The client is one of the largest councils in Europe, serving more than 1 million residents. Faced with increasing demand on services and a need to maximise resources, the client embarked on a council-wide transformation programme in 2007.

The Challenge

Whilst each Directorate has predicted significant pressure on services and budgets, the Adults and Communities Directorate will experience an unprecedented and growing demand on Adult Social Care, alongside the necessary changes to social care delivery models including Personalisation and Choice for the service user.

This Directorate has implemented a number of changes and key to successful implementation is the organisational restructure enabling delivery of the future operating model. The objective of the organisational restructure is to create an efficient mechanism for delivery of services to users, at the same time as introducing efficiencies through best use of resources. The organisational restructure concept model was developed and signed off in 2009 with further work required to refine the structure as senior people were appointed into key leadership roles.

Capp’s Approach

Through a successful open tendering process, Capp were commissioned, in late 2009, to start introducing strengths-based assessment and selection through the newly structured management tiers from Service Director to front line Management, with the defined aims of:

- Introducing a Directorate-wide strengths-based process for selection and assessment
- Identifying top performers capable of leading the Directorate through successful implementation and owning the transformation process
- Ensuring a fair and equitable process for selection into newly defined roles
- Providing additional information and support to the Directorate enabling them to manage people through transition and potential outplacement who were unsuccessful in their applications.

Using the newly-created Balanced Scorecard as the framework, Capp has:

- Mapped the strengths most likely to deliver success in the roles against the key criteria included in the Balanced Scorecard for each role
- Designed, developed and delivered strengths-based assessment centres and interviews matched to the strengths needed for the role
- Designed and delivered assessment centres to include:
  - Exercise design
  - Interview assessment
  - Shortlisting and selection criteria
  - Service user involvement
  - Marking guides
  - Managing the assessment centre logistics, “wash up” and scoring process.
- Delivered assessor training enabling the Directorate to begin the process of embedding the strengths approach within the business
- Conducted candidate briefings, enabling candidates to know what to expect, as well as how to prepare and how to perform. This takes the anxiety out of the assessment centre experience, and lets the candidate be themselves so that they give a realistic preview of how they are likely to perform in the role.
Approach ..cont’d

Process Validity
In order to ensure the widest possible acceptance of the validity and robust nature of the Capp strengths-assessment process, Capp engaged with the widest range of stakeholders including:

- Transformation Programme leads
- Directorate and Corporate HR
- Directorate Senior Management Team
- Candidates
- Service Users
- Trade Unions.

Each of these has involved awareness and briefing sessions covering such areas as:

- Validity of process (research and evidence)
- Diversity and equality
- Briefings on the development and delivery of the process
- Case studies of implementation and benefit realisation.

Outcomes
The key benefits of Capp’s approach to this re-organisation have been:

- Greater engagement and acceptance of key stakeholders with the process
- A consistent selection and assessment process that meets best practice requirements
- Appointment of top performing individuals into key roles that are mapped against the future business requirements
- Speed, efficiency and cost-effectiveness of transformation and re-organisation delivery, using a combination of external consultancy resource through Capp and internal delivery
- Internal capability building through through train-the-trainer and work shadowing opportunities being built into the process.