

HUMAN RESOURCES EXTERNAL TALENT MANAGEMENT

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

Stage One

- Conduct a detailed briefing
- Finalise the External Talent Management strategy terms
- Target potential candidates
- Present the External Talent Management strategy
- Manage the interview process
- Decision on whether internal candidate will be selected

Stage Two (If External Candidate Offered)

- Manage the second stage of 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: STAGE ONE

1) Detailed Briefing

Our briefing is conducted with the Hiring Manager and covers:

- The reasons why an external candidate may be required
- 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 talent management process
- 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 for which an external talent management strategy will be formulated
- Anticipated timeframe for the delivery of Stage One of the strategy
- Fee structure for Stage One and Stage Two of the assignment
- Referees from other client organisations that we have performed similar external talent management strategies with

3) Targeting Potential Candidates

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

- Our existing HR networks and extensive database
- Referrals from HR people we trust
- Selected HR targets whom we may not know but think could be suitable

4) Presentation of the External Talent Management Strategy

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. Most of our clients prefer that we drip-feed the candidates that form part of our external talent management strategy across to them rather than waiting to present them together, as this allows continuous feedback to be provided.

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

5) Management of the Interview Process

Due to confidentiality, only the Hiring Manager will generally choose to interview the candidates forming part of the external talent management strategy. With your permission we generally brief the candidates to explain the sensitivity of the situation, that they are being benchmarked against an internal candidate.

6) Decision on Whether Internal Candidate Is Selected

The Hiring Manager will make a decision as to whether the internal candidate is successful for the position. If a candidate from the external talent management exercise is to be pursued, the arrangement starts to resemble a normal Executive Recruitment exercise.

THE PROCESS IN DETAIL: STAGE TWO

7) Management of the Second Stage of the Interview Process

Having already met the Hiring Manager, the successful external candidates typically meet the likes of:

- 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)

8) Negotiation 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

9) 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

10) 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

11) 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 External Talent Management strategy provides a helpful back-up to internal sourcing ideas. It ensures that if an internal candidate is not selected, a robust external strategy is already in place.

Our mission is to ensure that every senior HR 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 External Talent Management 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.