

## A COMPREHENSIVE CASE STUDY

# From Interim Placement to Full-Time Executive

### Client Demographics

**Nonprofit HR Practice Area:** Search

**Location:** San Francisco, California

**Sector:** Nonprofit

**Mission Type:** Human services/poverty

**Staff Size:** 151–250 full-time employees

**Annual Budget:** \$100.1–\$500 million

### Type of Engagement: Executive Search

### Engagement Scenario

The client organization engaged Impact Search Advisors in an Executive Search for their Interim Chief People Officer (CPO). In a reorganization effort, the client needed an Interim CPO to fill in gaps prior to starting the full search with another partnering search firm they had a credit with.

**Search Duration:** Two weeks

### Engagement Details

This client was already working with Nonprofit HR's Outsourcing practice and, because of the great work in that area, selected the firm's Search practice, Impact Search Advisors, to lead the search for their Interim CPO role. This occurred while another search firm they had engaged prior to Impact Search Advisors was working on finding a permanent candidate for the CPO role.

The interim role is designed to immediately focus on policy management, processes and programs that attract, retain and improve the talent and effectiveness of the organization's workforce. As well, the Interim CPO ensures the development and implementation of organization-wide human resource policies and procedures. This position is also responsible for leading and directing all areas of human resource administration including recruiting, salary administration, HR business partner functions, employee services, management development/training and labor relations.

## Considerations

- 1 The search engagement had a short turnaround time as the client needed to fill the interim position promptly.
- 2 Sourcing an executive with a dynamic track record that is not employed can be challenging, as they are rarely in the market long.

## Placement

The consultants at Impact Search Advisors presented the client with three qualified candidates that were each advanced to second rounds in the interview process. The final candidate that was selected for the role had recently been hired at a different nonprofit as the CPO, but due to the pandemic the company had to restructure and eliminate that role. The candidate's circumstances allowed for a timely transition into the Interim CPO role at the client organization. In addition, the interim placement was strong enough to take on the interim role, compete for the permanent role in the client's search and be selected. The Interim CPO placement proved more compelling as a candidate than the alternatives the other partnering search firm presented and was ultimately hired to fill the CPO position permanently.

As a result of their success with this placement, the client has engaged Impact Search Advisors to lead another executive-level search for their organization. This new position will sit on the leadership team alongside the Chief People Officer placement.