



Barclay Simpson
Interim Solutions
corporate governance recruitment

Guide to **Interim Recruitment**

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01. Foreword

Interim corporate governance recruitment is growing rapidly. The need to comply with regulations such as Basel, Sarbanes-Oxley and MiFID has led to strong demand for interim staff in all areas of corporate governance.

In addition to growing, the market is also maturing, with clients and candidates increasingly understanding the benefits of this flexible employment option. There is now a large pool of talented professionals who have made career decisions to pursue interim employment.

The development of the interim market offers clients an alternative to calling on consultancies for outsourced services. Given the cost benefits of using interims together with their emphasis on delivery rather than advice, they have become a compelling option.

Looking to the future, in most areas of the UK economy there is a trend towards flexible human resource strategies, which we predict will continue. Add to this the increasing internationalisation and regulation of world business, with the corresponding need to deploy tactical resources to ensure compliance, then further growth in the corporate governance interim recruitment market looks certain.

Working as an interim and hiring and working with interims is different. This guide is designed to assist individuals considering interim employment and companies contemplating using interims to understand the differences and maximise the benefits.

We hope you find this guide useful and would welcome any comments you may have.

Ian Coyle

Director, Barclay Simpson Interim Solutions.

02. Introduction to Interim Recruitment

Background

Interim recruitment is growing. In response to both a need for more flexible human resource solutions and skills shortages, UK employers are becoming increasingly reliant on interim workers. They now form an essential part of the workforce.

The use of interim staff is not confined to particular positions or timeframes – interim workers operate at all levels, on assignments varying from weeks to years.

However, interim recruitment is focused on specific skills. Employers are rarely prepared to train interim staff. They want specific skills and will pay a premium to get them.

Interim recruitment has become an important part of corporate governance. This is not only due to the specific skills involved, but also that having such expertise cannot be postponed. Corporate governance is non-discretionary and companies have to resource accordingly.

A long period of sustained economic growth combined with an increasing regulatory burden has led to chronic skill shortages and in turn to strong demand for interim staff across all areas of corporate governance.

Changing attitudes

The growth in interim recruitment has been accompanied by a change in attitude towards interim staff. Many people used to think that interims were purely brought in to plug or cover a short-term gap. It is now recognised that interims are an essential part of the workforce and bring the skills required to deliver against specific business needs.

Some companies do continue to use interims only when they cannot find permanent staff. However, an increasing number of companies are now viewing the interim market as a way of managing their skills bank and have incorporated interim resourcing into their HR strategy.

3. Different types of interim work

There are many different types of interim employment and it is difficult to draw clear boundaries between different types of roles, but it is worth drawing the distinction between interim management and temporary / contract roles:

Interim management

As the title implies, interim management is all about management. It is about sourcing appropriately qualified individuals to operate at a management level within companies.

Sometimes the requirement for an interim manager is created by the need to cover temporary managerial absences including maternity leave, long-term sick leave and secondments. However, interim managers are increasingly being used on a tactical basis to address specific business objectives, such as ensuring compliance with changing regulatory requirements like MiFID and Sarbanes-Oxley or managing transition, crisis or change within a company, including MBOs and IPOs.

There are a number of reasons why the appointment of an interim manager can be a highly attractive option to a recruiting company:

- **Speed** – the speed with which they can be in place can be crucial when time constraints are critical. An interim manager can be in place in a matter of days compared to weeks or months for a permanent appointment
- **Level of expertise** – focusing on short to medium term objectives allows the selection of someone with highly specific rather than general levels of expertise
- **Breadth of experience** – one of the disadvantages of working for the same company for a long period of time is a lack of exposure to new business problems and different ways of solving them. The breadth of experience an interim manager can bring can make a real difference
- **Objectivity** – being new to a company with its particular business challenges and therefore unencumbered by any previous involvement in company processes or staff relationships allows interim managers to look at things objectively and to focus on what is best for the business
- **Accountability** – a specific time frame lends itself to the definition of a specific set of deliverables and the appointment of an interim manager can be a good opportunity to redefine goals and expectations
- **Value for money** – not having to make large pay offs to end permanent employment and their cost efficiency versus employing consultants make interim managers good value for money

Interim managers are a valuable complement to the permanent team. Their seniority and authority born of their experience and track record of achievement differentiates them from other interim staff who may be much more of a temporary solution to a skills resourcing problem. Experienced interim managers are recognised as having the potential to make or contribute to key decisions to the long term benefit of the company.

Interim management is increasingly seen as a win win situation for employer and employee alike.

Temporary / contract

Although interim management is about management roles, this does not mean that all temporary and contract positions are non-managerial. However, there are relatively few senior managerial positions. As they cover a much wider variety of levels and levels at which many more people are employed, the number of temporary and contract staff in the corporate governance market is significantly larger than the number of interim management professionals.

The distinction between temporary staff and contractors is purely a matter of the basis on which they are employed. As the title suggests, a contractor is employed on a contract, whereas a temp tends to be employed on the basis of a standard agency service agreement and are typically paid on an hourly rate by PAYE. However, the fact that a temp is employed on an hourly or daily rate does not mean that their length of assignment will be any shorter than a contractor on a fixed term contract. Temps often continue in the same position for extended periods and some contracts are completed in a matter of weeks.

Although a contract may appear to be a more definite period of employment than temping, just as temps are kept on month after month, so too are many contracts extended, not once but several times. Depending on the terms of the contract, the distinction between a temporary role and a contract role is often not that great.

Of more importance than the existence or not of a contract, is the basis on which someone is employed. Whether you are a senior interim manager, a contractor or a temporary employee, there are currently three different options:

Different employment options

Before we cover the three different employment options, we should explain new legislation that is already having a significant impact, directly or indirectly, on all three routes...

On April 6th 2007, new legislation was introduced which requires managed service companies to deduct PAYE tax and NICs on all earnings paid to workers and to apply the same rules for tax relief on travel and other expenses as apply to other employees.

The legislation is designed to close what is seen as a tax avoidance loophole that the existing IR35 directive has not been able to block.

The regulations are already in force and, in April 2008, will be further strengthened when HMRC will be given the power to pursue employment agencies and recruitment companies for unpaid tax and NICs, in addition to the managed service companies themselves.

Although managed service companies will inevitably restructure to stay in existence, they will have to fundamentally change. This is likely to mean that the majority of interim workers will either have to be an employee on PAYE or have their own personal service company. With this in mind, let us look at all three options.

PAYE

A number of interim staff, including many temps, are paid through the agency on an hourly or daily basis, according to a pre-agreed hourly or daily rate for the assignment, on receipt of weekly or monthly time sheets stating the amount of hours or days worked. The agency then calculates your pay and makes statutory deductions for PAYE (Pay As You Earn Income Tax) and NI (National Insurance). Included in your pay should be an amount to comply with the EU directive concerning holiday and sick pay.

The employing company may stipulate the working week, e.g. no more than 38 hours a week. Others will let you work more, assuming there is work to justify the extra hours and you will have to sign an opt out of the 48 hour working week provision. Few companies will now pay an enhanced overtime rate for hours worked over the standard working week.

If you are employed on a contract basis, you will be paid directly by the company on a fixed daily, weekly or monthly basis for the duration of your contract. You will benefit from greater security of tenure under the terms of your engagement contract, which may include such benefits as holiday pay and a fixed notice period. However, a potential disadvantage of contract assignments is that you may find yourself working long hours while being paid a flat monthly rate.

Of the different options available to an interim employee, PAYE has historically been the least tax beneficial option, as you pay full tax and national insurance (NI) contributions on all your earnings, as well as not being able to claim valid business expenses that would help to reduce your tax and NI liabilities. For that reason many interim workers have chosen one of the other two options:

Managed service companies / umbrella companies / composite companies

Prior to the new legislation, a large number of interim workers, particularly contractors, have worked through a managed service company of which there are many types

including umbrella companies and composite companies. Historically, a managed service company has provided a ready made invoicing vehicle whilst also removing the administrative duties normally associated with running your own personal service company.

The managed service company normally issues invoices on the interim's behalf, collects payments from clients / agencies, calculates tax and national insurance contributions and pays the interim worker their net pay direct to their personal bank account. Other benefits have included the processing of business expenses, the preparation of annual tax returns and the provision of company benefits at discounted rates, such as personal pension schemes, health insurance, etc. Managed service companies have been particularly popular with those who are new to contract work, as it is the easiest and quickest method to start-up.

However, as explained above, the government has introduced legislation to stop individuals working through managed service companies avoiding paying tax and NIC contributions at the same level as other employees and this has completely changed the landscape for managed service companies.

Personal service companies

As a result of the legislation regarding managed service companies, personal service companies will soon become the only real alternative to PAYE.

Personal service companies are self-administered or are administered by the company's appointed accountants. If you decide to set up your own personal service company, it is important that you get an accountant to help you set it up and manage it on an ongoing basis.

If you have found an accountant that you are happy with, many accountants will set you up a company for free provided you agree to give them your business.

Alternatively, setting up a company on your own can cost under £100. You can find plenty of companies who do this in the trade press or you can apply for a limited company direct from Companies House www.companieshouse.gov.uk.

Once your company is set up, you need to appoint a company secretary, who has a legal duty to record company meetings and perform administrative duties.

However, working through a personal service company is not without complications. If you decide to work through a personal service company you are obliged by HM Revenue & Customs to comply with directive IR35.

IR35

- The tax and NI benefits of an interim worker using a limited company have been brought into question by IR35. Introduced in the 2000 / 2001 tax year, IR35 is legislation relating to what the Inland Revenue will accept as the proper use of a limited company. If the Inland Revenue decides that a person working through a limited company is really an employee who should be paying standard PAYE and National Insurance, then the director(s) may face a claim for unpaid taxation. You should seek professional advice on this matter, but can get further information at: www.inlandrevenue.gov.uk/ir35

04. The pros and cons of being an interim

Although, for the majority of interim employees, the pros far outweigh the cons, it is only fair to present both sides of the argument for those considering interim employment:

Advantages of working as an interim

From an employee's point of view there are a number of significant benefits of interim employment, including:

- Enhanced cash remuneration compared to permanent employment
- Independence and flexibility - you decide when and for how long you are going to work, though having started an assignment you will be expected to fulfil your contract or give reasonable notice
- Opportunity to control your work / life balance, e.g. six months on / six months off
- Ability to pick and choose what work you accept, rather than being committed to one choice for a long period of time
- The opportunity to add new skills to your CV and to gain experience of different industries and organisations
- The variety that is offered both in terms of work experience and work environments by working on a number of one-off projects for different companies
- The option of working for a while and then taking time off to study and sit exams when studying for a professional examination
- The chance to earn income after being made redundant while looking for a new permanent position

Potential disadvantages of working as an interim

On the potential downside are things such as:

- The risk of slack periods when a drop in demand for interim staff means you face periods of unemployment or have little or no choice of what assignment you undertake
- Having to commute long distances or to work away from home during the week to maintain a regular flow of work or to secure the right position
- The need to keep yourself up to date with technical developments in your field, without support from an employer
- Unpredictability - this will depend on the terms of your contract, but assignments can finish at short notice

- The fact that the most interesting projects and parts of projects will often be given to permanent staff
- No provision for pension or sick pay

Making the decision

If you are considering becoming an interim, there are a number of other things you should also bear in mind when you make the decision.

For example, it is helpful to think of the move as effectively setting up a business and ask yourself the kinds of questions you would ask if you were setting up a business, questions like: What am I selling? What is the current demand for it? What is likely to happen to demand in the future? How long can I survive if I have a period of no sales (income)? etc.

Timing is crucial. If you are under any financial pressures or have unfulfilled permanent career ambitions, it is probably not best to go the interim route. However, if your financial commitments are largely met and you are hankering for an interim role for the positive reasons listed above, then the interim market can be a highly attractive option to permanent employment.

05. The characteristics of an ideal interim

While the pros and cons associated with interim work will often dictate the circumstances in which it is an appropriate form of employment for an individual; not all people are suited to the life of an interim as a result of their personal characteristics and working style preferences. If you are considering being an interim, it is worthwhile assessing your personal suitability to the role.

Types of people particularly suited to interim work include:

- Managers looking for a variety of different types of experience
- People who thrive on the flexibility of interim employment
- Overseas visitors who are not entitled to work permanently
- Students studying professional qualifications who need short term work to finance their studies
- People in between positions while they search for a permanent role
- Individuals who can afford to seek an alternative arrangement to permanent work

In terms of their personal characteristics, an ideal interim employee will tend to be:

- Extremely flexible
- Able to integrate into teams very quickly
- Capable of adapting quickly to different cultures, sectors and organisations
- Diplomatic
- Possess a political sensitivity
- Good communicator
- Sociable
- Able to work independently when required
- Positive
- Highly self motivated
- Results driven
- Confident in their own skills and abilities
- Comfortable about change / not set in their ways
- Unconcerned about personal status

06. Interim v Consultancy

As already discussed in this report, the interim market is now well established and widely accepted as a viable employment option. The availability of interim work over the last decade, due to favourable economic conditions and related skill shortages, has increased the numbers of high calibre individuals utilising this form of employment.

As a consequence, an interim appointment or appointments can be a very realistic alternative to engaging the use of an external consultancy and is becoming increasingly popular.

A BIE/MORI Captains of Industry survey, conducted in December 2001, found that company directors with direct experience of interim management believe that interims are a more suitable and cost-effective way to implement change or transition than management consultants, by a ratio of more than 5 to 1. There are a number of reasons for this:

Cost

As a general rule, an interim costs significantly less than engaging the services of a consultancy. To give an idea as to the potential cost savings, we see frequent cases where a consultancy charges (say) £2,000 a day, compared to an interim professional of equivalent, if not greater skills at (say) £600 a day. Over a period of time, the cost savings can be enormous.

Expertise

Companies are often flattered by the apparent levels of expertise they are getting when they use a consultancy, very often because the individuals who front up the project and make the presentations are very senior consultants. However, it is frequently the case that much of the work done behind the scenes is completed by more junior people. This is not to say that the service offered by consultancies isn't very good, purely that the level of expertise you are buying may not be as high as you might have imagined.

It is also easy to underestimate the depth of the talent pool currently available in interim management, which has now reached a level of maturity as an employment option that it attracts a large number of highly skilled and experienced people. Indeed, in our experience it is rare that an interim solution wouldn't deliver a significantly greater level of expertise for a lower amount of money compared to a consultancy.

Role

At a senior level, there is a significant difference in the role of an interim versus the role of a consultancy. In a nutshell, an interim's role is to make things happen, whilst the role of a consultancy is to advise on changes to be made. The difference is practical implementation, as, once the strategic decisions have been made, a senior interim

manager will then use their experience in hands on implementation to effect the changes required. A good interim will combine strategy with delivery and go beyond theory to practical delivery.

Focus

Consultancies, by their very nature, work across a number of clients at any one point in time. As a result, the senior individuals concerned are very rarely 100% focused on one particular client project. By contrast, an interim is 100% focused on the task in hand.

Knowledge transfer

Consultancies place great emphasis on their own special proprietary tools and methods for tackling and solving business problems. As a result, there is no benefit to them in disseminating knowledge of these systems and approaches, as they rather seek to protect their intellectual properties and maintain a competitive advantage.

This is a significant difference to a good interim manager, who will be committed to cascading knowledge and best practice through an organisation in order to deliver long-term business benefit. The best interim managers take great pride in their ability to improve organisations at every level.

Speed of delivery

Interim managers are usually able to make things happen much quicker than consultancies, given their more direct access to key people in the company, their clear terms of reference, their 100% focus on the task in hand and their position right at the coal face.

This is not to say that consultancies are slow, far from it, but delivery tends to be somewhat slowed by the internal reporting process within the consultancy and by the fact that different members of the team may be working on multiple clients.

Accountability

Whereas consultancies can be held to account for delivering the specific project deliverables, only in very rare cases can they be accountable for the implementation of their recommendations. By contrast, interim professionals can be given incentives and held accountable for business delivery, which can bring about much greater focus and productivity.

Summary

There are undoubtedly roles for both interim professionals and consultancies to help companies with different business challenges, but interim solutions are an increasingly popular alternative to using consultancies.

07. Interim v Permanent

The decision to utilise an interim member of staff is usually independent from permanent recruitment, except when the interim is required as cover while a permanent employee is identified. Interim staff are typically employed to address short term tactical considerations, while permanent employees are more closely connected to longer term business objectives. However, there are examples, albeit rare, of companies consciously deciding to utilise interim staff as an alternative to permanent staff. This is driven by a desire to maximise the flexibility of the company's staffing resources and to minimise HR burden. In this context there are a number of significant benefits in using interim staff:

- Ability to rapidly address resource shortfalls – it is quicker to get an interim
- Ability to employ specific skills to deliver particular projects and to dispense with the interim employees when the project is completed
- The opportunity to benefit from interims' experience of different industries and organisations
- No requirement to deliver training or development as it is the interim's personal responsibility to keep themselves up to date with technical developments in their field
- No need to make provision for pension or sick pay or other employee benefits
- No commitment to long term employment, with the corresponding financial implications
- Administratively simple
- Cost effective - when all the costs are taken into account, an interim employee need cost no more than a permanent member of staff

08. The interim recruitment process

The best interim professionals are hard to find. In addition to having exactly the skills required for a particular appointment, they must have a special combination of qualities, which include being able to manage themselves (in and out of assignment) and successfully satisfy demanding clients with high expectations of immediate results. They need to be like a sponge, quickly absorbing a new culture and understanding the business challenges to be addressed. The best interims are in very high demand.

Consequently, the way a recruiting company handles the recruitment process can make a real difference to their ability to secure the best candidate for a particular role. Here are some of the important areas to focus on:

Selecting the right recruitment partner

Although it may sound surprising, it is not uncommon for clients to get companies who do not possess specialists in interim recruitment to source interim staff. This often stems from extending a recruitment relationship from filling permanent roles to tackling interim recruitment briefs.

Just as you wouldn't recruit an interim manager who does not specialise in the area in which he or she will be working, so too should you ensure that you work with a recruitment consultant that specialises in recruiting for interim roles, who understands the differences between permanent and interim recruitment and who has access to a dedicated database of interim candidates.

Getting the brief right

For interim roles, clients need to provide their recruitment company with more precise information about the nature of the role than in permanent recruitment situations, including more detail on technical and personal requirements – skills, competencies etc. The reason for this is that the interim recruitment process is much quicker and shorter than the process for a permanent position, with less time to explore things at a later stage, so the defining of key skills and deliverables needs to be done up front.

Clients also need to recognise that things such as cultural fit and the ability to develop within a company are less important in an interim role than a candidate's ability to demonstrate immediate technical competence to do the work at hand.

Having said that a lot needs to be clearly defined up front, the brief should not narrow the field too much. It is important to strike the right balance. A specialist interim recruitment company with a sound understanding of the relevant candidate market will be able to help you pitch the brief correctly.

Be realistic in your expectations

As in any recruitment situation, it is important to make sure that your expectations are realistic at the outset. Your interim recruitment company should be able to advise on likely candidate availability for a given brief, what an appropriate budget would be and how long it is likely to take to secure the right candidate.

However, clients (often those who are used to recruiting permanent staff) frequently set their expectations too high, on the basis that aiming high is better than aiming too low and that they can always reduce expectations or increase the package if they don't succeed first time round.

The problem with this approach is that interims are typically required within days rather than months and unrealistic expectations can dramatically increase the time it takes to find the right person. Something else to be aware of is that for any specific role, there is a tightly defined pool of interim candidates, who may not be attracted to the initial package and therefore close their mind to the company and the opportunity. They may wonder what is happening when packages and jobs specs start to change. It is best to set realistic expectations from the start.

Be aware that the recruitment process is different to permanent recruitment

As already touched on above, the interim recruitment process is different to that for permanent recruitment. The biggest difference is that the process is much shorter – typically a single interview will be sufficient.

There are a number of reasons why the process is shorter:

1. Interims are generally required immediately or at short notice, rather than being part of a planned recruitment campaign
2. Because highly specific skills are so important to interim appointments and are specified in more detail up front, this accelerates the process of establishing someone's capability to do a certain job
3. Very often, the verification of relevant skills and experiences answers the question "Can they do the job?" and the interview answers the question "Would we like to work with them?"
4. Psychologically, because the position is not permanent and the financial penalty for getting an appointment wrong is not as great, recruiting companies tend to be quicker and more spontaneous in making decisions

Interim to permanent

It is worth commenting on "temp to perm" as an interim appointment can be seen as a good way to eventually secure permanent employees, after what effectively is a trial period or a "try before you buy" scenario.

Although there are cases when such a route does work well for all concerned, as a general rule, temp to perm is an ineffective way of approaching recruitment. Interim and permanent recruitment should be run as separate recruitment processes, as the vast majority of interim and permanent candidates are quite different. The interim market is predominantly populated by professional contractors, not permanent employees who happen to be between jobs. If temp to perm does happen, it should be regarded as a bonus, not a recruitment objective.

When the recruitment process starts, be ready to act quickly

We have already discussed how much shorter the interim recruitment process is than the process for permanent recruitment. This means that clients need to respond very quickly to CVs and to make decisions promptly following interviews to avoid running the risk of losing candidates.

The market for high quality interims is highly competitive and clients who keep them waiting too long will tend to find they have disappeared. Other clients recognise the dynamics of interim recruitment and are geared up to be able to make quick decisions and offers.

Understand the reasons for cost difference versus permanent staff

When it comes to preparing packages, negotiating and making offers, it is important to understand the reasons why the costs of an interim differ to those of a permanent salary, i.e. why you cannot simply pro-rata a permanent salary as a guide to the cost of an interim. What needs to be taken into account is the financial equivalent of not having to pay any benefits, sick pay, training, bonuses, promotions, HR input, etc. There is also an economic price to pay for the flexibility of the interim resource.

Following the advice offered above should help create a much more efficient and productive interim recruitment process.

09. Success stories

To give an indication of the types of recruitment challenges that an interim solution has been ideal for, here are some examples of successful interim placements:

Interim Information Security Manager

The Chief Information Security Officer of a FTSE 100 commercial group knew he needed an Interim Security Manager to drive forward a security implementation into its largest subsidiary. He also recognised it was a challenging brief. The implementation was politically sensitive and the interim manager would be required to skilfully manage relationships with a wide group of stakeholders. Experience of managing a major security implementation in the private sector was essential and the role also involved mentoring and developing a member of staff to continue after the completion of the interim role. An additional problem was that the client was not in London, thereby cutting down the number of candidates who could commute there.

Barclay Simpson successfully sourced four excellent candidates, all of whom had experience of a major security implementation and of mentoring security staff. The client interviewed all four and eventually chose a Head of Information Security from a major financial services firm who had recently taken redundancy and was looking for a position for six months whilst he secured a senior permanent role. He had a wealth of relevant experience and, during the course of his contract, he was not only able to deliver against all the specific objectives of the role, but was also able to help develop group strategy and with several other areas not originally envisaged.

Interim Sarbanes-Oxley Team

A specialist insurance company was required to implement Sarbanes-Oxley and, because of the nature of the project, needed a team of interim staff. The team was to consist of one manager and three auditors to identify the key financial risks and then document the financial procedures in order to comply with the act. The contracts were to be for three months and all four contractors needed to have financial services internal audit experience. In addition, they required individuals to be either MIIA or CCAB qualified. Further complications were that the client company was based in a part of the country where the next nearest internal audit department of a commercial organisation is over 20 miles away and that the team were required to start work at the same time.

Despite the specificity of the requirements, Barclay Simpson was able to source and secure four ideal candidates, all of whom started work together, much to the satisfaction of the client.

Interim Risk Director

A FTSE100 company had a specific need to identify and map all of the risks associated with the planned off-shoring of part of their business. Because the off-shoring risk project needed to be delivered in a specific timeframe, by someone with highly specific skills, an interim appointment seemed to be the best solution.

The company also wished to raise the profile of risk management within the business by increasing the size of the current risk team, improving their skills-sets and influencing senior operational managers to 'buy into' a risk aware culture and it was felt that this would fit very neatly with the high level skills the interim would need to have.

As a result, the company briefed Barclay Simpson to recruit an Interim Risk Director for a 12-month contract. It was a high profile role, reporting to the finance director and required a candidate with exceptional skills and experience. The task of finding such an individual was made harder by the fact that Basel and Sarbanes-Oxley projects were in full swing at the time and competition for high calibre risk professionals was intense.

A comprehensive search enabled us to find the successful candidate on our database. This individual had been registered with Barclay Simpson for many years and had undertaken a number of previous contracts for us. As such, we were completely confident that he would do an excellent job, which has indeed been the case.

Interim Head of Compliance

The requirement to cover a 9-month period of maternity leave led a major international commodities trading house to seek to appoint an Interim Head of Compliance to cover the temporary absence. The trading house was under serious pressure to find a suitable interim, as its preferred recruitment suppliers had failed to find an appropriate candidate.

The brief was to find a senior compliance professional from an investment-banking environment with experience of managing staff and introducing new regulatory directives, who could start work within two weeks.

The recruitment agencies that had originally been tasked with this role had already used the usual online advertising media, so we focused on our database to find a suitable candidate. Having recruited in corporate governance for 18 years, we have built up a vast database of compliance and risk professionals and, after undertaking a thorough search of our database, we identified three potential candidates. The client chose two to interview, one of whom was appointed immediately. The successful candidate was legally qualified, and had previously been the UK Head of Compliance for a major international investment bank, holding the CF10 post.

10. Resources

Barclay Simpson has provided interim staff within the corporate governance sector since 1989. Over the years we have built up a depth of knowledge and range of contacts that enable us to provide an unrivalled capability in delivering interim recruitment services to both individuals seeking interim work and companies seeking an immediate and flexible staffing solution to assist them in meeting their corporate governance obligations.

To discuss your particular needs, please telephone or e-mail:

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