

Veritas Nonprofit Practice

EXPERTS IN NONPROFIT RECRUITING



Veritas Search
CONSULTANTS, INC

Veritas Nonprofit Practice



Veritas Search Consultants, Inc.

EXPERTS IN NONPROFIT RECRUITING

Veritas Search Consultants, Inc. is an executive search and recruitment firm founded on the simple mission of impacting organizations and enhancing careers by providing the finest in professional, executive, technical and scientific search. Our mission is to elevate the ability of nonprofit organizations to achieve their talent acquisition goals by recruiting difference makers who can greatly impact the lives of those they serve. Our areas of specialization include the following:

- ▼ Development
- ▼ Major Gifts
- ▼ Human Resources
- ▼ Special Events
- ▼ Executive Directors
- ▼ CEO's/Presidents

The Veritas Search Team believes in serving the needs of our customers first. We only undertake those assignments that we believe can be completed successfully within a reasonable period of time. We spend the time necessary up front to discuss the needs and goals of our clients and decide how to help you craft a successful recruiting plan.

We consult with our clients to provide talent acquisition strategies that result in successful placements. We focus on hiring processes to attract “A” Players and avoid costly hiring mistakes.

We are committed to giving our clients the competitive advantage that will drive performance and take their teams to new arenas of success.

We employ high standards and work with you until the desired end result is obtained. We share mutual respect for clients and candidates and partner together to work towards common objectives. The critical factors to our success are honesty, open lines of communication, and providing complete and thorough follow through. These approaches and attitudes build respect and foster long-term relationships. Our staff of experienced recruiters is highly skilled in the entire search and placement process. They are specialists in the markets they serve and have deep connections.



Methodology AND Process

It is critical that each and every client we partner with understands our philosophies and knows what our search process and methodology entail. The first step is for us to become intimately familiar with your organization, its key players and processes. Our goal is to function as an extension of your organization and to become proficient and effective in accurately representing you and presenting this opportunity to prospective candidates. We need to understand your vision and corporate culture. We need to determine the chain of command and understand the position requirements based on an organizational needs assessment. The knowledge and information that we gain will be valuable in assisting you with the development of a formal detailed job description. It will also be the basis used to initiate our targeted selection process.

Targeted selection is a method we use to evaluate candidates. It is a set of questions and screening tools developed for the interview process, which is replicated for each candidate interviewed. It ensures that the same set of criteria is utilized for comparative analysis. It is suggested that each person involved in the interview process have a preplanned agenda and a selected set of skills or experience to focus on evaluating. We are advocates of behavioral based interviewing and believe the best predictor of future performance is a strong assessment of past performance and skills. As your strategic search partner, we will guide you on interviewing methods and strategy when necessary.

The actual search will begin with the research. Our research team will identify all appropriate individuals to be contacted. Those individuals will consist of people in our database, referrals from our contacts in the nonprofit arena, referrals from our existing network of executives, and cold calling to determine which candidates are qualified and ready to move into a new opportunity. When recruiting begins all viable candidates are brought to the table for screening and referencing. We will present you only the top candidates. Our goal is to have you interview two to three strong, qualified candidates.

Through each step of the interview process we will guide and provide you with detailed and immediate feedback. When you have identified the candidate of choice, we will help you structure the offer accordingly. We will not have an offer extended which is not prepared to be accepted. When an acceptance of an offer is delivered, we then guide the candidate through the resignation process and the psychological ramifications of a career move and job transition.

Our track record speaks for itself.

Below is a list of some of our recent placements in the nonprofit division. Ninety percent of the positions that we have filled were professionals that had significant Major Gifts and Development expertise.

- **DIVISION PRESIDENT:** National Kidney Foundation, Boston
- **DEVELOPMENT DIRECTOR:** National Kidney Foundation, Columbia, South Carolina
- **PRESIDENT:** National Kidney Foundation, Ohio
- **SENIOR VICE PRESIDENT OF HUMAN RESOURCES:** Leukemia & Lymphoma Society
- **EXECUTIVE DIRECTOR:** Leukemia & Lymphoma Society, California
- **SENIOR REGIONAL DIRECTOR:** Autism Speaks, Tri-State Metro New York Market
- **REGIONAL DIRECTOR:** Autism Speaks, San Diego
- **REGIONAL VICE PRESIDENT:** CCFA, Maryland
- **EXECUTIVE DIRECTOR:** JDRC, South Florida Chapter
- **BRANCH MANAGER:** JDRC, Knoxville, Tennessee
- **EXECUTIVE DIRECTOR:** JDRC, Georgia
- **EXECUTIVE DIRECTOR:** Autism Speaks, Washington, DC
- **EXECUTIVE DIRECTOR:** Autism Speaks, Los Angeles
- **REGIONAL FUNDRAISER:** ALR, Washington, DC
- **EXECUTIVE DIRECTOR:** JDRC, Maryland
- **EXECUTIVE DIRECTOR:** JDRC, Columbia, South Carolina
- **EXECUTIVE DIRECTOR:** Autism Speaks, Philadelphia
- **EXECUTIVE DIRECTOR:** JDRC, Richmond, Virginia
- **SENIOR REGIONAL DIRECTOR:** Autism Speaks, Florida



Biography: Michael Epifanio

PRESIDENT, VERITAS SEARCH CONSULTANTS, INC.

Michael Epifanio serves as the President of Veritas Search Consultants, Inc. and has been in executive staffing and consulting for the past fourteen years. Michael began his career in executive recruiting and consulting in 1995 with a nationally recognized information technology firm headquartered in New York City. In a short period of time, Michael was promoted to Vice President of Operations and relocated to Charlotte, North Carolina, to head up the Charlotte division with the responsibility of managing the consulting and executive recruiting division. In 1999, Michael formed a partnership with a boutique executive recruiting and consulting firm and began building several practice areas, which included Biotechnology, Information Technology, Broadcasting and Banking. In 2004, Michael formed Veritas Search Consultants, Inc., which currently has five strategic practice areas: Nonprofit, Financial Services, Biotechnology, Information Technology and Telecommunications. Over the years Michael has been a trusted advisor to his clients. As a result, he has helped his clients significantly improve their organization's bottom line and maintain a competitive advantage in the marketplace by recruiting world class talent coast to coast. Michael has developed an incredible recruiting methodology which has proven to be effective in every practice area he has started. Michael is part of an elite group of top producing recruiters in the country and is often asked to speak publically as an expert in recruiting and talent mentoring.

Outside of recruiting, Michael is a deacon and teacher at Christ Covenant Church in Charlotte, NC. He has a real passion for the "least of these" in society. Michael resides in Waxhaw, NC (just outside of Charlotte), with his wife Marjorie of twenty years and two children, Joshua (eleventh grader & aspiring musician) and Justin (sophomore at UNC Chapel Hill).

Client Testimonial January 21, 2010



I have worked with Michael Epifanio, President of Veritas Search Consultants, Inc. for the past two years. During this time, I have been impressed by Mr. Epifanio's positive and proactive attitude towards his work, as well as by his fine performance during the search process.

Mr. Epifanio's interpersonal and communication skills are impressive and are the foundation of his productive working relationship with our staff. He consistently

utilizes the entire range of appropriate interviewing and listening skills needed to elicit pertinent information from an applicant and to help identify a positive match for the National Kidney Foundation.

Mr. Epifanio has assisted us in finding qualified candidates for three executive-level searches in what is currently a very challenging marketplace. I have been routinely impressed by his timely ability to understand and meet our requirements

and by his efficient and upbeat attitude towards the work at hand.

I recommend Michael Epifanio for any executive search need in the nonprofit sector.

Sincerely,

Donna Giannone
National Kidney Foundation
Director Human Resources



Why Work with Us?

WE GUARANTEE YOUR SUCCESS

Very simple: because we are confident in our ability to find the best candidate that exceeds your expectations!

When we evaluate candidates, we are looking for a track record of accomplishments and success. It is highly likely that a pattern of success in the past will lead to ongoing success in the future. We have been successful in our recruiting efforts on behalf of all our clients!

But, I imagine many firms can boast about their own success and track record. So, what it really comes down to are the talented people in the organization you will be dealing with. The questions to ponder are:

- ▶ **Can I trust them to best represent our interests?**
- ▶ **Am I confident they will be able to deliver on what they promise?**
- ▶ **Do they have a track record of success?**

At Veritas Search Consultants, Inc. we have committed ourselves to operate from a position of uncompromising integrity. This means you are going to get straight answers, and if we cannot help, we will tell you. It means we will own our problems. If we make a mistake, we own the mistake. If we say it, you can count on it. This principle guides the conduct of our business and serves as the cornerstone for all our relationships.

We're Focused

Veritas Search is committed to providing the best search and placement services in the recruitment and placement of top talent nationwide. Unlike other search firms, we do not dilute our energy and resources by working on too many searches at one time.

We're Selective

We take the time to understand client and candidate needs. We present only top-notch professionals who have been thoroughly vetted.

We're Resourceful

We are experts at tapping into the hidden candidate market. Using our well-developed network we find highly successful and qualified individuals who are not searching the want ads for new jobs but want us to keep them abreast of new opportunities that fit their criteria for growth and professional goals. Because we know how to quickly access top talent we can quickly and efficiently qualify and present the best candidates.

Our Bulletproof Search Process

Needs Assessment

Develop Your Message



Detailed Search Plan

Go to Market



Candidate Selection

In-Depth Vetting



Finalize Selection

Close Candidate



Offer

Our “Innerview” Approach

AN INSIDE PEEK ON INTERVIEWING

If you are concerned about the long term viability of the employment relationship, and subsequently the success of your new hire, you must have a plan in place that not only considers the person’s technical skills, but you must also properly match the candidate’s functional preferences with your predominant operating/management style. No other factor in the work place has a greater impact on the ultimate success or failure of the employment relationship than the interface between an employee and their immediate supervisor.

Most job failures are not the result of well-intentioned people having an inability to work effectively together. Although most people are somewhat flexible, they nevertheless have a predominant or preferred functional style. Their greatest success is generally realized when they are functioning within that style. Therefore, it is in everyone’s best interest if you can identify that preference during the interview matching process. This is where most recruiters fail. Most recruiters are merely scratching the surface during their interviewing of prospective candidates. The questions asked are routine and skill-oriented, and they fail to produce an accurate picture of the candidate’s true qualifications as it pertains to your position.

I have developed a series of questions that move the candidate into a clear understanding of their preferred functional preferences, which can be directly linked to the client’s true functional preferences. Here are a few examples of what I mean.

INNERVIEW APPROACH

In what type of work environment are you most productive? With what type of co-workers are you most productive?

- Work environment includes everything that is external to the actual work that needs to be performed such as location, facilities, access to personal resources, privacy, and co-workers, to name just a few. I seek specific examples as to how these factors have influenced the candidate’s productivity, particularly where it involves their co-workers.

With what type of manager do you work best? Give some specific examples of this and explain why this works for you.

- This may be one of the most important questions that can be asked of the candidate. Gaining a candid response is essential to understanding how to properly match with your environment and management style.

How have you handled conflicts with your co-workers? With your customers? With your manager?

- Conflicts in the workplace are inevitable and many times unavoidable. How the employee handles these conflicts is a major key to understanding their functional preferences. Once again, I seek examples of how they specifically handled it, what the results were, how they felt about the results, and if they had to do it all over again, what (if anything) they would have done differently. I pay particular attention to whether they affix blame to others for the conflicts. This may be an indication of an “externalist” mentality where the problem is always something other than himself or herself. This type of person continually takes on the position of a victim and thereby can become an emotional toxin to both management and co-workers.

(Continued on next page)

In what manner do you prefer to receive direction from your manager?

- Knowing what to do and how to do it is essential for successful performance on the job. Some employees want this spelled out in detail with all contingencies covered, while others prefer only that the work objective be clarified from which point they can determine how best to achieve it. Whether the candidate is a process or project-oriented worker generally begins to emerge in this answer.

How do you deal with interruptions during your work day? How do you organize your time?

- Gaining specific examples in this area will help you determine whether the employee is just busy or really productive. Everyone has interruptions during the workday. Some people actually encourage interruptions as they use them as an excuse to avoid their real work. For others, it may simply be an inability to say no. However, what is most important is what they do when those interruptions occur. Generally speaking, the more organized worker can get back on task quickly after an interruption, while a poorly organized worker will lose additional time trying to get back on track. Remember, it is not how many hours they work in a given day as much as it is how productive they are in those hours.

These are just a few sample questions that I employ when assessing talent. I have developed a series of twenty "Innerview" questions that are virtually bulletproof in evaluating the true character and performance of an individual. This questioning approach is rarely used by recruiters. This approach will quickly flush out the top twenty percent of the candidate pool in any market.



dedicated to finding a cure

We have worked with Veritas Search Consultants during the past year on several of our executive level searches in various markets throughout the country.

Their searches have brought forth very qualified, motivated and committed professionals. Veritas takes the time to qualify our executive positions, understand our expectations and requirements

and integrates their recruitment process to best fit our organization's culture. They are not only a respected strategic partner but have also become a trusted colleague and advisor to JDRF.

I would highly recommend Veritas Search Consultants, Inc. to any individual or entity who seeks an exemplary search.

*National Manager, Human Resources
Juvenile Diabetes Research Foundation Int'l*

January 16, 2008



Michael Epifanio provides his clients a skilled and personable approach to finding a new direction in their profession. During the interview process for a potential opportunity, he provided hands on coaching that identified and articulated my strengths exactly as they fit the position. This enabled me to clearly assess the position, address the organization's needs with ideas informed by my specific skills

and, ultimately, receive an offer. I appreciate Michael's sensitivity to providing thorough information to both me and the organization so everyone involved could make a good decision. His professionalism, commitment (and good sense of humor) during this process and his ability to satisfactorily close the deal, have opened up an exciting new chapter in my career.

*Major Gifts Officer
American Cancer Society*

August 2009



I have had the pleasure of working with Veritas Search Consultants, Inc. in recent search efforts to fill critically important management positions for Autism Speaks. As a twenty-five year development veteran with the March of Dimes, I have been impressed with Veritas' in-depth experience in nonprofit. When they presented candidates for a key position in our premier Philadelphia market, the due diligence of qualifying, assessing, referencing and closing candidates to be ready,

willing and able to accept an offer, was a huge asset to me and Autism Speaks. The Philadelphia hire is now recognized as one of the top development professionals in our entire region. The Autism Speaks staff, volunteers and I could not have been more pleased with the process and results.

I would highly recommend Veritas Search Consultants, Inc. to deliver an exemplary executive search for your organization.

*Senior Regional Director - Tri-State
Autism Speaks*

Defining Roles and Setting Expectations

Our Role in the Process

ADDITIONAL SERVICES TO YOU THROUGHOUT THE PROCESS

- We will completely qualify candidates' compensation, skills, accomplishments, etc. before presenting them to you.
- We will brief you on candidates before each interview.
- We will debrief with you after each interview.
- We will address any issues that arise throughout the process that could create a roadblock.
- Before the final interview we will establish with the candidate compensation that he/she is willing to allow us to accept on his/her behalf.
- We will address counteroffers with the candidate.
- We will contact the candidate and you on the candidate's first day, two weeks after the start date, and thirty days after the start date to address any concerns.
- If there is an issue, we will collaborate together to resolve any problem.

VERITAS SEARCH

- We will take an in-depth needs analysis profile of your opening(s).
- We will understand the ideal fit for the position and culture.
- We will identify skill-sets, attributes and accountabilities of the candidates we present to you utilizing our proprietary assessment tool: Feature Accomplishment Benefit (FAB).
- We will identify the related organizations that would have this type of talent.
- We will define what an "A" player truly is for your organization.
- We will help develop a win-win hiring process based upon the current market environment.
- We will work with you to develop a strong Employer Value Proposition (defining why "A" players should work with you as opposed to your competitors).
- We will create a search profile based on your input and approval.

- We will create a search plan for your position.
- We will create a Target Account List of your competitors or organizations where the talent you require resides.
- We will develop a compelling recruiting presentation that establishes an accurate identity and value proposition for your organization.
- We will interview each candidate three times.
- Within three weeks, we will present you with at least one "A" player, along with a highlight sheet summarizing their qualifications and fit.
- We will absolutely operate from a foundation of integrity and expect the same from the candidates we represent.

Michael Epifanio
President, Veritas Search Consultants
michael@veritassearch.com

Client's Role in the Process

YOUR ORGANIZATION

- You need to be as flexible as possible when scheduling interviews and time to talk with us.
- You must make sure you are available for the interviews that we schedule.
- You need to commit to the hiring process we establish at the start of the relationship.
- You must keep communication open and honest at all times.
- You must provide open and honest feedback at all times.