

## Housing Association – Assessment and Development Centres to Support Organisational Change

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### *Client Objectives*

Our client, a large UK Housing Association, undertook a major organisational change program which maia supported through the provision of program management and change management services. As part of this program, the organisation developed a new operating model and new job roles to support this model. Key business activities were transferred to new positions within the organisation, and our client needed to find a way of fairly and objectively assessing who in the team was best placed to deliver the demands of these new roles.

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### *maia's approach*

maia's change management and recruitment teams worked in close co-operation to design a process for assessment and transfer which would deliver an appropriately skilled team in the new organisation. The services we provided included;

- Assessment of key activities in the 'current state' operating model, and measurement of time taken to perform them.
- Development of job descriptions and role profiles for the 'future state' operating model, in which key activities were either transferred or assimilated into new positions.
- Outlining of the key skills and competencies required to perform 'future state' roles.
- Design of assessment centre individual and group activities which directly and indirectly tested the skills and competencies outlined.
- Design of a consistent scoring system which provided a secure basis for management decisions
- Management of the entire assessment process, including leading each centre, which ensured that all staff viewed the process as objective
- A transparent process from beginning to end, communicated effectively to all stakeholders, which allayed staff fears and gained buy in to the process.

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## ***The Results***

maia successfully assessed over 200 applicants for positions in the new organisation. We were able to reduce our client's staffing requirements by ensuring that all key activities were mapped and measured in the 'current state' and assigned to appropriately skilled personnel in the 'future state'.

Our transparent, objective, and consistent process was communicated to all staff involved in the process. This meant that the decisions the management team made on staffing the new operating model were accepted by unsuccessful applicants and no decisions were contested.

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If you would like to talk to us about how we can help your business, we would love to hear from you. You can contact us on [contactus@maigroup.co.uk](mailto:contactus@maigroup.co.uk), telephone us on 0870 7744220, or visit our website at [www.maiagroup.co.uk](http://www.maiagroup.co.uk)