

How the National Police Improvement Agency (NPIA) resolved their assessment needs.

Keywords: Assessment centres, role analysis, competencies, feedback reports

→ The challenge

The Procurement department within NPIA was heavily staffed with contractors, which had huge financial implications for the organisation. Having been created only 18 months prior, the organisation was now looking to develop permanent staff to add a degree of stability to the organisation.

→ The solution

We were tasked with supporting them in this recruitment process and even more importantly with designing an assessment that would allow them to identify the best people for the roles available.

There were 6 roles at 3 different levels to consider. This added an element of complexity to the whole project.

We tackled the project by carrying out a thorough analysis of the roles.

For the initial part of the analysis we worked with senior managers to identify the competencies that were required for the roles at the different levels. We then reviewed existing job descriptions and interviewed senior HR managers and line managers.

This analysis helped us identify the key requirements across the different levels and roles. It also allowed us to understand what success would look like and what the decision making criteria should be.

Having received the go-ahead to the presentation of our findings, we started working on the design of the assessment centre itself. Two different assessment processes were designed.

To assess the associate level candidates, we developed a competency based structured interview.

A more complex assessment was designed for the managerial roles. This assessment included:

- an interactive exercise to assess the strengths and weaknesses of each candidate against a set list of effective behaviours identified as critical for the role.
- a competency based interview

The assessments were delivered by Mendas psychologists in collaboration with NPIA Procurement managers. To achieve the best value for money, both Mendas' purpose built venue and NPIA offices were used.

At the wash-up session, we presented the results together with the decision making criteria and we provided support on the decision making process.

Feedback was also delivered in the form of written reports to both the successful and unsuccessful candidates.

→ The achievements

We assessed 44 candidates over 6 events.

NPIA has a strong and tailored assessment process and materials that can be used for future recruitment needs.



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