

Why Use a Specialized External Recruiter

Forbes Best Executive & Professional Recruiting Firms — 10 consecutive years (2017–2026)

The best candidates are not the ones applying.

At 1.8% engineer unemployment, the people who can run your plant or lead your program already have a job. Job boards and active sourcing reach the 10–15% who are actively looking. The other ~85% — the strongest senior talent — move only for a credibly-presented opportunity from someone they respect.

Detail: pages 6 and 15 — Not All Recruiting Is the Same · Why Traditional Recruiting Fails

85–150

Days to fill an engineering role

Left to conventional sourcing; executive roles average ~150 (SHRM; BLS JOLTS)

50–250%

Cost of a wrong senior hire

Of annual salary — disruption, re-recruiting, lost credibility (SHRM)

60–75%

Hiring managers want better candidates

63% say recruiters don't understand the role they need filled

Reaching passive senior talent takes credibility, not headcount

Your internal team handles the majority of your hiring well. A narrow slice of roles — senior, specialized, or hard to source — calls for passive-candidate reach and domain-level evaluation most teams aren't staffed to add. That specific gap is what a specialist partner is for.

100%

Total talent pool — All candidates in manufacturing & engineering — active, passive, and unavailable

30–40%

Open to change — passive talent (WHERE GRN COLUMBUS OPERATES) — High performers not actively looking; credibility-driven engagement unlocks this tier

10–15%

Actively looking (WHERE MOST RECRUITERS OPERATE) — On job boards, responding to postings — where most recruiter volume is aimed

3–8%

Qualified, committed candidates — Verified fit, ready to move, meets the technical and leadership bar — the actual hiring target

A partner to your team — not a replacement. GRN Columbus takes on only the roles your internal team struggles to fill; your recruiters stay focused on everything else.

Why GRN Columbus — Executive Search

Senior engineering, plant & manufacturing leadership search

Engineering + Plant Management + Executive Recruiting

Hands-on engineering. Plant and operations leadership. Decades of executive search. GRN Columbus delivers all three in one search partner — not a keyword match, but an operator who has held the roles being filled. Most recruiters can read a job description. Few can technically qualify a plant manager, a program lead, or a manufacturing director — because doing so requires having run those functions. That experience cannot be hired, trained, or replicated by a generalist firm.

<10

Fewer than ten people nationally combine senior engineering and plant leadership with decades of executive recruiting. Capability comes from evaluator scarcity — not recruiter scale or headcount.

40+

Years in engineering & manufacturing

Senior plant leadership through global program management

36

Years in executive search

Recruiting since 1990 — trained at Ford Motor Company

10

Consecutive Forbes years

2017–2026, on both national recruiting lists

What that means for your search

- Every candidate for a plant, engineering, or manufacturing leadership role is evaluated by someone who has held that role — on the shop floor, in the program office, and across the supply base. Technical vetting happens before a resume ever reaches your desk. (Detail: page 11 — What Domain Expertise Changes)
- Senior candidate response rate 3–4× the non-technical recruiter benchmark — peer-level engagement is the mechanism. Source: LinkedIn Talent Blog InMail benchmark; GRN figure: internal data. (Detail: page 11)
- A vetted slate in ≤20 days, against an 85–150-day industry norm for engineering roles — speed is a downstream effect of credibility and pre-built networks. (Detail: page 12 — Speed Comes From Insider Access)
- Five-stage peer-screen — strategic sourcing, technical peer-screen, operational fit, data validation, presentation — eliminates false positives before interviews occur. (Detail: page 13 — Precision Eliminates False Positives)

Why Companies Choose Us

Proven operating record · measurably better outcomes · credentials & registrations

01 PROVEN OPERATING RECORD

Chairman's Award — Johnson Controls

Customer Satisfaction & Employee Ingenuity, for leading development of the Nissan Global Seat Frame — built in three regions, shipped to eight countries.

GM's Excellence Award — Ford Motor Company

Cockpit from studio to launch in 18 months — the first ever under 30 months at Ford — with an 80% warranty reduction. Launched in four European plants.

\$230M plant P&L — Plant Manager, Ford UAW trim plant

450 UAW and salaried personnel. Installed the first lean manufacturing cell at Ford, sequencing 300,000 seat assemblies per year.

Launch turnaround — 2013 Dodge Dart

Zero recordable safety incidents, zero customer rejects, 100% on-time delivery, 100% of program financials in the first 30 days — a bar fewer than 40% of programs clear.

02 MEASURABLY BETTER OUTCOMES

8%

Early attrition

vs. 20–25% for third-party recruiters — matching internal-promotion outcomes (<10%)

≤20 days

To a vetted candidate slate

vs. 85–150 days industry-wide for engineering roles

50–250%

Cost of a wrong senior hire

Of salary — 200–250% at the leadership level

GRN Columbus figures: internal placement data (manufacturing & engineering roles). Industry figures: SHRM; LinkedIn Talent Solutions; BLS JOLTS.

03 CREDENTIALS & REGISTRATIONS

- Forbes recognition, 10 years running (2017–2026) — America's Best Executive Recruiting Firms and America's Best Professional Recruiting Firms
- Ohio MBE certified — State of Ohio Minority Business Enterprise · NMSDC — National Minority Supplier Development Council
- SAM.gov active — UEI NJ6TCCHZ8YG4 · CAGE 20QNO

04 FOCUS AREAS — WHERE WE PLACE

Plant & operations leadership • Engineering directors & managers • Manufacturing & program management • Quality, supply chain & continuous-improvement leadership across automotive, industrial, and advanced manufacturing.

GRN COLUMBUS | grncolumbus5.com | Forbes Best Executive & Professional Recruiting Firms 2017–2026

A Recruiting Partner That Strengthens Your Supplier Diversity Position

World-class engineering and manufacturing leadership search — with a certification advantage most recruiting firms cannot offer

The difference

Most executive recruiters are simply vendors. **GRN Columbus is a certified diverse supplier.** When you engage us, you receive senior-level engineering, plant, and manufacturing leadership search — and the spend counts toward the supplier-diversity and small-business goals your customers and regulators are already measuring.

Why it matters now

- 75.2% of Fortune 500 companies maintain supplier-diversity programs (2024 peer-reviewed study of the 2021 Fortune 500). (Detail: page 17)
- Government contractors are 18 percentage points more likely to run one. (Detail: page 17)
- Defense primes (GE Aerospace, Lockheed Martin, RTX) flow federal small-business subcontracting obligations — FAR Subpart 19.7 — down to suppliers on the purchase order. (Detail: page 17)
- Commercial OEMs (Ford, Stellantis, Eaton, GM, Medtronic, Johnson & Johnson) run Tier 2 reporting programs that ask suppliers to document diverse spend. (Detail: page 17)
- Whether you sell to the government or to a larger OEM, someone in your supply chain is being asked to show diverse-supplier participation.

We have already done the work — precertified, registered, and active

Small Disadvantaged Business	Self-certified — active in SAM.gov
Small Business	Registered — SAM.gov and SBA
Minority Business Enterprise	Certified — State of Ohio
NMSDC	Certified — National Minority Supplier Development Council
Federal Registration	SAM.gov active · UEI: NJ6TCCHZ8YG4 · CAGE: 20QN0

Hand your supplier-diversity office one packet and the credit is ready to record from day one.

The competitive edge

- Senior engineering and manufacturing search from a firm on the Forbes Best Executive Recruiting Firms list (2017–2026). (Detail: pages 7–14)
- Diverse-spend credit that helps you meet the criteria your government and OEM customers demand — a measurable

World-class expertise. Certified diverse spend. One partner.

Why GRN Columbus

Engineering-led Recruiting for Complex Manufacturing Roles

Forbes Best Executive & Professional Recruiting Firms 2017–2026 | Ohio MBE Certified | NMSDC | grncolumbus5.com

Decision Quality, Not Volume

High-risk roles require evaluator expertise — not recruiter headcount.

Measurably Better Outcomes

8% early attrition vs. 20–25% industry average. Sourced data.

Manufacturing & Engineering

Specialized in the roles your industry finds hardest to fill.

Supplier Diversity Built In

Ohio MBE certified. NMSDC member. No compliance trade-off.

The sections that follow document each claim — sources cited on every page.

Not All Recruiting Is the Same

At 1.8% engineer unemployment, the candidates you need are not on job boards. They have to be found.

	STAFFING AGENCY	GRN COLUMBUS
CANDIDATES	Active job seekers, job boards, pre-built databases	Passive headhunting — engineers not actively looking, not on job boards
FEE	10–20% of first-year salary. No upfront commitment. Paid on placement.	25% of base salary only — bottom of executive search range. Not total comp.
GUARANTEE	30–90 days. Non-exclusive — 3–4 agencies competing on the same role.	12 months — exceeds the executive search standard. Exclusive engagement only.
TIME TO FILL	Industry avg. 85–150 days for engineering — often significantly longer.	Vetted slate committed in ≤20 days. Performance-backed.

Fill-time figures: SHRM; BLS JOLTS. GRN Columbus slate timeline: internal placement data, manufacturing & engineering roles.

Scott B. Davis

President & Founder, GRN Columbus · Engineering & Manufacturing Career

Scott Davis built his career over more than 40 years in engineering and manufacturing, beginning with training at Ford Motor Company. Working at OEMs and Tier 1 suppliers, he held responsibility across the full product and manufacturing lifecycle — product development, manufacturing engineering, program management, business development, and plant leadership.

Scott ran plants and manufacturing operations with P&L responsibility — including the largest sequence build at Ford, sequencing 128 separate end items into the assembly line at 1,500 units per day. He also directed all product design activities for the cockpit and program-managed 150+ suppliers on a \$1.2B global program.

That work required coordination across engineering, manufacturing, quality, supply chain, operations, and customers. Scott was responsible for aligning those functions and delivering stable launches and sustained results.

128

End items sequenced

Into the assembly line at 1,500 units per day — the largest sequence build at Ford

\$1.2B

Global program

Program-managed 150+ suppliers, cockpit design direction studio to launch

40+

Years engineering & manufacturing

OEM and Tier 1 — full product and manufacturing lifecycle

Scott B. Davis

Recruiting Career & The GRN Columbus Advantage

While holding those operating roles, Scott was also responsible for recruiting. He hired engineers, manufacturing engineers, program leaders, and plant leadership inside the organizations he led.

He has continued recruiting at that same level since 1990 — 36 years — evaluating engineering and manufacturing talent for OEMs, Tier 1 suppliers, and Fortune-level companies.

Few people have led global product development and manufacturing engineering programs, run plants with P&L responsibility, and recruited engineering and manufacturing leadership for decades. That overlap is what defines the GRN Columbus advantage.

Scott founded GRN Columbus in 2019. The firm specializes in senior engineering, plant, and manufacturing leadership in regulated manufacturing environments.

Forbes Best Executive & Professional Recruiting Firms 2017–2026
Ohio MBE Certified · NMSDC · Active SAM.gov Registration

Proven Operating Record

Documented results from the operating career behind every search

Chairman's Award

Johnson Controls

Customer Satisfaction & Employee Ingenuity, for leading development of the Nissan Global Seat Frame — built in three regions, shipped to eight countries.

GM's Excellence Award

Ford Motor Company

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\$230M plant P&L

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450 UAW and salaried personnel. Installed the first lean manufacturing cell at Ford, sequencing 300,000 seat assemblies per year.

Launch turnaround

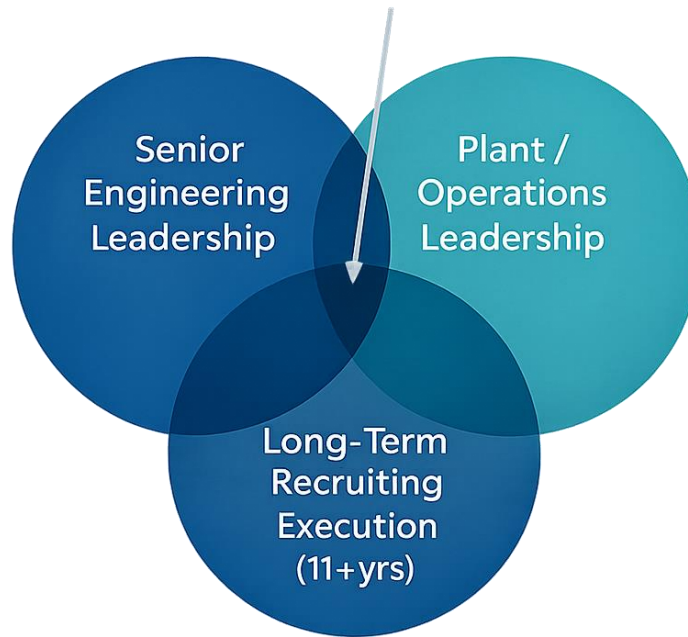
2013 Dodge Dart

Zero recordable safety incidents, zero customer rejects, 100% on-time delivery, 100% of program financials in the first 30 days — a bar fewer than 40% of programs clear.

GRN Columbus Is Rare

Evaluator scarcity is the primary driver of executive hiring outcomes

Less than 10 people Nationwide



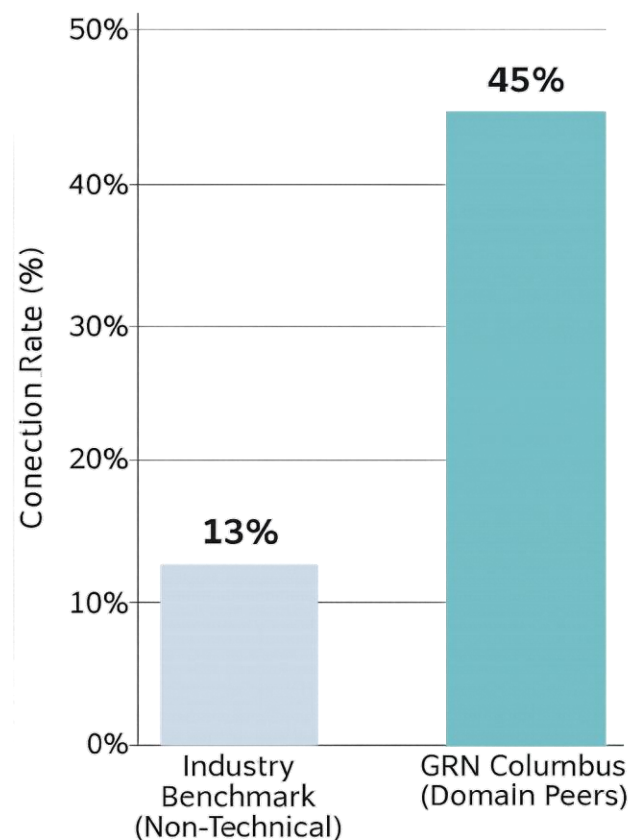
Modeled overlap senior engineering or plant leadership + 11 + yrs recruiting.

Fewer than ~10 people nationally combine senior engineering and plant leadership with decades of executive recruiting execution.

- Capability comes from evaluator scarcity — not recruiter scale or headcount.
- Senior candidates engage differently when evaluated by true domain peers.
- GRN Columbus sits at the intersection of three rare qualifications — a pool so small it is effectively uncrowded.

What Domain Expertise Changes

Most recruiting processes lose signal translating technical and leadership requirements



40–50%

GRN Columbus response rate

Senior candidate response to GRN Columbus outreach.
Source: internal data.

3–4×

vs. non-technical recruiters

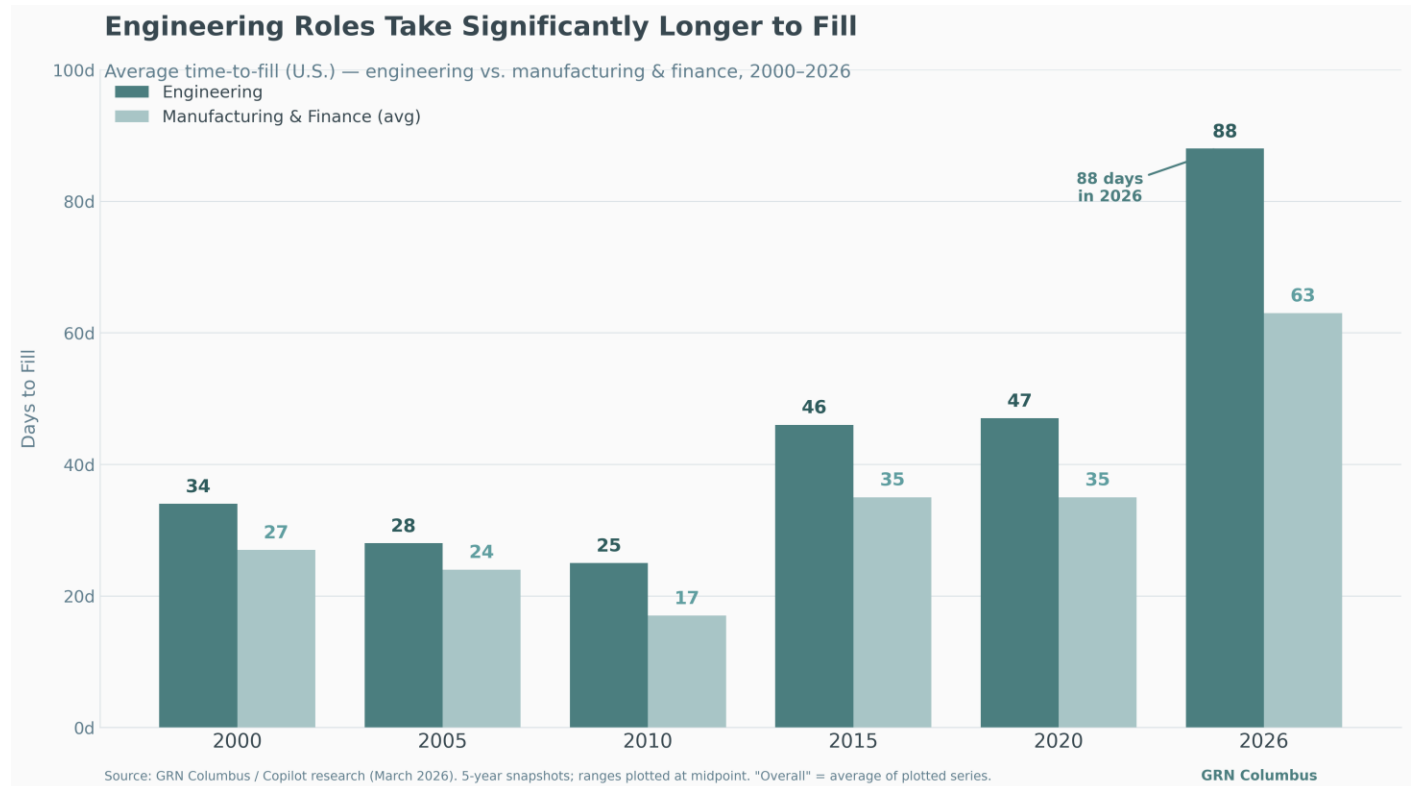
Multiple of the InMail benchmark for non-technical recruiter outreach. Source: LinkedIn Talent Blog benchmark data.

- Signal is preserved through every stage: sourcing, screening, and presentation.
- Peer-level engagement is the mechanism — senior candidates respond to domain peers, not transactional outreach.

Response rate source: LinkedIn Talent Blog InMail benchmark data. GRN Columbus figure: internal data.

Speed Comes From Insider Access

Speed is a downstream effect of credibility — not urgency, not shortcuts

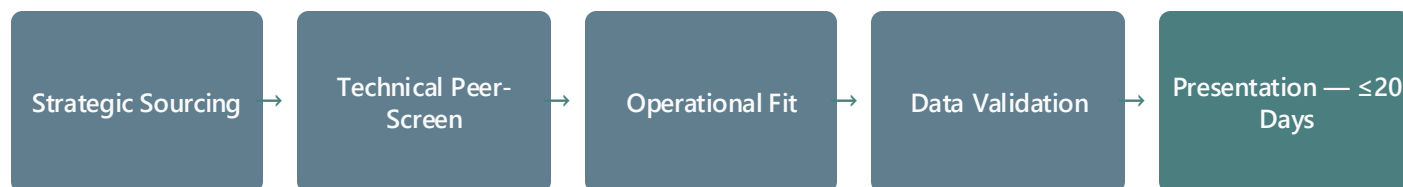


- Engineering roles take 85–150 days to fill industry-wide; executive engineering roles average 150 days.
- Passive senior candidates respond to domain peers, not transactional outreach — reducing pipeline time at the source.
- GRN Columbus delivers a vetted slate in ≤ 20 days — driven by credibility and pre-built networks, not urgency.
- Every day a critical role is vacant carries measurable operational cost for the organization.

Industry fill times: SHRM Talent Access Benchmarking Report; BLS JOLTS data. GRN Columbus slate timeline: internal placement data, manufacturing & engineering roles.

Precision Eliminates False Positives

Most hiring slows due to poor screening and signal loss — wrong hires are expensive



50–250%

Cost of a bad hire vs. annual salary

SHRM — cost of replacing an employee: 50–200% of annual salary (shrm.org, Jan 2025); senior roles reach 200–250%.

\$4,700

Average cost per hire (SHRM, 2023)

Wrong hires multiply this by 50–250× in salary-equivalent replacement cost.

- GRN Columbus peer-screens every candidate before presentation — validating technical competence, operational fit, and trajectory.
- Wrong hires create cascading costs: disruption, credibility loss, re-recruiting, and team attrition.
- Experience enables pattern recognition under uncertainty, improving decision confidence before interviews occur.
- Structured evaluation reduces re-recruiting, disruption, and credibility loss by identifying misalignment early.

Sources: SHRM — cost of replacing an employee: 50–200% of annual salary (shrm.org, Jan 2025); senior roles 200–250%. Avg. cost per hire \$4,700 (SHRM, 2023).

Outcomes Match Internal Promotions

External hiring often underperforms internal promotion outcomes — GRN Columbus is the exception

Mfg & Engineering roles — 90-day voluntary attrition



Sources: BLS JOLTS, Glassdoor, Cornell ILR, Benson (Org. Science, 2020). GRN Columbus rate reflects voluntary early attrition on mfg/engineering pla.

Mfg & Engineering roles — 1-year voluntary attrition by hire source



Sources: BLS JOLTS, Glassdoor, Cornell ILR, Benson (Org. Science, 2020). GRN Columbus rate reflects voluntary attrition on mfg/engineering placements only.

- GRN Columbus 90-day attrition: 8% — consistent with internal transfer outcomes (typically <10%).
- Industry average for third-party recruiters: 20–25% at 90 days; job board hires: 15–20%.
- Early alignment through peer-level evaluation reduces mismatch before the hire is made.
- Lower early attrition means lower disruption, replacement cost, and leadership risk.

* GRN Columbus 8%: voluntary early attrition, mfg & eng roles. Excl. 2 employer-side involuntary separations. SHRM methodology. Sources: Jobvite/ERE; Wharton/Bidwell; Zippia 2026; Cornell/Rissing & Benson (Org. Science, 2020).

Why Traditional Recruiting Fails

Most companies are fishing in 10–15% of the talent pool. The best candidates are never there.



100%

Total Talent Pool

All candidates in manufacturing & engineering — active, passive, and unavailable.

30–40%

Open to Change — Passive Talent (WHERE GRN COLUMBUS OPERATES)

High performers not actively looking. Credibility-driven engagement unlocks this tier.

10–15%

Actively Looking (WHERE MOST RECRUITERS OPERATE)

On job boards, responding to postings. Most recruiter and company volume targets this tier.

3–8%

Qualified, Committed Candidates (QCC)

Verified fit, ready to move, meets technical and leadership bar. The actual hiring target.

The issue isn't talent availability — it's access. Access is determined by credibility.

Two Sides of the Same Problem

Hiring managers — especially in technical roles — are dissatisfied with candidate quality. Internal TA cannot reach passive senior talent.

HIRING MANAGERS

60–75%

feel candidate quality needs improvement

- 63% of hiring managers say recruiters don't understand the role they need filled.
- 75% have passed on otherwise-qualified candidates due to poor resume presentation.

INTERNAL TALENT ACQUISITION

76%

of employers report skills shortages — a 16-year high

- 73% of HR professionals say less than half of their applicants meet job requirements.
- Specialized and technical roles are hardest hit.

GRN COLUMBUS CLOSES BOTH GAPS

Domain peers deliver the evaluation hiring managers want — and engage the passive senior candidates internal TA cannot reach.

Sources: Starred Hiring Manager Satisfaction Benchmark (2023, n=18,000+); ManpowerGroup Talent Shortage (2022–2023); LinkedIn Workforce Report (2025); ResumeTemplates.com Hiring Managers Survey (2024).

Supplier Diversity Is Not Optional

You may not think it affects you. It might affect your customers.

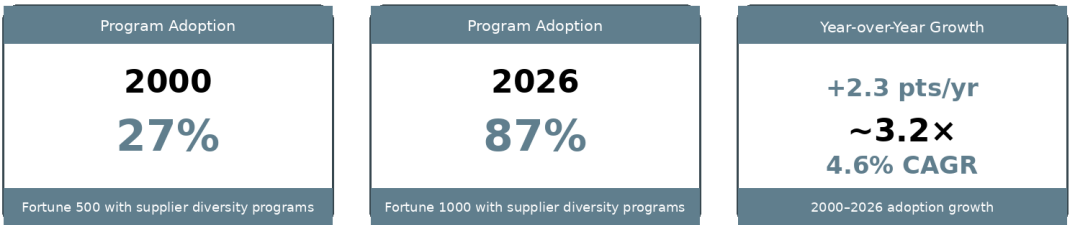
It is standard practice across enterprise manufacturing. 75.2% of Fortune 500 companies maintain supplier-diversity programs (2024 peer-reviewed study of the 2021 Fortune 500). Government contractors are 18 percentage points more likely to run one.

Defense primes flow the obligation down to you. Defense primes (GE Aerospace, Lockheed Martin, RTX) flow federal small-business subcontracting obligations — FAR Subpart 19.7 — down to suppliers on the purchase order.

Commercial OEMs run Tier 2 reporting programs. Ford, Stellantis, Eaton, GM, Medtronic, and Johnson & Johnson ask suppliers to document diverse spend as part of Tier 2 reporting.

Your customers may demand it from you. Smaller companies often assume supplier diversity does not apply to them. But their enterprise customers increasingly require vendors and service partners — including recruiting firms — to demonstrate the same values they exhibit. Whether you sell to the government or to a larger OEM, someone in your supply chain is being asked to show diverse-supplier participation.

DEFENSE PRIMES WITH FLOW-DOWN OBLIGATIONS



COMMERCIAL OEMs WITH TIER 2 REPORTING PROGRAMS



Source: 75.2% — peer-reviewed study of 2021 Fortune 500 supplier diversity programs (2024). FAR Subpart 19.7 — Federal Acquisition Regulation, Small Business Subcontracting Program.

Procurement-Ready

Active SAM.gov registration eliminates compliance friction for prime contractors — independent of diversity status

Debarment Verification

Active SAM registration confirms GRN Columbus is not on the Excluded Parties List — satisfying FAR 52.209-6 with no additional vetting required.

FFATA Reporting Compliance

UEI NJ6TCCHZ8YG4 and CAGE Code 20QN0 are active and immediately reportable for any subcontract at or above \$30,000 — no paperwork chase required.

Procurement System Integration

Prime procurement systems pull verified business data, NAICS codes, and payment information directly from SAM — eliminating administrative back-and-forth.

Discoverability in Federal Supply Chain

GRN Columbus is searchable in SAM.gov and SBA's Dynamic Small Business Search by NAICS codes — findable by primes actively seeking compliant subcontractors.

Precertified, registered, and active — no onboarding delay, no certification chase

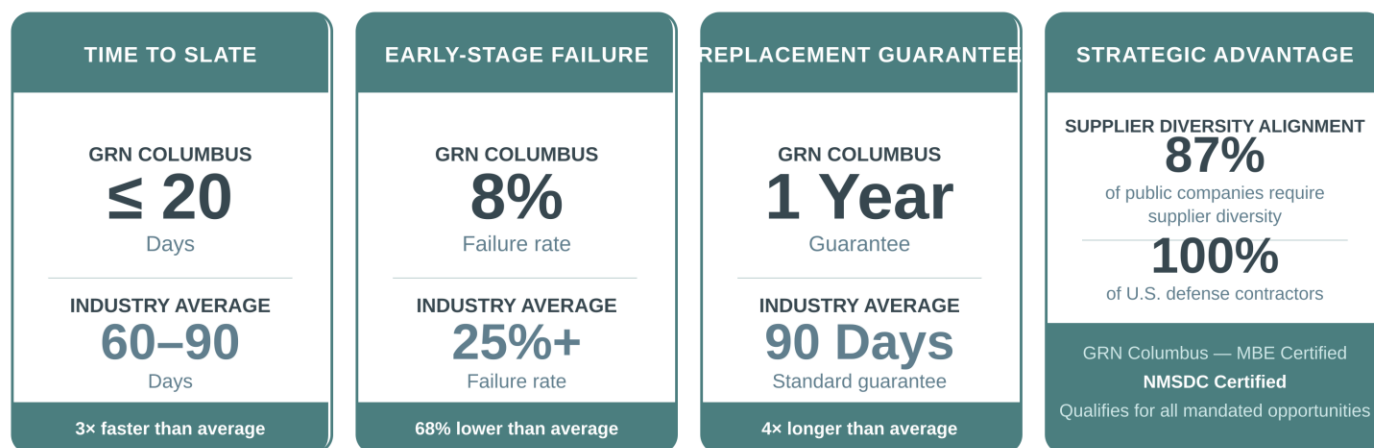
Small Disadvantaged Business	Self-certified — active in SAM.gov
Small Business	Registered — SAM.gov and SBA
Minority Business Enterprise	Certified — State of Ohio
NMSDC	Certified — National Minority Supplier Development Council
Federal Registration	SAM.gov active · UEI: NJ6TCCHZ8YG4 · CAGE: 20QN0

Hand your supplier-diversity office one packet and the credit is ready to record from day one.

THE COMBINATION

Domain Experience + Recruiting Experience + Strategic Supplier Diversity Access

Only one recruiting partner satisfies both requirements — without trade-off

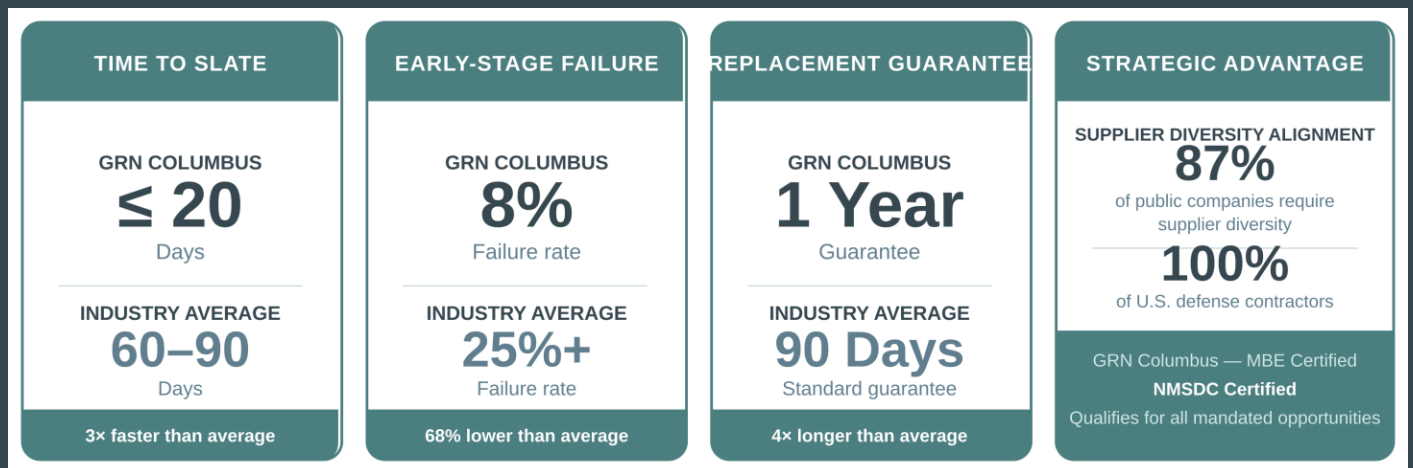


- GRN Columbus holds Ohio MBE certification and NMSDC membership — directly satisfying procurement and audit requirements.
- Hiring partners are increasingly part of enterprise compliance strategy, not just vendor lists.
- 75.2% of Fortune 500 companies maintain supplier diversity programs (2024 peer-reviewed study); GRN Columbus is a certified qualifying partner.
- No performance trade-off: GRN Columbus delivers 8% early attrition while fully satisfying supplier diversity requirements.

Sources: 75.2% Fortune 500 — 2024 peer-reviewed study of the 2021 Fortune 500. McKinsey Diversity Wins (2020): correlation study; no causal link asserted. GRN Columbus: Ohio MBE (2023); NMSDC.

WHY GRN COLUMBUS

One Partner. No Trade-Offs.



GRN Columbus fills high-risk manufacturing and engineering roles with peer-level judgment, verified speed, and certified supplier diversity alignment — delivering outcomes that match internal promotions at a fraction of the replacement cost.

8%

early attrition vs. 20–25% industry

≤20 days

to a vetted slate vs. 85–150

<10

operators nationally with this profile

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