




Executive Summary of Retained Search Services

*Transforming Companies  
One Leader at a Time*



“Working with the team at Robert Half Executive Search was nothing but a pleasure. It was a positive experience on our end which resulted in the placement of a truly talented individual. Kelly and her team were terrific in adapting the search criteria to fit our needs.”

- Chief Executive Officer, National Consulting firm

## Robert Half Executive Search

Finding the right executive to join your organization is one of the biggest strategic decisions a company might face.

That’s why we believe in a hands-on, consultative approach where we listen to your needs to help you find a well-matched and highly skilled executive in 90\* days or less.

### **Choosing the right leader is serious business**

Trust our Forbes-recognized retained executive search consultants to find the C-suite and senior management professionals who can lead your company forward - at home or across the globe.

### **Successful engagements take sound judgement**

Our consultants are established business leaders who zero in on highly skilled candidates from their expansive industry networks. They'll share our exclusive insights and market trends to help you make better-informed decisions.

### **What you can accomplish by working with us:**

Build superior, diverse leadership teams, focusing on C-level and Director/VP-level roles.

Expedite the hiring process and ultimately help find the best available executive match.

# Robert Half : (NYSE: RHI)



**75+ years** in business.  
World's First & Largest  
Specialized Staffing  
Firm.



**\$6.393 Billion** in  
revenue. Fortune &  
S&P 500 Company



More than **325**  
offices globally



Nationally and  
Internationally  
recognized by Forbes,  
Fortune and GPTW.



A global network of  
**16,000** professionals



Parent Company of  
Protiviti®



Named **#2** on [America's  
Best Executive  
Recruiting Firm](#) by  
Forbes in 2023

*\* 7 consecutive years*



National Coverage with  
office locations across the  
United States

## Executive Search Practice Group - Global Locations



# Ethical, Committed, Best-in-Class: Our Accolades



“America’s Best Executive Search Firms” Forbes 2024 \*8 Consecutive Years



“America’s Best Professional Recruiting Firms” Forbes 2024



“Best Workplace for Women” Fortune 2023



“100 Best Companies to Work For 2024” Fortune



“World’s Most Admired Companies” Fortune 2024 \*27 Consecutive Years



“100 Must Sustainable U.S. Companies” Barron’s 2023



World’s Best Companies-Time 2023



America’s Most Responsible Companies – Newsweek 2024



“World’s Best Employers” Forbes 2023



“Best Employers for Women” Forbes 2023



“Gender-Equality Index” Bloomberg 2023



“Companies that Care” People 2023



“America’s Most Innovative Companies” Fortune 2023



GPTW Certified 2023-2024



America’s Greatest Workplaces for Diversity – Newsweek 2023



“Best Employers for Diversity” Forbes 2024



“Best Temporary Staffing Firm” Forbes 2024



“America’s Best Large Employers” Forbes 2024



“Best Places to Work for LGBTQ + Equality” – HRC 2022



Greatest Workplaces for Women 2024





## Diversity, Equity & Inclusion

At Robert Half, we believe that organizations who value and encourage the diversity of their employees, suppliers and customers will have a competitive advantage over others by having better access to, and understanding of, market segments as well as greater insights into consumer behavior to meet the needs of a diverse customer base.

Robert Half seeks to identify qualified candidates, regardless of their sex, gender, race, religion or belief, pregnancy or maternity, ethnic or national origin, marital status, disability, age or sexual orientation. The resulting size and depth of our candidate research has commensurate benefits for our clients, who can have confidence in our ability to find the right candidate for the right job as effectively, efficiently and inclusively as possible.

Robert Half is a signatory to the **United Nations' Global Compact** (the world's largest corporate sustainability initiative) and the **United Nations' Women's Empowerment Principles** (a joint initiative of the U.N. Global Compact and U.N. Women). Robert Half is also currently named as one of the '**Best Places to Work for LGBTQ+ Equality**' in the Human Rights Campaign Foundation's **Corporate Equality Index** and, in recognition of our commitment to advancing women in the workplace, Robert Half is equally proud to be part of **Bloomberg's 2023 Gender Equality Index**.



## External Alliances

We cultivate external relationships and form alliances with organizations that drive engagement and increase opportunities for advancement.



## Scholarships

We further support the underrepresented communities that our alliances serve through scholarship programs.

- American Institute of CPAs (AICPA) – Diversity Fund
- Ascend Pan-Asian Leaders
- Association of Latino Professionals For America
- Hispanic National Bar Association
- Minority Corporate Counsel Association
- NABA Inc.



# Areas of Specialization



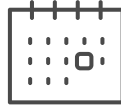
**Executive Leadership**



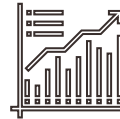
**Information  
Technology**



**Legal &  
Compliance**



**Operations**



**Sales and Business  
development**



**Internal  
Audit &  
ERM**



**Finance and  
Accounting**



**Marketing and  
creative**

## Succession Challenges Top of Mind

- Protiviti® and North Carolina State University conducted a survey of 1300+ C-level executives and Board members regarding their views on macroeconomic, strategic and operational risks. The results highlighted a disruptive risk landscape over the next decade through 2032.
- In the following table, highest-rated risk themes are ranked in order of priority to provide a context for understanding the most critical uncertainties companies face looking forward over the next decade.

TOP 10 RISKS FOR 2023*		YOY change	TOP 10 RISKS FOR 2032*		YOY change
	1. Organization's succession challenges and ability to attract and retain top talent in a tightening talent market may limit ability to achieve operational targets	↑		1. Organization's succession challenges and ability to attract and retain top talent in a tightening talent market may limit ability to achieve operational targets	↑
	2. Economic conditions in markets we currently serve may significantly restrict growth opportunities	↑		2. Adoption of digital technologies may require new skills in short supply, requiring significant efforts to reskill/upskill employees	↑
	3. Anticipated increases in labor costs may affect ability to meet profitability targets	↑		3. Rapid speed of disruptive innovations enabled by new and emerging technologies and/or other market forces may outpace ability to compete	↑
	4. Resistance to change may restrict the organization from making necessary adjustments to the business model and core operations	↑		4. Resistance to change may restrict the organization from making necessary adjustments to the business model and core operations	↑
	5. Uncertainty surrounding core supply chain ecosystem	↑		5. Ensuring privacy and compliance with growing identity protection expectations may require significant resources	↑
	6. Changes in the overall work environment may lead to challenges in sustaining culture and the conduct of the business	↑		6. Existing operations and legacy IT infrastructure may not be able to meet performance expectations as well as "born digital" competitors	↑
	7. Adoption of digital technologies may require new skills in short supply, requiring significant efforts to reskill/upskill employees	↑		7. Inability to utilize data analytics and "big data" to achieve market intelligence and increase productivity and efficiency	↑
	8. Organization's culture may not sufficiently encourage the timely identification and escalation of risk issues	↑		8. Economic conditions in markets we currently serve may significantly restrict growth opportunities	↑
	9. Approach to managing demands on or expectations of a significant portion of workforce to work remotely or as part of a hybrid work environment	↑		9. Regulatory changes and regulatory scrutiny may heighten, noticeably affecting how products or services will be produced or delivered	↑
	10. Organization may not be sufficiently resilient and/or agile to manage an unexpected crisis	↑		10. Anticipated increases in labor costs may affect ability to meet profitability targets	↑

\*Scores are based on a 10-point scale, with "10" representing that the risk issue will have an extensive impact on the organization.

Sources: Robert Half 2022 C-Suite Survey (left) & Protiviti and North Carolina State University's global survey of 1300+ board members and executives (right)

# Our Retained Search Methodology

Our customized, fully managed **5-step process** is the key to identifying top talent for your organization.



## Formation and Planning

- Strategic context analysis
- Position specification
- Engagement strategy
- Confidential discussions with key leaders
- Transition planning



## Execution and Recruitment

- Candidate mapping and isolation
- Outreach and screening
- Functional assessment
- Develop market intelligence



## Shortlist and Interviews

- Identify shortlist
- Leadership assessment
- Written candidate profiling
- Develop interview plan
- Facilitation of interviews



## Selection and Feedback

- Additional interviews
- Client and candidate feedback
- Selection
- Formal references
- Full due diligence
- Facilitate offer



## Onboarding and Closure

- Closure with all parties
- Implement transition plan
- Client and candidate feedback

# Sample Engagement Timeline

**The search will be accelerated where possible, without compromising the quality of delivery:**

- Update Meetings every week from Week 3
- Progress Reports every week from Week 3
- Shortlist established at Week 7



# Sample - Position Profile

## POSITION PROFILE



### Your Company Name

#### Chief Executive Officer

*RH Executive Search advises the client named above based on the retained Search Project named above. This Position Profile documents RH Executive Search's understanding of the client's requirements for the position. No revisions or modifications of this document should occur without explicit approval of the client and RH Executive Search. The details of this Position Profile are for the client's, candidate's, and selected sources' information in conjunction with this Search Project.*

### THE POSITION

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### COMPANY

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### KEY RESPONSIBILITIES

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### CANDIDATE PROFILE

#### EDUCATION & CERTIFICATION/LICENSE CREDENTIALS

- A Bachelor's degree is highly desired;
- An advanced degree in management, business, finance, or law is preferred.

#### FUNCTIONAL COMPETENCIES — SKILLS, KNOWLEDGE & EXPERIENCE

- Minimum 15 years of related industry experience managing in house and field sales professionals.

#### LEADERSHIP & MANAGEMENT/ BEHAVIORAL COMPETENCIES

- Ability to take vision or concept and establish strategy, objectives and action plan.

#### PERSONAL CHARACTERISTICS

- Strong leadership and communication skills.

# Sample - Progress Report

Search Progress Report

## Title of Role

Prepared by Robert Half Executive Search for:  
**Your Company**

Saturday, 1 January 2022

[www.roberthalf.com](http://www.roberthalf.com)

### Target Companies

Our research to date has included, but not been confined to, the following list of companies:

Company A	Company B	Company C	Company D
Company E	Company F	Company G	Company H
Company I	Company J	Company K	Company L
Company M	Company N	Company O	Company P
Company Q	Company R	Company S	Company T
Company U	Company V	Company W	Company X
Company Y	Company Z	Company AA	Company BB

### Market Intelligence

#### Target Sectors and Titles

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#### Industries

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#### Brand Recognition

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### Candidate Update

Summary of Activity	
Candidates/Sources	202
Responded Candidates	60
Candidates Eliminated	96
Candidates in Pipeline	6
Candidates in Development	4
Candidates on Shortlist	6

#### Candidates in Development

Candidate Name	Position/Company	Notes
Candidate A	<a href="#">in</a> CEO/Company A	Prospect has expressed initial interest in the opportunity; has reviewed the position profile; in the process of scheduling an introductory call.
Candidate B	<a href="#">in</a> Chief Executive Officer/Company S	Prospect has expressed interest in the opportunity; has reviewed the position profile; submitted resume and cover letter; to discuss further.
Candidate C	<a href="#">in</a> Senior Vice President/Company H	Prospect has expressed interest; submitted resume; reviewed the position profile; phone interview completed; to discuss potential next steps.
Candidate D	<a href="#">in</a> Executive Vice President/Company E	Prospect has expressed interest; submitted resume; reviewed the position profile; phone interview completed; to discuss potential next steps.

#### Candidates in Pipeline

Candidate Name	Position/Company	Notes
Candidate T	<a href="#">in</a> COO/Company B	Prospect had earlier expressed initial interest in this opportunity; have sent the position profile; would have to follow-up regarding candidacy.
Candidate I	<a href="#">in</a> CEO/Company AA	Prospect had earlier expressed initial interest in this opportunity; have sent the position profile; would have to follow-up regarding candidacy. Has left role and traveling to the UK.
Candidate N	<a href="#">in</a> COO/Company R	Prospect had earlier expressed initial interest in this opportunity; have sent the position profile; would have to follow-up regarding candidacy.
Candidate A	<a href="#">in</a> Senior Vice President & Head of US Operations/Company BB	Prospect had earlier expressed initial interest in this opportunity; have sent the position profile; would have to follow-up regarding candidacy. Noted he would be taking a cut in compensation to pursue.



# Sample - Candidate Presentation



## Candidate Name Candidate Profile for Search – Job Title

**Current employer:** Acme Corporation – CEO

### Motivation of interest:

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### Compensation:

- Expectation: \$200,000 Base Salary
- OTE: \$240,000
- LTI + Company Car

**Location:** Washington, DC

### Education (Not Yet Verified by RH ES):

- University Name and location
  - Bachelor of Science in Business Administration (BS)
  - Master of Business Administration (MBA)

### Summary of fit:

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## RESUME

Candidate Name

### EDUCATION

- University Name and location
  - Bachelor of Science in Business Administration (BS)
  - Master of Business Administration (MBA)

### EXPERIENCE

Acme Corporation – CEO

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Prior Company – SVP of Sales and Marketing

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## Research Centric Approach to Search : Tailored to Your Search, Industry, Company & Role



Targeted directories through alliances, conference lists and associations



Networking and referrals, leveraging the Robert Half brand



Access to the Robert Half network of 14,000+ global colleagues within our diversified practices




Tools for candidate sourcing, market intelligence, talent mapping and salary benchmarking



Proprietary database with 2 decades of executive talent hand-selected by a nationwide team of researchers


## Our Team : Dedicated to your Search Project

Our professional, experienced team will facilitate your search project, customizing to the individual needs and vision of your organization.




Managing  
Director

As your primary contact, the Managing Director will create a cohesive position profile to lead their team, introduce verified candidates, and use their expertise to maximize engagement.




Principal/  
Associate

Working in tandem with the Managing Director, the Principal or Associate sources and verifies candidate interest, qualifications, and fit for your position. Provides updated, comprehensive Progress Reports.



Research  
Associate

Your Research Associate compiles relevant research and analysis, including candidate identification, market mapping, and unique information only provided by RH ES.



Search  
Coordinator

Your search project is administered by a dedicated Search Coordinator, focused on all scheduling, document preparation, and overall communication for the search duration.

# A Case Study

## The Situation

### Village Administrator Need

A National well-recognized consulting firm is seeking to hire a well-qualified, innovative candidate for a Village Administrator position in their current metropolitan area. The firm was concerned about the lack of local qualified candidates, the compensation negotiation process, and the extensive market placement and outreach required to attract top talent in a highly competitive industry.

## The Solution

### Engaging Robert Half Executive Search

By leveraging over decades of experience, Robert Half Executive Search (RHES) used their in-house generated market intelligence to begin this process; with details on brand recognition, target geography, target titles and industries, detailed compensation analysis, and an overall guiding strategy. This allowed Robert Half Executive Search to quickly identify qualified candidates regardless of the client's original concerns; candidates are sourced with a preexisting connection to the firm's geographical area, the client was prepared with compensation standards and expectations, and the Robert Half Team conducted direct outreach to these candidates, all of which allowed an uninterrupted line between the client firm and top talent.

RHES can expedite your hiring process and ultimately help find the best available executive match for your company.

### Fee Structure Terms and Payments

#### Professional Fee

Fixed Retainer Fee

\$40,500

#### Retainer Payment Terms

Upon execution of our agreement

1/3<sup>rd</sup> of Retainer Fee

30 days after execution of our agreement

1/3<sup>rd</sup> of Retainer Fee

Upon offer and acceptance of a candidate

1/3<sup>rd</sup> of Retainer Fee +  
Reconciliation (if  
applicable)

RH requires the payment of a retainer fee for this Search Project. Our fee is ordinarily thirty-five (35%) percent of the placement's total first year compensation (e.g., base salary, target bonus, sign-on bonuses, and any other components) (the "Fee"); however, for the **Village Administrator** search, we have agreed to charge a fixed fee of \$40,500.

Additionally, we will waive our fee for administrative services equal to twelve (12%) percent of the retainer. The principal costs that make up these administrative fees include all administrative support, along with verification of candidate education, license(s), and certification(s); and supplemental candidate research costs and any supplemental candidate databases specifically related to your search.

RH ES will also offer a 120 day pro-rated guarantee.

\*FAS : Fee for Administrative Services/Professional Services Fee



# Kelly Romboy

## SENIOR MANAGING DIRECTOR

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Cell: 414.559.2197  
[Kelly.romboy@roberthalf.com](mailto:Kelly.romboy@roberthalf.com)

**Milwaukee Office**  
411 E. Wisconsin Ave | Suite 2150  
Milwaukee, WI 53202



Kelly Romboy is a Senior Managing Director with Robert Half's retained executive search practice group. She partners with a diverse network including midmarket organizations across the Midwest in a wide range of industries and functional areas. Kelly brings a consultative approach and over 25 years of experience to help clients identify, assess, and secure executive and leadership talent. She assists her clients in finding the very best talent for C-suite and leadership teams in finance, accounting, operations, human resources, technology, and sales and marketing. Her expertise includes manufacturing, life sciences, nonprofit, and professional services.

Kelly joined Robert Half's retained executive search team after serving for more than two decades as Vice President of Robert Half's permanent placement division in Milwaukee, where she successfully placed senior-level talent and built outstanding leadership teams for a wide variety of companies. Previously she was Vice President and Division Director of Robert Half finance and accounting's permanent placement division and was consistently recognized as a top performer in Wisconsin. Based in Milwaukee, Kelly is a strong supporter of the Children's Hospital of Wisconsin, St. Jude Children's Research Hospital and the American Heart Association. Kelly graduated from Illinois State University with a Bachelor of Arts degree.

Kelly's LinkedIn profile can be found [here](#)

### AREAS OF EXPERTISE

- Global Retained Executive Search
- C-Suite Recruitment
- Leadership & Management Consulting

### SAMPLE INDUSTRY EXPERTISE

- Manufacturing
- Information Technology
- Non-Profit Organization
- Financial Services

### EDUCATION

- Illinois State University - BA, French/Business



## Team



**Gretchen Kiker,**  
Senior Associate

Gretchen Kiker is an Associate with Robert Half Executive Search specializing in the identification and vetting of executive and senior level leaders. She has over 15 years' professional experience. Based in the firm's Lansing, Michigan office, Gretchen partners with our various Robert Half Executive Search Managing Directors, conducting searches throughout the United States and internationally.



**Kathryn Rossow,**  
Senior Associate

Kathryn is a Senior Associate who specializes in identifying and vetting executives and senior-level professionals in a variety of functional roles. Kathryn started her career in professional staffing in 2013 and has successfully completed searches for public, private, for-profit and non-profit organizations across a wide variety of industries. She is based in our Madison, WI Office.

## Team



**Bryenne Libby,**  
Director of North American Research Operations

Bryenne Libby provides research and market intelligence across a wide range of industry sectors for Executive Operations, Financial, Sales and Marketing, Human Resources, Information Technology, Engineering, and Legal search projects for all RH ES U.S. offices and abroad. She is based in our Boston, MA office.



**Mindy Fan,**  
Executive Search Assistant

Mindy Fan is an Executive Search Assistant working closely with Managing Directors, Principals and Associates. She is responsible for Search Coordination. She and her team are responsible for the successful delivery of all our search engagements and client and candidate scheduling. She is based in our Boston, MA office.

**THANK YOU**