

WE PLEDGE TO:

- Present our individual and company qualifications openly, accurately, and clearly.
- Accept assignments only when they can be undertaken immediately.
- Clearly indicate that two or more principals are responsible for the conduct of each assignment. One or both principals are present when the assignment is defined and during the interactive diagnostic phase.
- Volunteer to undertake research, at our expense, to clarify a position or to update current conditions in the marketplace. We perform this service prior to acceptance and whenever there is uncertainty about any of the important elements.
- Undertake only those assignments that can be concluded successfully within the client's proposed definitions and compensation parameters.
- Accept only retainer fee engagements and bill all clients standard fees. Exceptions may be made for multiple, unusually large, or for unusual assignments or client situations, such as pro bono activities.
- Research the client organization and the position to be filled to the best of our abilities in order to communicate fully and factually to all sources and candidates.
- Conduct thorough and rigorous sourcing and research campaigns and, in so doing, never misrepresent a client's situation or ourselves.
- Never betray any trust or confidence gained during the acceptance or the research process. Recommend every qualified individual, regardless of gender, age, religion, ethnic or racial background, or sexual preference.
- Conduct thorough and objective in-person interviews with every candidate presented to the client. In-depth interviews and testing are planned and structured carefully so that all relevant technical and personal variables important to the client and the assignment are explored.
- Respect the rights, confidences, and needs of each candidate. We are honest and discreet with each candidate and make every effort to be helpful, constructive, and ultimately to find a win-win match for client and candidate.
- Prepare confidential paperwork on each candidate that outlines his or her experience, knowledge, and stated achievements. Narrative reports detail personal and family background, as well as interpersonal information. The assessment includes penetrating evaluations of strengths and weaknesses relating to the assignment and normally includes multiple tests and cultural fit analysis. In no case are there known overstatements or deliberate omissions that could mislead the client.
- Present only those candidates who, in our professional opinion, will be successful in and can be recruited to the position.
- Volunteer to conduct thorough multi-generational reference checks on every candidate who receives an offer of employment. When the client chooses Kostmayer Associates to conduct the follow-up investigation, the information is analyzed and presented confidentially to the client. All relevant data are shared with the client, although confidential sources are protected.
- Withdraw from an assignment when we believe a breach of legal, ethical, or important business practices occurs.

"Integrity is a combination of honesty, good judgment, and a consistent willingness to put the client first. It also is synonymous with the name Kostmayer, and that always has been true in my three decades of association with them."

Gerhardt M. Hoff, Chairman, Business Planning of America
Former Chairman and CEO, SunAmerica, Inc.

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