



ROPELLA
GROWING GREAT COMPANIES

A ROPELLA eBook

SMART TEAM BUILDING/RPO

The candidate market has changed dramatically. Your talent acquisition process needs a complete and total overhaul. Are you ready?



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THE IMPORTANCE OF
MAKING THE RIGHT HIRE

TODAY'S JOB AND CANDIDATE MARKETS

Many business writers like to build up to their most important information while they try to keep you reading with promises of more to come. In this eBook, I'm going to flip that on its head and begin with what is the most important piece of insight I can offer you.

THE "JOB MARKET"—AND, THUS, YOUR "CANDIDATE MARKET"—HAS CHANGED DRAMATICALLY IN THE LAST 5 YEARS!

For many, this change was rather abrupt. From 2009 to 2011, the unemployment rate hovered at about 9.2%. That dropped to about 8.1% in 2012, then 6.2% in 2014, and 4.9% in 2016. In the first quarter of 2017, the unemployment rate hit 4.6%—considered “full employment”. In late 2019, unemployment hit a low of 3.6%. While there was a spike in 2020, the rate has been steadily decreasing since then and looks to continue lowering in the coming months as well. That's less than half of what it was about 7 years earlier.

This is just the general unemployment rate; when looking at Management, Business, and Financial Management positions, the rate gets cut in half again—between 1.7% and 2%.

Then you have to consider the compounding effect retiring baby boomers are having on this historically low unemployment rate—approximately 10,000 baby boomers reach retirement age every day, making executive-level succession planning more crucial than ever.

And what if your company requires or prefers STEM educations for a large part of their hires? (That unemployment rate is almost zero!)

But enough data. What about analytics?

WHAT DOES ALL THIS MEAN?

It means that just 10 years ago, organizations had massive stacks of resumes to peruse for each open position and a multitude of qualified applicants to choose between. They often used Applicant Tracking System software to pre-screen and disregard resumes before they were ever looked at by a “real person,” and they believed they could afford to make candidates jump through hoops to prove their potential worth to the company.

More importantly, it means that this is no longer an option. There are far more open positions than there are qualified candidates, so the burden is no longer on potential employees—now employers are the ones that need to impress prospective new hires throughout the acquisition process.

I'M CONVINCED THAT THE TALENT ACQUISITION PROCESS NEEDS A COMPLETE AND TOTAL OVERHAUL.

This is where Recruitment Process Outsourcing (RPO) comes in—a firm like Ropella can assume all or part of your organization's talent acquisition processes, from crafting engaging job descriptions, to managing the candidate experience throughout the recruiting, interviewing and screening processes, to planning onboarding celebrations to make new employees' first days memorable and impactful.

Convinced that you, too, need to renovate your hiring processes? Great! Feel free to skip ahead to The ROI of Team Building/RPO to learn more about what a Team Building/RPO solution can do for your organization, or to Ropella's SMART Team Building/RPO section to learn what services we can customize for you as your Team Building/RPO partner.

Not convinced yet? That's okay. Just continue to the next page and learn more about exactly how strong an impact a well-designed, properly implemented talent acquisition strategy can have on your competitive advantage and profitability.



THE COST OF A **VACANT POSITION**

Every day a position sits open, it costs your organization time, money and other resources. This cost is multi-faceted, with some being obvious and others obscured.

From a purely monetary standpoint, consider that the average manager is estimated to earn for their company anywhere from three to five times their annual salary. For example, with the average annual salary for an experienced R&D Director at \$150,000, you could be looking at a loss of earnings potential between \$1,700 and \$3,000 per day by leaving a job unfilled. If the job sits vacant for six months, the loss skyrockets to between \$200,000 and \$400,000. This is not by any means a trivial figure, and yet it only represents a small percentage of the total impact a job vacancy at this level can have on your organization's bottom line.

Here are some other, hidden costs to consider:

REVENUE COSTS

- Delayed revenue resulting from longer Time-To-Market (TTM) for new products
- Lost revenue resulting from products/services that could never be introduced

PERSONNEL COSTS

- Reduced creativity and innovative thinking
- Increased frustration
- Higher turnover

TEAM COSTS

- Disruption in team cohesiveness
- Lost leadership, idea generation and skills
- Increased likelihood that poorly performing team members will be retained

MANAGEMENT COSTS

- Higher turnover in middle management ranks (and often in senior management)
- Vacancies in management and team leader positions have a multiplier effect on productivity and the recruitment of others

CUSTOMER COSTS

- Increased customer attrition due to delays on technology solutions
- Loss of sales volume because of an inability to fill orders and/or reduced service quality

COMPETITIVE ADVANTAGE COSTS

- Sends a message to competitors that you are vulnerable
- Erodes your corporate culture



THE COST OF A BAD HIRE

As pricey as vacant positions can be, the cost of hiring the wrong person can make vacancies look efficient by comparison. Just adding one wrong person to your team can be like a cancer to the organization, festering and spreading negativity. In a study entitled *The Effects of De-energizing Ties in Organizations and How to Manage Them*, it is stated that “a de-energizing interaction with a colleague has between four and seven times the influence of an energizing interaction.” This can result in “blocked opportunities, decreased motivation... lower performance...increased likelihood of exit... conflict, lower team cohesion and trust... a decrease in the ability to solve problems, and overall lower team performance.”

The average manager is estimated to earn their company anywhere from three to five times their annual salary—but a poor hire can actually cost their company 15 times their salary—and that number doubles for senior executives. Again, it’s the hidden costs that really up the ante.

REVENUE COSTS

- Delayed revenue resulting from longer Time-To-Market (TTM) for new products
- Lost revenue resulting from products/services that could never be introduced

REVENUE COSTS

- Recruiting, training, and paying an underperformer—and ultimately still being left with a vacant position
- Severance or unemployment fees after termination

PERSONNEL COSTS

- Bad habits spread
- Decreased morale
- Higher turnover of high-performing team members (and increased likelihood that poorly performing team members will be retained)

TIME COSTS

- Hours spent correcting mistakes
- Work left incomplete—or which is handed off to someone else

CUSTOMER COSTS

- Loss of customer base due to mistakes, poor behavior
- Loss of potential new business due to a poor reputation

COMPETITIVE ADVANTAGE COSTS

- Damaged corporate culture
- Erodes your employer brand, making it harder to hire top talent in the future
- Opportunity loss: By hiring the wrong employee, you may have missed out on someone who could have been a superstar

= your ROI

THE ROI OF TEAM BUILDING/RPO



TACTICAL VERSUS STRATEGIC RECRUITING

It's time for a pop quiz. Don't worry, this quiz has only one question: When does recruiting start? (Hint: It's NOT when you have an open position. If you are only thinking about recruiting when you have a "real" job opening, then you're already losing the talent war.)

Actually, this is a trick question; when done right, talent acquisition has no real start-point or end-point. Instead, it is a continuous process. Even when your company doesn't have a single open position—nor any openings on the horizon—you need to be focused on building a pipeline of qualified future candidates, a network of viable connections, and a strong employer brand.

Too often, companies apply a tactical, transactional approach to recruiting, rather than developing a strategic, relationship-based one.

What's the difference?

ILLUSTRATION—TACTICS AND STRATEGY IN BASEBALL

Let's put strategic hiring into perspective by considering the game of baseball. Players have a vast array of tactics they utilize—pitchers can choose between fastballs, sliders, knuckle balls, sinkers, and more. Batters may bunt, swing for the fences, or hit a line drive.

In order for these tactics to have maximum impact on the outcome of the game, however, their selection must be informed by a larger strategy. It makes little sense for a lead-off batter to bunt - the bunter usually ends up tagged out, so bunts are typically reserved for advancing runners already on base.

APPLICATION TO TALENT ACQUISITION

Well-trained recruiters, likewise, have a vast array of tactics at their disposal, from posting on job boards to cold-calling potential candidates, and from phone screens to case study interviews.

When you treat each search as an independent challenge—or engage executive search firms on a transactional basis—you are engaging in tactical recruiting.

On the other hand, when you have an established vision for the way in which recruiting supports your corporate strategy, you have moved into strategic recruiting. In order for talent acquisition to have a maximum impact on your organization's ROI, tactical selection must be informed by this larger strategy. When you engage a Team Building/RPO partner in an ongoing business relationship, you can join your individual expertise into a more effective talent acquisition strategy.

Strategic recruiting is vitally important in an economy where open positions greatly outnumber actively-searching candidates. It allows you to build your talent pool into your organization's strongest competitive advantage by ensuring it is a place where top talent wants to work.

Make no mistake, tactics are still important—they just aren't enough. Each search may have its own tailored tactics, including the targeted placement of job ads on networking sites and utilization of specific interview techniques. The difference is ensuring that the tactics for each search are in alignment with the overall talent acquisition strategy—which, in turn, is in alignment with the overall company mission, values, and objectives.



TEAM BUILDING/RPO ON THE ASSEMBLY LINE

ILLUSTRATION—“ANY CUSTOMER CAN HAVE A CAR PAINTED ANY COLOR THAT HE WANTS SO LONG AS IT IS BLACK.”

The above quote has been attributed to Henry Ford during the days of Model T production. Do you know why his cars were only available in one color?

In fact, from 1909 to 1914, the Model T (the first affordable, mass-produced automobile) was actually available in gray, green, blue, or red. Notice that black is NOT included in these original options. In the early days, these cars took about 12.5 man hours to make and cost about \$825.

As Ford perfected their moving assembly line model, production cost and time rapidly diminished. By 1914, the price had dropped to \$575, and production time to a little over 90 minutes for each car (a 90% decrease).

But how does car color fit into the equation?

With a reduced production time of 93 minutes, Ford was able to produce cars faster than the paint could dry! The moving assembly line was such a success that paint became a huge bottleneck, and “Japan Black” was the only paint which could keep up with their production schedule, and so by default it became the only option.

What’s the point, you ask?

Well, the success of the assembly line came from employees’ ability to specialize. By being responsible for a single step of the process, rather than the entire sequence from beginning to end, they were able to become “experts” in that specific step. The more repetitions they performed, the more efficient and effective they became.

APPLICATION TO TALENT ACQUISITION AND RECRUITMENT PROCESS OUTSOURCING

Consider your current talent acquisition in this light. Are your recruiters full-time, dedicated recruiters,

or is hiring just one small piece of what they do? If you’re like most companies, your Human Resources team often has to balance many competing priorities: from policy regulations to overseeing compensation and benefits to mediating concerns and disputes. So, it’s hard to delineate and prioritize the types of talent acquisition strategies that will consistently attract top talent. If you have your recruiter trying to juggle positions from sales and marketing to R&D and manufacturing to marketing, this, too, causes confusion and will slow down processes and diminish results.

Then there are hiring managers. Often, selecting new talent is only a periodic aspect of their many responsibilities—one that ends up on their plate at a time where they’re already assuming the extra responsibilities of the vacant position. There is no doubt that hiring managers want the best candidate to join their team, but whether they are equipped with the right tools to find, attract and hire that individual is a whole other story.

THAT’S WHERE RPO COMES IN

At Ropella, relationship development is precisely what we do, day-in and day-out. We have been experts in Executive Search for 35 years, throughout which we have been continuously improving our processes, our capabilities, our brand reputation, and our global reach. From our in-house marketing team that creates custom promotional materials for our clients, to our Executive Search Consultants who spend their days on the phone, we treat what we do very much like an assembly line in order to ensure we are as productive, fast and quality-focused as we can be.

Additionally, by delegating some or all of your talent acquisition strategy to Ropella, you free up your HR team and hiring managers to focus on other important strategic initiatives.

THE TRUE COST OF HIRING

To purchase a digital copy of a new music “album” today costs approximately \$10, and that music then belongs to you in perpetuity. On the other hand, the average price for a concert ticket is nearly \$50. The concert is a one-time experience which only lasts for a couple of hours.

When it comes to concrete costs, the choice between purchasing an album or a concert ticket would be a straight-forward one; you can purchase 5 albums for the price of one concert ticket and have a tangible product that you could enjoy time and time again. So why would anyone ever want to buy a concert ticket?

As anyone who has been to a concert can attest, the value of the experience far exceeds the tangible monetary cost. You may only get one concert for your \$50, but that one concert is a rare, fun, often emotion-filled experience that has a way of affecting you far beyond that of simply listening to a recording. It is almost impossible to put into words the effect the concert’s atmosphere can have on you...but researchers have tried, and studies have shown that attending a live musical performance improves your heart rate and blood pressure, as well as reducing the levels of stress hormones your body releases. These same studies suggest that frequently attending concerts can even extend your lifespan by as much as a decade.

THE MYTH: OUTSOURCING RECRUITMENT WILL BE MORE EXPENSIVE THAN HANDLING RECRUITING IN-HOUSE

A common objection faced by talent acquisition consultants is that it is more expensive to engage such services versus handling recruiting yourself in-house.

However, focusing on the bottom-line dollar amount is not only short-sighted, it also obscures the bigger picture. Just like buying an album versus a concert ticket, both approaches have their advantages and disadvantages that must be considered beyond monetary cost.

We have already covered two of the hidden costs of hiring—the cost of the vacant position and the cost of a mis-hire. These just scratch the surface of the ways Team Building/RPO can actually save your company money in the long run.

Another point to consider—and one of the most expensive costs of a poor talent acquisition program—is the potential loss of future business as a result of a bad candidate recruiting, hiring, and/or onboarding experience.



EMPLOYER BRAND = CUSTOMER BRAND

For example...John had been laid off from his position as R&D Director when the medium-sized chemical company employing him went through restructuring. After 10 years of devoted service, he had to jump back into the job market.

Fortunately, he soon found a posting that seemed perfect for him. He had all the right qualifications, and he knew that he would be of tremendous value to the company's latest initiatives. He immediately submitted his resume.

He attempted to follow up on the status of the opening, his status as an applicant, and to express his sincere interest in the position, but no one seemed to be able to tell him much. The process would be handled by a committee, but they weren't at liberty to let him know who was on that committee.

About two months after he had submitted the application—and two weeks after the expected start date listed in the job posting—John got the call to schedule a phone interview.

After the phone interview, he again attempted to follow up regarding the next steps. It was a struggle to get anyone on the phone; when he did finally speak to someone, they didn't seem to have a timeline in place for face-to-face interviews or a clue where the company was in the hiring process.

It was another three months after the phone interview before John's face-to-face interview was scheduled. He arrived a few minutes early for his 10 AM interview, but it was 10:20 before the committee was ready to meet with him...one member short. As it turned out, one of the interviewers had a scheduling conflict. Could he meet with the available members today and come back tomorrow to meet with the person who would be his direct supervisor if he got the position? Yes, of course, he would be happy to.

By now, John had been out of work for several months and he really couldn't afford to wait around for this employer to get their act together, so he was quickly losing interest.

Weeks later, he finally got a follow up email from this company, but by now he was already settled into a new position with a global food-and-beverage manufacturer. Unbelievably, that final communication came almost six months after his face-to-face interview—and 11 months after he had initially submitted his application. It was a form letter that someone else had been chosen for the position.

In fact, John did hear from that company one more time—a couple of weeks after he received his long-overdue official rejection, he received a call from the company's Sales Manager hoping to win a sales contract with his new employer. John didn't need to hear the pitch to know his answer; he had absolutely no intention of developing a working relationship with a company who had treated him so poorly.

So with this example in mind...how much of an impression do you make on your candidates during your hiring process? Are these same people potential customers, suppliers or advocates for you in any way? If yes, why wouldn't you treat them as important relationships regardless of whether you end up hiring them?

FACT: RPO REALLY IS A MORE EFFICIENT AND EFFECTIVE APPROACH TO TALENT ACQUISITION AND RELATIONSHIP DEVELOPMENT

Human Resources personnel are often the most worried about bringing in a Team Building/RPO partner. "What will it mean for my job if I allow an outside firm to take on some of my responsibilities?" Rather than fearing Team Building/RPO, however, HR is the department which should most enthusiastically embrace it.

Consider this: How many job openings does your company have right now?

For a relatively small company, the answer may be just a couple. Of course, such companies typically employ only one or two HR people who have to handle not just hiring, but also benefits, payroll, performance reviews, professional development, and regulatory compliance.

For the largest chemical company in the world, BASF, at the time this eBook is being written, there are more than 1,700 job openings worldwide.

Now, how many applications do you have for each of those positions?

Numbers vary based on the source, but the average number of applications per open position is between 100 and 300. Apply that to the number of current openings at BASF, and you are faced with as many as 500,000 applications just for currently open positions.

Let's extend this a bit further. BASF currently has over 115,000 employees. Healthy turnover is about 10% annually—so let's assume that they will hire 15,000 employees this year. (This lines up pretty closely with the



current number of open positions.) Even conservatively, that would be 1.5 million applications per year—and we can assume that the largest chemical company in the world will attract an above average number of applications.

When you consider these numbers, it's easy to see how companies get caught up in tactical recruiting and neglect to develop a strong talent acquisition strategy.

By allowing a Team Building/RPO partner to handle tasks like modernizing job descriptions, pre-screening applicants, engaging passive candidates, and scheduling interviews, in-house HR professionals are buying themselves the opportunity to focus on high-level strategic initiatives like succession planning and boosting engagement and retention.

HIRING'S BIGGEST COST

Truly, the biggest cost of talent acquisition is time...

Time spent screening applications...

Time spent juggling schedules to coordinate interviews...

Time spent developing engaging job descriptions and ads...

Time spent nurturing constructive relationships with past, present, and potential future candidates and allies...

By engaging the services of a Team Building/RPO provider, time is a big part of what you are buying for your organization—time for hiring managers and human resources employees to focus on what they do best.



TEAM BUILDING/RPO BENEFIT BREAKDOWN

Ropella is an expert in talent acquisition; you're an expert on identifying your organization's needs. Bring together the best of both worlds through Ropella Team Building/RPO.

Here is a breakdown of some of the specific benefits that Ropella can offer you as your Team Building/RPO partner.

GREATER QUALITY-TIME RATIO

Ropella provides higher quality candidates in much less time. We typically bring the first slate of highly qualified candidates to the table in a mere 10 days—most of whom are passive candidates who would never have otherwise heard of your opportunity. Our placements have an average 98% long-term stick rate and a 36% promotion rate within one year of hire.

STRENGTHENED EMPLOYER BRAND

The employer brand—also known as the employment brand—is best described as the combination of the physical feelings, intellectual impressions, and emotional experiences of the employees who work in an organization along with the anticipated experience, impressions, and feelings of potential new hires. It is an extension of your internal culture and the way that culture is perceived by the outside world.

Strengthening your employer brand is the single most impactful strategy you can employ to ensure your organization succeeds at attracting and hiring the best professionals in your industry. As your RPO partner, Ropella will work closely with your organization to help you build and promote your employer brand.

HIGHER SATISFACTION—FROM CANDIDATES TO THE HIRING TEAM

The biggest complaint that candidates have about the talent acquisition process is a lack of communication. We understand—when faced with 200 applications for a single opening, it's difficult to find the time to reach out to each person who is not selected for the next

stage of the process. Not to mention fielding frequent calls about each candidate's current status and questions about the next steps. It's important to remember, though, that each candidate who isn't selected for a position could end up being the perfect candidate for another opening in the future; and even if they aren't the right cultural fit for your organization, they could be a current or potential customer, referral source or networking advocate. Ropella can manage your candidate experience from start to finish, so that everyone who applies for your job openings walks away satisfied with the process—and with a favorable view of your organization for the long term.

The process of finding a new employee can be stressful, but Ropella makes the experience one that hiring teams can also be satisfied with. When there's an opening on your team, you have enough to worry about making sure the job gets done—let us take some of the burden of hiring off your plate.

IMPROVED EMPLOYEE ENGAGEMENT AND RETENTION

Too often, talent acquisition strategies are focused solely on finding the right candidate for the position. That's important, of course, but not to the exclusion of what comes next. Everything about your hiring process—from job descriptions to offer letters—will color their opinion of you as an employer and set the tone for the candidate's eventual employment. Candidates who have a smooth application experience will begin their first days as more engaged, enthusiastic and satisfied employees.

An overhead view of a business meeting around a wooden table. Five people are visible, engaged in discussion. The table is cluttered with business documents, including spreadsheets and charts. A laptop is open on the right side. Several smartphones are scattered on the table. The lighting is soft and professional.

ROPELLA'S **SMART** TEAM BUILDING/RPO

SMART EMPLOYER BRANDING

In speaking with chemical and technology companies across the globe, Ropella tries to uncover and understand their pain points. What do they believe is currently missing (or failing) in their talent acquisition strategy? Why might they be struggling to fill a given position? Their answers are part of why we have decided to launch our SMART Team Building/RPO program.

Rarely are an organization's talent acquisition struggles unique to a specific role; more often, they are the result of a deficit in the larger strategy. Unfortunately, with a traditional, tactical recruiting engagement, the best we can do is put a Band-Aid on the problem. We can offer our help in filling the single problem position, but that transactional approach bars us from making a significant impact on the underlying talent acquisition strategy. With a Team Building/RPO solution, our clients leverage our more than 25 years of recruiting experience to elevate their strategy to the next level, to arm them with the tools needed for continued long-term success.

The largest and most common pain points we hear from clients boil down to two categories: employer branding and onboarding. That is to say, attracting high quality candidates and incorporating them into the team in a way that sets them up for success.

The bottom line is this: no other factors will have as significant an impact on the success or failure of your hiring efforts as employer brand and onboarding.

EMPLOYER BRAND

Is your organization an Employer-of-Choice? How do you communicate to candidates what it will really be like to work for you?

In the Team Building/RPO Benefit Breakdown, we emphasized the effect employer brand has on talent acquisition success. The bottom line is: in today's candidate-favorable job market, the strength of your talent acquisition strategy lies in the strength of your employer brand. A strong employer brand will mean candidates are lining up for the opportunity to work at your organization. A poor employer brand will mean that no amount of expensive advertising will convince high quality candidates that your organization is the best fit for their career progression.

Remember, employer brands are not created. They already exist. Your employer brand is felt and perceived by your prospective candidates, new hires, current employees and alumni from the first time they hear your organization's name until the day they retire from the

workforce. Your organization's unique blend of environment, employer attributes, and everyday employee experiences combine to tell your employer brand story—so it's best to take control of that story as soon as possible.

Let Ropella help ensure that your story speaks for you, developing a rapport with potential candidates, showing them why your organization is a more desirable workplace than its competitors. We will modify your job descriptions to make them more appealing to the right candidates and create an individualized Opportunity Marketing Piece for each search. We invest time in nurturing the relationships with your candidates. We pay close attention to the details, right down to the carefully crafted onboarding experience.

Read more about developing your employer brand in [*SMART Employer Branding*](#).

SMART ONBOARDING

ONBOARDING

Earlier in this eBook, we asked when you believe the recruiting process starts. Now we have another question for you: When does the recruiting process end? Most people will say with the acceptance of an offer. Statistics disagree.

Most employers put new employees through a probationary period during which their progress is closely monitored. What they too often forget is that the employer is simultaneously going through a probationary period of its own as the new employee assesses how well the position fits with their short-term needs and long-term goals. The proof is in the numbers; according to a survey by Jobvite, approximately 30% of new hires will quit in their first 90 days.

While employer branding is the single most important factor in attracting and hiring the best professionals in your industry, a great onboarding experience is the single most important factor in retaining that top talent.

Onboarding sets the tone for how the new hire can expect to be treated throughout their employment. Are they able to quickly forge connections with their new coworkers? Does the employer care enough to be fully prepared for their arrival? At the same time, onboarding ensures the new hire has all of the tools they need to succeed in the position—effective training will allow employees to make a maximum impact as soon as possible.

Learn more about upgrading your onboarding processes in *The SMART Onboarding Handbook*.



SERVICE OFFERINGS

At Ropella, everything we do comes back to The Three R's of Recruiting: Relationships (before), Relationships (during), Relationships (after). With our SMART Team Building/RPO, you can choose the services that best serve your organizational needs.

POSITION MARKETING SERVICES

- Write engaging job descriptions with hooks to attract passive candidates
- Design ideal candidate profiles (“personas”)
- Creation of custom, position-specific Opportunity Marketing Pieces
- Targeted outreach to passive candidates in line with ideal persona
- Email marketing campaigns
- Post job ads to a wide variety of resources (i.e. job boards, industry networks, Social Media)
- Teams of recruiters focused on just your roles

APPLICANT MANAGEMENT SERVICES

- Mobilization of internal talent network
- Pre-screening of all applications / candidates
- Development and administration of custom created Skill Surveys
- Interview scheduling
- Develop behavior-based interview questions for specific roles
- Perform reference & background checks
- Conduct assessments / testing
- Maintain contact with candidates at all stages
- Manage overall positive candidate experience
- Onboarding celebrations

HIGH-LEVEL SERVICES

- Design talent acquisition processes
- Develop a cohesive talent acquisition strategy in line with corporate objectives
- Forecasting; succession planning
- Management of talent pipeline
- Employer brand consultation
- Manage careers site
- Conduct hiring manager training

OTHER

- Dedicated Client Partner that will be your primary point of contact at Ropella
- A team of Executive Search Consultants and marketers to ensure the best talent is reached
- Compliance management
- Data / analytics
- Employee referral program management

ROPELLA'S PROPRIETARY SMART® SEARCH SYSTEM

“LIKE SIX SIGMA FOR
EXECUTIVE SEARCH”



SMART
SEARCH SYSTEM
RECRUIT SMARTER, NOT HARDER

The **SMART Search System®** has revolutionized hiring in the same way Six Sigma revolutionized manufacturing. We've invested almost 35 years researching best practices, developing our own tools and continuously improving our SMART Search System®. We provide our clients precise and predictable hiring results **unparalleled in the search industry.**

STAGE 1 | SMART STRATEGY & LAUNCH

1

ALIGNING EXPECTATIONS

Ropella aligns expectations with everyone on the hiring team to ensure we're partnering efficiently and effectively. We've created a 3-step launch approach. Through a comprehensive Intake Interview we 1) Discuss the hiring process. 2) Evaluate the research needed. 3) Review the overall search strategy to ensure we are all on the same page.



2

SEARCH STRATEGY CONFERENCE

At the beginning of each search, we conduct a comprehensive Intake Interview with the hiring team to ensure Ropella fully understands the most effective way to present your opportunity. This includes questions about cultural dynamics, management style and the MUST HAVES for each search. We'll also evaluate your position description, looking for potential improvements. We then identify the preferred companies and best titles to target to be sure we are focusing on the most effective recruiting paths.

3

OPPORTUNITY MARKETING PIECE

Once we understand your search, our team designs an Opportunity Marketing Piece, custom created for your specific opportunity, used to attract the best passive candidates. This piece is a comprehensive 6 to 12-page pitch book, filled with what's exciting about your organization your products and their markets, as well as a description of your culture and even your management style. It also includes your position description and a thorough overview of the location where the position is based.



4

SKILLS SURVEY

We create a custom skills and experiences application based on the MUST HAVES for your opportunity. This helps us identify and select for submission the most qualified A and B candidates that meet all your parameters. The C candidates are set aside.

5

SCORECARD

We thoughtfully score all candidates as we move through the screening and interview process. In order to help you make the right hire, we assess based on skills and experience, cultural dynamics, management style, compensation and relocation fit.

6

ASSESSMENTS

We can dive deep and assess past performance as well as corporate and team cultural fit with a variety of personality, communications and leadership style profiling tools. We also offer pre-hire, function specific assessment tools, as well as on the job testing exercises.

ROPELLA'S PROPRIETARY SMART® SEARCH SYSTEM

STAGE 2 | SMART RECRUITING & INTERVIEWING

7

RECRUITING

We run comprehensive recruiting campaigns to source, target and recruit the right candidates. We then submit the best candidates and schedule interviews as we help cultivate relationships between our clients and candidates.

8

INTERVIEWS

While you're interviewing and evaluating your first slate of candidates, Ropella continues to recruit, building an additional slate of optional candidates, so we don't lose momentum and experience unnecessary time delays.

9

CANDIDATE INTERVIEW DEBRIEF

After each interview, we debrief with each candidate to ensure the opportunity continues to be the right fit for their career.

10

HIRING TEAM DEBRIEF

After each interview, we debrief with the hiring team to discuss each candidate as we continue to move through the interview and final selection stages.



STAGE 3 | SMART HIRING & ONBOARDING

11

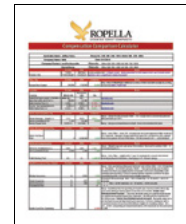
REFERENCES & BACKGROUND CHECKS

We offer a variety of reference checking options. CHECKSTER is a unique and highly productive web-based tool we prefer to use on most searches.

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COMPENSATION BENEFITS & RELOCATION ASSESSMENT

Our proprietary *Compensation Comparison Calculator* merges the variety of complex compensation factors into one document. This allows for easy comparison of current and competing offers, to ensure you don't lose the perfect candidate to any competitor.



Real. Expert. Advice.

With over 35 years of recognized search experience, Patrick Ropella knows how to find and recruit the right talent.

“Patrick, Thank you for all that you and Ropella do for Dow. The processes and systems you have applied (from *The Right Hire*) while working with Dow have proved very valuable over many years of service.”

Andrew Liveris, Chairman and CEO,
Dow Chemical

“Patrick Ropella's current book, *The Right Hire*, gives us proven principles and focused strategies to identify, attract, motivate and measure talent in any field. If you need relief fast, read and put into practice what's in this book.”

Gerry Roche, Sr. Chairman,
Heidrick & Struggles



TEAM BUILDING/ RPO **FAQS**

TEAM BUILDING/ RPO **FAQs**

WHAT IS RECRUITMENT PROCESS OUTSOURCING (RPO)?

According to the Recruitment Process Outsourcing Association (RPOA), RPO is: “A form of business process outsourcing (BPO) where an employer transfers all or part of its recruitment processes to an external service provider. A Team Building/RPO provider can provide its own or may assume the company’s staff, technology, methodologies and reporting. In all cases, Team Building/RPO differs greatly from providers such as staffing companies and contingent/retained search providers in that it assumes ownership of the design and management of the recruitment process and the responsibility of results.”

WHAT IS THE DIFFERENCE BETWEEN RPO AND EXECUTIVE SEARCH?

Executive search is a one-off contract in which a search firm (like Ropella) helps you find qualified candidates for a specific search. This is a great option when you have a single (or a small number of) hard-to-fill opening(s) that you need help with.

Team Building/RPO, on the other hand, is a long-term business relationship between your organization and the RPO provider in which the Team Building/RPO provider is trusted with a majority of your talent acquisition needs. There is a cost discount involved (much like buying in bulk has a lower unit cost than purchasing small quantities), but that is just one of the many benefits RPO offers. A Team Building/RPO partner will develop a stronger understanding of your business, allowing them to market your opportunities with more accuracy and more passion. A good Team Building/RPO partner will help you hone your talent acquisition strategies and tactics to deliver maximum efficiency and ROI. Together, you can achieve a stronger corporate brand and improved attraction and retention of top talent in your industry.

IS RPO THE RIGHT SOLUTION FOR MY ORGANIZATION?

There are many reasons to look into a Team Building/RPO solution. These include high growth; a desire to boost talent acquisition strategy; an overworked human resources staff; and a need to scale talent acquisition with market fluctuations.

There are also many benefits from partnering with a Team Building/RPO firm. These include the knowledge of the candidate marketplace that comes with engaging an expert; a wider, more specialized net for catching the best candidates to fill your positions; improved quality-cost ratio; stronger employer brand; increased attraction and retention of top talent; and the freedom for hiring managers and human resources personnel to focus on other strategic initiatives and daily responsibilities.

WHAT SETS ROPELLA APART?

Ropella’s biggest competitive advantage lies in our proprietary SMART Search System®. This system is like Six Sigma for Talent Acquisition. It drives quality and speed. Best of all, it allows us to provide our clients precise and predictable hiring results unparalleled in the search industry:

- 10 Days to Qualified Candidates
- 60 Day Speed to Placement
- 95% Search Completion Rate
- 98% Long-Term Stick Rate (one year)
- 36% One Year Promotion Rate
- 65% Annual Rate of Repeat Business

How do we do it? We identify exactly what you’re looking for, match these requirements precisely with carefully screened candidates, and grade prospective employees on a comprehensive set of skills, behaviors, and expectations.