

HUMAN RESOURCES EXECUTIVE SEARCH

After approaching The Chapman Consulting Group to handle an Executive Search assignment for your organisation's senior HR position, you can expect us to follow these steps:

- Conduct an initial detailed briefing
- Finalise the search terms
- Conduct a second follow-up briefing
- Target potential candidates
- Manage press advertisement response
- Present the shortlist
- Conduct a third follow-up briefing
- Manage the interview process
- Negotiate the offer and handle the resignation process
- Complete reference checking
- Manage the candidate from resignation to commencement
- Ensure the ongoing success of the arrangement

THE PROCESS IN DETAIL

1) Initial Detailed Briefing

Our initial briefing is conducted with the Hiring Manager and covers:

- The reasons behind the HR position becoming available
- The main responsibilities and key performance indicators of the role
- A breakdown of the team structure, organisational structure and reporting lines
- The ideal characteristics of the HR person wished to be hired
- The career development plan expected for the individual
- The organisation's expectation of HR – how is it perceived?
- Whether a job description has been prepared for the HR role (if not, we can prepare)
- An indicative range for the salary package being offered for the HR role
- The interview process to be followed (ie which stakeholders are involved)
- The ideal timeframe for the HR search process
- Any initial target ideas, in terms of companies or individuals
- Whether a press advertisement (locally, regionally or internationally) is required
- Any other issues of which we should be aware

2) Finalisation of Search Terms

Immediately after our briefing we will provide the Hiring Manager with a proposal for the search, detailing:

- Our understanding of the HR role being recruited
- The anticipated timeframe for the delivery of the search
- Our retainer fee structure and guarantee period for the assignment
- A suggested press advertisement
- Referees from other client organisations that we have performed similar HR searches for

Wherever possible, we will also aim to provide the details of a representative HR candidate (shared in accordance with that individual's permission) to demonstrate our capabilities to handle the search.

3) First Follow-up Briefing

Our second briefing is conducted with the Hiring Manager and covers:

- Our final list of target companies and individuals - we talk you through the list and prioritise our approaches, taking into account any modifications you suggest
- The sign-off of advertising spend, in the event of an agreed press campaign

4) Targeting Potential Candidates

We methodically target the most suitable HR candidates for the role. Our search avenues will include:

- Targeted selection of individuals, as per the agreed search strategy
- Utilisation of our existing HR networks and extensive database
- Referrals from HR people we trust
- Response from any internet or press advertising

5) Manage Press Advertisement Response

Once any press advertising has been completed, we will:

- Telephone screen the response
- Prioritise interviews with the best candidates
- Add any suitable candidates to the final shortlist

6) Presentation of the Shortlist

We aim to provide the Hiring Manager with suitable candidates as quickly as we can. Each candidate introduced will have been interviewed and screened against the position requirements. Even with an Executive Search strategy, most of our clients prefer that we drip-feed our shortlist across to them rather than waiting to present them together, as this allows continuous feedback to be provided.

For an urgent search, our initial ideas will start coming across to you in 24 to 48 hours, and we will usually finalise the shortlist within two weeks. For a search with less time pressure, our initial ideas can be expected within a week and we aim to finalise the shortlist in four weeks.

We provide the Hiring Manager with a detailed report on each HR candidate presented, explaining:

- Why we have recommended them
- The particulars of their experience that are relevant to the position
- Their reasons for considering the role
- A detailed breakdown of their salary package. If applicable we will include our own assessment of their salary expectations alongside their market worth.
- The timeframe in which they are available to move

7) Second Follow-up Briefing

Our third briefing is conducted with the Hiring Manager and covers:

- Detailed discussion of the shortlist
- In-depth analysis of our research list to ensure we have covered the best candidates
- Review of our summary of the press advertisement response and the actions we have taken

8) Management of the Interview Process

Most critical HR hires across the region will involve a multi-stage process, generally between four to six stages. We play an active role in this process - coordinating scheduling and travel logistics, ensuring timely feedback between all parties, and, most importantly, keeping open the lines of communication to achieve a successful outcome.

For a Country or Regional HR Head appointment, a typical interview process may involve:

- Regional or Global Talent Acquisition Head
- International and/or Global HR Head
- Regional Business Head
- Key regional business stakeholders (e.g. CFO, COO, CIO, Business Heads)
- The current incumbent (if available)

9) Negotiation of the Offer / Handling the Resignation

We involve the Hiring Manager as much or little as needed to ensure a positive outcome is achieved. We pay special attention to:

- Ensuring that the offer to the candidate is fair and equitable... before it is made
- Anticipating that the candidate will be satisfied with the offer, and addressing potential issues
- Dealing with counter-offer scenarios

10) Reference Checking

We conduct formal reference checks at the time an offer is being made, working with the Hiring Manager to script the reference check around any particular areas that needs to be verified. Typically we perform two reference checks, although more can be performed if required, and we will prioritise the following profiles:

- The HR leader to whom the candidate currently reports
- The Business leader to whom the candidate currently reports
- HR and Business leaders that the candidate reported to in their most relevant previous positions

11) Management of the Candidate from Resignation until Commencement

We pay particular attention to managing the candidate throughout their notice period and until their first day on the job. This is a critical period, since many factors can serve to complicate the process at this point, including any combination of the following:

- The current employer counter-offers during the notice period
- Another opportunity arises and the candidate is tempted
- The candidate gets cold feet and decides to stay on in their existing job
- Organisational or structural changes in the new company dampen the candidate's enthusiasm to join

12) Ensuring the Ongoing Success of the Arrangement

Our formal quality review process takes place at one, three and six months after the candidate's first day on the job.

For the candidate, these discussions will focus on the following:

- Is the position panning out as promised? If not, why not? How can this be solved?
- Are you settling into the organisation? Is the working culture as you expected?
- Are you getting the appropriate support from your Hiring Manager in order to be successful?

For the Hiring Manager, these discussions will focus on the following:

- Has the candidate's performance met expectation?
- What is the candidate excelling at? Where are their key strengths?
- Are there any issues which have arisen? What is the solution to these?

CONCLUSION

Our HR Executive Search strategy is thorough and efficient. We take a cross-industry approach to targeting the best possible HR talent. We supplement this proactive sourcing with the identification of talent from our existing HR networks, as well as from press advertising.

Our mission is to ensure that every senior HR Executive Search assignment that we take on is successfully executed. We consider our measure of success not just being the identification of the 'right' senior HR professional. What makes us proud is when the individual goes on to achieve long-term success in their HR career with the organisation.

All of our HR Executive Search assignments come to us by way of our reputation (we never pitch for it). We recognise the interconnectedness of the Asia Pacific Japan HR market and we undertake to ensure that your experience with The Chapman Consulting Group is a positive one.