

# Case study

## BRIEF

Abellio was awarded the franchise to operate Scotland's national railway from 2015, with a total value of over £7 billion over ten years. Badenoch & Clark was appointed to recruit multiple key leadership roles for the franchise and advise on multiple positions re-locating to Scotland for the Abellio UK Group, which included supporting the establishment of a UK-wide Shared Service Centre based in Glasgow.

## METHOD

**Design** - We were able to gain a detailed understanding of the organisation prior to the contract award by studying the sector and learning more around the businesses plans, ambitions and values. We selected an Executive Search delivery team led by a consultant with HR leadership experience in the transport sector and spent time helping Abellio understand the Scottish recruitment market place.

**Search** - It was necessary for us to ensure that the senior candidates we sourced for Abellio were not only skilled and experienced but also had a close fit with this values based business. We took time with candidates to position Abellio as an employer of choice since their brand exposure in Scotland was limited.

It was crucial that these positions were successfully filled since failure to do so, and within the timescales, would have resulted in significant financial penalties from the Scottish Government.

**Evaluate** - All candidates were thoroughly briefed on the role and the organisation, initially through professionally designed recruitment information packs designed specifically for each role and then subsequently through discussions with our consultants. During initial conversations, candidates were screened against key skills and competencies, and to ensure the fit with the values, candidates were also asked to complete information highlighting these values and providing supporting evidence.

**Selection & Support** - During an in-depth short-listing meeting with the client, B&C presented between 8 and 12 candidates for each leadership role. Each of these candidates were evaluated by a combination of a competency framework, face-to-face interview and a three-minute video presentation prepared through our on-line video tool and viewed during the short-listing meeting. Badenoch & Clark also invited external panel experts to join Abellio for the final stages of selection.

## COMMENTS

“Badenoch & Clark in Glasgow has done a great job in helping Abellio deliver their commitment to setting up a Scottish based HQ & Shared Services Centre following the award of the ScotRail franchise to Abellio. Rail franchise mobilisations have a very short duration from award to mobilisation and it is a credit to the team at B&C that they could step in and provide solutions. Their professionalism and commitment to sourcing the right quality candidates for a large number of roles, senior to junior, has been of a high standard. Dealings with the team has always been friendly, pro-active and left me with a good feeling, which is always what a client requires.”

Head of Abellio  
Shared Services

## - RESULT -

Badenoch & Clark has successfully placed all mandated leadership roles and have made over 30 permanent appointments, many at the Abellio Group leadership level.