

RFP 4201 Solicitation - Vendor Submission

Vendor Information

Company Name: Welsh & Associates
Contact Name: Sheri Welsh
Contact Title: President & CEO
Address: 141 E. Michigan, Suite 300
City: Kalamazoo
State: MI
Zip Code: 49007
Other:
Email: sheri@welshandassociates.net
Phone: (269) 488-8836
Business Type:

Addenda

X - No addenda was received

Attachments

 [Welsh & Associates_RFP4201_1_Tue Dec 08 11:33:12 EST 2020.pdf](#)

Additional Vendor Comments:



RFP

Executive Recruiting Consulting Services

Kent County Administrator/Controller

December 7, 2020



Executive Summary

Welsh & Associates has been in business for over 18 years, engaged in the work of helping organizations in West Michigan find great talent at the professional and executive levels. The professionals in the firm collectively have over 45 years of experience in recruiting talent for organizations across the region. The firm's client base is extremely diverse, including Fortune 500 manufacturers, non-profits, government and small, local, family owned businesses. Welsh & Associates has demonstrated the ability to meet clients' unique staffing needs by being extremely adept at uncovering passive talent. Year after year, 90% of the firm's completed placements have come as a direct result of referrals and the skilled networking of our staff. Some of the Executive Searches completed in recent years include:

- Chief Executive Officer
- Chief Financial Officer
- Controller
- VP of Finance
- VP of Human Resources
- VP of Marketing
- VP of Engineering
- Regional Vice President
- Executive Director
- General Manager
- Director of Human Resources
- Director of Information Technology
- Director of Supply Chain
- Director of Operations
- Director of Purchasing
- Director of Project Management and Engineering
- Director of Manufacturing Engineering
- Director of Global Compensation and Benefits

Our overall placement success rate is over 95% (candidates who remain on the job a minimum of 2 years). The firm has successfully completed every Executive Search it has been engaged in, filling every search in 6 months or less.



Business Organization

Welsh & Associates, Inc.
141 E. Michigan Ave, Suite 300
Kalamazoo, MI 49007
269-488-8836
www.welshandassociates.net

Welsh & Associates is an S Corporation, incorporated and authorized to do business in the State of Michigan. Welsh & Associates is also a Certified Woman Owned Business through WBENC.

Key Team Members, Roles and Responsibilities:

Sheri Welsh, President and CEO – Project Manager sheri@welshandassociates.net, 269-488-8837

Sheri will provide the overall leadership and management of the entire search and will be your primary point of contact and support throughout the search process. She will also support candidate recruiting, screening and interviewing.

Sheri's career spans over 25 years and includes experience in human resources consulting/recruiting, purchasing, and sales. She established Welsh & Associates in 2002, as a full-service regional search firm. Today the firm is recognized as a regional leader in the professional and executive search industry by companies located throughout Michigan. Sheri's success has been built upon a solid foundation of ethical conduct and long-term, trusting relationships with employers and professionals alike. Sheri holds a BS in Business Administration from Central Michigan University and is a Senior Professional in Human Resources (SHRM-SCP) and a Certified Personnel Consultant (CPC). She is also a Certified Employee Retention Specialist (CERS), one of less than 50 professionals in the country to hold such a designation. Sheri served as Chair of the Board of Directors for the Kalamazoo Regional Chamber of Commerce Board of Directors, Leadership Kalamazoo and the YMCA of Greater Kalamazoo. She currently serves on the Board of Directors of the Small Business Association of Michigan, and Kalamazoo County Ready 4's. She is a member of the Society for Human Resource Management and has been a member of the Kalamazoo Area Human Resources Management Association and the Top Echelon Network for over 20 years.

Anne Charette, Executive Search Consultant anne@welshandassociates.net, 269-488-8849

Anne will provide support in candidate research, recruiting, screening, interviewing and reference checking. Anne's career includes over 15 years of experience in management and professional recruiting with both private employers and third party recruiting and search firms. Anne holds a BA in Communications from Michigan State University and is a Certified Personnel Consultant (CPC) with the National Association of Personnel Services and Certified Diversity Sourcing Professional (CDSP).



Recommendation

Company Code of Conduct

Welsh & Associates is an equal opportunity employer. It is the policy of the company to provide equal opportunity for all employees and candidates for employment without regard to race, color, creed, religion, gender, sexual orientation, national origin, age, marital status, mental or physical disability, pregnancy, military or veteran status, or any other basis prohibited by state or federal law.

Welsh & Associates subscribes to the highest level of professional and ethical standards. The firm's professional staff are Certified Personnel Consultants, as designated by the National Association of Personnel Services (NAPS).

Assess Your Needs

You talk; we listen. As requested, we will gather feedback from all requested constituents as to their expectations for the Administrator/Controller. We'll help guide the conversation to create a fully-formed outline that defines your search — from a candidate's background, experience and talents, to the day-to-day job duties and accountabilities. We will confirm the initial time line set for the selection process and continue to monitor progress through to a timely completion.

Build a Qualification Profile

Together we'll transform your needs analysis into a position description with specific experience, characteristics, core competencies and responsibilities needed to clearly identify successful candidates.

Define the Search Strategy and Interview Process

As your partner, we'll identify likely sources where candidates fulfilling your qualifications may be found and chart a search strategy that precisely fits our resources to your needs. We will work together to develop an interview process that includes participation from your leadership team and any stakeholders you may want to include in the process. Advertising options, as appropriate, will also be reviewed and considered at this time.

Recruit and Qualify Candidates

This is where our distinctive difference becomes apparent. Our personal attention, combined with cutting edge search techniques uncovers the type and caliber of talent that you may have not thought possible. Employing the strategy we have defined, we will directly recruit from a pool of the brightest and best individuals the market has to offer. We will directly market your position to candidates and directly recruit candidates with the appropriate skills and background to fit your criteria, on both a regional and national level.

Welsh & Associates employs two Certified Diversity Sourcing Professionals with extensive experience in sourcing diversity candidates.

Candidates will be thoroughly qualified as to their fit for the position as well as their sincere interest in the opportunity. They will be asked a series of standardized questions based on the needs and requirements of the position as a part of the interview process. Candidates will also be asked to provide their salary requirements. Interviews will be conducted by phone and through video conferencing.

References will be requested and introductory reference checks will also be completed.

Present a Short List of Candidates for Interview Selection

Our process is designed to be your first round of screening and qualification. We produce candidates of quality as opposed to a quantity of resumes. Our process distills to a selection of only the most highly qualified candidates. Be confident that if a candidate's resume is presented, it will represent a talent you will be interested in interviewing. We will provide you with full written Talent Reports of every candidate we submit as your tool in evaluating which candidates you will select to interview.

Manage the Client Interviews

Welsh & Associates will organize candidate interviews for discretion and convenience and assist with coordination of schedules as required. We will work with you to develop interview questions and set a consistent protocol for the interview process, educating your interview panel on legal compliance as well. We will be present for the facilitation of all candidate interviews.

Conduct Reference and Background Checks

Once a finalist has been chosen, we will administer the PXT Select assessment and work with you to interpret what the results mean for you and your candidate. We will also complete the reference and background checks as required, in full compliance with your Human Resource policies and procedures.

Present the Offer Package

We will coordinate the presentation of the offer to the candidate and handle any necessary negotiations on your behalf.

Consult during the Transition Phase

We will work with your new Administrator/Controller during their time of transition, prior to and immediately following their hire, to help ensure a successful transition.



Project Staffing

Sheri Welsh, President and CEO – Project Manager

Sheri will provide the overall leadership and management of the entire search and will be your primary point of contact and support throughout the search process. She will also support candidate recruiting, screening and interviewing.

Sheri's career spans over 25 years and includes experience in human resources consulting/recruiting, purchasing, and sales. She established Welsh & Associates in 2002, as a full-service regional search firm. Today the firm is recognized as a regional leader in the professional and executive search industry by companies located throughout Michigan. Sheri's success has been built upon a solid foundation of ethical conduct and long-term, trusting relationships with employers and professionals alike.

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Anne Charette, Executive Search Consultant (reporting to Project Manager, Sheri Welsh)

Anne will provide support in candidate research, recruiting, screening, interviewing and reference checking.

Anne's career includes over 15 years of experience in management and professional recruiting with both private employers and third party recruiting and search firms. Anne holds a BA in Communications from Michigan State University and is a Certified Personnel Consultant (CPC) with the National Association of Personnel Services and Certified Diversity Sourcing Professional (CDSP).

1015 Cambridge Dr.
Kalamazoo, MI 49001
269.345.8879
sheri@welshandassociates.net

Sheri S. Welsh

Work Experience

2002 - Present **Welsh & Associates, Inc.** Kalamazoo, MI
President & CEO

Chief Operating and Financial Officer for an executive search company specializing in permanent professional employment services.

- Develop corporate business plans and budget
- Lead business development and marketing strategy
- Led the company to consecutive annual sales increases, year over year
- Led the development and implementation of a new business group in contract staffing
- Acquired Certified WBE status (WBENC), 2004

1998 - 2002 **Preferred Resources, LLC** Kalamazoo, MI
Recruiter

Conducted contingency based searches for companies, securing talent for Engineering, Manufacturing and Financial positions.

- Highest producer in revenue and completed placements, 2002
- Second highest producer in revenue and placements, 1999 through 2001

1995 -1998 **Paychex, Inc.** Grand Rapids, MI
Sales Representative

Sold and installed payroll processing services for small to medium size businesses in the greater Kalamazoo area.

- Qualified for Paychex Annual Conference (Top 25% of sales force), 1997 and 1998.
- Top Sales Representative in the District, 1997 and 1998
- Achieved 150% of quota in first year as a sales rep, 1995.

1994 - 1995 **Weight Watchers of Western MI** Kalamazoo, MI
At Work Sales Representative

Sold and established corporate sponsored weight loss programs while providing customer service to all new and existing corporate accounts

- Top sales in the franchise, September 1994
- Top sales in the history of the Kalamazoo office, January 1995
- Established 10 new corporate accounts in first 4 months of employment

1985 - 1994 **Gilmore Brothers Dept. Store** Kalamazoo, MI

Buyer

Procured merchandise for Ladies coats, suits, dresses, intimate apparel and hosiery. Forecasted sales, developed and implemented comprehensive marketing and strategic plans for each department.

- Generated highest GMROI in the company, 1992.
- Produced consistent sales increases of 25 to 70% in each department
- Gilmore's Hall of Fame Award for outstanding performance, 1989

Education

1986 **Central Michigan University** Mt. Pleasant, MI
Bachelor of Science in Business Administration

Professional Memberships and Awards

Kalamazoo Regional Chamber of Commerce – Governing Council and Board of Directors, 2004 -2011. Board Chair, 2009-2010.

Leadership Kalamazoo – Advisory Board Chairperson, 2004. Board member 2004 to 2009.

Small Business Association of Michigan, Board Member 2014 to present

YMCA of Greater Kalamazoo, Board member 2011-2019. Board Chair 2015-2016.

KC Ready 4s, Board member 2015 to present

Kalamazoo Communities in Schools, Board Member 2019 to present

Kalamazoo Area Young Professionals – Founder and Task Force Chair, 2005 to 2007.

Davenport University Advisory Board, 2003-2004

BDW'S Business Leader Under 40 Honoree, 2004

Kalamazoo Human Resource Managers Association, 2000 to present

Anne Charette

Education

Michigan State University, East Lansing, MI

Bachelor of Arts – Communication

Kalamazoo Valley Community College, Kalamazoo, MI

Visual Communication/Graphic Design Studies

Work experience

March 2017 – Present, Welsh & Associates, Kalamazoo, MI 49007 269.488.8836

Executive Search Consultant

- Full-Cycle recruiting with multiple clients
- Sourcing, screening, selecting, interviewing and placing candidates with external clients in the SW Michigan area
- Working closely with hiring managers to streamline interviewing process
- Researching and developing strategies for targeted recruitment
- Networking with industry professionals to grow candidate pipeline

June 2016 – March 2017, StructureTec, Kalamazoo, MI 49008 269.353.9944

Corporate Recruiter

- Sourcing, screening, selecting, interviewing and placing candidates internally
- Working closely with hiring managers to streamline interviewing process
- Researching and developing strategies for targeted recruitment
- Networking with industry professionals to grow candidate pipeline
- Attending Career Fairs and Conferences to network and grow the StructureTec brand
- Planning and executing Career Open House at Corporate Headquarters

December 2014 – June 2016, Aerotek, Kalamazoo, MI 49007 269.903.4440

Technical Recruiter

- Sourcing, screening, selecting, interviewing and placing candidates with clients
- Negotiating wages and contracts with candidates
- Recognizing potential sales leads and pursuing new business
- Setting meetings with current and potential clients
- Developing and maintaining relationships with candidates and clients

August 2012 – September 2014, Walmart, Paw Paw, MI 49079 269.415.6001

Assistant Store Manager, Operations/Overnight Operations

- Mentoring associates to become to leaders
- Handling donation requests and grant applications
- Selecting, interviewing and placing associates
- Writing and administering yearly evaluations
- Communicating and following up with associate concerns and needs
- Assisting in opening a brand new store in Paw Paw, MI
- Maintaining a safe working environment for all associates

- Managing a staff of 60+ including two levels of management
- Forecasting staffing based on business need
- Teaching excellent customer service through associate empowerment and service recovery
- Holding associates accountable to policies and safety regulations
- Managing customer service and associate relations

May 2007 – February 2012, Food Dance, Kalamazoo, MI 49007 269.382.1888

Catering & Events Manager/Front of the House Manager

- Project management of events both off-site and in-house
- Marketing new catering and delivery department
- Cross promoting catering & delivery with in-house private events
- Preparing, designing and writing of company newsletter
- Preparing ROI's for new systems
- Creating and maintaining exemplary customer service
- Creating and managing systems for catering and delivery
- Using data collection and analysis to develop systems
- Participating in yearly strategic planning and budgeting
- Forecasting labor costs
- Daily supervision of employees and operations
- Creating weekly schedules for more than 50 employees and managing labor costs
- Training all levels including managers
- Creating and maintaining employee training systems
- Leading employee education seminars
- Preparing weekly budget projections for sales and labor

January 2006 – May 2007, KVCC, Kalamazoo, MI 269.373.7800

Assistant Coordinator, Multidisciplinary Projects

May 2007, KVCC, Kalamazoo, MI 269.373.7920

Intern –Kalamazoo Animation Festival International (KAFI)

Fundraising Champion – Market 201, Children's Miracle Network, Helen DeVos Hospital

**Skills &
Certifications**

Adobe Creative Suite, Microsoft Office Suite, Graphic and Web Design, Marketing, Fundraising, Interpersonal Communication, Written Communication, System Design and Implementation, Budgeting, Scheduling, Managing/Supervising, ADP
Certified Personnel Consultant - National Association of Personnel Services
Certified Diversity Sourcing Professional – Sourcing Training and Certification



Pricing Methodology

Welsh & Associates will conduct a comprehensive search to identify and recruit candidates for the Kent County Administrator/Controller role, satisfying the qualifications presented in the job description and outlined by the current leadership team. As part of that process we will:

- Assist in the development of a comprehensive job description, position requirements and candidate qualifications.
- Develop a recruitment strategy in cooperation with the current leadership team.
- Execute a comprehensive search using direct recruitment techniques. Over 90% of our candidates are sourced through networking and referrals. We will actively contact and recruit qualified candidates meeting your requirements and present your opportunity to them.
- Pre-qualify and interview all candidates we present to ensure compliance with specified position requirements and qualifications.
- Propose qualified candidates to the current leadership team, assisting with preparation for and coordination of interviews.
- Provide the PXT Select assessment for the finalist candidate, taking an in-depth look at the candidate's thinking style, behavioral traits and interests.
- Complete formal verification of references and required background checks.
- Present the offer to the candidate, assisting with any negotiation required.

In general, a typical executive search process will take up to six months, from the time the contract is signed until the new executive is named. We will be glad to mutually determine a timeline for the search once engaged.

Fee Structure:

Our Executive Search Fees for this search would be \$24,750.

Additional reimbursable expenses would include:

- Any requested advertising for the position, budgeted to be no more than \$2,000.
- Travel and lodging expenses for candidates selected for interviews, budgeted to be no more than \$15,000.

Additional reimbursable expenses would not be incurred without the prior written approval of Kent County Leadership. Total not-to-exceed cost would be \$42,000.

Welsh & Associates services include a 1-year guarantee. If the candidate is terminated for any reason, we will reconduct the search to replace the candidate with no additional service fee.



References

With experience in recruiting for local government executive leadership for both the City of Kalamazoo and the City of Battle Creek, we would offer the following references:

James Ritsema

City Manager, City of Kalamazoo, Kalamazoo, MI

ritsemaj@kalamazoocity.org

269-420-2470

Completed searches include Director of IT, Chief Financial Officer and Director of Human Resources.

Searches led by Sheri Welsh and Anne Charette

Rebecca Fleury

City Manager, City of Battle Creek, Battle Creek, MI

rfleury@battlecreekmi.gov

269-207-6104

Completed search for Director of Human Resources

Search led by Sheri Welsh and Anne Charette

Keith Roberts

VP of Finance, Dimplex Thermal Solutions, Kalamazoo, MI

kroberts@dimplexthermal.com

269-208-9699

Completed search for Director of Finance, Director of Engineering, Director of Sales and Marketing, Director of Human Resources

Searches led by Sheri Welsh, John Mayer, Anne Charette and Julie Diamond

John Dillworth

President & CEO of Goodwill Industries, Kalamazoo, MI

JDillworth@goodwillswmi.org

269-382-0490 x 231

Completed search for Chief Operating Officer

Search led by Sheri Welsh and Anne Charette

Jeremy Carr

Search Committee Chair, Kalamazoo Valley Habitat for Humanity

jeremycarr@gmail.com

612-986-4753

Completed search for Executive Director

Search led by Sheri Welsh and Anne Charette