

Insanitech Solutions - THE HIRING DECISION

The Situation

Your team needs to make a hiring decision for an open Change Manager position for Insanitech Solutions. Currently, no change manager has been placed over the new Shared Services Intrastructure. The Change Manager is a critical position in the organization. The Change Manager convenes and chairs the Change Advisory Board meetings and has responsibility for the Change Management policy in the organization. He works with managers in the organization to enforce policy and address breeches of the policy in accordance with company guidelines.

Based on numerous discussions with stakeholders in the organization, your team outlines the qualifications you feel are appropriate.

Previous Experience – Previous experience in change management is highly desired. Your team believes at least two years in a previous position of responsibility dealing with changes is necessary for the candidate to be successful. More experience directly related to Change Management is highly desired.

Education – While not absolutely necessary, most of the team believes right candidate should have some post-secondary education. A Bachelor's degree in a technology related field is desired.

Certifications – Since your organization has adopted much of the ITIL framework, the right candidate should have ITIL certifications. Your team believes the right candidate should have intermediate qualifications in Service Transition or Release, Control, and Validation at a minimum. Additional certifications are desired and the Expert qualification would be ideal.

Compensation – The organization has allocated \$90,000 for this position. Your team could exceed this for the right candidate but you would need to reduce the budget for other open positions.

Your team is worried that the wrong candidate might not fit in the culture of the organization. The new Change Manager should be a good fit with the team and be dedicated to the organization.

You have decided to use the SolutionWise process to Make a Choice.

The team has narrowed the candidate field to the four candidates below. All the candidates seem to fit with the culture of the organization and are being considered as finalists. Your team must decide which one of the candidates to pursue.

Sue – Sue has 3 years of previous experience as a Change Analyst for another organization. She holds a Bachelor's degree in Elementary Education with specialization in reading and her ultimate goal is to find a position working with children. She also holds the ITIL Foundation and Service Transition certifications. Her desired salary is \$65,000; well within your budget. She has indicated that if you hire her, she will pursue teaching positions at the Elementary school within the next year. This could have a severe impact on the organization

Jeff – Jeff is a recent college graduate. He holds a BS in Information Systems from a reputable university. Jeff has no real-world experience but interviewed very well and seemed to be a good fit for the team. He does not currently have any ITIL certifications. Your team believes he could easily achieve these certifications through the internal training program within a few months. His desired compensation is \$75,000.

Tom – Tom is a 10-year veteran of the Service Management industry. He has served as a Service Level Manager and a Change Manager for a competitor who recently decided to move operations to another state. Tom has attended some college courses but has no degree. Tom is also an ITIL Expert. Tom's salary requirements are higher than the other candidates and would compromise your budget. His desired salary is \$110,000 but you believe you could negotiate down to \$100,000.

Sally – Sally is an internal candidate with 3 years experience as a Change Analyst. The outgoing Change Manager recommended her for the open position. Sally has an associate's degree and is working toward a BS in Computer Science. She has attended ITIL training and holds the Foundation and RCV certificates. Her current salary is \$65,000. Her desired salary is \$80,000. Your team fears that Sally will explore opportunities outside the organization if she is not promoted into this position.