

Performance Partnership News

Winter 2007-2008

All businesses rely on the expertise of their staff to deliver quality products and services. Developing these talented people is key to the future success of the business in any market.

We have worked successfully with a number of building, civil engineering, infrastructure, professional services, financial services and other organisations to help them improve the effectiveness of their employees.

We have also done a lot of work designing and running assessment centres and 360° feedback for infrastructure, manufacturing, distribution, financial and other service organisations.

We use competency frameworks to support performance management and professional development.

Our frameworks cover technical skills as well as key behaviours.

Although we can achieve rapid implementation, we know how important it is to get buy-in.

Visit our website to see case studies of some real life problems we have helped to resolve

Tetra Employee Surveys



Photo courtesy: Morgan Est

Autumn 2007 saw over 10,000 users for our "Tetra" employee survey software. This web-based toolkit has proved extremely popular for a number of reasons. Firstly, because it is easy to use, and employees are invited to participate by email. Secondly, because it is flexible, questions can be targeted at areas of importance to our client, we are not limited to a small range of questions in our question bank. Thirdly there are response rate reports available instantly, so you can see how well it's going, reminder emails can be sent to encourage a better response. Finally, the reports which analyse and compare the results by any chosen set of different demographics, etc.

Our "toolkit" approach means that all the communication around the project has been thought through, there are over 40 documents set up as templates which can be used to explain the process, introduce the questionnaire, help with completion, encourage feedback, and support the client in holding effective action workshops.

Tetra was used by Morgan Est, a construction company with over 3000 employees, who have been delighted with the amazing detail of the feedback that Tetra can give them. Modern Housing Solutions have also used the process to

good effect, as have the Principality and Derbyshire Building Societies. Different subsidiaries within a business can have their own questionnaire and logos, adding to the personal touch and sense of ownership.

Jill Thorpe, Sue Cartwright and Ray Barnes have worked particularly hard on the executive summaries to ensure each client can fully utilise the information in their strategic plans for the coming year.

Web-based 360° Software

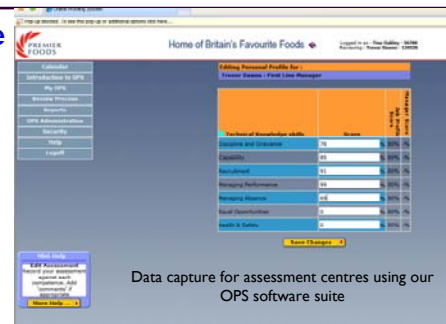
Our web-based 360° software tool was used in autumn by Moseley and District Churches Housing Association for Board Member appraisal. Like all Housing Associations, they have a corporate governance responsibility to assess and develop Board Member skills.

The ease of use of our process, with emails to participants inviting feedback, simple questionnaire and skills profile, with a complete user guide available at every stage, made it easy to collect the data. The comprehensive analysis and reports meant that the feedback could be handled in-depth and sensitively by the person giving the feedback, in this case their Assistant Director for HR, Vanessa Powell.

RHM Bakeries Rising to the Challenge

British Bakeries is a division of RHM, producing well known products such as Hovis bread for distribution to shops and supermarkets throughout the country. We were asked to design and run a series of assessments centres for them to select and develop 700 managers for their manufacturing and distribution business. RHM was recently purchased by Premier Foods so it was doubly important to make sure the assessment centres produced managers suited to the new owner's ambitions for the business.

The design included a bespoke competency



framework, in-tray and group exercise, structured interview and psychometric tests. Our OPS software was used to collect the data on candidates for collective analysis and comparison.



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Talent Development at Atkins

Atkins is a well respected organisation providing international engineering and design consultancy and increasing amounts of infrastructure projects and support services. They now have over 16,000 employees, both in the UK and overseas.

We have been working with them for some time, firstly creating a behavioural competency framework, tied to their group values, then subsequently building knowledge and skills frameworks for their Highways and Transport division. Their aim is to create "Career Routes" for employees to help them to progress their careers within the organisation, improving the retention of highly skilled and qualified staff. Working closely with Sarah Ryan, HR Director for H&T, we have ensured buy-in to the process at every stage, aligning the project very carefully alongside existing development initiatives for project professionals, managers and senior managers across the group.

Although there is a long way still to go before we can say that talent is being developed to its full potential, Sarah and her colleagues on the Board are excited by the possibilities that are now opening up. In a competitive industry like infrastructure support, Atkins aim to lead the way, developing the potential of their staff will assist their growth and market penetration.



Photo courtesy Atkins Global

Latest client in the building and civil engineering sector is Multibuild, a Stockport-based company specialising in hotel and refurbishment work. We have been building a competencies framework for performance management and development.



Multibuild's Head Office in Stockport

Black Country Consortium

<http://www.blackcountryconsortium.co.uk/>



Black Country *See it in colour*

Urban Regeneration

Like everyone in business we occasionally come across worthwhile causes that make us really want to help the community. One that we have been working on recently is with the Black Country Consortium, who lead the project to implement major urban regeneration and economic change in the Black Country over the next 30 years. You may have seen their bid for £50m of lottery funding on the TV in December.

Working on behalf of a number of local authorities, and with funds from regional, national and European sources, they aim to improve the attractiveness of the black country to employers and their potential workforce, to improve the infrastructure and attract new investment. Working with major partners, like Microsoft they hope to improve computer literacy and create a new source of economic growth for the area. We have built behavioural and knowledge frameworks and will be implementing our OPS software in a bid to help them align

individual employee's development and objectives with the overall business plan. Our contribution, though not large, will have a significant impact on the culture and capacity of the team at BCC to tackle the enormous issues they face. We wish Sarah Middleton and her team every success in their business plans.

Breaking News:

We're pleased to announce that we have been chosen to provide Costain with our OPS software for managing their competency framework, knowledge and skills framework and job profiling. Costain has around 2500 staff in a number of locations around the UK. A later phase of the project will include and performance appraisal, etc. Implementation will follow an initial project to design a new competency framework tied to Costain values.

