

E³ Strategic Solutions provides a five-phase search protocol as a foundation in designing a specific executive search process to meet the unique needs of each client. Under the umbrella of the five phases, there are 22 task steps used in executing the phases. Both the phases and task steps are customizable. Below, you will find a brief description outlining our proposed work in each of the task steps.

1. SCOPE PHASE

- a. **Free Exploratory Conference** – E³ will provide a free exploratory conference to provide an overview of our executive search services and answer any questions your leadership may have. During the session, we will conduct introductory discussions concerning scope of the search; stakeholder input; timeline; candidate characteristics and qualifications; recruiting tactics; advertisement of opening; media relations; interview questions and process; selection process; confidentiality; fees; etc.
- b. **Process and Timeline Development** – E³ will conduct an in-person meeting with your leadership to understand their vision for candidates, develop preliminary criteria for candidates, define stakeholder input (composition, roles, tasks, method for input), develop a specific process to follow, and develop a related timeline.
- c. **Organizational Information and Data Review** – To better understand the needs of the organization - its unique needs, culture, strengths, weaknesses, vision, mission, etc. - E³ will complete a thorough review of important information and data regarding the organization. The organization will need to facilitate this review by providing access to pertinent information, data, plans, documents, etc.

2. STAKEHOLDER PHASE

- a. **Facilitate Stakeholder Meetings for Input** – E³ will provide opportunities for stakeholder/advisory committee input as planned by the organization's leadership. E³ consultants will conduct focus group meetings, individual meetings, and/or conduct surveys with various stakeholders.
- b. **Survey Stakeholders for Input** – E³ will design and administer stakeholder surveys. Results will be analyzed and a related report will be compiled to assist in establishing search criteria.
- c. **Facilitate Development of Final Selection Criteria** – Considering all data and relevant information, including input from stakeholders and leadership, E³ will facilitate the development of the final selection criteria for candidates.

3. RECRUITMENT PHASE

- a. **Guidance and Development of Recruitment Materials** – E³ will provide guidance in various marketing methods, including the development of all materials related to the recruiting of candidates – e.g., brochures, advertisements, social media messages, media statements, etc. In addition, we will work with professional service providers to design advertisements.
- b. **Placement of Advertisements** – E³ will place advertisements with all relevant publications, websites, and other sources. The client will be responsible for any associated costs.
- c. **Direct Recruitment of Target Candidates** – E³ will conduct confidential inquiries with specific candidates and actively recruit any specific candidate as directed by leadership. We will also actively seek applications from any candidate who we believe to be a quality candidate for the position.

- d. **Inquiries and Applications Management** – E³ will provide information, answer questions, and field calls, emails, and other correspondence concerning the position. In addition, we will organize, maintain, and present to leadership all applications and related files.
- e. **Screen, Review, Vet and Rank Applicants** – E³ will complete preliminary vetting for all candidate applications submitted. A listing and brief summary of each applicant will be provided to leadership. In addition, a ranking of the top candidates will be completed and submitted to leadership.
- f. **Selection of Finalists** – Based on direction from the organization’s leadership, E³ will provide finalist selections. This process will be customized to fit the specific wishes of the client. The list of finalists may include any or all of the following – semi-finalists, finalists, and alternates.

4. INTERVIEW PHASE

- a. **Arrangement of Candidate Interviews** – E³ will contact all candidates selected for interviews, schedule all interviews, and coordinate appropriate accommodations, as directed by leadership.
- b. **Interview Protocol Development** – E³ will work with leadership to facilitate the development of an appropriate interview protocol.
- c. **Advisement Regarding Interview Process** – E³ will provide leadership with advisement regarding all aspects of the interview process.
- d. **Vetting of Candidate Finalists** – E³ will thoroughly vet all finalists, conducting appropriate background and criminal checks.
- e. **Facilitating Interviews** – If leadership desires, E³ consultants can be on-site to facilitate the interviews. On-site assistance with interviews will require additional fees above the base fee.

5. RESOLUTION PHASE

- a. **Facilitate Discussions Regarding Selection** – If leadership desires, E³ consultants can be on-site to facilitate discussions regarding selection. We will facilitate discussions concerning the qualities of each candidate and the determination of the best candidate for the position. On-site assistance to facilitate such discussions will require additional fees above the base fee.
- b. **Notification of all Candidates Regarding Selection** – E³ will notify all candidates of leadership’s selection.
- c. **Facilitation of Contract Negotiations** – E³ consultants can assist leadership in the contract development process, provide relevant contract information from other organizations, and carryout or assist contract negotiations. We do not provide legal contract assistance but will be happy to work with the board attorney. There will be an additional fee for carrying out contract negotiations.
- d. **Evaluation Process Development and Execution** – E³ will work with your leadership to develop an effective and comprehensive evaluation tool to be used in evaluating the work performance of your new leader. We also offer services to complete the evaluation as an independent third party. There will be an additional fee for providing any services related to evaluation development or execution.
- e. **Coaching and Mentoring** – E³ will provide coaching and mentoring services to your new leader. Such services will require additional fees above the base fee. Coaching and mentoring services are customized to fit the specific needs of the client and are offered on a contractual basis.