



- This business and skills development initiative was established in 1998 by City of York Council and the University of York.
- The objective is to create opportunities across York and North Yorkshire in bioscience, creative industries and IT & digital.
- Since 1998 they have created over 80 technology companies and 2,800 jobs. The aim: create 15,000 science and technology jobs in York by 2021.

### What did our client need?

- SCY developed organically, undergoing substantial resourcing changes. They wanted to maximise the current team's skills and capabilities and to strengthen the management base.
- They asked us to formally analyse team capabilities against business plan priorities. The work had to be in accordance with local authority procedures.

### How did we help?

- We created an accountability matrix. Job accountabilities are plotted along one axis, a variety of different roles along the other.
- This highlights areas of overlap and duplication, and areas in which clarity must be developed.
- We also designed a dictionary of competencies.
- The roles fitted a comprehensive Job Family framework to promote flexibility, career pathways and clear behavioural responses.
- Finally we amended the capabilities of the new forward-facing roles.

### What challenges did we face?

- Ensuring appropriate job definition and assessments of job size, given the radical nature of the role design.
- *We used mediation to keep definition and assessment in line with their core approach to job evaluation.*
- Delivering the project objectives in the originally prepared timeframe.
- *Our Head of Practice led the project. His expertise in organisational and role definition ensured success.*

### What benefits did our client gain?

- A valued working relationship with the Project Director and regular reporting to a formal joint-steering group maintained an excellent relationship.
- We conducted some assessment activity to help our client to deploy staff with a clearer understanding of the performance levels required in all roles.
- Job evaluation and salary benchmarking of the newly designed roles provided additional reward advice.
- Ultimately, our client could recognise and build upon their organisation's inherent flexibility.
- And our implementation recommendations enabled them to evidence and address key HR issues.

Nine ways to Organisational Health



For more information on  
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- Reward Strategy
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