



## Background

Following the success of our work to improve their systems for external recruitment, this client invited us to develop an easy-to-use toolkit to support fair and consistent internal recruitment practices.

More than 700 internal appointments were being made each year across a complex organisational structure. Feedback from a recent employee survey indicated widespread dissatisfaction with existing processes.

## Our Role & Approach

Initial discussions with key stakeholders resulted in the decision to re-engineer the selection process end-to-end. This included creating a toolkit to support the central recruitment team responsible for co-ordinating and advising recruiting managers on internal job moves.

As part of this engagement we:

- Profiled the key roles that internal applicants were being assessed for
- Re-engineered the internal recruitment process, end-to-end (this in collaboration with a variety of stakeholders, including third party suppliers)
- Built a framework for ‘diagnosing’ specific role requirements, to enable the central recruitment team to make appropriate recommendations to appointing managers regarding assessment tools
- Designed a pool of assessment exercises, including a prioritisation exercise for middle management roles, values based interview questions and a line manager coaching simulation
- Placed a clear emphasis on self-assessment by the applicant, with supporting tools
- Developed online factsheets for line manager assessors on topics including: Effective Candidate Briefing, Shortlisting and Giving Feedback to Candidates
- Advised our client on communication, change management and links with other processes, to ensure there was no discord, confusion or conflict between different HR systems
- Briefed and provided ongoing advice and guidance to the central recruitment team as they put the new process and toolkit into action

## The Benefits

Although not mandated, uptake of the newly developed approach to internal recruitment has grown steadily over the past 12 months. Our client reports:

‘There is a wide range of materials to choose from, they are very easy to use, from the administration instructions through to the scoring guidelines. We like the fact that the materials are adaptable and transferable across jobs but not so generic as to be of no use – this is testament both to the materials themselves and the design of the original framework which reflects accurately the types and levels of role in the organisation. The impact of the project is increased fairness and effectiveness in decision making; you have helped us to overcome bias in our system.’

## What Our Client Says

‘Feedback from recruiting managers to us as the internal recruitment team is that the support provided is invaluable, with a frequent comment of ‘we couldn’t have done this without you’. This in turn applies to the support you have given us in delivering this project. From the development of the original concept through the design phase and ongoing – I know I can pick up the phone and you will continue to offer help and support.’