: We had scheduled an interview for one candidate with a Fortune 500 company in Atlanta while the candidate was on business in Europe. A member of the company's management team decided to get an informal reference check by calling a manager from the candidate's firm for a "confidential" conversation. As a result, word got back to our candidate's partner, who called the candidate in Europe to ask why he was interviewing. The partner knew the exact date and time of the candidate's interview as well as the name of the person interviewing him. Clearly, this put our candidate in a compromising situation. He did not pursue the opportunity at the company due to the hiring manager's indiscretion.

- e. Please provide Forrer & Associates with weekly updates about the status of a position and any changes in requirements or urgency. This allows us to prioritize positions and expend our effort where clients need it most. It also enables us to keep candidates updated promptly.
- f. Please do not contact the candidate directly for interview feedback. It is most efficient and effective if we discuss how the interview went with candidates since they are more candid with us regarding matters such as corporate culture, perceived personality conflicts and workplace issues, including compensation.
- g. All offers should be vetted through Forrer & Associates initially. Our pre-close process starts when we present the opportunity, since we have a firm understanding of our candidates' requirements and priorities. In some cases, the hiring manager may present the formal offer after the manager has already discussed it with a Forrer & Associates representative.

IV. Allow Forrer & Associates to work directly with the hiring manager.

- a. We are pleased to work with your Human Resources representative to schedule interviews, coordinate background checks and drug screens, etc. However, when it comes to candidate selection and placement, we do our best work when communicating directly with the hiring manager.

Example: We were working with an HR manager on a highly technical position and submitted our top three candidates for consideration. The HR manager said that the company was not interested in moving forward with any of the candidates. However, when we contacted the hiring manager, he indicated that he had never received the resumes from the HR manager. We forwarded the resumes directly to the hiring manager, who interviewed all three candidates and hired one within the week. The HR

professional did not have the technical expertise to determine which candidates were suitable for the position, and erroneously screened out our candidates.

- b. Working directly with the hiring manager allows us to ask detailed questions regarding both the technical skill set and soft skills required to excel in the position as well as the culture of the department. We are able to take this first-hand information and apply it immediately to our search, narrowing the candidates submitted to only those who meet the hiring manager's requirements.
 - c. The hiring manager is able to provide us with the most accurate estimate of the process and timing of the search. This allows us to pace our candidates appropriately, ensuring that our best candidates – those in highest demand – stay available and interested in the position, while minimizing their frustration with the process.
 - d. We like to receive timely feedback on resumes submitted for consideration – typically within three business days. Working directly with the hiring manager on this matter provides us with important feedback as to why or why not the hiring manager proceeds with an interview. This allows us to continue to narrow and refine our search if needed, resulting in a more timely and efficient search.
 - e. We need clients to provide detailed, candid feedback on the candidates' technical and soft skills within 24 hours of the interview. This allows us to establish mutual interest between our client and the candidate and to continuously refine our search. Providing prompt feedback to our candidates allows them to feel engaged in the process, which keeps top candidates interested in your company and enthusiastic about the position.
- V. Maintain weekly contact with Forrer & Associates between the date of acceptance and 90 days from the start date.**
- a. We will contact both you and our candidate weekly between the acceptance date and start date to ensure any contingencies (drug screening, credit checks, etc.) are cleared.
 - b. It is imperative that clients inform us of any changes in their business structure or operations (such as impending lay-offs, acquisitions, mergers, etc.) so that we can communicate this to our candidates. This will help avoid any surprises to all parties prior to the start date and allows us to proactively manage any issues that may arise. Candidates would prefer to hear from their recruiter about a major merger at a company that they just

accepted a position with, rather than learning about it in the media and not knowing how it will impact their new position.

- i. For example, we had an offer outstanding to a candidate that he intended to accept. The offer was extended on a Friday, and on Sunday afternoon a major transaction was announced involving the potential employer. Both the candidate and the client service recruiter read about the transaction in the paper. Had we been made aware of the upcoming news, we could have put the candidate in touch with the hiring manager and handled the situation proactively. Unfortunately, the candidate felt that the information had been deliberately withheld in hopes that he would find out after he accepted the offer. As a result, he declined the offer and accepted a position with another company.

- c. Provide us feedback on our candidates' performance during and after the 90-day guarantee period. If the candidate is not working out, we can quickly resolve the issue, either by coaching the candidate or restarting the recruitment process. We aim for your 100% satisfaction.

Adhering to the best practices described in this report allows Forrer & Associates to enjoy a 96% success rate in offers extended to offers accepted, and a turnaround time of 25 days or less between receipt of a job order and acceptance of an offer. Our goal is to become your trusted advisor for the long-term.