



HIRING AN EXECUTIVE DIRECTOR OF I.T. COMPLIANCE

THE CLIENT: A Global Derivatives Trading Business
THE ROLE: Executive Director of IT Compliance
LOCATIONS: Chicago & London

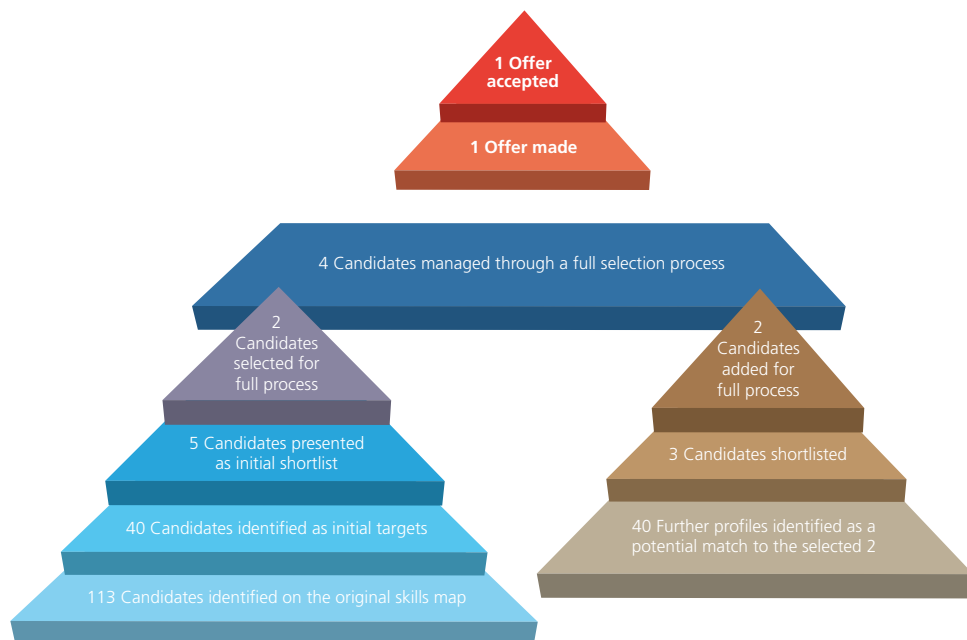


Illustration showing how many candidates were considered at stages of the recruitment process

SITUATION: With the appointment of a new global Chief Ethics and Compliance officer and a large programme underway to enhance the global information security capability, the CIO identified the need for a stronger, more commercially focused IT Compliance Capability. He believed that through the appointment of a new Executive Director, the enhanced function would be able to act as a partner and advisor to both the CIO function and each of the business units. He believed that this appointment would also create a compliance programme that enabled and supported both change and growth.

REQUIREMENT: The Executive Director, Information Technology Compliance Officer was to be a member of Information Technology's (IT) leadership team whilst being accountable to the CECO. The role would be accountable for the development, implementation,

and management of a comprehensive risk-based IT compliance program designed to improve overall compliance performance of Information Technology. The focus of this position is to help IT management become more proactive, rather than reactive, in continually enhancing compliance in the IT environment in a risk-based manner. The program was designed to enhance our client's compliance with global regulations, laws and corporate policies relating to its IT systems and processes.

CHALLENGES:

Whilst the appointment would deliver a clear message that both technology and the business would work together to be efficiently compliant, regulatory requirements would sit at the heart of the new function. In order to achieve this, the search had to focus on identifying individuals who could realise both the CIO's and the CECO's ambitions, without being biased towards one.

THE SOLUTION:

The main focus of the search was to ensure that both the CIO and the CECO were consulted throughout the process, and that their expectations for the requirement remained consistent at each stage of selection. We started the process by agreeing a very clear set of research parameters with both key stakeholders and then created a 'mock' candidate profile for both to approve. We used this fictional bio as a bench mark, using feedback from the next level of selectors to finally define and agree expectations for the role. This was then used to complete a full mapping exercise, which included 'on target', just 'outside' of target and 'off' target bios. This map was then shared with each of the key stakeholders, after which the search started in earnest by approaching a select group of the research (40 profiles). We used this targeted approach to create an initial shortlist of candidates. We asked both the CISO and CECO to interview each of the candidates on the same day so that we could immediately compare and contrast their feedback, minimising the risk of expectations changing with time.

THE OUTCOME:

From our initial target list of 40 profiles we identified 2 candidates where the views and opinions of both the CISO and CECO overlapped, thus confirming 'common ground'. Whilst continuing to pursue these 2 candidates, the search team went back to the original mapping results and selected a further 40 people who were similar to the shortlisted 2. We approached this entire list and created a final short list of 4, comprised of 2 candidates from the initial research and 2 from the follow up activity.