

## HUMAN RESOURCES INTERIM MANAGEMENT

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

- Conduct a detailed briefing
- Finalise the search terms
- Target potential candidates
- Present the shortlist
- 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) Detailed Briefing

Our briefing is conducted with the Hiring Manager and covers:

- The reasons behind the short term HR position becoming available
- Understand the approximate length of the assignment and whether it could extend
- The main responsibilities and key performance indicators of the role
- Understanding of main deliverables to be completed before the project ends
- 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 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 fee structure for the assignment
- 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) Targeting Potential Candidates

We work fast to target the most suitable HR Interim Management 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
- Response from any advertising (press or internet, if applicable)

### 4) 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. Most Interim Management searches tend to be urgent. Our initial ideas will start coming across to you in 24 to 48 hours, and we will usually finalise the shortlist within three to four days. For a search with less time pressure, our initial ideas can be expected within a week and we aim to finalise the shortlist with two 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

Most HR Interim Management 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 senior Interim Management 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)

### 6) 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

## 7) 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

## 8) Management of the Candidate from Resignation until Commencement

We pay particular attention to managing the HR Interim Manager 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

## 9) Ensuring the Ongoing Success of the Arrangement

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

For the HR Interim Manager, 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?
- Is the project on track?
- 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 Interim Management strategy is efficient and thorough. We aim to provide you with an experienced HR professional who can immediately add value to your organisation. Our mission is to ensure that every senior HR assignment that we take on is successfully executed.

All of our HR Interim 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.