

Dyfed-Powys Police

The Recruitment and Selection of Police Staff

This Policy is currently under Review

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Recruitment & Selection Policy

Introduction

This policy should ensure that the workforce should comprise of employees with the skills, experience and attributes to achieve the objectives of the Force as defined in the Policing Plan, Efficiency Plan and Best Value Performance Plan. Dyfed-Powys Police's Recruitment & Selection Policy and Code of Practice aims to ensure that appointments to posts at all levels within the Force are made in accordance with principles of equal opportunity and personnel practice.

To achieve this:

- Appointments shall be made on merit by comparing candidates fairly against predetermined attainments and behavioural competencies which will detail the criteria necessary to fulfil the requirement of a particular post as determined by a role profile, thereby selecting the best person for the job.
- Appointments shall be in accordance with the Force's obligations as an employer under the relevant employment legislation.
- The recruitment and selection process shall be documented accurately at all stages. Records shall be kept for a period of 18 months following the selection process to allow for any complaints to be handled, and then destroyed.
- The Force shall take steps to ensure that all persons who are required to participate in the recruitment and selection process are adequately and appropriately trained to fulfil their responsibilities.
- Promotion will always be on the basis of competition and will be based on the necessary competence/or potential to fulfil the requirements of the job. Seniority will

not be a factor in assessing suitability for promotion.

- The role of Human Resources is not simply to ensure compliance with the approved recruitment process, legislation etc but to take a full and active part in recruitment decisions to ensure the selection of the most suitable candidate for a particular post.

- Recruitment and selection practices will be regularly monitored and audited to ensure that best practice is maintained and that equality of opportunity is promoted. The Head of Human Resources will be responsible for the management and effective implementation of this policy.

- A combination of internal and external advertising of vacancies will be used to ensure that career development opportunities are available for existing staff as well as providing scope for new staff to join the force.

Recruitment and Selection

Code of Practice

1.	<u>Aims</u>
	1.1 To provide procedures and guidelines for the recruitment and selection of police staff.
	1.2 To provide a framework for best practice in recruitment and selection setting a minimum standard of performance.
	1.3 To provide a basis for training.
2.	<u>Pre Recruitment Considerations</u>
	2.1 Whenever a job vacancy arises, the Head of Department or Divisional Commander, together with the Human Resources Manager must give careful consideration to a number of issues before making a decision to advertise a post:
	- Is there a definite need for the post?
	- Does the vacancy create an opportunity to review the job content or reallocate accountabilities? If yes, Human Resources must be consulted as it may have implications for staff grading.

		- Is the post consistent with the Departmental Business Plan and Corporate Strategy?
		- Advice should be taken on grade using the Job Evaluation System.
		- Is there sufficient funding for the post?
		- Is external funding available?
		- Should the post be filled on a permanent or temporary basis?
		- If temporary, how long? (Temporary staff with 12 months or more continuous service gain many rights of permanent staff).
		- Would the post be suitable for a job share/part time working?
		- Is shift/weekend working necessary?
		- Is an office available for this person and what equipment do they need?
	2.2	If the post is temporary the Temporary Appointment Policy may apply.
3.	<u>Planning</u>	
	3.1	Divisional Commanders or Heads of Department wishing to recruit to a vacant post or considering establishing a new post must complete a "Vacancy Request Form" in consultation with the Human Resources Manager. The recruitment process cannot commence until this form is completed and the role profile is agreed.
	3.2	Those who will be involved should determine a realistic timetable for key events in the process, i.e.
		<ul style="list-style-type: none"> • Advertising
		<ul style="list-style-type: none"> • Closing date for applications
		<ul style="list-style-type: none"> • Shortlisting (dates and the names of those involved in the shortlisting will be agreed)
		<ul style="list-style-type: none"> • Selection tests
		<ul style="list-style-type: none"> • Interviewing (dates and the names of those involved in the interviewing will be agreed)

		<ul style="list-style-type: none"> • Offer of employment
	3.3	Every post must have a role profile which defines the purpose, principal accountabilities and scope of the job, based on an analysis of the requirements of the job.
	3.4	The role profile must be clear, concise and presented in the prescribed format, which is in line with the Integrated Competency Framework.
	3.5	Every role profile must include a list of necessary attainments based on an analysis of the job requirement, as detailed in the role profile.
	3.6	The role profile must describe the behavioural competencies necessary to carry out the job effectively in accordance with the Integrated Competency Framework.
	3.7	All decisions and systems used throughout the recruitment and selection process (i.e. shortlisting) will be based on the attainments and behavioural competency areas of the role profile. It is therefore essential that it must be clear, concise, presented in the prescribed format and free from any reference which may be interpreted as discriminatory.
	3.8	Shortlisting criteria must be justifiable and measurable. The role profile should indicate how each criterion can be assessed during the selection process.
	3.9	New posts or existing posts where the job analysis or pre recruitment considerations have highlighted significant changes must be evaluated to determine the appropriate grade for the post.
	3.10	Draft role profiles must be completed by departments/ divisions in consultation with the Human Resources Manager.
	3.11	Selection tests to assess the criteria prescribed by the role profile must be determined in advance of advertisement of the post.
	3.12	Should there not be agreement the decision of the Head of Human Resources will be final.
4.	<u>Scope</u>	
	4.1	The provisions of the Code of Practice will apply to all Police Staff recruitment, apart from:
		<ul style="list-style-type: none"> • Organisational restructuring: Staff will be transferred and appointed wherever possible to posts of equivalent grade in accordance with the

		Force's Redeployment Procedure.
		<ul style="list-style-type: none"> Existing employees at risk of redundancy, employees with a recognised disability or employees who would otherwise have to retire due to ill-health may be granted priority.
		Consultation will take place with UNISON where any of the above in 4.1 is likely to occur.
	4.2	The Head of Human Resources will consult with the appropriate Chief Officer whose decision will be final.
5.	<u>Temporary Higher Responsibilities</u>	
	Temporary higher responsibilities may be appropriate. These should be considered with reference to the relevant guidance relating to temporary appointments and temporary higher responsibilities.	
6.	<u>New Posts</u>	
	All new posts must be agreed by the Resource Advisory Group or Head of Human Resources and Director of Finance and Administration. The relevant considerations detailed at point 2.1 above will be applied by that Group.	
7.	<u>Advertising</u>	
	7.1	When the vacancy request form is submitted to the Head of Human Resources, discussion will take place as to whether the advertisement will be for internal candidates only or whether it will be advertised internally and externally simultaneously. Considerations will include the availability of a sufficient number of trained, experienced, high quality internal candidates to ensure the best possible selection; timescales; career development opportunities and best value in relation to advertising costs.
	7.2	Advertisements will only be placed when the vacancy request form is completed and the role profile is completed.
	7.3	Recruitment advertisements will be consistent with:
		<ul style="list-style-type: none"> The role profile for the job;
		<ul style="list-style-type: none"> The Force's Equal Opportunities Policy;
		<ul style="list-style-type: none"> The prevailing relevant legislation;

		<ul style="list-style-type: none"> • Be bilingual in all publications in accordance with the Welsh Language Scheme.
	7.4	Advertisements will provide sufficient information to enable prospective applicants to decide whether or not to seek further details and will clearly and concisely indicate:
		<ul style="list-style-type: none"> • Post title;
		<ul style="list-style-type: none"> • Salary range;
		<ul style="list-style-type: none"> • Work location;
		<ul style="list-style-type: none"> • Brief description of the job;
		<ul style="list-style-type: none"> • Brief details of the essential elements on the role profile;
		<ul style="list-style-type: none"> • Where and how to obtain an application form and further information;
		<ul style="list-style-type: none"> • Closing date for applications.
	7.5	Careful consideration should be given to selecting appropriate preferred media including internet, professional publications and targeted recruitment if appropriate to achieve the most cost effective way of reaching the widest possible target group based on advert response analyses. This should include consideration to target under represented groups.
	7.6	If targeted recruitment e.g. via Agencies or Consultancies is to be used this process will be co-ordinated and managed by Human Resources Managers.
	7.7	The Human Resources Manager will advise on selection of appropriate media, copy content and recruitment campaigns. The Human Resources Department may request departments to pay for advertisements where a number of expensive publications are requested.
8.	<u>Application Request</u>	
	8.1	Applicants must submit an application for a post using the Force's standard application form which is available in hard copy, via the intranet and internet.
	8.2	Enquirers will be provided with the following information pack as a

		minimum standard:
		<ul style="list-style-type: none"> • Covering letter (explaining that information will be collected for the purposes of recruitment and selection);
		<ul style="list-style-type: none"> • Application form and Equal Opportunities Monitoring form;
		<ul style="list-style-type: none"> • Role profile - including method of assessment;
		<ul style="list-style-type: none"> • Outline of relevant conditions of service;
		<ul style="list-style-type: none"> • Any vetting requirements under the Vetting Policy and/or checks on convictions via internal police systems;
9.	<u>Shortlisting</u>	
	9.1	No applications will be accepted after 4:00 pm on the closing date unless the reason is to do with postal delays, or by prior agreement in exceptional circumstances, i.e. with the agreement of the Human Resources Manager only.
	9.2	Receipt of applications will be acknowledged where specifically requested by the candidate.
	9.3	The recommended shortlist of applicants for interview shall be drawn up by the Human Resources Manager on the basis of the requirements of the role profile. Applicants who do not meet all the essential criteria will not be shortlisted. 'Desirable' criteria may be used to decide between candidates who meet all essential criteria. The final shortlist will be agreed jointly by the Head of Department/Divisional Commander and the Human Resources Manager. Where agreement cannot be reached, the Head of Human Resources will make the final decision on posts grade Scale A-G or advise the relevant Chief Officer who will make the final decision on posts graded H and above.
	9.4	Every attempt will be made to ensure that shortlists are kept short, i.e. no more than six applicants for one post. If this cannot be achieved an initial interview or assessment process may be used to achieve the desired number.
	9.5	Selection for inclusion on a shortlist shall be consistent with the Force's Equal Opportunities Policy.
	9.6	The shortlisting process will normally be completed within 5 working days of the closing date. This will be dependant upon the number of application forms received.

	9.7	When the shortlist has been drawn up all applicants will be informed of the progress of their application, i.e. invited to interview or informed that they have been unsuccessful within 5 working days.
	9.8	Shortlisted candidates should be given as much notice as possible of the interview date and not less than 5 working days' notice unless agreed otherwise (i.e. small number of internal candidates).
10.	<u>Verification and Vetting</u>	
	10.1	PNC and other security checks and references will only be requested where an offer of employment is being considered.
	10.2	The successful candidates will be asked to produce evidence, as prescribed by the Asylum and Immigration Act, relating to their right to work in the UK.
	10.3	Candidates will be asked to produce evidence, including certificates, of qualifications claimed on application forms.
	10.4	Offers of employment are made conditional on the satisfactory completion of medical checks.
	10.5	No employee can pass probation until all references have been received and necessary security/vetting and medical checks completed.
	10.6	Where any of the above produces a discrepancy with information produced by the candidate, they should be given the opportunity to make representations.
11.	<u>Selection Process</u>	
	11.1	The selection process and selection methods used will vary according to the vacancy to be filled. Any selection methods used in addition to a formal interview will be consistent with the method of assessment indicated on the role profile.
	11.2	Selection methods must be appropriate for the vacancy to be filled and be based on the requirements of the job. The Human Resources Manager will provide advice and guidance on appropriate methods which could include:
		<ul style="list-style-type: none"> • aptitude tests;
		<ul style="list-style-type: none"> • presentation on job related subject;
		<ul style="list-style-type: none"> • in-tray exercise;

		<ul style="list-style-type: none"> • simulation exercise;
		<ul style="list-style-type: none"> • Keyboard/typing test.
	11.3	All interview panels must have a trained interviewer as part of the panel.
	11.4	Any tests used as part of the process must be administered by a competent and qualified person. Feedback on tests will be made available to candidates.
	11.5	Interview questions must be agreed in advance by the interviewing panel. No substantive questions will be asked at interview which are not relevant to the requirements of the role profile.
	11.6	In making the selection decision, appointments panel members must consider the extent to which each candidate matches the requirement of the role profile, using the evidence gathered. Candidates will be matched against the role profile not each other.
	11.7	Comprehensive, clear and evidence based records will be made of each candidate's performance throughout the selection process.
	11.8	Each member of the appointments panel will record his/her scores and comments individually, for each candidate, using a predetermined scoring and weighting system for selection tests (if applicable) and the formal interview.
	11.9	Individual judgement will be discussed and compared openly with those of other appointments panel members to reach a consensus on the final decision.
	11.10	All participants in the selection process should be aware that interviewees have a right to request access to their interview notes within 6 months of their interview.
	11.11	The successful candidate will be informed as soon as possible. If a decision is likely to be delayed, candidates must be advised accordingly.
	11.12	The formal letter of offer will be sent to the successful candidate within 2 working days of the verbal offer.
		Successful candidates should produce
		<ul style="list-style-type: none"> • Qualification certificates;
		<ul style="list-style-type: none"> • Any other document relevant to the job (e.g. driving licence);

		<ul style="list-style-type: none"> • Completed medical form.
		<ul style="list-style-type: none"> • Documentation under the Asylum & Immigration Act (if appropriate)
	11.13	Unsuccessful candidates will be advised of the outcome of the selection process as soon as possible and within 5 working days of the interview.
12.	<u>Previous Convictions</u>	
	12.1	Applicants for police staff posts are, by virtue of the Rehabilitation of Offenders Act, 1974 (Exceptions Order, 1975) not entitled to withhold information about previous convictions on the grounds that it is for other purposes spent under that Act. Where a conviction is declared, this will be related to the post in question.
	12.2	Each case will be treated on its merits. The items below will be taken into consideration:
		<ul style="list-style-type: none"> • The duties of the post, i.e. contact with vulnerable groups/responsibility for finance/the public;
		<ul style="list-style-type: none"> • Whether all of an individual's convictions have been declared;
		<ul style="list-style-type: none"> • The seriousness of the offence;
		<ul style="list-style-type: none"> • The length of time since the offence occurred;
		<ul style="list-style-type: none"> • Any mitigating circumstances surrounding the offence;
		<ul style="list-style-type: none"> • Whether the offence was a one off;
		<ul style="list-style-type: none"> • The age of the applicant at the time;
		<ul style="list-style-type: none"> • Whether the offence is still a criminal offence;
		<ul style="list-style-type: none"> • The degree of remorse expressed by the applicant.
13.	<u>Record Keeping</u>	
	13.1	A comprehensive recruitment file for each vacancy will be kept which will clearly document the progress of the recruitment and selection process and contain details of all selection decisions which should be recorded as soon as they are made.
	13.2	The recruitment file will contain the following document action as a

		minimum:
		<ul style="list-style-type: none"> • Vacancy request form;
		<ul style="list-style-type: none"> • Role profile;
		<ul style="list-style-type: none"> • Recruitment advertisement;
		<ul style="list-style-type: none"> • Details of recruitment information pack;
		<ul style="list-style-type: none"> • Application forms;
		<ul style="list-style-type: none"> • Shortlisting forms;
		<ul style="list-style-type: none"> • Selection tests and results;
		<ul style="list-style-type: none"> • Interview questions;
		<ul style="list-style-type: none"> • Interview monitoring forms.
	13.3	All records will be kept by the Human Resources Manager for a period of 18 months following the selection decision and then destroyed.
	13.4	The application form of the successful candidate will form the basis of the individual's personal file. Information about criminal convictions will not be held or kept on the personal file once the decision to recruit is made, unless in exceptional circumstances where it is clearly relevant to the ongoing employment relationship.
14.	<u>Probation</u>	
	14.1	New employees joining the Force other than directly from another Force will be required to serve a 6 month probationary period during which time they will be assessed to determine their suitability for the job.
	14.2	The new employee's performance will be carefully monitored during the probationary period by the line manager with a formal assessment after 6 months by the Divisional Commander/Head of Department. The Human Resources Manager will ensure that relevant probationary forms are completed within the timescale set.
	14.3	Upon satisfactory completion of the probationary period the employee will be notified in writing that they will be transferred to the permanent staff.

	14.4	Any problems with the employee's performance identified during the probationary period should be addressed at that time by the line manager in consultation with Head of Department/Divisional Commander and the Human Resources Manager. This may take the form of line manager support, training etc.
	14.5	If, despite additional support over a defined period, the employee fails to satisfactorily complete his/her probationary period, their employment will be terminated.
15.	<u>Induction</u>	
	15.1	All new staff will be provided with an induction briefing within their first week of appointment by Human Resources Department staff and their line manager. A standard checklist is available for this purpose and will be given to the relevant department 5 days prior to the commencement date of individual.
	15.2	All new staff will attend a more detailed induction course within 10 weeks of joining the force.
16.	<u>Equal Opportunities Monitoring</u>	
	16.1	Figures will be produced on a quarterly basis showing the numbers of applicants who are male/ female/from a visible minority ethnic background/religion/sexual orientation/disabled candidates applying for Police staff posts (by grade) and their success rates. These figures will be presented to the Equality of Service Delivery Group, Welsh Language Working Group and Police Authority as required.
	16.2	Figures will be produced on a quarterly basis showing the number of posts designated as requiring Welsh speaking skills as either essential or desirable. These figures will be presented to the Equality of Service Delivery Group, Welsh Language Working Group and externally to the Welsh Language Board as required.