

### 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, *APT Metrics* 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

*APT Metrics* 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

*APT Metrics* was successful in bringing together management viewpoints from three heritage companies and facilitating a consensus-based approach to assessment and selection decisions. *APT Metrics'* 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