

## Case Study

---

### **A young, hungry and fast-expanding start-up enterprise operating in the public sector, offering marketing consultancy to healthcare professionals...**

Established in 2005, this not-for-profit consultancy had grown quickly to become a market leader, offering a unique brand of marketing expertise to help the healthcare sector, and an expanding range of other public and third sector agencies, achieve goals and maximise impact.

Located within an NDPB (non-departmental policy-making body) that was in the final stages of a merger that necessitated redundancies, this enterprise was entering a phase of intense expansion in order to meet rapidly growing demand for its services. The two Directors had huge external credibility but very limited management or business planning expertise. The core staff team was very small, and delivery relied heavily on the work of freelance consultants. A recruitment freeze, necessitated by redundancies within the host organisation prevented a short-term increase in headcount.

---

### **The challenge**

The biggest challenge for this business was achieving rapid, sustainable growth in an organisation while still in its start-up phase, and at a time of significant change within the host organisation. Undertaking new recruitment while the host organisation was making redundancies was a particular challenge. In addition, minimising clashes between the private sector ethos of the Directors and the public sector ethos of the hosting organisation was key to success, as was building the skills set of the Directors and core staff to help them balance the needs of the business with external demand for their services.

### **Key business needs**

- Establishment of an Associates Programme allowing rapid and flexible resource expansion.
  - Recruitment of Associates within a tight timescale.
  - Quality assurance of Associates to the satisfaction of the business and its clients.
  - Value for money and compliance with Office of Government Commerce procurement rules.
- 

### **The approach**

Newtonhr Ltd worked with the business to provide support and expertise for recruitment:

- Set-up an internal project team to steer the recruitment of the Associates Programme, providing coaching support for the internal HR lead, who was in a junior role and had little experience of recruitment of this kind, to deliver a project and implementation plan.
  - Design a job descriptions, competency framework, person specifications and template contracts for the Associate roles.
  - Design an evidence based on-line assessment framework for potential Associates to complete.
  - Design personalised assessment process for face-to-face recruitment.
  - Organise and implement nationwide assessment sessions.
  - Design a quality review basis to reassure the business and clients of the credibility and calibre of the Associates.
- 

### **The outcome**

- 80% of individuals assessed were appointed to the Associates Programme
- Positive candidate experience
- Delivered to specification and timetable.
- Associates Programme approved internally and accepted by clients.