



## Case Study: Staffing for Mergers and Acquisitions

### Client Profile

- The world's largest consumer goods company with 400 brands spanning 14 categories of home, personal care, and foods products
- The company employs 179,000 people in 100 countries worldwide
- Sales in 2001: \$4 billion

### Challenge

In 2000, several years after purchasing three U.S. companies, the company began the work of fully integrating its businesses to create a unified, multi-billion dollar company. The reorganization and consolidation had the potential for a reduction in force. As part of this merger, the parent organization was intent upon combining the best practices, systems, and people of its three heritage companies. To accomplish this, APTMetrics was retained to design and carry out a staffing strategy that would achieve three primary objectives:

- Place the most qualified employees into redesigned jobs
- Ensure employees competing for job opportunities would be treated fairly
- Apply legally defensible procedures to the selection of employees

### Solution

APTMetrics worked closely with the organization to:

- Establish selection process guiding principles and policies
- Define the knowledge, skills, and abilities required in jobs as they would exist in the new organization

- Identify employees across all three heritage companies who should be considered for each position in the new company, taking into consideration differences in job titles, requirements, and expectations
- Identify assessment and selection teams to make performance-based assessments of employees in an accurate, objective, and fair manner
- Review assessment data with hiring managers, discuss current business needs, and select those candidates identified by the process as most appropriate for available positions
- Review selection decisions for fairness before finalizing and communicating those decisions

### Results/Impact

APTMetrics was successful in bringing together management viewpoints from three heritage companies and facilitating a consensus-based approach to assessment and selection decisions. APTMetrics' work provided several benefits to the company:

- Staffed positions in the new company with individuals who were best qualified to perform the job, ensuring the company was positioned for optimal performance once the merger took effect
- Provided objectivity and discipline to mitigate political influences that could have undermined the fairness of some staffing decisions
- Facilitated a process through which hiring managers could reasonably consider the qualifications of less-known candidates
- Provided legally defensible justification and documentation for all selection decisions