

Our Client

Serco Group plc is on the FTSE 100 Reserve List, employing over 50,000 people to supply over 600 different public services on behalf of governments around the world.

Working with the MOD since 1964, Serco provides training, engineering and operations support to the RAF and flight arms of the Army and Navy. The Group operates three main naval bases, runs the new science and IT facilities at Porton Down, directs the Skynet 5 military communications satellite programme and manages the UK Atomic Weapons Establishment at Aldermaston.

Our Brief

Serco's requirement for a new Human Resources Director in their UK Defence Operations Division called for candidates with major corporate experience together with expertise in dealing with multiple operations centres to meet the HR demands of such a vast, wide-ranging scope of services.

They also needed someone who could contribute to the relationships between individual aspects of the Group's Defence Operations, and who had a demonstrable understanding of military matters, both on the battlefield and off.

In short, the Group required a one-of-a-kind HR Director with the ability to fit into the corporate culture of a one-of-a-kind company.

So, naturally, Serco came to us.

Our Search

Our first priority was to learn as much as possible about the Group as a whole, Serco's Defence Operations in general and their Defence HR requirements in particular. We also had to build up an image of the corporate culture inside Defence Operations and compare it with the culture throughout the rest of the Group. And then, of course, we had to discover precisely what was to be required of the candidate, both professionally and personally.

We advertised online and in print media, and interrogated our extensive databases of leading HR professionals across every industry throughout the UK to contact those we felt had the character and experience required for the position.

Our Result

We held an intensive series of longlist interviews during the five weeks it took us to present Serco with a shortlist of the four candidates we had assessed to be ideal for the position.

However our job was far from over. The candidate who best matched Serco's requirements and expectations was on the verge of accepting an extremely competitive offer from another company.

So, in line with our market position as talent brokers, we acted as intermediary until a satisfactory outcome had been negotiated so the candidate could turn down their original offer and join the Serco Group.