

## *Enforcement Agency – Case Study*

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Our client is a small Government Agency responsible for policing a particular piece of enforcement regulation. Having pursued a traditional application form and panel interview process, they had found that a number of recent recruits were not exhibiting the behaviours they had expected and were compromising the reputation of the Agency in the field.

### **Action:**

- To conduct critical incident interviews with a number of key players within the agency to precisely determine the behaviours essential to success in the role.
- To design 4 exercises that would test behaviours that could not be accurately assessed through traditional methods. These recreated some of the key working activities of the role. They included a custom made video to test observation and analysis and a realistic interview with an actor trained to be ill mannered and provocative to assess diplomacy and negotiation.
- The assessment centres were observed by both independent and industry experts using assessment frameworks based around National Occupational Standards (NOS).
- The whole process from start to finish took 23 days over 4 months.

### **Results:**

- In the original recruitment exercise 2 of 12 recruits were deemed to be performing below expectations within 12 months.
- In the assessment centre based exercises over 700 applications were received.
- Candidates selected who subsequently passed the assessment centre were accepted at a ratio of 1 from 2 at interview.
- 12 months after selection, all 9 of those appointed were deemed to be good or excellent by their line management.