

Executive Sponsorship Brief

A resource for Talent and HR leaders to build the business case for structured hiring transformation

HOW TO USE THIS BRIEF: This document is designed to be sent by a VP of Talent, CHRO, or SVP of Talent to a CEO, CFO, or board sponsor who needs to understand the financial case for a structured recruiting transformation before approving resources. Adapt the sender role and organizational context to your structure. The core financial logic is the same regardless of company size or industry.

A note before you send this brief:

The framing of this business case should match the pressure your CEO is currently under. Three common CEO profiles and the angle that lands with each:

PE-backed or investor-accountable CEO: Lead with OPEX. Agency spend is a margin line that investors can see. Every dollar recovered through internal sourcing is a dollar of EBITDA. Frame the transformation as a direct operating efficiency play with a documented payback period.

Growth-stage or founder CEO: Lead with scale risk. The question is not what recruiting costs today -- it is whether your hiring infrastructure can scale with your growth plan without breaking. A mis-hire rate above 10% at 200 hires per year is a structural risk to your growth trajectory.

Public company or IPO-track CEO: Lead with people risk and governance. Boards are asking about talent quality at every operating review. A structured recruiting model with documented QoH metrics and a credible TSA function is a governance story as much as a cost story.

THE COST OF UNSTRUCTURED HIRING

Most organizations treat recruiting as an operational function that should be made faster or cheaper. The more accurate frame: recruiting is a financial function that is either generating enterprise value or destroying it. The difference is structure.

Three cost categories that most CFOs do not have visibility into -- but should:

Cost Category	How It Accumulates	What Structured Hiring Does to It
Agency dependency cost	When internal recruiting cannot close searches fast enough, business units default to external agencies at 20-35% of salary per placement. At scale, this becomes a multi-hundred-thousand-dollar annual line that grows with headcount.	Eliminated. Internal sourcing infrastructure with employer brand and structured intake replaces agency dependency. This is the fastest-moving OPEX line in the model.

Mis-hire replacement cost	A hire who exits within 12 months carries a replacement cost of 1.5-3x their salary: recruiter time, productivity loss, manager time, onboarding cost, and team disruption. At a 10-15% mis-hire rate, this compounds silently across the organization.	Reduced materially. Structured success profiles, competency-based assessment, and post-hire QoH feedback loops measurably reduce mis-hire rates. The financial impact is direct and attributable.
Vacancy drag cost	Every day a revenue-generating or operationally critical role stays open has a cost: deferred revenue, delayed projects, team overload, and management distraction. At average time-to-fill of 40+ days, organizations absorb this drag continuously.	Compressed. Organizations that implement structured intake and workflow governance typically reduce average TTF by 40-55%. On revenue-generating roles, every week recovered is direct top-line impact.

PROOF OF CONCEPT

A single-source global manufacturing and total energy solutions company implemented this model and produced the following results across a two-year period: These are not projections. They are audited outputs of a model built with discipline and sustained long enough to compound.

\$2M+ OPEX Savings <i>over two years, driven by elimination of agency dependency and internal sourcing infrastructure</i>	18 days Average Time to Fill <i>down from 40+ days average prior to implementation</i>	100% Offer Acceptance Rate <i>up from 75% -- driven by employer brand elevation and pre-brief calibration</i>	350+ Total Hires Completed <i>across salaried, direct, and executive functions over two years</i>	\$1M+ Year 1 Annualized Savings <i>agency spend reduced from \$350,000+ to stop-gap only</i>
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The model began as a cost problem -- agency spend exceeding \$350,000+ annually with volume projected to multiply 2-3x. It became the infrastructure that hired a CEO, three Presidents, a VP of Finance, and a CHRO. The same VP of Talent who built the cost case that justified the investment went on to recruit the full executive architecture of a scaling global company. The parent company preparing for public markets subsequently adopted the RCoE framework for executive recruiting across its business groups -- institutional validation that the model scales beyond a single implementation.

In the first 90 days: 5 salaried positions filled at 15-day average TTF and 100% offer acceptance rate -- within the window required to justify the cost of the Talent Strategy Advisor role. The ATS was activated from unused shelfware to functioning infrastructure. SOPs were established. Hiring Manager training was built as a self-serve video module. The business case was proven before the full model was complete.

WHAT THE INVESTMENT REQUIRES

A Recruiting Center of Excellence transformation is not a headcount request. It is a structural investment with a documented payback period. The resource requirements are predictable and the return is measurable.

Organizational Stage	What the Investment Looks Like	Expected Payback Timeline
Startup / High-Growth (under 100 employees)	TSA-Lite role activation (20-30% of an existing leader's capacity). ATS configuration. SOP and hiring manager training build. No net new headcount required in most cases.	First proof point visible within 90 days. Agency spend reduction begins immediately. Quality improvement compounds over 6-12 months.
Mid-Market Scaling (100-500 employees)	Dedicated TSA role or Director in dual capacity. 1 FTE dedicated to implementation for 12-18 months. ATS workflow configuration and bilateral SLA deployment.	OPEX recovery typically begins at Month 7-9 as agency dependency declines and TTF shortens. Full payback on implementation investment within 12-18 months in most organizations.
Enterprise Optimization (500+ employees)	2-3 FTE dedicated to implementation for 18-24 months. Governance redesign, ATS reconfiguration, and executive alignment protocol. IT partnership required.	Year 1: Foundation and operational improvement. Annualized OPEX savings visible by Month 12. Full financial model recovers implementation cost within 18-24 months through agency spend elimination alone.

WHAT EXECUTIVE SPONSORSHIP MEANS IN PRACTICE

This transformation does not require the CEO to run recruiting. It requires the CEO to do four specific things that the transformation cannot succeed without.

1. Communicate the TSA's authority explicitly

The Talent Strategy Advisor must have the standing to pause a search, challenge a comp range, and push back on a hiring manager's assumptions. When that authority is challenged -- and it will be -- the CEO or CHRO must back the TSA position publicly. Once. That signal does more for the transformation than any process document.

2. Attend the quarterly talent strategy briefing

Not because the CEO needs to manage recruiting -- but because the signal that talent is a strategic function, not an administrative one, is set by the CEO's engagement. When the CEO attends, the entire organization recalibrates what recruiting is for.

3. Reference business outcomes when discussing hiring

Vacancy cost. Mis-hire risk. Time to fill as a revenue constraint. When the CEO uses this language, it becomes the language the organization uses. This is how the TSA function builds authority without needing to demand it.

4. Protect the implementation resource for 18-24 months

The most common implementation failure is assigning responsibility to someone whose primary job is operational. When urgency hits, implementation loses. The CEO's commitment to protecting dedicated implementation capacity is the resource that makes everything else possible.

THE ASK

This brief is requesting three things:

- Executive approval to proceed with the RCoE transformation roadmap appropriate to our organizational stage
- Resource protection for the dedicated implementation capacity required for the first 18-24 months
- CEO or CHRO explicit communication to all senior leaders that the TSA function has governance authority -- and that bypass of that authority will be addressed at the executive level

The financial case is documented. The proof of concept is validated. The model is ready. What the transformation requires now is a clear mandate from the top.

For the complete RCoE Blueprint and implementation kits, reference the full framework documentation.

Three Quick-Start Implementation Kits are available, each calibrated to your organizational stage:

Kit 1: Startup / High-Growth (under 100 employees)

Kit 2: Mid-Market Scaling (100-500 employees)

Kit 3: Enterprise Optimization (500+ employees with existing infrastructure)