

Restructuring using The McQuaig System™



The Challenge

As one of the strongest and most trusted brands in the world, The Salvation Army, is the largest provider of social services in the UK outside the Government. Their particular challenge was to choose the **right** 9 staff from a total of 56 in a departmental restructure.

The restructure called for:

- 49 care staff to 6
- 3 management staff to 1
- 2 admin staff to 1
- 2 drivers to 1

The Process

Using a range of HR tools, they put together a skills selection criteria made up of six different categories

1. Temperament
– using The McQuaig System™
2. Experience
3. Training
4. Commitment
5. Absenteeism
6. Driving Licence - essential due to the needs of the centre

Points were awarded on a 1 – 4 marking depending on how they measured up with the benchmarks with 1 being the lowest.

How The McQuaig System™ helped

Using the System in its simplest form, a McQuaig Job Survey® profile was used to benchmark the role based on

innate behaviours required. Existing staff were then compared and an initial score recorded. The individual scored a point for each behaviour match based on the benchmark. If all 4 behaviours matched, they scored a full 4 points. This gave a base line to work from.

The assessors found that with all 6 categories completed too many staff had the same score. The McQuaig Word Survey® was called into action once again to look at the qualities each individual would bring to the job. For example, the Leadership Style Report for those who would be in management or senior care positions.

The Team Approach Report was used for the care assistant team. From this they were able to see which qualities would complement and which would cause potential disruption. With the move to such a small team, this information was critical.

The McQuaig System™ did highlight a major problem in a staff member. The assessors

had no choice but to select because of the high overall score they had achieved. The individual's profile showed they may have problems working in a team – this reinforced historical concerns.

Nevertheless the staff member was appointed and within days there was an obvious problem. Fortunately, the individual realised that they would not fit with the behavioural requirements of the role and resigned two days later. The McQuaig System™ was again utilised to help in the selection of the new team member. The team is now working effectively and The McQuaig System™ continues to be an integral part of the HR strategy.

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