

# HARRY WALSH ASSOCIATES

RECRUITMENT, SEARCH AND CONTRACTOR SERVICES

Need to know  
information for  
employers &  
employees!

better people better jobs  
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## Finding and evaluating good candidates in... Engineering, Supply Chain, I.T., Finance, Order Management, Executive, Management, Quality and HR.

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What good candidates  
want to know about  
vacancies?

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# What good candidates want to know...?

## 1) Objectives:

What tasks need to be done in the first 6 weeks, first 6 months, first 18 months?

## 2) Responsibilities:

What will I be accountable for?

What contributions will I be expected to make?

What metrics are used to measure success in this role?

## 3) Reporting Structure:

Whom will I report to, whom will I work with internally and externally?

## 4) Unique Selling points:

- what technologies will I be working with?
- what can I expect to learn?
- what promotional opportunities exist?
- how is the company doing?
- how is the market reacting to their products?

# The five characteristics of good candidates...

## 1) They have a valid reason to change job:

they can discuss (with honesty) why they want to change jobs. Reasons can include: redundancy, location, personality conflicts, hiring mismatch, change of responsibilities etc...

## 2) They are Reference checkable:

Can they provide you with two people who can validate their CV - not peers or friends?

## 3) They have Realistic salary expectations:

Total remuneration (Shift allowance, Paid OT, Medicare, Educational Assist, Car Allowance, mobile phone, parking, membership of Gym, Training.....)

## 4) They have Relevant work experience with a record of contribution and success:

- Is their CV a job description or a list of achievements and results?
- Can they discuss what they have to offer a company?
- Can they discuss what they are good at?

## 5) They have a Location preference that matches the job.



# Information

to gather before you  
start interviewing!

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## 1) Job Summary

Include information on:  
Specific projects, Tasks, Applications / Software / Systems used,  
Short and medium term objectives, etc...

*Nothing reduces interest like a generic job description!*

## 2) Required Experience and skills

Outline any minimum qualification required. Any expertise in specific  
equipment, production processes, computer systems or regulatory standards

## 3) Success Metrics

What metrics are used to measure success in this role?

- E.g. %
- Increase in duration of people hired
  - Interview to hire ratio
  - Reduction on staff turnover
  - Number of defects per 1000
  - Accuracy of results
  - On time delivery of Project, within budget.
  - Increase in response rate to call to Customer Support Centre

## 4) Reason for Vacancy

This is a common question asked by candidates.  
Often, the more senior the role, the more important this becomes

## 5) Total Compensation Information

Salary, Health insurance, Education Assist, Bonus Scheme (Personal /  
Company), Share option scheme, Pension, Education Assist.

## 6) Company & Product information

Job security is high on people's agenda.  
Can you reassure candidates on the stability of the recruiting site by addressing  
topics like market share, growth plans and profitability.  
Product and Service information.

## 7) Organisation Structure

How many people in company, group, department.  
Any people reporting to the function?  
Information on internal structure and reporting relationships.



# Executive Search

## Sample Executive Search Report

Company	Required Technology or Skills on site		Candidates with the necessary requirements?		
			Candidate Approached	Referred	Outcome of Approach
Company 1	N	N	Project Manager	N	No six sigma in Ireland
Company 2	N	N	Project Development Engineer	N	No six sigma
Company 3	N	N	Engineering Manager	N	No six sigma
Company 4	N	N	Applications Engineer	N	No six sigma
Company 5	N	N	Snr. Quality Eng.	N	Referred E.Smith
Company 6	N	N	Int. Test Specialist	N	No six sigma
Company 7	N	N	Program Mgr. / New Product Eng.	N	No six sigma
Company 8	Not in Ireland	N	PCB Layout Eng.	N	Referred Declan M.
			Quality Manager	Y	Location doesn't suit
Company 9	N	N	Production Supervisor	N	BG may bring 6 sigma
Company 10	Y	Y	Mfg. Eng. Manager	C Condren	Y - Happy in present job
			Production Supervisor	Emmett M	N - Referred John O.
			Development Engineer	David O'C	N - Referred John O.
			Not given	John O.	Y - Secured Position
			Senior Process Engineer	Clara Murphy	Y - Happy in present job
			Project Manager	Ger Smith	Y -
Company 11	N	N	EH&S & Quality Systems Specialist	N	No six sigma on site
Company 12	N	N	Manufacturing Manager	N	No six sigma on site
Company 13	N	N	Production Process Engineer	N	No six sigma on site
Company 14	Y	Y	Facilities Manager	Ryan Tubridy	N - Referred Brendan S.
			Project Manager	Brendan Smith	Y - Location doesn't suit
Company 15	Y	Y	NPI Programs Manager	Dermot Barney	N -
			Design Engineer	Ray Burke	
Company 16	N	N	Manufacturing Manager	N	No six sigma
Company 17	N	N	Software Validation Engineer	N	No six sigma on site

# Completed Searches

Managerial level searches completed by us for  
Multi-nationals including included:

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## Operations

VP Operations - €138k (Software)

Senior EMEA Ops Manager - €112k (Industrial Products)

Business Excellence Leader - €88k (Consumer Goods)

Operations Manager - €80k (Hardware)

Customer Services Manager - €75k (Shared Services)

## Supply Chain

VP Supply Chain - €140k (Business Services)

Head of Procurement - €104k (Energy)

Planning & Forecasting Mgr - €88k (Medical Devices)

Supply Chain Manager - €86K (Industrial Products)

Customer Service & Planning Mgr - €66k (Industrial Products)

## Human Resources

HR Director - €134k (Software Services)

HR Managers, to €90k (Pharma, Medical Devices, Software, Hardware & Shared Services)

EMEA Compensation & Benefits Mgr. - €70k (Hardware)

## Finance

Finance & Administration Manager - €125k (Industrial Products)

EMEA Finance Manager - €98k (Industrial Products)

International Tax Manger - €79k (Shared Services)

Finance Manager - €75k (Hardware)

## Technical

Director Facilities & Engineering - €135k (Pharma)

IT Infrastructure Manager - €95k (Shared Services)

Maintenance Mgr. - €90k (Pharma)

IT Services Manager - €86k (Software)

EMEA Real Estate Manager - €83k (Software)

Engineering Manager - €80k (Shared Services)

By choosing us to search on senior level roles you choose a company with proven results, a reputation for integrity and you save on costs – fees are at 15%





# Contractor Services

With an average of 48 people contracting in companies including: HealthCare, Medical Device, Energy, IT Hardware, Software Development Pharmaceutical, Energy exploration and Food sectors we have proven experience in supplying good contractor services.

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## Jobs they perform include:

- Accountants and Financial Analysis
- Business Unit Leaders
- Engineering Chemical, Commissioning, E&I, Manufacturing, Mechanical and Process,
- HR Management
- IT Hardware Support
- Quality & Validation
- Planning, Purchasing and Inventory Control
- Health, Environmental and Safety Management
- Administrative Support
- Software Development



## Contract to Perm

Should a contractor move to a permanent job with you, any monthly fees already paid are deducted from the 15% charge of the new permanent salary

E.g. Analyst on a salary of €65k is made perm after 9 months

Fees for the first 6 months of contract are €7,312.50

Contract to Perm fee €9,750 less €7,312.50.

[After a contract of 12 months NO CONTRACT TO PERM FEES APPLY](#)



# Contractors Available

**Supply Chain Manager - €340 / day + 15%**  
with sixteen years multinational experience

**Computer Validation Specialist - €360 / day + 15%**  
with 21CFR Part 11 experience

**Senior Quality Engineer - €290 / day + 15%**  
lead successful ISO 9001:2008 and ISO 14001:2004

**Regulatory Compliance Auditor - €310 / day +15%**  
Technical experience in Quality and Compliance

**Operations Manager - €470 / day + 15%**  
with Pharma, Medical Device, and Assembly operations experience, Demonstrated success.

**Warehouse and Inventory Specialist - €310 / day + 15%**  
Led large inventory and distribution operations, SAP implementations, proven results.

**EHS Professional - €410 / day +15%**  
specialising in the EHS management of construction projects from design-to-construction to-commissioning

**Lean Six Sigma Specialist - €330 / day +15%**  
Managed site setup, engineering, operations, customer service, supply chain and the application of Lean principles.

**HR Generalist - €148 / day +15%**  
Comp and pens, training and staffing experience, large multi-national.

**Project Engineer - €209 / days +15%**  
Project Manage the design, build and installation of stainless steel equipment to process industries

**IT Infrastructure Manager - €360 / day +15%**  
Senior IT management positions in large multi-national manufacturing and telecommunications companies

**Buyer / Planner - €162 / days +15%**  
Degree and IIPMM qualified, experienced in SAP and Oracle systems, Purchasing for non inventory items. Planning experience in high vol assembly.

**HR Manager - €242 / day +15%**  
18 years experience covering recruitment, performance management, employee relations, training and development, work life balance, design and implementation of HR systems.



# 1.

## Interim Assignments

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### Interim HR Management

**Profile One** - Ten years experience supporting businesses in Ireland, UK and EMEA in the areas of HR, training and organisation development, at an operational and strategic level in HR strategy, operations, management development organisation development and change management.

**Profile Two** - MSc qualified HR professional with 10 years experience in indigenous and multinational organisations. A proven track record of influential business partnering delivering HR strategic and tactical advice. A qualified coach with a record of influencing and coaching senior business leaders/General Managers in all aspects of the people agenda.

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### Interim Ops Management

**Profile One** - Experienced Value Stream Manager with a proven track record of improving business results within the FDA / IMB medical device and pharmaceutical industries. Background combines eighteen years progressive experience in a highly regulated manufacturing environment. Experienced in both high and low volume manufacturing and assembly operations, continuous process improvement through lean activities, facility start up , product and process transfer.

**Profile Two** - A proven professional with strong communication skills and relationship management ability across sixteen years of global operations experience. Adept in international outsourcing and virtual operations management, with a solid foundation in Quality Assurance and Product Line Management.

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### Interim Lean / Operational Excellence

**Profile One** - Highly motivated and goal orientated engineering professional with a track record of consistently exceeding project target expectations completion. Successfully led and trained multiple project teams through Lean Six Sigma (DMAIC-TPS) and DFSS (DAMOV) methodologies to closure and subsequent sustainability. No concern or limitation on travelling abroad or relocation for training, new product/project introduction/transfers, customer support or operational needs as mutually accorded when

**Profile Two** - Experienced in manufacturing and transactional –order management, call center, financial- environments. High performance Master Black Belt including training, mentoring and problem solving at all organization levels -LSS Green Belts, Black Belts, Kaizen facilitators, LSS Mentors, Program Sponsors and Project Managers. Extensive portfolio of successful project delivery.



## 2. Engineering / Technical

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### Mechanical Design Engineer

Six year's experience in FDA regulated environment. Leading multi- location teams in product design, development, verification, validation from R&D through to manufacturing.

Salary €46,000

### Manufacturing Engineer

Three year's experience in manufacturing engineering. Green belt certified. Involved in the Lean manufacturing team, has lead many Kaizen projects including training of operators, process improvement and defect reduction programmes.

Salary €34,000

### Senior Facilities Supervisor

For 1,600 person office environment facility responsibilities including; building management system, manage mech. & elec. services contractors, maintain energy management system, sourcing, pricing and managing contractors for on-going installation projects on site.

Salary €42,000

+call allowance +OT

### Chemical Engineer

Five year's post-graduate experience in process development role with some production supervisory experience, including leading a pilot plant team of seventeen. Coordinated the process validation of AI product line.

Salary €48,000

### Validation Engineer

Five year's industry experience. Developed and implemented a new validation package (DQ,IQ and OQ) for all product lines in a plant manufacturing diagnostic kits. Additionally has Pharma experience writing Process Validation Protocols.

Salary €43,000

### Lean Manufacturing Engineer

Five year's experience includes capacity modelling & planning, layout optimisation, monitoring and analysing of production metrics. Driving and scheduling capacity changes in production. Ergonomic requirement analysis. Formulate optimum logistic routes.

Salary €43,500

## 3. Management / Leadership

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### Financial Controller

Over twenty years experience across Service, Distribution & Manufacturing Organisations. Additionally manager Supply Chain and Commercial roles. Participated in Multi-National start-ups and gained International work experience. Finance leader in SAP implementations including a migration from Oracle.

Base salary €108,000

### Business Transformation Lead

Leader of a successful 18 month SAP implementation project across four sites involving 850 staff that went live

on time and was stabilised within four weeks. Project manager of a team that made a €1.1 m profit turnaround to a business unit. Managed a successful cost reduction programme which achieved between 5% to 10% annual overhead savings. Salary €87,000

### Senior Operation Manager

Eighteen years experience in manufacturing, supply chain, logistics and customer service, from hands on site senior operational/supply chain management to remote global program/project management. Lead successful site and new customer project startups across multiple regions such as America, Mexico and Europe. Base Salary €118,000

### HR / OD Manager

Experience in Pharma and Electronics with strong leadership success in Organisational Development, Culture Change, Learning & Development and Employee Relations. Degree and Masters qualified, proven leadership on difficult projects. Salary €87,000

### EMEA, HR Director

With significant strategic and hands on experience in Organisation Development, Change Management, Employee Relations, Employment Legislation, Rationalisation, Re-Structuring, Learning & Development, Recruitment, Performance Management, Compensation & Benefits, Process Improvement Initiatives, HR Country Management and H R Policies & Procedures.

Base Salary €106

## 4. Shared Services

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### Multi-Lingual Team Manager

Highly professional with eight years multinational experience who is accountable for recruitment, training needs analysis and development of 34 customer service advisors for markets including: Portugal / Spain / UK / BT / Ireland / USA / Canada / Australia / New Zealand. **Salary €38,000**

### Customer Service Representative

Five years multinational experience. Excellent SAP skills, responsible for the company's major accounts. Also responsible for sales development, customer service maintenance, quotation and preparing offers, closing deals over the phone, matching products and service with customer expectations. **Salary €27,000**

### Tri-lingual Account Manager

Fluent in English, French & Italian. Worked with software and hardware companies which have outsourced their pre-sales, sales and customer service in EMEA. Successfully implemented and maintained contracts for a number of American companies representing them in Europe. **Salary €28,000**

### Order Management Coordinator

Responsible for order fulfilment, performing audit control, administrative and customer service functions to ensure delivery within agreed Service Level Agreement's (SLA's). Also responsible for providing effective customer service for all external and internal clients. This position is within an ISO environment. **Salary €27,000**

### Customer Care Leader

Business Process optimisation in multi functional shared services operation. Re-designing and applying customer management strategies as well as coordinating with channel partners with regard to customer retention, customer loyalty and defection prevention. EMEA wide responsibility and fluency in four European languages. **Salary €39,000**

### Executive PA

Six years experience as a PA to site leader. Maintaining accurate and up-to-date records of all activities within the senior team. Communicating professionally and effectively with staff, customers, clients and suppliers. Ensuring ad-hoc reports and projects were prepared whilst carrying out role proactively and with energy, commitment and professionalism. **Salary €32,000**

## 5. Information Technology

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### IT Project Manager

Twenty years experience in MU Multinats - Projects Delivered include: Security Audit project with managed service provider, Disaster Recovery infrastructure installation with real-time data replication, IT Service Management ( ITIL ) process implementation and toolset deployment across several sites worldwide. **Salary €73,000**

### Lead Developer - Java

JAVA (Java EE, Java SE, Java ME, JAIN, Servlets, JSP, RMI, JDBC, JMX, JMS, JUnit, JMeter and Swing/AWT), Spring Framework, including SCCP/TCAP/MAP/ISUP; Windows, UNIX, LINUX and Mac OS experience. **Salary €61,000**

### Software Test Engineer

Results-driven Lead QA Software Tester with over fourteen years experience, most recently within the demanding Telecommunications software engineering Environment. Proven achievement managing business-critical product testing projects to successful completion. Specifying and developing dedicated test environments including test strategies, plans, tools and test procedures. **Salary €68,000**

### (French Speaking) Support Analyst

Four years solving system problems for premier customers under admin system access. Duties include developing system code, working with HTML and system code. Working closely with customers in real time under set deadlines. **Salary €27,000**

### **Oracle Team Lead**

Lead a team of 3 Technical Analysts and 9 Software Developers. Creating manual test plans, deciding coverage and creating test strategies to fit the customer's needs in Oracle DB10gR2 and Oracle AS10gR2. Performance and stress testing of new applications (Oracle Forms10g / Reports10g / PL-SQL). Principle technical responsibility for the new Stealth3000 application, PL-SQL Optimization, Oracle Tuning and Debugging Solutions.  
Salary €58,000

## 6. Finance

### **Site Finance Manager**

Pharma and IT Industry experience. Acts as the direct Finance link to the centralised Finance groups located externally to the site, (Ireland, Europe and US) as well as managing / leading both Finance & non-Finance related project teams internal / external to site. Base Salary €97,000

### **Accounts Receivable Manager**

Reporting to Shared Service Centre Director with responsibility for managing all European ledgers, c6,000 accounts. Excellent start-up experience having established the Accounts Receivable function in a Shared Services Centre.  
Salary €78,000

### **Financial Controller**

Twelve years at FC level, leading a team of eight, responsible for Management and Financial Accounting, Budgets, Strategic Planning, Corporate Planning, Activity Based Budgeting, Performance Measurement, Cost Reduction Programs and raw material Hedging. Experience in the Oracle 11i implementation. Salary €94,000

### **European Pricing Manager**

Financial services Sector. Complex deal pricing and structuring. Assuring EMEA business plan is met, managing special bids. Developed and implemented a ROE based pricing policy in EMEA using a Pricing Tool. This also involved managing the rollout, providing on-going user support /training and the development and maintenance of a ROE training guide. Salary €87,000

### **Financial Analyst**

With eleven years experience, achievements to date include management of major projects involving salary and pension payment management, resulting in significant savings. Systems knowledge includes; SAP BW, Business Objects Reporting / Universe design / Supervisor, SQL, Excel to Advanced user level, Microsoft SharePoint. Salary €58,000

### **Finance Manager**

Extensive experience in supervision of 6 Business / Management Accountant's in completion of the monthly Financial results, which are reported on the last working day of each month to enable full European Consolidation and submission to Corporate (US) Preparing monthly reforecast of costs for submission to European Finance. Project management of financial systems upgrade (SAP). Salary €77,000

## 7. Human Resources

### **Learning & Development Manager**

Ten years experience in both the manufacturing and service sectors. Managed L&D function, supporting Operations and all other departments. Represented sites at corporate level through global L&D groups. Reduced training cycle time by 95% in pilot

for new OJT methodology. Facilitated Career Development programme, incorporating 360° feedback process based on organisational Leadership Competency Framework.  
Salary €63,000

### **HR Director**

Substantial experience of Mergers, Acquisitions and Transitions and Restructurings. Development of H.R. strategic plans to support achievement of corporate objectives. Extensive experience in Training both in developing and implementing programmes. Highly developed IT skills particularly with Human Resource systems. Salary €109,000

### **Manager - Employee Relations**

With twenty years experience of Human Resources Management – most recent in healthcare industry – previously in food, electronics manufacturing and service companies. Worked nationally in training /development, outplacement /change management, and outsourced HR Management. Salary €84,000

### **HR Manager**

Working closely on a day to day basis with the senior management team in the strategic development of the business, this candidate has seven years managerial experience. Keen interest in organisation development, training and succession planning. Employed with both multi-national and indigenous Irish company gaining exposure to diversity of operating environments. Salary €73,000

### **HR Administrator**

Seven years experience in a large multinational. Responsible for maintaining recruitment process: screening CVs, producing offer letters, regret letters for internal and external positions, and setting up filing systems and record management systems. Maintaining Database SAP R/3. Has successfully co-ordinated staff training and new employee induction programmes. Salary €33,000

# 8.

## Supply Chain



### Master Scheduler

Seven years multinational experience in inventory and production scheduling. BA Hons Degree, Diploma in Business Studies, Six Sigma Green Belt Qualified. Significant key account liaison. ERP super user (Oracle 11i). **Salary €43,000**

### Shipping Supervisor

Fifteen years in supply chain, both private and multinational organisations. People management and proven project management skills. Bachelor of Business in Supply Chain Management. **Salary €52,000**

### Supply Chain Specialist

Managed supply chain functionality of an acquisition incorporating the US, Australia and European silo's. Review the end to end supply chain process in all facilities and develop the strategies covering forecasting, planning, manufacturing, distribution and legal entities to optimise integration. Reported to VP of Global Operations. **Salary €49,000**

### Supply Chain Analyst

Leader of Six Sigma projects, results include substantial savings in finished goods inventory. Use simulation software to optimise inventory forecasting and capacity planning. Member of Stock Optimiser project using web based stock optimising package across EMEA. **Salary €44,000**

### Senior Buyer

Responsibility for procurement for two main product lines including: sourcing, tending, negotiation, purchasing, vendor appraisal, MRP analysis, contract management and expediting to achieve business objectives. Five years at senior buyer level. **Salary €49,000**

### Non Inventory Buyer

Ten years experience purchasing (packaging, non inventory items, price negotiation, sourcing of new suppliers, SAP implementation, managing some contractors and two juniors in department Bachelor of Business Studies, APICS qualified. **Salary €51,000**

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