



Case Study

Ricardo HR Transformation

Ricardo is a leading provider of technology, product innovation, engineering solutions and strategic consulting to the world's automotive, transport and energy industries. It is an international organisation with a wide network of advanced and well-equipped technical centres in the UK, North America, Germany and the Czech Republic.

A newly arrived Chief Executive identified that the HR function needed to play a more relevant and strategic role within the business. He brought in Sarah Murphy, ex Siemens and Microsoft, as Group HRD. After a global review of the HR organisation, Sarah quickly identified a number of changes that needed to be implemented and in particular in her largest HR function in the UK. She decided to hire an interim UK HRD as she "wanted to bring in a higher caliber, independent person to enact fundamental change".

Steve Dengel of BIE presented Sarah with a short list of 3 HR executives. Based on Steve's briefing with Sarah and combining his understanding of the role requirements with a deep appreciation of each of BIE's registered interims, he recommended Chris Drummond. Steve knew that Chris would be ideal on both a capability and cultural level as, whilst he was delivery focused, he also had the ability to gain 'buy in' and acceptance to his ideas whilst managing meaningful, operational change. Chris is an extremely experienced HR executive with nearly 30 years of international experience and approximately 10 years experience as a career interim. Chris, like many of BIE's interims, has developed a strong understanding of the benefits of partnering with BIE through working with them on several assignments. As he says, "BIE seem to develop their relationships at a senior level. Their assignments are all heavyweight assignments with strong accountabilities and P&L responsibility."

The assignment

Chris's role covered three areas:-

- Realigning the UK HR function
- Representing Sarah amongst the senior leaders of the business and raising the profile of HR
- Identifying and delivering risk mitigation, cost reduction and value add opportunities

The delivery

Chris was responsible for delivering a number of changes to the business above and beyond what he was initially hired for. His previous and varied interim roles have allowed him to 'add value' at speed across the business in most areas. As Sarah stated "I've never known an interim work so hard and so effectively."

One of the first things Chris became involved in was the development of a master vendor agreement with recruitment agencies. Previously managers were all doing their own thing working with a range of local recruitment agencies. This often meant Ricardo didn't always get the best service or the most cost effective deal. **By implementing the master vendor agreement along with a series of SLAs, Chris was able to reduce the cost of hiring by 60% whilst reducing the time to hire by 40-50%.**

At the same time, Chris realigned the HR team, ensuring there would be clarity and visibility about their responsibilities and the role HR should be playing within Ricardo. He recruited people with the right attitude who were focused on delivering an enhanced level of customer service.

Chris also applied his significant technical expertise to mitigate risk to the business through such areas as poorly constructed employment contracts.

The result

Chris's work ensured that HR in the UK is now seen as an integral part of the business with the right skills and attitude to deliver real value. The HR organisation is more settled and able to deliver with reduced staff turnover.

Chris's work raised the profile of HR. In Sarah's words "Changes proposed to the organisation by the HR team have largely been self funded by the efficiency savings. He has demonstrated that HR has got business acumen – that they can save money and add value."

An added bonus of Chris's work is that Sarah has been able to hire in someone of his calibre in to the role of UK HRD. Chris's interim assignment has allowed the business to see, from an operational perspective, the true value of having top level candidates in business critical positions.

As Sarah had complete confidence in Chris's ability to get on and do the job, she was free to focus on more pressing, global issues.

She sums up "I went to BIE as I knew they were professional, responsive, confidential and business focused. You can have a proper conversation with them. My relationship with Chris was thoroughly enjoyable and I enjoyed working with him personally – he's got a great sense of humour. He brought a breadth of experience, expertise and organisational understanding and he managed me superbly as the boss/client – keeping me in the loop. He represented the BIE brand very well."

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