

Case Study: QinetiQ

The Situation

A FTSE 250 company, QinetiQ is known for world class knowledge research and innovation. It provides high end technical expertise to global customers across the aerospace, defence and security markets. Under a new Chief Executive, a significant cultural and structural change had been initiated with the aim of growing into new markets and territories. Central to this was the improvement of the business development and commercial capability within the organisation to complement the enviable technical and IP advantages they have over competitor organisations.

The Solution

As part of the drive to win new contracts and customers, and improve the business development capability QinetiQ initially had a list of 18 new roles spread across the UK and internationally. Having already built a successful working relationship with Odgers Berndtson at the Executive recruitment level, QinetiQ approached us to assist with this middle management recruitment project.

QinetiQ were keen to move away from purely focussing on recruiting from the defence and technology sectors and to look at broader sectors which offered complementary and transferable skill sets.

They were also keen to make these hires quickly but without putting too much pressure on their internal hiring managers.

We sat down with all the key stakeholders and hiring managers to help scope and craft the proposition to make the roles appealing and understandable to a candidate community that may not have considered a career with an organisation such as QinetiQ.

We agreed to provide them with three shortlists over a three month period, assessing the candidates against a pre-agreed competency framework before arranging interviews with QinetiQ. A project plan was created with firm dates for interview agreed at the outset, as well as weekly reporting and catch ups, and monthly face to face meetings.

The candidates we were seeking to attract needed to be high calibre, and in many cases not already identified on our database. They were also the 'marzipan layer' sitting beneath board and executive roles, so we needed to get our attraction strategy right. We used a hybrid approach of:

- Targeted Search
- Database Search
- Sourcing
- Online Advertising

The Outcomes

This was a large scale change programme for QinetiQ and a huge cultural shift for them but we supported them through the process. We provided shortlists for all of the roles we were mandated to fill. A number of these were filled by internal candidates but it was important for QinetiQ to have external candidates to compare them to. We were then also asked to backfill a number of the roles that had become open due to the internal moves.

We worked with QinetiQ to re-scope some of the original briefs offering them market feedback and our own judgement and knowledge of the candidates available for these types of roles.

Following the successful completion of the project we continue to work with QinetiQ on individual searches and have cemented a successful relationship.