

Phase I - Position Assessment

Working as a team with the client, Vaco will assess organizational needs and define specifications for each position.

1. **Project Scope:** Through interviews with key members of the YMCA leadership team, review of organizational documents and strategic initiatives, Vaco will summarize, define and create a working project scope that will detail all critical components relative to these positions.
2. **Position specifications:** Vaco will assist as needed in finalizing the written position descriptions detailing these position specifications and in developing the proposed budgets (salary/bonus/moving allowance/etc.) for each position.
3. **Community profile:** Vaco will compile vital community information to address candidate and family needs.
4. **Assessment debriefing:** Vaco will facilitate a client review of the phase one assessment work to assure consensus on organizational needs, position specifications and community profile. The expected completion time of the phase one work is two to three weeks.

Phase II - Candidate Identification

Working as a team with the client, Vaco will develop a recruitment plan to target qualified candidates for each position. This phase also includes initial interviewing, qualifying and credentialing potential final candidates.

1. **Recruitment plan:** Through healthcare industry and professional association research, a proposed recruitment plan will be developed and presented to the client for approval.
2. **Candidate identification:** Vaco will implement the recruitment plan using multiple marketing and network sourcing strategies to generate qualified candidate interest.
3. **Qualifying candidates:** Candidates who meet the individual position specifications are qualified by Vaco through multiple telephone interviews, in-person interviews and initial reference checks. The client will receive frequent progress reports during this period.
4. **Candidate review:** Vaco will present lead candidates along with a preliminary qualifying report to the client and facilitate client telephone interviews.
5. **Presentation of candidates:** The client and Vaco will select two or three final candidates for on-site client interviews.