

STRATHCLYDE POLICE

Case Study

The Organisation

Strathclyde Police handle around seven million non-emergency calls and four hundred thousands calls to 999 each year. Taking advantage of all that new technology can offer, two state-of-the-art purpose built contact centre sites in Govan and Motherwell will become the initial point of contact delivering the highest level of service to the public.

The Business Requirement

Strathclyde Police wished to make 372 new contact centre civilian appointments. They wished to retain the support of a business partner who could help them manage the high volumes of recruitment activity needed. The requirement was for the design of a robust selection process and provision of support with the sifting, assessment and flow of candidates through the process from an initial high volume level of interest.

Strathclyde Police chose to retain responsibility for the attraction campaign, initial advertising response, issue of applications and initial criteria screening.

The NRG Solution

Attraction campaign

NRG Connect's project manager worked with Strathclyde Police to ensure that the content of the media message and attraction material was consistent with the selection process. This ensured that only suitable candidates applied and that they understood the role and recruitment process from the outset.

Selection process design and delivery

NRG Connect's project design team were required to produce a bespoke selection process which matched Strathclyde Police's competency matrix for Team Leader and Customer Service Representatives. Essentially, the process was required to evidence an individual's key skills, including their aptitude and ability to react calmly, efficiently and effectively, to what could potentially be very difficult and disturbing telephone calls requesting assistance from the public.

A two stage process was implemented: the first stage being a telephone interview including two competency based questions, and for successful candidates, a full assessment centre. NRG Connect's response handlers already have expertise in competency based interviewing by telephone and carried out this part of the initial selection, scoring each interview and recording outcomes on our candidate database.

The assessment centre, carried out by our experienced assessors, included both group and face to face exercises, which objectively cross checked competencies and provided evidence of a person's capabilities as a result of situational behaviours. Additionally, computer based skill

tests were utilised to further evidence listening and attention to detail skills, as well as ability to use a computer confidently.

Performance monitoring

Consistency and quality is maintained by cross checking competencies and skills outcomes, and scores in several exercises monitored and scored by different assessors. Both NRG and Strathclyde Police project management team audited the selection process at each stage for quality and compliance.

The use of call recording supported the telephone interviews, which were scored by two interviewers. Call recording allowed for quality checking by a supervisor or Strathclyde Police audit team.

Outputs

All telephone interview and assessment outcomes, together with data collected from candidates regarding flexibility and working patterns, were recorded on our Profile database to produce detailed staged management information. Final selection merit lists were produced following the outcome of a Strathclyde Police panel interview and an assessment of suitability by fit to the working environment and working patterns.

All written communication with the candidates was issued by NRG Connect response handling centre, with Strathclyde Police carrying out verbal and formal offers of appointment.

The Business Benefit

Working in partnership, the full requirements were able to be delivered over three phases of recruitment as dictated by the changing timescales of both centres go live dates, whilst remaining within the initial two phase budget.

Essentially, Strathclyde Police Human Resource and Project Management Team were able to utilise the expertise and resources of NRG Connect whilst retaining overall control of the recruitment process. This allowed them time to concentrate on the preparation for training staff ready for the phased go live dates.

"We are pleased with the service level and calibre of candidates through to our final interview stage which have resulted in successful appointments. These appointments match our skill requirement and flexibility to fit the 24 hour working patterns."

Evelyn Murdoch, Strathclyde Police, Project Co-ordinator.