

# A HIGHLY CONSIDERED APPROACH TO A HIGH-PROFILE APPOINTMENT

When the Scottish Police Authority were looking for their next Chief Constable, public scrutiny had never been higher. They needed to get the appointment right. So we developed a candidate experience that fused the organisation's needs with our own metrics, to create a comprehensive picture of potential hires' abilities, personality and likely performance in the role.

## SOLUTION HIGHLIGHTS

- SCIENTIFIC PROFILING
- VARIETY OF INTERVIEW TECHNIQUES
- PUBLIC SCRUTINY
- CREATIVE DELIVERY

## SCOPE AND SCALE

The Scottish Police Authority were faced with the very sensitive and high-profile challenge of finding the next Chief Constable for Police Scotland. The successful hire needed to be an exceptional leader, and be the visionary force behind Police Scotland's work to meet the bold aims set out in its 2026 strategy.

## SITUATION

Due to high levels of public scrutiny and the extensive programme of change – along with the perceived shortcomings of predecessors – it was paramount that the 'right' individual was appointed to this extremely important role. Credibility and momentum needed to be restored. Which meant using every tool available to develop and deliver a robust, pragmatic and self-reflective candidate experience.

## SOLUTION

### ASSESSING SUITABILITY

The two-stage process assessed candidates' alignment with the College of Policing Competency and Values Framework, and our own Whole Person Assessment Approach – which looks at whether they share an organisations' purpose, can master a position, and will develop within the role.

### COMPREHENSIVE TESTING

Stage One included psychometric (Hogan suite) and the Watson Glaser Critical reasoning tests that led to a four-hour profiling interview. We then briefed a panel of assessors on the results.

Stage Two was an assessment centre, which revolved around two key exercises: an immersive media briefing with a professional journalist and an external public services meeting with up to 12 senior stakeholders. Our highly experienced assessors then reported on each candidate's performance, and pinpointed areas to probe in a final stage interview.

## **RESULTS**

### **GOING BEYOND THE HIRE**

Our approach helped the Scottish Police Authority to appoint their new Chief Constable with confidence. Just as importantly, the successful hire received one-to-one coaching informed by the results of their performance during the process.

### **LEAVING A POSITIVE IMPRESSION**

Both unsuccessful final-stage candidates received detailed feedback in a bespoke written report and 90-minute call. All the candidates commented that the process gave them ample opportunity to demonstrate their suitability for the role.

