



Independent assessment enables team streamlining

ResourceBank worked with NET-A-PORTER to streamline their software delivery team structure. Key competencies and behaviours were identified and a robust assessment system was designed in order to highlight those individuals who would perform the best in a new streamlined organisation.

THE CHALLENGE

As a Group NET-A-PORTER had evolved and grown substantially in the last few years and the addition of new territories, languages, distribution centres and brands has led to significant changes within the business. For NET-A-PORTER to meet their ambitious growth targets, the operations and processes within the business need to become considerably more productive without growing headcount at the pace they have seen in recent years.

The way in which the organisation previously operated meant that the skills and resources required did not form into a cohesive team. These specialist skills included Developers, Testers, Web Operations, Architects, Line Managers, Project Managers, Business Analysts and Product Owners. Therefore every time a specific team requires access to individuals with these skills, there is the opportunity to come into conflict with competing priorities and the associated resource conflicts, which has a detrimental impact on productivity. »

“ Whatever the requirements, ResourceBank work hard to understand how best to deliver the project within the timescale and against budget, whilst managing expectations. Pulling from their vast experience, as well as experienced consultants, you can always be guaranteed to get the result that you wanted at the outset of the project. I would highly recommend partnering with ResourceBank on any type of project, whether change, developmental or recruitment focused. ”

VICE PRESIDENT OF HR NET-A-PORTER GROUP

THE COMPANY

Net-a-Porter Group

NET-A-PORTER

The world's premier online luxury fashion destination

Since launching in 2009, NET-A-PORTER has successfully established itself as a luxury brand, with impeccable packaging and unrivalled customer care and is now the world's premier online fashion retailer.

Key Facts:

DURATION: 4 weeks

SIZE: 27 individuals

SERVICE: Assessment

SKILLS: IT, Project Management

DETAILS: Assessment design, Competency framework mapping, Bespoke exercise design, Assessor training, Project Management, Delivery and Facilitation

RESOURCE: Team of 3

**THE CHALLENGE (continued)**

NET-A-PORTER needed to streamline their software delivery processes in order to simplify decision-making and accountability, further align with the business strategy while increasing the autonomy of the different teams.

IMPLEMENTATION

Having had prior experience of working with ResourceBank, NET-A-PORTER knew that we had the experience to help them to execute the project in the tight deadlines that had been set. Another key factor in choosing an external resource to assist in this project was to ensure fairness and consistency throughout the assessment process. Engaging with ResourceBank ensured all NET-A-PORTER internal decision making could remain impartial and unbiased, to ensure the right people with the right experience got the most suited roles.

A ResourceBank project team, led by an experienced Assessment Project Manager was appointed to work alongside the NET-A-PORTER team. The initial phase of the project was to undertake an analysis of the roles needed in the new business structure. There were six role types and nine core competencies, including leadership and analysis as well as adapting and responding to change. ResourceBank identified the key required behaviours and the associated competencies and the outcome was the creation of a full skills and competency matrix across all roles.

An objective, fair and robust assessment system was then designed and implemented in order to identify and highlight the key behaviours. This was achieved using a range of tools, which included online behavioural and situational judgment assessments through to business scenario role-plays, technical & competency interview and creative thinking assessment.

**OUTCOME**

ResourceBank delivered assessor training to all 16 NET-A-PORTER and ResourceBank assessors, as well as supporting NET-A-PORTER'S Technical Leads in the creation of a bespoke business scenario exercise. ResourceBank also sourced/created all exercises and supporting material for the Assessment days and managed the co-ordination, facilitation and logistics to ensure these ran smoothly and were clearly perceived as being delivered by an external resource. Six half-day assessments were run across three days assessing 27 individuals.

After a series of successful assessment days, ResourceBank provided detailed results together with all supporting material gathered from the assessment process. In terms of timescales, from collective consultation through the project set-up and preparation, as well as the assessment days and confirmation of roles redundancies, the timescale was just eight weeks.

SUMMARY

ResourceBank were able to support NET-A-PORTER from the outset covering Job analysis to role scoping and behavioural/skills criteria definition to designing and executing the assessment activity, followed by the delivery of detailed feedback.