

**KALVERT** ASSOCIATES

Recruiting Refinery Brilliance

## COMPANY PROFILE



Arthur E. Kalvert, Recruitment Consultant

[www.kalvertassociates.com](http://www.kalvertassociates.com)



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**More than 85% of the firm's recruitment engagements come from existing refinery clients, an affirmation to the quality of service, Kalvert Associates' most important asset.**

### TABLE OF CONTENTS

- 1. A Refinery Recruitment Boutique
- 1. Why Hiring Good People is not Good Enough
- 2. Client Expectations
- 3-4. Head, Heart, and Hands

### **A Refinery Recruitment Boutique**

The refining industry resembles Brobdingnag, the country of giants in Jonathan Swift's most famous and enduring book, *Gulliver's Travels*. Comparing refiners' socio-financial metrics to other industries reveals enormously colossal relationships. Refinery employees oversee more assets per employee, produce more revenue per employee, and achieve more profit per employee than any other industry in the world. This extraordinarily huge, financial impact has positioned refinery human capital to a strategic priority.

Established in 1990 as a tightly focused, refinery recruitment boutique, Kalvert Associates provides human capital acquisition solutions to the premier companies in the petroleum refining industry. The firm has worked closely with candidates and companies to complete search engagements in The United States, Latin America, Europe, the Middle East, and Asia.

### **Why Hiring Good People Is Not Good Enough**

No sooner did Human Resource Managers finish playing designated executioners during the refinery industry's massive consolidation than they were confronted with a tight market for refinery skills, the magnitude of which has not been seen since the oil boom of the late 1970's and early 1980's. Recruiting refinery brilliance costs more than ever while the criteria to determine who's right for the job have grown more extensive and harder to assess.

In the twenty-first century's ultra-lean refinery industry hiring mistakes become obvious sooner and cost more to fix. Today, hiring good people is no longer good enough. Refinery professionals must effectively work in teams that bring together diverse people, skills, and talent. A great resume no longer gets the job done. Refinery business leaders now place much more emphasis on interpersonal skills and the fit between the candidate and the organization's culture.



## Client Expectations

The firm's personalized approach to the market arises from the conviction that a recruitment engagement is a three-way partnership consisting of Company, Candidate, and Consultant. The Consultant facilitates the two C's – Communication and Collaboration – that bring the professional and cultural fit into focus.

Dedicated to finding candidates who are not only the best qualified, but also whose careers will grow and prosper because of the search, the firm optimizes two reciprocally interdependent objectives – find the best person for the job while introducing candidates to their optimal career choice. The ultimate measure of a successful recruitment engagement lies not only in successful placements, but also in successful people.

Workforce issues continue to move to the top of refiner's agendas as it becomes clear that people represent the only real and sustainable, competitive advantage. Kalvert Associates' continued mission focuses on helping refiners build world-class organizations through the firm's distinctive competence to locate superior talent and to nurture new relationships.

## Head, Hands, and Heart

On the surface, Kalvert Associates' search process resembles others. The firm has in-depth refinery sector knowledge, a well-developed network of refinery industry contacts and an executive search, research function. What more could a client ask for?

World-class recruitment consulting has more by far to do with the tools, artistry, and ardor of its practitioner than with the technological subtleties of the executive search process. Outstanding recruitment consulting requires more than the Head, a metaphor for the science, the technical know-how of the executive search process that in theory, would allow a bright person with a few people skills to complete a recruitment engagement. Recruitment performance of the caliber provided by Kalvert Associates requires two additional elements – Hands (art) and Heart (passion).

The Hands represent the artistry to think flexibly and imaginatively and to take what you know and shape it into a unique and mutually advantageous outcome that blends a new personality into the organization. Most importantly, you must have Heart, the intrinsic motivation and drive to do something because it is interesting, involving, exciting, satisfying, and personally challenging. The Heart drives the Head and Hands to deliver the virtuoso performance expected by the firm's clients.



## Head, Hands, and Heart (continued)

The Head, Hands, and Heart behind Kalvert Associates belong to the firm's founder, Art Kalvert. He conducts business within a personal service business model that demands delivering more value than the firm charges for, demonstrates an unrivaled passion for the refinery sector, and practices the art and science of nurturing new relationships on daily basis. With over 25 year's petroleum refining experience, Art brings to the firm an informed judgment gained from working as a senior refinery industry executive, combined with implementing hundreds of successful refinery recruitment engagements.

Art graduated from the Pennsylvania State University with an M.B.A. complemented by a B.S. in Psychology. He began his refinery career with Amerada Hess Corporation where he functioned in a variety of human resource assignments.

Prior to founding Kalvert Associates, Art served as Senior Human Resources Executive for GHR Companies, then the third largest privately held company in the United States, a top 20 petroleum refiner, and a top 20 natural gas producer. At GHR, he was responsible for all facets of human resource management with particular involvement in recruiting and related organizational development activities.

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Arthur E. Kalvert, Recruitment Consultant

P.O. Box 1394  
Sugar Land, TX 77487-1394

Phone: (281) 438-2410  
Fax: (281) 438-4596

E-mail: [akalvert@kalvertassociates.com](mailto:akalvert@kalvertassociates.com)

[www.kalvertassociates.com](http://www.kalvertassociates.com)



“Human capital is now firmly acknowledged as a strategic source of value creation – indeed a company’s most valuable asset – in today’s knowledge-based economy”.

*Harvard Business Review*