

Selection & Assessment 'Facilitating a Global Assessment Process'

- Issue:**
- Our client, a global food packaging business, had a strategic goal to deepen relationships with customers and drive continuous improvement within their customer's operations, helping them to stand out from the crowd in an increasingly competitive marketplace.
 - Their Service Engineers, a global population of over 1,500, were the face of the business to their customers but had traditionally been focused on trouble shooting technical issues.
 - To drive this new strategic direction, our client wanted to assess the global population of Service Engineers. They wanted to evaluate who had the right skills to move from a traditional technical focus to a more consultative, coaching, facilitative way of working with their customers.
- Ideas:**
- We worked with the client to clarify the requirements of the new continuous improvement roles, creating role profiles and a simple competency framework of the behaviours, attitudes and values that were critical to success.
 - We developed a one-day assessment process to evaluate which Service Engineers had the 'extra layer' of skills and the potential necessary to develop into the new way of working.
 - The assessment process was designed to specifically evaluate their motivation, thinking skills and interactive skills. It included a competency-based interview, relevant psychometrics, a presentation and a detailed case study that captured a typical 'day in the life'.
 - Structured observation and rating tools were developed which, after the assessment process, fed into a facilitated integration session where the assessor team made decisions about the candidates.
 - We trained about 60 of the client's managers worldwide to act as assessors, transferring skills to their business for the longer-term and for other selection and assessment activities.
- Results:**
- Over 80 Service Engineers have been successfully appointed through this assessment process across the world and the process continues to take place when required.
 - On-going measurement of their performance has validated the investment made in a thorough, structured assessment process.
 - Selection and assessment skills have been transferred to the client's organization and applied in other contexts beyond this project.
 - Many of the tools and ideas developed on this project have also been applied to other parts of the business and other projects – including career development tools to help other Service Engineers work out their future direction and career goals within the business.
 - Continuous improvement and cost reduction projects are now taking place globally, delivering significant cost savings and efficiency improvements for customers and fundamentally changing the nature of the client's relationship with their customers.