

B U R E A U

Creating meaningful connections in your world of work

Jane Doe

Recommended for General Manager, Human Resources

To Jason Parker, Managing Director

ABC

Presented by your Bureau Partner

20 January 2020

In this document you will find the following information on Jane :

What we found out in our discussion

What previous employers have said

What the psychometric profile says

Jane 's career journey

What we found out about Jane in our discussions

We have conducted a full structured behavioural interview with Jane against the key criteria we discussed for the position of General Manager, Human Resources.

Below are the findings from our discussion, our recommendations around why they are suitable for the role, as well as any further points of discussion.

Suitability for the role:

- Jane presents with a confident, if somewhat understated style. Her psychometric assessment profile suggests that she will be highly engaging and very focused on establishing rapport quickly but also suggests that she doesn't have a strong motivation to self-promote at the expense of others. That said, she has certainly held her own in some very challenging environments and I would suggest that she shouldn't be underestimated in terms of making a strong contribution and impact at a senior level.
- Her experience has been garnered largely in corporate and distribution orientated organisations with a short term contract role in professional services. She has worked in Head of HR roles since very early in her career and cites her two stints at XYZ, as really shaping her ability to take a business led approach to the people strategy.
- Jane has strong experience collaborating with both international stakeholders and group functions both at ABC and ZYZ. Her three years at ABC have seen her work through a number of strategic HR roles, with a key focus in each role being the development of leadership capability, engagement and talent readiness.
- She is a certified Executive Coach and has enjoyed taking the role of coach and trusted advisor at executive level at both Fonterra and Whitcoulls. She is also qualified in the LSI Leadership and Culture development methodology and has used this as a framework in the various development programmes that she has implemented.
- We spoke in detail of her time with ABC, which Jane described as the least compatible role in her career to date. She joined at a time where the business had somewhat lost their way and were struggling to establish new revenue streams. Major transformation was required and there were good programmes in place to drive cultural and organisational change and to develop the next wave of leadership. She said that HR was at odds with the Head of the sales channel, who whilst a brilliant strategist was excessively political and completely disinterested in people and therefore made it extremely difficult to execute the agreed people strategy. She learned a very strong lesson from this experience, which was that there needed to be at least a base level of alignment between her own values and that of the CEO she works with, for her to do what she does well. She also realised that she needed to play the political game better to get around some the challenges she faced.
- Top line outputs from Jane's Wave Psychometric Profile suggest that she has strong potential to adapt her approach, deliver results and influence people via her leadership capability. Her problem solving potential is interesting in that it is likely that she will demonstrate strength in creating innovation and investigating issues but may be less inclined to want to work at a deeply analytical level. Preferences and motivations suggest that she should enjoy the strategic focus of the role and whilst she appears to prefer a more understated communication style, she will certainly be comfortable to challenge others' ideas and to voice her disagreement. There is a very clear orientation towards leadership and a high motivation to enable and empower others. As we would expect in an HR specialist, there is a very strong orientation towards ethical behaviour and honouring of commitments evident in Jane's profile.

Areas for further investigation:

- You may want to gauge your level of comfort that Jane has the appropriate style to achieve cut through within your existing executive team. She is definitely not a high extroverted type, but neither is she a shrinking violet. I am confident that she has the maturity to know which battles to fight and which ones are not so important.

Reason for job search and what Jane is looking for in their next role

- Having worked in a series of fixed term contract roles at ABC over the last three years, Jane is ready to 'own' her role and function again.
- It is important for her that she is part of an executive team where she can contribute from an organisational perspective first and then bring the people lens to the table. It is also important for her that the organisation is close to its customers and is agile enough to respond to their changing needs.
- Working with a strong, charismatic leader is her number one priority and this relationship will be fundamental to her interest in this opportunity. She needs to see that you are at least interested in people and that she will have your support to drive initiatives that build organisational capability and leadership.
- Jane has a strong drive to make a difference and likes to work collaboratively to achieve great outcomes for the customer (internal and external).

Salary expectations and availability

- Jane's salary expectations would be a base of around \$250,000 + benefits. Her notice period is three months, although this is likely to be negotiable as she is just commencing in a 6 month contract.

What a previous employer has said about Jane

We have conducted at least one confidential, structured, verbal reference check on Jane .

Further relevant references will be completed prior to offer.

REFERENCE DETAILS

Company Name:	ABC
Referee Name:	A Referee
Referee Title:	Ex CEO and then Group CEO
Candidate Name:	Jane Doe

- Jane had two stints at ABC, firstly under the ownership of XYZ and then private equity owners. She then returned to the business post its purchase by the Smith Family. She reported to directly to the referee on both occasions, for a total of almost 10 years.
- The referee's initial impression of Jane is that she is a very, very capable individual. She is very proactive and was a brilliant part of the Exec team due to her ability to take a business wide view, not just an HR view. She is smart and commercial and very at home in the depths of complex P&L.
- He said that Jane was extremely committed to the business and the wider team. She made sure she was very visible, spending a lot of time out in the stores, not just hiding away in head office.
- He said that she was not a 'stereotypical HR Manager – ie not a tree hugger'. She got herself very involved in a wide range of discussions at exec level and could be quite open to challenging others if she felt that she wasn't been heard. She fully understood that the priority of the business was to make money and by doing this, they could preserve jobs and invest in their people.
- Jane worked collaboratively with various Group HR functions in her time at ABC. Initially it was XZY out of the UK and the referee said it was hard to understand what they wanted from us. Jane worked hard to understand what she needed to deliver and this relationship worked well. More challenging was the relationship with the Australian HR Group (when they purchased a subsidiary). An example of this was some fantastic programmes that Jane developed for NZ which were a simple and effective way to upskill retail staff and provide them with a career path and ability to increase their earning capacity. She struck huge opposition trying to roll this out in Australia as they wanted to create their own on-line version (even though there were no computers in store for staff to complete online modules). Ian described Jane as being mature enough to understand the need to collaborate and knew when to had to bite her tongue. He said she knew just how to oil the squeaky wheel and did this in a very professional manner. She would generally seek to understand the desired outcome and then work back from that on the operational process.
- He said that Jane's Direct Reports would literally 'walk off a cliff' for her. She did some outstanding work and what stands out the most was that she was very, very good at being proactive in providing information that enabled staff to be proactive themselves.
- When Jane returned to ABC in 2011, it was on the understanding that she would sort out the carnage and reinstate what she could to get the business back on its feet, but the referee knew that ultimately this would only be a short stay as the role was not going to be big enough once it was in maintenance phase. She was approached by ZYZ after two years and went on to a Head of HR role which was much more in line with her capability.

- Without hesitation, he would re-employ and in-fact it was a condition of him returning to ABC in 2011 that Jane was also invited to return.
- We have briefly discussed the role under consideration and the referee felt confident in recommending Jane. He said his only caveat was that Jane will want to know that she has your support if she is going in to bat on something which is critical to the NZ business and that she won't be 'pushed under the bus'.

What the psychometric profile says about Jane

Jane has completed the Wave Professional Styles Assessment, which provides a detailed insight into individual's personality, motives, talents, preferred culture and competency profile.

For full in-depth analysis and verbal feedback regarding this assessment, please contact us direct



Competency Potential Profile			
This report gives Jack Taylor's areas of greater and lesser predicted potential based on our extensive international database linking Saville Consulting Wave to work performance.			
Competency Description	Potential		
SOLVING PROBLEMS	Evaluating Problems Examining Information (7); Documenting Facts (9); Interpreting Data (4)		Average higher potential than about 50% of professionals
	Investigating Issues Developing Expertise (7); Adopting Practical Approaches (5); Providing Insights (5)		Average higher potential than about 50% of professionals
	Creating Innovation Generating Ideas (8); Exploring Possibilities (7); Developing Strategies (3)		Fairly High higher potential than about 75% of professionals
INFLUENCING PEOPLE	Building Relationships Interacting with People (3); Establishing Rapport (4); Impressing People (3)		Low higher potential than about 10% of professionals
	Communicating Information Convincing People (3); Articulating Information (5); Challenging Ideas (7)		Average higher potential than about 40% of professionals
	Providing Leadership Making Decisions (5); Directing People (1); Empowering Individuals (4)		Low higher potential than about 10% of professionals
ADAPTING APPROACHES	Showing Resilience Conveying Self-Confidence (1); Showing Composure (8); Resolving Conflict (4)		Fairly Low higher potential than about 25% of professionals
	Adjusting to Change Thinking Positively (5); Embracing Change (5); Inviting Feedback (2)		Fairly Low higher potential than about 25% of the comparison group
	Giving Support Understanding People (5); Team Working (2); Valuing Individuals (1)		Extremely Low higher potential than about 1% of professionals
DRIVING RESULTS	Processing Details Meeting Timescales (7); Checking Things (7); Following Procedures (2)		Average higher potential than about 40% of the comparison group
	Structuring Tasks Managing Tasks (5); Upholding Standards (3); Producing Output (8)		Average higher potential than about 40% of the comparison group
	Driving Success Taking Action (5); Seizing Opportunities (5); Pursuing Goals (4)		Average higher potential than about 40% of the comparison group

Jane 's Career Journey

Find below Jane original resume supplied by Bureau

Jane Doe

A commercial and pragmatic HR leader with 16 years experience in HR, recruitment and organisational development. Highly driven and motivated by a desire to achieve and deliver quality results and business outcomes. Comfortable navigating through complex and ambiguous environments and managing organisational and cultural change within a business. Values driven with a high capacity for agility and learning.

EMPLOYMENT HISTORY

ABC (NZ)

December 2010 to Date

People & Culture Director

October 2012 to date (includes 12 month parental leave)

Leadership position in the People & Culture function and responsible for the delivery of strategic and operational HR for current portfolio (Assurance national practice and Internal Firm Services). Previous portfolios were leading the Organisational Development function, generalist for Tax & Private Business and a 'OneFirm' role managing the generalist and recruitment teams. Currently lead and manage a team of nine including HR generalists, recruiters and OD specialists to deliver aspirational people strategy.

Key achievements

- Trusted advisor to Partners and key stakeholders across the firm with the ability to form deep relationships, partner with leaders to solve problems and influence.
- Attend and present to the Assurance Executive Partner team on a monthly basis to seek endorsement on key strategic and operational initiatives.
- Lead the Organisation Development team to cover for a parental leave period. Focus on embedding new ABC Values, driving Diversity & Inclusion strategy across the firm.
- Member of a project team consisting of core group of Partners tasked to reshape Partner development for the firm.
- Identified and successfully driven cultural change project to enhance on-the-job coaching for teams, including a significant shift on how feedback is provided to staff. Utilised the ABC Global network to provide best practice and launch programme. Involved in expanding the coaching theory to other business units.
- Driven a significant change to the progression model for our junior staff (across Assurance and Tax & PB). Influenced key stakeholders across the firm, including the Firms' Executive team, over a 12 month period.
- Work with all Partners to embed a balanced future leader (Partners) identification process and support with development of key talent. Ensure business units talent pipeline is presented at the Firm's Executive.
- Built a strong People & Culture brand, shifting the perception of the team to being more strategic and commercially focussed.
- Selected to be part of a Onefirm strategic transformational project team consisting of staff across all business units.
- Managed HR due diligence process for acquisitions.

People & Culture Senior Manager

December 2010 to October 2012 (includes an 8 month parental leave)

Leadership role in the People & Culture function, portfolio consisted of the Tax practice and Internal Firm Services. Two direct reports. Responsible for operational and strategic delivery of generalist HR.

Key achievements

- Managed multiple change management processes.
- Case management of complex ER issues including senior staff departures and managed exits.
- Project managed the graduate recruitment process, recruiting approximately 100 Graduates and Summer Interns.
- Introduced the embedded the ABC Global high potential and talent management identification nine box assessment methodology.
- Worked with IT function to re-design an internal bespoke remuneration tool (along with IT team) to manage salary review process for the firm.

ABC (London)

March 2007 to December 2010

ABC UK provided full support for MA degree and supported full relocation back to NZ in 2010.

Human Capital (HC) Manager

2009 to 2010

Responsible for all HC generalist activity for South East Region Assurance and Tax practice (c 1100 employees spread over 7 offices). Managed two direct reports to ensure delivery of all operational HC activity. Worked closely with the HC Leader for the South East supporting with development and cultural change. The South East business unit is one of the largest and complex in the UK with 19 key stakeholders at Partner or Director level.

Key Achievements

- Managed the team through a challenging performance and salary review period as ABC adapted a 'one firm' approach. Organised and facilitated briefings for people managers in local offices; planned large scale performance review process and lead regional moderation meetings.
- Supported Partner and Director with TUPE transfer of public sector employees into ABC.
- Coached direct reports ensuring they have opportunity for development resulting in the administrator getting promoted.
- Interviewer on Director Promotion panels along with selected Partners.
- Quickly built relationships with People Partners and Operations Partners across the region.

Recruitment Manager

March 2007 to November 2009

Joined ABC as an Officer and promoted to Manager in July 2008. Responsible for the full recruitment lifecycle for the firms support functions - Internal Firm Services as well as Strategy and Sustainability & Climate Change (S&CC) business units in the advisory practice. One direct report.

Key Achievements

- Designed Recruitment Interviewing Course to train all ABC staff on interviewing graduates and experienced hires with the project team. Designed new content, trained trainers and facilitated on courses.
- Supported direct report with a challenging client group. This involved designing a new recruitment process and working with senior leadership team to implement change throughout the function.

- Worked with colleagues in assessment services to develop new assessment tools for three specialist areas in Strategy practice (Economics, Energy and Strategy).
- Recruited 40 employees from Senior Associate to Director grade into (S&CC) in 10 months.
- Delivered training to Experienced Recruitment team on redundancy and the recruiters role in redeployment.
- Delivered outplacement workshop to a global team at risk of redundancy.

EDF Energy (contract in London)

Jan 2007 to Mar 2007

Recruitment Consultant

- Regional recruiter responsible for recruitment of sales staff for London and the South East.
- Quickly built relationships with regional sales managers, identifying where interview training was needed.
- Organised and facilitated 2 to 3 assessment centres each week across the region.
- Liaised with transactional team to produce all offers and contracts.

Holmes Place Health Club (London)

Jan 2005 to Dec 2006

HR Advisor

Left due to Holmes Place being acquired by Virgin Active.

- Provided advice and guidance to Managers on all employee relations issues, including performance management, disciplinaries, grievances and appeals and contractual issues.
- Supported HR Managers with investigations, note taker in disciplinaries and appeals.
- Utilising HR systems to create monthly management reports for Executive team, including labour turnover report, engagement reports and Head of Department Quarterly Bonus Scheme.
- Responsible for full recruitment cycle of sales and service vacancies across 46 sites, ensuring Sales and Club Managers adhere to policies and legislative requirements.
- Organised and facilitated large scale assessment centres for fitness professionals (40 to 60 applicants).
- Innovative use of attraction methods; on-line job boards, media, head hunting, retainers, and negotiated terms with agencies and job boards.
- Budget accountability of £30k for Sales staff recruitment.
- Participating in HR project work with HR team – e.g. reorganising HR systems, reorganisation and restructure of roles, developing recruitment strategies in line with Age Discrimination Act.

Reed in Partnership (Contract in London)

Sep 2004 to Dec 2004

Learner Support Advisor

- Identified training needs for SME's, coordinated bespoke training packages supported and funded by the Learning and Skills Council.
- Individual support to people receiving training, ensuring the expectations of quality and service from the training provider are met and preparing learners for NVQ assessments.

BAA (Contract in Southampton)

Aug 2004 to Sep 2004

PA to Head of Security and Service Delivery

Travelled

Dec 2003 to Jul 2004

California, NZ, Australia, South East Asia and India.

Jonathan Wren (London)

Jan 2003 to Nov 2003

Recruitment Support

A recruitment company specialising in the Finance and Banking sector. Reported to the Finance Team Manager and the Sales Support Manager.

- Support on temporary desk; searching for candidates, calculating pay and charge rates, handled all candidate payment queries, arranged interviews for clients.
- Redesigned timesheet and payment process for temporary candidate desk.
- Advertising vacancies.
- Monitored applications for weekly reporting. Pre-screened and replied to all applicants.

CITE Associates Ltd. (London)

Aug 2001 to Dec 2002

Work Placement Consultant / NVQ Assessor

CITE Associates provides training in the Foundation Modern Apprenticeship (FMA) in Business Administration for 16- 18 year olds.

- Responsible for generating and maintaining work placement opportunities with monthly and weekly placement generation and assessment targets.
- Built strong relationships with clients and supported them through the work placement.
- Full recruitment cycle of candidates onto course and into office positions.
- Assessed learners FMA portfolios against NVQ standards.
- Conducted presentations and inductions to groups of up to 15 new joiners fortnightly.

EDUCATION & QUALIFICATIONS

Ilume coaching programme

2013

Master of Arts Degree - University of Westminster (London)

Sep 2010

CIPD accredited degree

Occupation Testing (Level A) - Psychological Society (London)

Mar 2008

D32 and D33 Assessing award - Training for Change (London)

May 2002

(National Vocational Qualifications)

BABSc - University of Auckland (NZ) & Nottingham University

Jun 2001

Bachelor of Arts (Organisational and Management studies) and Bachelor of Science (Psychology)