

## CLIENT PROFILE

Cartamundi has been making playing cards since 1765. Well known in Europe, the company has made inroads in the US by positioning itself as the world's leading manufacturer of board games, collectible cards and card games within the toys and games sector of the Consumer Packaged Goods Industry. The recent acquisition of United States Playing Cards (USPC) has significantly increased its profile in the US, tapping new markets as a result. Cartamundi now has (3) extensive manufacturing facilities in (3) states with several small design centers centrally located near key clients and plans for significant growth both in the US and globally.

## PROJECT DESCRIPTION

The project core scope included:

- Complete Open Enrollment - Interim HR Advisor to oversee with the Payroll/HRIS Coordinator to complete.
- Send Open Enrollment packets to remote employees.
- Contribute to the strategic planning effort and execution of the RIF and reorganization with the North American Executive Team.
- Identify and coordinate an off-site meeting for the RIF strategy to be revealed and finalized with plant leadership.
- Attain FTE headcount goal and Temp staffing goal.
- Research and review staffing agencies to replace the current agency.
- Achieve evidence of momentum towards a positive plan and continuous improvement in production.
- Legal compliance with the minimal risks from an HR standpoint.
- I-9 Audit of both the facility and the current primary staffing agency.
- Performance evaluation of current Payroll/HRIS Coordinator.

Additionally, the executive search goal included:

- Identify top HR talent fitting profile capable of meeting the scope of the job description within budget and without relocation assistance.
- Hire an HR Business Partner (HRBP) and have in place before the end of the Interim HR Advisor engagement.
- Assist with onboarding planning and implementation for HR Business Partner.
- Ensure effective and efficient knowledge transfer completed by the end of the Interim HR Advisor engagement.

## IMPLEMENTATION

The interim HR leadership engagement required nearly (3) months of work, two months of which included flying back and forth each week to the site location in Dallas. The execution took the form of three core phases which overlapped at points.



## Cartamundi

North America  
East Longmeadow, MA  
[cartamundi.com/us/en/](http://cartamundi.com/us/en/)

**INDUSTRY:**  
Manufacturer and  
distributor of playing  
cards and board games

*“What we needed to accomplish as we strived to be an employer of choice and financially healthy was significant. A strong HR partnership was critical in making this happen. BEST not only delivered on the tactical work, they partnered with us to drive a culture of change management and innovation, allowing us to drive focus on our opportunity for future success as a Team.”*

Sandi Mauro  
Vice President of Human Resources  
Cartamundi N.A.



# IMPLEMENTATION

**PHASE ONE:** Completion of the Open Enrollment. There was very little time to prepare as the Interim HR began three weeks before the launch of the Open Enrollment. During the lead-up, BEST reviewed the material, made recommendations and removed broker marketing, and ensured the broker understood the part they would play on-site. An execution plan was developed, on-site enrollment and deadlines defined, and a strategic vision sketched to minimize or eliminate the potential of missing any employees who wanted to enroll.

**PHASE TWO:** Ensuring that strategic HR elements were executed. Specific daily transactional HR tasks were performed by either the Payroll/HRIS Coordinator or the HR Business Partner (HRBP) at the North American HQ. Clear and consistent communication was required to ensure these critical tasks did not fall behind. The BEST Interim HR oversaw employee relations, strategic workforce planning, organizational design, performance management, and a progressive disciplinary process. Numerous discussions were undertaken on-site and across the executive leadership to retain employees who expressed frustration or wanted to quit, resolve conflicts between employees and temps, and counsel/coach the disciplinary process for violations of company policy. This phase also involved high-level discussions with company leadership around the strategic planning for the RIF, advising on compliance concerns to ensure WARN, OWBPA, and other relevant legal matters were followed and addressed. This required research and significant collaboration with the VP of HR. Simultaneously, the BEST Interim HR Advisor also conducted an executive search for the permanent HRBP. Sourcing, screening, interviewing, and selection of top candidates all occurred quickly, narrowing the field to a prime candidate who ultimately was hired for the position.

**PHASE THREE:** Closure of the project. During this phase, the RIF was completed on a single day. Collaboration with a 3rd party security firm was critical to ensure the safety of all employees and the facility. The BEST Interim HR Advisor onboarded the new HRBP. Relationship imprinting and knowledge transfer were critical throughout this process to help set the new HRBP up for success. Researching new staffing agencies was shared, and a communication plan put in place to reduce rumors and false information that quickly permeated the plant as a result of the RIF. Each organizational chart box was filled with the appropriate Cartamundi employee. Contingency plans were put in place, and succession planning became a core go-forward focus for 2020.

# THE RESULTS

The Interim HR engagement was a success. The plant, which had been operating at a loss, became profitable by the end of the project. The ability to reduce the staff while retaining key top talent helped to ensure confidence in clients, open up bandwidth to expand, and improve overall team performance. The addition of a competent, qualified HRBP was integral to future growth and long-term success. His presence and the investment in the BEST Interim HR Advisor helped to send the right message about the positive changes that were being made, and the transparency in communication drove home the vision of a bright future. The morale of the plant is now on a definite upswing. While there are still many hurdles to overcome, the VP of Human Resources for North America expressed significant gratitude to BEST for a job well done under challenging circumstances.

***Need your HR on the right path? BEST Interim Human Resource Management is here to help!***

## **Key Challenges:**

- Complete Open Enrollment*
- Execute Strategic HR Tasks*
- Search and hire a new HRBP*
- High-level coordination with executive leadership*
- Execute a RIF*
- Research New Staffing Firms*
- Onboard new HRBP*
- Contingency Planning*

## **Key Outcomes:**

- Plant became profitable during Interim HR management*
- Reduced staff while retaining key top talent*
- Addition of Quality HRBP integral to future success*
- Plant morale improved and they now have a bright future*



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