

Approaching executive IT recruitment with a strategy and flexibility

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Situation

The Global Information Systems (GIS) department of a Fortune 500 company re-designed its organization structure to support international growth and strategic initiatives; including operational and cost excellence, brand optimization and distribution diversification. This resulted in the creation of global IT leadership roles to provide a more consistent, cost-effective and scalable approach to managing IT performance, solutions and service delivery.

People Assured was retained by the CIO to recruit a new VP of Global IT Infrastructure and Service Delivery.

Action and Approach

People Assured use a strategy driven approach. We spend a great deal of effort to fully comprehend positions for which we are recruiting, asking: Why is the role required? What will it achieve? How will it interact with other roles? What will a successful candidate look like? We understand the importance of defining management and technical skills, key responsibilities and the required level of experience. However, we also find great value in establishing the background and history of the role and the leadership style, goals and culture of the department and company.

People Assured worked closely with the CIO and the VP of Human Resources to define and build the requirements and expectations for the role. The corporation was seeking an experienced IT leader with strong customer and services orientation and global business transformation experience.

A comprehensive, yet flexible recruitment framework was applied, that included:

- Understanding the organization culture, goals and structure - *“what’s it like to work here and what’s important?”*
- Co-development of the job profile - *ensuring it is comprehensive, attractive and realistic*
- Identifying suitable candidates - *leveraging professional and personal networks and relevant industry associations*
- Engaging candidates - *presenting the company, assessing fit and verifying attractiveness*
- Developing candidate profiles - *providing a written, objective assessment of candidates and making recommendations for interview*
- Preparing candidates - *giving a thorough briefing and reinforcing requirements*
- Debriefing clients and candidates - *two-way feedback on how things went and next steps*
- Managing the process - *explaining the process, keeping everyone interested and in synch*
- Conducting reference checks - *interviewing candidate references and providing feedback*
- Adding additional value - *providing feedback on the market, trends, difficult requirements*

At each interaction the objective was to increase understanding of the client’s needs and environment so that only candidates who were a strong fit would be put forward.

Results and Benefits

The search for qualified candidates delivered:

- 3 candidates referred for interview in the first month
- 10 candidates referred overall of whom:
 - 8 were interviewed by the CIO (including 2 for related roles)
 - 6 candidates were referred to meet with peers and other functional heads
- A successful hire

In addition to supporting the VP hire, People Assured helped the client procure and evaluate a specialist IT consulting team and provided research and HR strategies for the development an IT Center of Excellence. This included introductions to two other corporations for peer exchange

Additional requirements which made this assignment interesting included:

- Understanding the processes across the company's supply chain and identifying candidates from relevant sectors (e.g. pharmaceuticals and fast moving consumer goods)
- Including the clients' own candidate(s) in the process to ensure objective and consistent evaluation of all potential hires
- Working alongside the VP Human Resources and the CIO to ensure the culture, environment and conditions were fully understood by all candidates.

Quotes

"People Assured moved quickly, found good people, and provided valuable feedback. They were flexible and provided additional value by connecting us with other clients facing similar challenges"

SVP and CIO, Fortune 500 Company.

"This work has enabled us to demonstrate our flexibility, our knowledge of industry processes, leverage our networks and show our commitment to deliver for a dynamic global client."

Ian Foster, President, People Assured Group, Inc.