

### **The Organisation**

By combining the strengths of Dewsbury College and Huddersfield Technical College on 1<sup>st</sup> August 08, the newly formed, Kirklees College, begins a new chapter of further education excellence for all within the local and regional communities.

A first key task for the Executive team was to create a new fit for purpose management structure that would show results within the first year. Having appointed to the top tier roles, they wanted to ensure that the most motivated and consistently high performing internal managers from both colleges were given a first opportunity to step up and fulfill the tier three director posts, prior to looking at the external market. Once in place an exercise to fulfil the tier four management posts quickly followed.

### **The Business Requirement**

The Principal and Vice Principal recognised that identifying the most talented people and unlocking their potential would be a complex challenge given the timescale to appoint and to be effective in the roles. Early consultation, investigation and identification of the person and job role criteria, resulted in appointing NRG to construct and deliver an assessment and evaluation programme. The key objective was the selection of the right people to the roles together with the realisation and transformation of decisive leadership and change management skills.

### **The NRG Solution**

The first steps required a definition of what high performance leadership and change management looks like, the outcome included the following indicators:

- **Willing**, consistently **able** people who take responsibility and do something **positive** to move the business and themselves forward
- People who consistently **do** things efficiently and effectively
- People who are **aware** of changing requirements are **responsive** and quickly **adaptable** to change

NRG designed an assessment programme that evaluated and measured an individual's ability and potential for selection to the next level job role and that created a profile for continued development in the appointed posts. All participants experienced a challenging process that was recognised as fair and that stimulated learning and self-awareness. Essentially driving behavioural change as a basis for improved performance and progression in their specific roles or to their next career step.

A number of competency assessment activities and techniques were used including psychometric ability tests, workplace personality questionnaire and team work giving comprehensive coverage and increased reliability of measurement. NRG Consultants worked closely with participants to create their individual profiles. These were presented to Kirklees principal stakeholders together with guidance on areas to investigate further at final competency based interview, selection and post appointment.

### **The Outcome**

A combination of high performers from the existing internal talent pool and external candidates have now been successfully appointed creating structured and strong management tiers.

### **The Business Benefits**

- Effective recruitment and promotion decisions
- Increased collective and individual confidence to adapt to change
- Managers have a good sense of what they do best and what they want to do
- Two way communications, employer and employees learn from each other
- Connection between personal goals and business goals
- Cost efficiencies as a result of limiting external recruitment campaigns
- A strong business foundation