

EXECUTIVE RECRUITMENT: PROS AND CONS OF RECRUITMENT BY SEARCH TYPE

Volunteer-Led Search	Recruiter-Led Search
<p>PROS</p> <ul style="list-style-type: none"> • Fewer upfront costs • Knows players, profession, and industry • Knows organizational culture • Board has more direct control of the process • Provides an advantage to internal candidates (staff, board member) who become the “easy” choice 	<p>PROS</p> <ul style="list-style-type: none"> • Qualified, experienced, objective third party • Access to broader network from which to draw candidates • Mitigates risks of a bad hire, shares liability with recruiter • Methodical process to decide type of candidate needed • Professionally managed search increases credibility • Increases candidate confidentiality • Established, time tested processes • Knowledge and access to compensation data • Provides guarantees usually up to 12 months • Narrows applicant pool without reflecting on organization or candidate • Independently assesses internal and external candidates • Reduces selection bias • Professionally conducted references/background checks • Learning opportunity for board and search committee • Knowledge of employment laws and regulations
<p>CONS</p> <ul style="list-style-type: none"> • Lacks sufficient experience in recruiting nonprofit leaders • High cost of a failed search • Administrative burden • Time intensive, not good use of a volunteer’s time/skills • Internal bias • No guarantee • References may be disinclined to provide candid feedback to someone in profession or industry • Candidate perception of organization • Lack of nonprofit association network • Limited or no knowledge about where to seek candidates • Lack of knowledge of employment laws and regulations • Increased political pressure to choose an internal candidate (staff, board member) • Dissatisfaction by internal candidates when there are more than one candidate for the long-term position 	<p>CONS</p> <ul style="list-style-type: none"> • Costs typically exceed an internal search • Fees may be based on “percent of salary” arrangements, which may lead recruiters to push for higher salaries • Administrative expense of 10-14% of fees may be added to the total cost of the search, especially by large recruiting firms • Person who sells the search services may not be the one who conducts the search • Candidates may not be considered in more than one search due to “in-process” or “off-limits” restrictions • Anti-poaching restriction on recruiting candidates previously placed by the firm for a certain time period