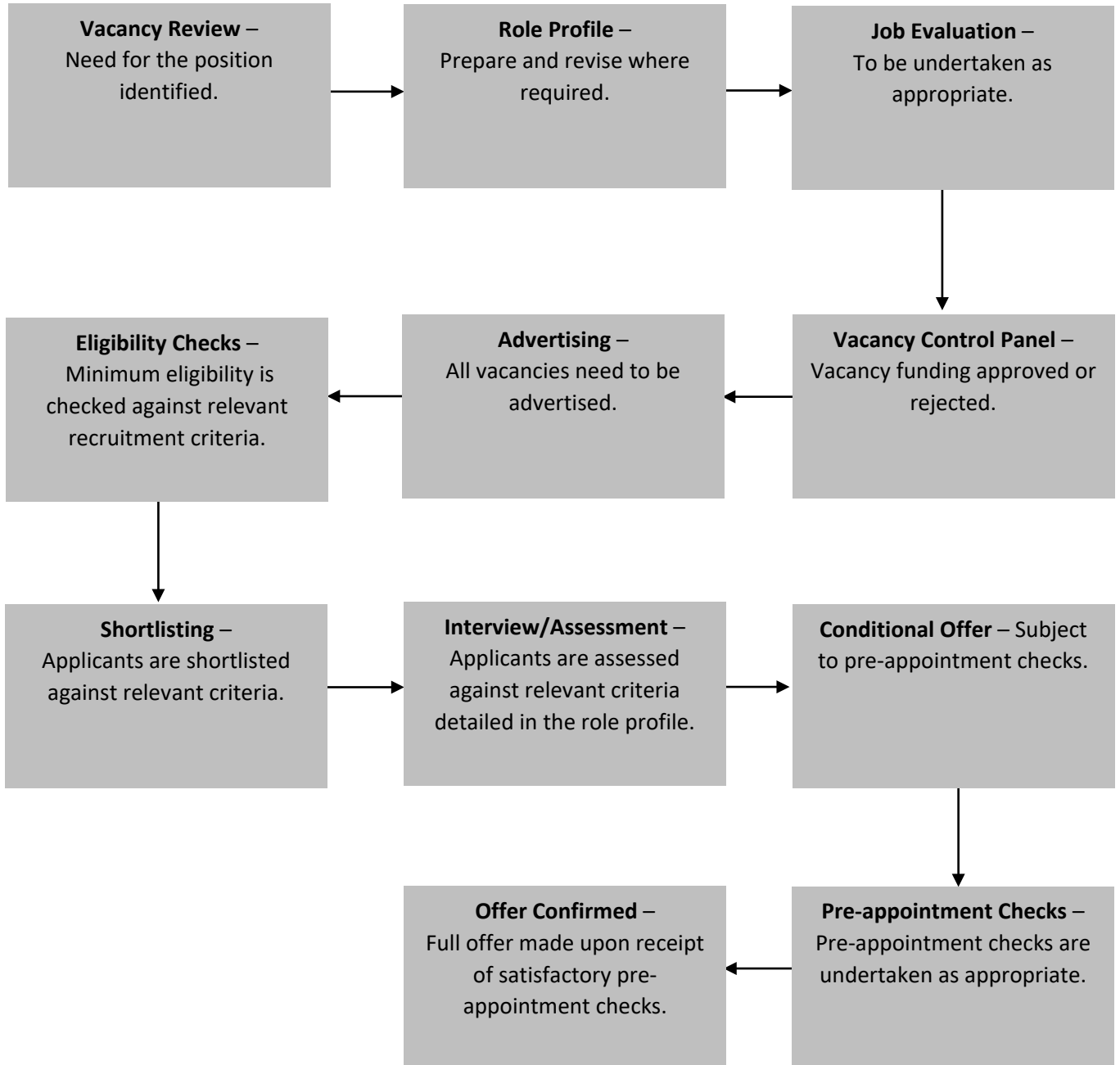


Recruitment and Selection

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Flowchart - Recruitment and Selection Process



Policy Statement

Summary

West Yorkshire Police (WYP) is committed to providing a high-quality service to the public of West Yorkshire and recognises that a robust and efficient recruitment process can significantly contribute to the delivery of these services.

This policy sets out the framework within which managers must operate when undertaking recruitment and selection to ensure we have the right people, with the right skills and capabilities, in the right place, at the right time to deliver our vision to 'Keep Communities in West Yorkshire Safer and Feeling Safer'.

The purpose of this policy is to:

- Provide clear guidance to all managers involved in the recruitment and selection process within the Force;
- Outline the timescales for the recruitment and selection process to enable managers to plan recruitment effectively;
- Ensure managers are aware of relevant legislation that must be taken into account when carrying out recruitment and selection processes;
- Ensure that a clear framework is laid out to enable a uniform recruitment process across the Force whilst at the same time recognising that some posts will require a more intensive assessment process; and
- Ensure responsibilities in relation to recruitment and selection are clearly defined.

This policy covers the recruitment and selection of

- Police officers;
- Special constables;
- Police staff (including police community support officers (PCSOs) and detention officers);
- Agency workers and consultants; and
- Volunteers.

This policy also covers:

- Transfer requests; and
 - Secondments.
-

Scope

This policy applies to all police officers, police staff and special constables in West Yorkshire Police and external applicants.

Principles

Introduction

- This policy aims to support the delivery of the Force's People Ambition through an open, fair and effective recruitment and selection process.
 - Effective recruitment and selection is critical to the successful functioning of the Force. Through the recruitment and selection process the Force must identify individuals with the appropriate skills, experience, qualifications and values to enable an effective policing service to be delivered.
 - The Force recognises the benefits of having a diverse workforce and actively seeks to be representative of the communities it serves. The Force welcomes applications from all sections of the community. Where there is evidence of under-representation of minority groups the Force may undertake positive action initiatives to address any perceived barriers to joining the Force.
 - The Force is accredited as a 'disability confident' employer (formerly known as 'two ticks') which means we guarantee to offer an invitation to assessment/interview to all applicants with a disability who meet the minimum criteria for a specific job vacancy and to consider them on their ability.
 - Reasonable adjustments for successful applicants with a disability will be considered both during the recruitment and selection process and for any appointment made.
 - The Force recognises it has a responsibility to provide, as far as is reasonably possible, redeployment opportunities for those employees who are being displaced from their current role.
 - By offering development opportunities through secondments and supporting internal transfer requests motivation and retention is increased.
-

General

- The principles and guidance set out in this Recruitment and Selection policy must be adhered to when carrying out any recruitment and selection process.
- The policy embraces the principles and duties placed upon employers in the Equality Act 2010 and will ensure that all recruitment and selection process are carried out in line with this.
- The Force is committed to fostering a diverse and inclusive workforce and encouraging equality, diversity and inclusion among its workforce. It positively encourages applications from suitably qualified candidates regardless of sex, age, disability, sexual orientation, gender reassignment, marital status or civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief.

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- The Force may implement positive action initiatives where it considers there is evidence of under-representation of minority groups in specific areas of the organisation.
- All vacancies must have an approved role profile which has been appropriately graded.
- No vacancy will be advertised without the required Vacancy Control Panel (VCP) or budgetary approval.
- The Force's redeployment register must be reviewed before any roles are advertised and/or recruited to including holding pools. If an eligible redeployment candidate applies for a position and meets the essential criteria they should be offered a priority interview (ahead of all other candidates). The Resourcing Team is responsible for notifying the recruiting manager of any priority applicants so the correct protocols can be observed when interviewing applicants for job vacancies.
- All vacancies must be advertised and managed through the Resourcing Team, including Expressions of Interest and Secondments.
- All applicants must complete the required application form unless prior agreement has been sought for CVs to be accepted.
- All vacancies must be open to job share unless exception has been approved by the Head/Assistant Head of Employee Relations.
- Police officers in probation, or temporary promoted and not yet confirmed in rank, are not eligible to apply for positions that are restricted to substantive officers who have completed probation/confirmed in rank. Should a recruiting manager be unable to fill a vacancy on this basis following advertisement, they do have the option to consider opening the opportunity to a wider pool and re-advertising. This is subject to ongoing review. Please contact Resourcing for the current position.
- Internal staff who are employed in a position that has a minimum tenure will be restricted from applying for other opportunities across The Force until the tenure has been served (e.g. Contact Officers).
- Police officers are not eligible to apply for vacancies that are restricted to Police staff only, unless the police officer is due to retire within three months of the closing date of the vacancy.
- Police officers and police staff wishing to apply for an external secondment opportunity need to obtain approval from the Chief Officer Team. For internal secondments support from the District Commander or Department Head is required, unless the Police Officer rank is Chief Inspector or above in which case Chief Officer Team approval is required.
- Volunteers who have been actively engaged with the Force for a minimum of 2 years will be considered as internal applicants for the purpose of recruitment and selection processes (this will be checked with the volunteer co-ordinators).
- Agency workers will have access to and be able to apply for West Yorkshire Police vacancies, including those advertised internally only.

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- Applicants must be shortlisted and assessed against criteria detailed in the role profile and in the Competencies and Values Framework (CVF). The shortlister and at least one member of the interview panel must have completed the Force's Recruitment and Selection training or be CIPD qualified to level 7 (or equivalent).
 - Any applicant who has applied under the 'disability confident' scheme (formerly known as the 'two ticks' scheme) for a specific job vacancy must be invited to interview/assessment if they meet the essential criteria.
 - No applicant must commence in their new role until all pre-appointment checks have been completed to a satisfactory standard.
 - In exceptional circumstances the Force may be able to support the commencement of an individual in post who has appointment checks outstanding (excluding vetting). This will depend upon the role, the check(s) outstanding and an appropriate risk assessment being carried out to the satisfaction of the People Senior Leadership Team and/or Chief Officer Team, as appropriate. In such circumstances the ongoing appointment will remain conditional until the remaining checks are completed to a satisfactory standard.
 - Police officers can request to move to another location providing they have completed their probation period and meet any required criteria (e.g. attendance standard/PDR).
 - Police staff members can request to move to another location providing they meet any required criteria (e.g. attendance standard/PDR).
 - For police officers the move would be to another district or core policing area, such as Contact, and for police staff it would be to another location within the Force which offers exactly the same role. Any increase in hours would require an application for a job vacancy. A reduction in hours will be considered by Resourcing and the Resourcing Manager on a case-by-case basis.
-

Responsibilities

Resourcing Team

The Resourcing Team within this policy is responsible for:

- Providing support and guidance to recruiting managers, and driving the process ensuring that all relevant documentation is completed;
- Managing and administering the recruitment process for:
 - Police Officers;
 - Special Constables;
 - Police Community Support Officers (PCSOs);
 - Detention Officers;
 - Contact Officers;
 - All police staff; and
 - Agency workers / Consultants; and

- Delivering an appropriate professional and transactional service to recruiting managers within the agreed service levels.
-

**Recruiting
Managers**

Recruiting Managers are responsible for:

- Ensuring this policy is communicated and implemented within the areas of responsibility;
 - Ensuring the procedures specified within the policy are adhered to;
 - Ensuring financial approval is obtained;
 - Providing the resourcing team with the required vacancy paperwork, i.e. completion of the online vacancy requisition, including advert content, up-to-date role profile;
 - Ensuring applicants are selected using fair processes (i.e. shortlisting/assessing/interviewing etc); and
 - Ensuring the rationale for selection decisions is recorded.
-

**Workforce
Planning**

The Strategic Workforce Planning team, as directed by the Chief Officer Team and/or relevant departments, are responsible for:

- Defining the resourcing requirements for:
 - Student Police Officers;
 - PCSOs;
 - Special Constables;
 - Contact Officers; and
 - Detention Officers.
-

Applicants

All internal and external applicants are responsible for:

- Complying with this policy as it applies to them;
 - Complying with the correct application procedure;
 - Meeting all essential criteria for the role; and
 - Successfully passing all pre-appointment checks, as applicable.
-

Recruitment and Selection Process

Process

- The recruitment and selection process within the Force consists of the following steps:
 1. Vacancy review;
 2. Role profile;
 3. Job evaluation;
 4. Vacancy control and financial authorisation;

5. Advertising;
 6. Shortlisting;
 7. Selection process;
 8. Conditional offer;
 9. Pre-appointment checks; and
 10. Full offer and principal statement/terms and conditions.
-

Timescales

- The recruitment process for vacancies where one successful candidate is sought usually takes approximately 10 - 12 weeks from advertisement to appointment being confirmed.
 - The recruitment process for vacancies where a significant number of positions need filling, for example student police officers and contact officer recruitment, could take as long as 6 - 9 months depending upon the numbers required, the recruitment plan and the course scheduling.
-

Recruitment and Selection Procedure

Introduction

- The following procedure has been developed to assist recruiting managers in complying with the principles outlined in the Recruitment and Selection Policy, and to enable them through relevant training and access to information, to carry out their role in the recruitment process effectively.
-

Recruitment system

- All vacancies, internal and external, will be managed through Oleo, the Force's e-recruitment system.
 - This includes secondment opportunities and expressions of interest. The only exceptions include police officer promotion processes, agency requests and local acting up arrangements.
 - To advertise vacancies the recruiting manager is required to complete an online vacancy requisition in the e-recruitment system.
 - Guidance for managers on how to access and use the Oleo system can be found on the intranet.
-

Vacancy review

- When a vacancy arises within a department, the need for the vacancy must be considered in order to determine whether the post is still required.
- It may be more appropriate to reconfigure the workload and consider whether existing resources can be utilised in a different way.
- Any proposed changes to resourcing requirements must be discussed with the relevant Senior Leadership Team and/or Employee Relations.

Resource planning

When a recruitment need is identified it is essential to consider the following:

- What are the tasks, duties and responsibilities that need to be undertaken?
- Has the previous post holder developed the post or has the service changed since the role profile was last reviewed?
- What is the best way of meeting the department needs? Could this be an opportunity to redistribute the duties or review the structure within the department?
- What would be the impact/risk of not recruiting to the position?

Job design

When a recruitment need is identified it is essential to consider the following:

- Has the job changed since it was last reviewed?
- Does the role profile need updating and re-evaluating?
- What would the impact be on the budget if the grade changed?
- Are the hours still appropriate or could they be reduced? (a reduction in hours could release funds to enable other establishment changes to be made).
- Has there been any new technology introduced which would alter the skills, or the amount of time needed to undertake the role?

Role profile and job evaluation

- Prior to the commencement of any recruitment process, the recruiting manager must ensure that an appropriate and up-to-date role profile is in place.
- Approved role profiles can be found on the Intranet in the role profile database.
- The role profile must accurately reflect the requirements of the role, be non-discriminatory (either directly or indirectly), and be graded accordingly.
- If a vacancy arises for a new post, or a current role profile requires revision, the recruiting manager must refer to the Job Design and Evaluation policy which clearly outlines the process to be followed.
- Queries relating to role profiles, and advice regarding minor changes, must be directed to the Employee Relations Team.
- An advertisement cannot be published without an approved role profile.

Vacancy Control Panel

- All police officer and police staff vacancies, internal and external, permanent and temporary, will be considered by the Vacancy Control Panel (VCP) prior to being advertised. This includes any opportunities to be advertised as secondments or via an expression of interest, or requests for agency workers or consultants.

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- NPAS, CTPNE, RSSS, ROCU, and DFU vacancies are exempt from requiring Vacancy Control Panel approval, however local financial approval will still be required.
 - Authorisation to recruit to student police officer, PCSO, special constable, Detention Officers and Contact Officers will be obtained via the Deputy People Director as directed by the Chief Officer Team.
 - See the intranet for full VCP information, including who sits on the panel.
-

Vacancy requisition via Oleo

- As soon as vacancy approval has been obtained and the recruiting manager has all of the vacancy information required, an online vacancy requisition needs to be submitted via the Oleo system (including expressions of interest).
 - Those posts which do not require VCP approval will be checked for financial approval. This is needed to commence the vacancy request process. The recruiting manager may need to request a user login from the HR Systems team in order to access the Oleo system.
 - It is important that all of the information required is provided when the vacancy requisition is submitted to prevent any delays in the process.
 - Once submitted the resourcing team will be automatically notified and the recruitment process will commence, starting with a review of potential candidates from the redeployment register.
 - Recruiting managers are advised to notify the resourcing team at the earliest opportunity if additional time is anticipated for the recruitment process (for example, if an external publication is being considered).
 - The recruiting manager will also need to ensure that sufficient budget is approved for any additional costs anticipated (e.g. external advertising, external venue for any assessment process, psychometric testing, etc).
-

Redeployment Register

- Before a vacancy is published the Resourcing Team, in conjunction with the Employment Relations Team where necessary, will review the redeployment register to establish if there are individuals whose knowledge, skills and experience meet the essential criteria for the role. (This includes appointments made from a holding pool.)
- Candidates who were 'at risk' and are undertaking a 28-day trial period are no longer eligible to apply for vacancies as an 'at risk' applicant.
- This will usually be undertaken within two working days (Monday to Friday) of the Resourcing Team receiving all of the required documentation in order to recruit. During this time the resourcing team will prepare the vacancy for advertising to prevent any delay should no 'at risk' candidates be suitable.
- Where an eligible redeployment candidate is identified the recruiting manager will be informed and the candidate must be managed in line with

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the relevant policy (e.g. Organisational Change policy, Medical Capability policy etc.).

- If several eligible redeployment candidates are identified, the vacancy will need to be advertised in the usual way to eligible redeployment only. The Recruitment Team in conjunction with the Employee Relations team will determine if this is necessary.
 - Internal transfer move requests will be considered prior to advert, so that the vacancy is available in the most appropriate location to meet business need. This will be done in consultation with the recruiting manager.
 - The priority order in which redeployment applicants will be considered is as follows:
 1. Staff who are at risk of redundancy, or placed at risk, whilst on ordinary or additional maternity leave, adoption leave or additional paternity leave.
 2. All other staff who are at risk of redundancy, including staff whose fixed term contract is coming to an end.
Staff who are subject to medical capability where the current role can no longer be performed and the reason for this is a protected characteristic (disability) under the Equality Act.
 3. Internal move requests (previously referred to as internal transfers).
 4. Other 'at risk' applications (e.g. capability/misconduct).
 - Where no suitable individuals are identified then the Resourcing Team will proceed with advertising the vacancy as requested.
 - The process to be followed in the event of a redeployment candidate submitting an application following a vacancy being advertised is detailed under the Redeployment Applicants section.
-

Advertising

- As a minimum, all vacancies will be advertised internally on the Force's intranet, unless a redeployment candidate is identified.
- Depending upon the anticipated interest from potential applicants, the target audience, and any restrictions applied by the Vacancy Control Panel managers may decide to extend their advertising to external sources i.e. Force website, social media platforms and other external sources (e.g. professional publications, radio advertising) which may incur a cost.
- Where costs are incurred quotes would be required and appropriate budget approval and purchase order obtained before any such external advertisement can be placed. Any costs would need to be funded by the local district/department.
- The Force's Communications department may be able to assist in the development of specific social media campaigns and/or providing graphics for vacancy adverts, particularly for those difficult to recruit roles. The Resourcing Team must be notified if the recruiting managers wishes to explore this.

- Vacancy advertisements must be based on the role profile and expertise in role but can also include any relevant competencies and values detailed within the Competency and Values Framework (CVF).
- The purpose of the advertisement is to attract interest from the widest pool of potentially suitable applicants; it is therefore essential the recruiting manager carefully considers where their advertisement should be placed taking in to account potential budgetary constraints.
- Any WYP Chief Inspector (or above) can apply providing they obtain their own Commanders support and that of the ACCs for People and their own portfolio. Failure to secure a successful appointment may lead to WYP having to consider posting a suitable individual.
- Vacancies to be advertised on WYP intranet, website and social media will be processed within 2 working days ideally, but within a maximum of 5 working days, of the vacancy documentation being received. This is providing all of the correct documentation/information is provided and the appropriate approval to recruit has been obtained, and there is no-one suitable identified from the redeployment register.
- The resourcing team can advise on timescales where vacancies are to be advertised in other media (e.g. professional journals/websites) as additional deadlines are likely to apply.

External advertising

- Vacancies to be advertised externally must appear on WYP website for at least one week, but ideally for two weeks to ensure it reaches a sufficient pool of applicants. In exceptional circumstances where significant interest is anticipated, a shorter timeframe may be agreed with the Recruitment, Onboarding and Resourcing Manager. The Resourcing team will be able to offer advice on timescales for advertising.

Expressions of Interest (EOI)

- An expression of interest (EOI) can be used for internal, short term and/or temporary vacancy for both police officer and police staff.
- The request for an expression of interest would go through the recruitment system, just like those vacancies that require the full application process, but the application form itself is much shorter.
- An expression of interest may be restricted to a particular department or directorate, where this can be justified to the Vacancy Control Panel, e.g. for a temporary secondment opportunity requiring specialist experience/ skills/ qualifications etc.
- Vacancies advertised via a forcewide expression of interest will still require Vacancy Control Panel (VCP) approval. Unless the department is exempt from the VCP process, or there is a restriction placed on the vacancy that prevents anyone from outside of the department/directorate applying.
- The application form for an expression of interest will include a small number of standard questions which cover:

- How the applicant meets the essential criteria;
 - Any restrictions, limitations, circumstances to be considered;
 - Current accreditations (police officer only); and
 - Officer safety accreditations (police officer only).
 - Once the expression of interest has closed, applications will be checked for eligibility before they are progressed through the rest of the recruitment and selection process, i.e. shortlisting, selection and pre-appointment checks.
-

Restricting who can apply

- In some circumstances it may be appropriate to restrict the vacancy to a specific pool of applicants, for example:
 - Redeployment applicants only – Where a position is likely to be filled by a redeployment applicant.
 - Internal WYP staff only – Where a sufficient pool of candidates can be obtained by restricting the vacancy to ‘internal staff only’.
 - District/Department only – Where there are recognised specialist skills only available within one department, it may be appropriate to restrict the vacancy and recruit from that source.
 - State in the advert that the Force reserves the right to close the vacancy early if a sufficient number of applications are received – If significant interest from a sufficient pool is anticipated (i.e. bulk recruitment).
 - In all cases where restrictions may apply advice must be sought from the Resourcing Team.
-

Writing an advertisement

- Recruitment advertisements must be clear and concise in order to ensure they attract appropriate candidates. A job advertisement must:
 - Be concise, but give enough information so a candidate can decide whether they should apply;
 - Give an overview of the key skills and experience needed to fulfil the role based on the role profile;
 - If possible, give details of intended interview/assessment dates;
 - Include an application deadline; and
 - Comply with relevant legislation (e.g. Equality Act 2010).
-

Job share

- Vacancies must be made available to job share applicants, and this must be detailed accordingly in the advertisement.
- Only in exceptional circumstances, where it can be demonstrated that a job share arrangement will not be conducive, will the Head/Assistant Head of Employee Relations approve that the vacancy cannot be open to job share applicants.

Applications

- All applicants for police officer, PCSO, special constable and police staff are required to complete the online application form accessible via the e-recruitment system.
- Paper applications will only be accepted in exceptional circumstances, for example, as a reasonable adjustment, (e.g. to accommodate a person with a condition covered by the Equality Act 2010).
- It is for the recruiting manager to determine what competencies/values from the Competency and Values Framework (CVF) should be assessed at the application stage.
- All essential expertise in role criteria at Level 1 on the role profile must be assessed and any desirable criteria as determined by the recruiting manager. This can be done via application content, interview or assessment, as long as all essential criteria at Level 1 are met.
- Police officer application forms will include the following mandatory fields:
 - Current accreditations/dates (e.g. PIP, Public Order Firearms etc); and
 - Officer Safety Accreditation/date (unless rationale provided for exemption).
- Applications received after the closing date will not normally be considered. The Recruitment, Onboarding and Resourcing Manager may allow a late application to be included if they consider there to be extenuating circumstances or to ensure fairness, and business needs are not adversely affected. Their decision will be final.
- Late applications are not permitted after short listing has taken place.
- For some recruitment campaigns it may be more appropriate to request a Curriculum Vitae (CV) with a covering letter (e.g. Line Pilots) to be attached to a shortened online application form which captures relevant personal data and equality monitoring information. In such circumstances advice must be sought from the Resourcing Team.
- Where a vacancy has been repeatedly advertised, in exceptional circumstances it may be appropriate to advise in the advert that previous applicants are not to re-apply, unless there has been a material change in circumstances.

Monitoring applications

- As part of the application process applicants are asked to provide personal information, such as age, gender, ethnicity, disability etc.
 - This information is not accessible by the recruiting manager, or anyone involved in the recruitment process. It is used to monitor trends associated with recruitment and selection to ensure the process is fair and effective, and for audit purposes.
-

**Disability
Confident
applicants**

- Applicants applying for a specific job vacancy who declare a disability will be offered an interview if they meet the essential criteria. This is in line with our commitment to Disability Confident (formerly known as the 'two ticks' scheme). Recruiting managers may also include an assessment to determine essential expertise at Level 1 of the role profile. This can be before or after interview, however this must be made clear in the recruitment advert.
 - The resourcing team will highlight to recruiting managers if any disabled applicants have applied when they are invited to complete the shortlisting.
-

**Reasonable
adjustments**

- Applicants will be asked if they require reasonable adjustments to be considered for any part of the recruitment and selection process.
 - The Recruitment, Onboarding and Resourcing Manager will determine if adjustments are reasonable.
 - Individuals are encouraged to disclose they have a disability when applying for a position within the force so that appropriate reasonable adjustments can be considered throughout the selection process. If successful on gaining a position after interview and prior to appointment, individuals will be sent the Disability Assessment form to complete to ensure that any adjustments required in the role can be considered prior to appointment. See Disability policy.
-

**Redeployment
applicants**

- While a review of the redeployment register will be undertaken prior to a vacancy advertisement being published, there is the potential of a redeployment applicant submitting an application in direct response to an advert.
 - Applicants will identify themselves on the Oleo system as being 'at risk' and this will be visible to the Resourcing Team.
 - Redeployment applicants who meet the essential criteria must be offered a suitability priority interview, ahead of all other candidates.
 - The content of the suitability interview will be determined by the recruiting manager. If in doubt, a 28-day trial period is always recommended.
 - Unless a redeployment candidate is clearly unsuitable, they must be offered the post. Where a redeployment candidate is not suitable it is recommended advice be sought from the Employee Relations team before any decisions are confirmed.
 - The priority order for redeployee applications is detailed in the Priority Order section of this policy.
-

**Initial eligibility
checks**

- As soon as the vacancy is closed the Resourcing Team will perform the following initial checks prior to applications being shortlisted, to ensure eligibility to apply and applicant prioritisation:

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- Priority applicant (i.e. redeployee due to possible redundancy, medical capability, end of fixed term contract, etc.);
 - Disability Confident Applicant;
 - Probation Period/Tenure;
 - Current WYP employee (for internal vacancies);
 - Cautions/Convictions;
 - Skills audit (for transferees);
 - Qualifications (for bulk recruitment);
 - Residency (for bulk recruitment);
 - Tattoos (for bulk recruitment); and
 - Business Interests (for bulk recruitment).
- Upon completion of the eligibility checks the resourcing team will progress applicants via the e-recruitment system to the shortlisting stage of the process, and the recruiting manager will be notified.
-

**Shortlisted
eligibility checks**

- Upon receipt of the shortlist, the Resourcing Team will perform the following eligibility checks, unless they have already been done earliest in the process:
 - Residency;
 - Right to work;
 - Previous applicants who have re-applied when advised not to.
 - Should any applicant fail either of these checks, their application will be withdrawn and the recruiting manager notified.
-

**Following
conditional
offer eligibility
checks**

- Following interview/assessment and a conditional offer to the successful candidate(s), the following eligibility checks (as applicable) will be completed, unless they have already been done earlier in the process:
 - Disciplinary action;
 - Tattoos;
 - Business interests;
 - Attendance standard (where applicable);
 - PDR (where applicable);
 - Vetting checks; and
 - Health Surveillance.
-

PDR rating

- An internal applicant's current PDR report will be used to determine their eligibility to apply for promotion or an advertised vacancy. (This does not apply to priority applicants unless they are applying for a job that would entail a promotion from their existing grade.)
- Officers or staff members who achieve a PDR performance rating of Exceptional Contributor/Highest Potential, Consistent Performer/Emerging Talent, High Performer, Solid Performer, Core Performer, Strong Performer

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or Early Promise/High Potential (or equivalent) in their latest PDR will be able to apply for promotion or other advertised roles.

- Officers or staff members who achieve a PDR performance rating of Inconsistent Performer (or equivalent) may apply for a role at the same rank/grade or lower, but they will not be able to apply for promotion (unless the recruiting manager, following discussion with Employee Relations, determines that there are exceptional circumstances).
- For officers or staff members who achieve a PDR performance rating of Improvement Required (or equivalent), each case will be considered individually by the applicant's recruiting manager following discussion with Employee Relations. A person will only be able to apply for other roles if their performance issues are considered to be particular to their current role.

Shortlisting

- As soon as the applications have been checked for initial eligibility, the resourcing team will progress them to the shortlisting stage.
- This will trigger an email to be sent to those who are identified as shortlisters on the initial vacancy requisition and will request that they review the applications on Oleeo and shortlist them accordingly.
- The shortlister must have successfully completed the Recruitment and Selection training course.
- The email will also:
 - Indicate if there are any redeployment candidates to be considered;
 - Indicate if there are any disabled candidates to be considered; and
 - Guidance on how to shortlist applicants using the Oleeo system.
- Redeployment candidates and those who are identified as having a disability may be eligible for a priority and/or guaranteed offer of an interview if they meet the essential criteria. Applications will be held back until redeployment candidates have been given prior consideration.
- During the shortlisting exercise, the shortlister will assess the extent to which each applicant meets the essential requirements of the role; and the selected competencies and values (if applicable) from the Competency and Values Framework (CVF). They will ensure that only a manageable number of credible candidates are interviewed.
- Shortlisters must apply the relevant criteria consistently when shortlisting applicants and must ensure that a standard matrix is used to record the scores, outcome and rationale.
- All candidates who are successful at shortlisting and are selected for interview and/or assessment must be able to meet the essential requirements of the role.
- The shortlisting process should ideally take place within 5 working days of the vacancy closing date, where possible.
- The recruiting manager will determine how many applicants are to be progressed through to the assessment/interview process.

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- If after shortlisting, there remains too many candidates to invite straight to interview then an assessment activity may help reduce the candidates to a more management level (e.g. a written test or a short telephone interview). Advice on assessment activities can be obtained from a member of the resourcing team.
- As soon as the shortlisting has been completed, shortlisters will need to update the resourcing team and provide details of the interview/assessment (i.e. dates, times, venue etc) in order for the interview/assessment invites to be issued.
- The Resourcing Team will undertake further eligibility checks as applicable, i.e. right to work and residency, for shortlisted candidates.
- The resourcing team, via Oleeo, will process interview/assessment invites within 2 working days of receiving notification of the shortlisted candidates, providing all of the information has been supplied.
- It is generally recommended that candidates are to be given no less than 10 days' notice of the interview/assessment process. However, if the interview date is publicised in the advert, as would be strongly recommended, then providing slightly less notice should not have a detrimental impact.
- The resourcing team will also notify (via Oleeo) those applicants who have not been shortlisted.
- The shortlisting of applications for PCSOs will be undertaken by appropriately trained individuals, who may be internal or external to the Force (e.g., College of Policing trained assessors).

Selection process

- With the exception of student officer Recruitment, PCSOs and special constables it will be for the recruiting manager to determine the most appropriate selection methods to use to increase the confidence in selecting the right candidate.
- Advice and support in relation to selection methods can be obtained from the Resourcing Team.
- In determining the most appropriate selection methods, consideration must be given to the preparation required, the venue, the resources/equipment needed, any Health and Safety requirements (e.g. Covid 19 measures) etc.

Identification, right to work and qualification documentation

- When attending interviews/assessment centres candidates will be requested to bring with them original documentation to satisfy identity and right to work checks, along with original certificates to confirm qualification.
- A member of the interview/assessment panel must arrange for the originals to be reviewed and for a photocopy of the original documents to be taken.

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- The person checking the documentation must sign, date and write 'original seen' on the copies to confirm that the original documents have been seen. These copies must then be forwarded to the resourcing team with the interview/assessment pack at the end of the interview/assessment process.
 - Obtaining evidence of identify/right to work documentation and qualifications at the interview/assessment stage can potentially accelerate the pre-employment check process.
 - For further information about identify, right to work and qualification checks, please refer to the relevant pre-appointment check section.
-

Assessment centres

- Assessment centres are a more comprehensive method of assessment. They must consist of a number of activities designed to assess a candidate's suitability for the role.
 - The activities must reflect the reality of the job/organisation. Activities could include, for example, 'in tray' exercises, skills testing, presentations, psychometric testing, group activities, written assessment and interviews. Such activities must be relevant to the criteria as detailed in the role profile and be administered fairly and consistently.
 - Consideration must be given to the number of candidates expected and the number/format of exercises to be undertaken to enable appropriate resource (i.e. assessment facilitators/interview panel members) to be planned and an appropriate number of rooms to be booked.
-

National assessment exercises

- Nationally agreed assessment processes may apply to certain positions. These could include:
 - Police officers;
 - Police community support officers (PCSOs); and
 - Special constables.
- The People Resourcing team will be responsible for the management of these exercises.
- Candidates participating in the national assessment exercises will be required to achieve the national selection standard as a minimum. The Force will determine the overall pass mark to be applied in order to manage applicant numbers and to ensure the best candidates are selected.
- Candidates applying for the police officer position will also be expected to successfully pass the 'In force' interview process, which examines the values and behaviours of applicants, where this is applied.
- Candidates who have not been appointed within 12 months of successfully passing the assessment process (to include the in force interview in the case of police officers) may be removed from the process by the Recruitment, Onboarding and Resourcing Manager and be required to re-apply.

**Central
assessment
exercises**

- Certain other roles or processes may require that candidates undertake an assessment exercise, for example police officer promotions.
 - These will be facilitated by the Resourcing Team and the content of the exercises will be determined by the Recruitment, Onboarding and Resourcing Manager, in liaison with the Chief Officer Team, where appropriate.
 - The assessments may include:
 - Psychometric tests;
 - Presentations;
 - Role plays; and/or
 - Group exercises.
-

**Local
assessment
exercises**

- Assessment exercises may be carried out as part of the selection process for particular vacancies, for example, contact officers.
 - The content of the exercises will be determined by the recruiting manager with support from the Resourcing Team, if necessary.
 - Examples of assessments include:
 - Job suitability tests;
 - Scenario exercises.
 - Dependent upon the nature of the exercise and the level of resource required the Resourcing Team may be able to assist in the facilitation of the assessment process.
-

**Notification to
candidates**

- Candidates who are unsuccessful at the assessment process will be notified via the e-recruitment system.
-

**Invitation to
interview**

- Interviews must be arranged via the e-recruitment system, ideally using the self-booking appointment calendar.
-

Interview panel

- Interview panels will consist of at least two people and, at least one member of the panel must:
 - Have completed the Force Recruitment and Selection Training course; or
 - CIPD qualified to level 7 (or equivalent).
- Any interview/assessment panel members who is related to, or personally knows someone, who is applying for a position must declare this to the recruiting manager who will determine if their involvement in the process can continue.
- Before the interview the interview panel must agree:

- The questions for the interview/who will ask what;
 - Scoring criteria;
 - Who will chair the interview; and
 - Who will contact the candidates after the interview to advise the outcome and feedback. Individuals may decide to ask Resourcing to do this electronically via Oleo if candidate numbers are high.
-

Use of external assessors

- The recruiting manager may wish to consider an external assessor or expert to be involved in the selection process for senior appointments, where professional expertise is required.
 - External assessors/experts must form part of the panel, but their role must remain an advisory one.
 - The role of the external assessor/expert is to advise on the suitability of candidates where the responsibilities of the post involve a considerable level of specialist knowledge or skill.
-

Use of observers

- In some circumstances it may be appropriate to consider the use of internal/external assessors to observe the process (e.g. staff network member). This can aid understanding of the process.
-

Interview preparation

- In preparation for the interview, consideration must be given to:
 - The venue;
 - The size/layout of the room;
 - Access to the premises if there are any disabled candidates;
 - Any additional equipment required (presentation materials);
 - Waiting area;
 - Who will greet the candidates;
 - Refreshments;
 - Health and Safety (e.g. Covid 19 measures); and
 - Any reasonable adjustments granted.
 - On average a candidate must be afforded between 30 – 45 minutes for the interview.
 - During the interview the chair of the panel must:
 - Formally introduce the panel;
 - Outline the interview process;
 - Make candidates aware that notes will be taken;
 - Make notes throughout so that responses can be carefully considered;
 - Invite questions from candidates at the end of the interview; and
 - Advise candidates of an appropriate timescale within which they will be notified of the outcome.
-

**Interview
content**

- Interviews will be based on the expertise in role requirements and any relevant competency and values selected from the Competency and Values Framework (CVF).
 - The panel may also ask about:
 - Employment history; and/or
 - Any matters that are unclear on the application form.
 - The panel may also share relevant information regarding terms and conditions (e.g. salary range and annual leave entitlement).
-

**Interview
procedures**

- Interview records may be disclosed to candidates if requested and must always be factual, evidence based and professional. Any notes made by panel members must be retained with the interview papers.
 - Each member of the interview panel must complete an interview matrix for each candidate.
 - The highest scoring candidate will usually be chosen as the successful candidate at interview if they reach the required standard. Advice must be sought from the Resourcing Team if the recruiting manager has any reservations about making an offer to the highest scoring candidate. For example, where an applicant may score really well throughout the interview but their response to a particular question is deemed to be so unacceptable that it gives reason to doubt their overall suitability.
 - The chair of the panel must identify on the matrix form which candidate(s) is successful.
 - It is the responsibility of the chair of the panel to ensure that the recruitment paperwork, to include the interview notes and scoring matrices and any evidence of identity etc, are returned to the resourcing team.
-

**Conditional
offer**

- It is expected that the chair of the interview panel will arrange for the successful candidate(s) to be notified (usually by telephone), that they have been successful and that their offer is subject of the satisfactory completed of pre-appointment checks.
-

**Formal
notification**

- As soon as the Resourcing Team receive the paperwork from the assessment/interview process, they will issue via the e-recruitment system formal notification that individual has been successful at interview and that their application is being progressed to pre-appointment checks.
 - The Resourcing Team will also notify those who have not been successful via the e-recruitment system.
-

**Pre-
appointment
checks**

- The Force makes it clear to all candidates that appointment to any position is conditional to pre-appointment checks being satisfied.
- All candidates are informed that any offer of appointment may be withdrawn if they knowingly withhold information or provide false or misleading information, and that the appointment may be terminated should any subsequent information come to light once they have been appointed.
- As soon as a conditional offer is made the resourcing team will proceed to undertake pre-appointment checks. The pre-appointment checks apply to permanent, temporary and fixed-term appointments, trainees, contractors and volunteers.
- Agency workers will require checks to be undertaken separately by their employer, i.e. Recruitment Agency.
- No prospective employee or internal candidates must commence a paid, unpaid or voluntary appointment with the Force, or take up their new role until all appropriate pre-appointment checks have been carried out and are deemed to be satisfactory.
- Only in exceptional circumstances will the Force consider commencing an individual in post who has employment checks outstanding, and this will be dependent upon the role, the check(s) outstanding and an appropriate risk assessment being carried out to the satisfaction of the People Director/Chief Officer Team, as appropriate. In such circumstances the appointment will remain subject to the remaining checks being undertaken.
- Depending upon the role, pre-appointment checks may include:
 - Verification of ID and Right to Work;
 - Vetting;
 - Bio-metric vetting;
 - Medical screening;
 - Drug testing;
 - Fitness testing;
 - Reference checks;
 - Attendance checks;
 - Health Surveillance;
 - Verification of qualifications;
 - PDR for internal candidates; and/or
 - Other checks as deemed necessary.

**Verification of
ID**

- It is essential original photographic ID along with documentation to confirm a candidate's address is verified before an applicant is appointed.
- Photocopies must be taken, signed and dated and certified to be a true copy, and placed on the individual's recruitment file (which will become the individual's personal file).

- For a full list of the documentation that can be accepted to verify a candidate's identity see the Identity and Right to Work document checklist.

Right to work

- In line with legislation it is important to ensure that a prospective applicant is legally entitled to work in the UK by checking and photocopying the appropriate documentation.
- The documentation must be signed and dated and certified as a true copy and placed on the individual's recruitment file.
- For details of documentation that can be accepted to satisfy an individual's right to work in the UK see the Identity and Right to Work document checklist.

Vetting requirements

- Successful applicants will be subject to all relevant vetting checks and any job offer, external or internal, will be conditional on successful vetting.
- For full details of the vetting process please refer to the Force's Vetting policy.

Verification of qualifications

- Original certificates confirming the achievement of qualifications relevant to the position being applied for must be checked and verified as part of the recruitment process, ideally at the assessment/interview stage.
- A copy of the certificate(s) must be taken, and this must be signed and dated to verify that the original has been seen and placed on the recruitment file.
- If the qualification was gained overseas, a check will need to be undertaken with the awarding institution to verify that the qualification is equivalent to the qualification stated on the role profile.

Bio-metric vetting

- Some roles (i.e. police officer, special constable and PCSO) require Bio-metric vetting to be undertaken as part of the pre-appointment checks.

Medical screening

- Some roles (i.e. police officer, special constable and PCSO) require medical clearance as part of the pre-employment checks.
- The Force's Occupational Health Service will confirm if the individual is medically fit to carry out the post applied for and advise if any adjustments need to be considered.

Drug testing

- As part of the pre-employment checks some roles require drug testing to be undertaken.

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- A sample is taken as part of the Occupational Health appointment which is then sent off for testing.
- The Resourcing Team are notified directly of the outcome of the drug test.

Fitness testing

- For certain roles (i.e. police officer and special constable), prospective candidates will be required to demonstrate their physical fitness via successful completion of a fitness test.

Reference checks

- For external applicants', references must cover the preceding five years, and must be obtained in writing, although it may be necessary to telephone referees to clarify information.

Category	WYP Requirement
Employed by one employer for more than 5 years	A reference from one employer is sufficient providing all of the information requested has been obtained. This must be from an appropriate person from within the organisation (i.e. direct line manager, HR team)
Several employers during the past 5 years	A reference from each employer must be sought
Gaps in employments	An applicant declaration is required to confirm any gaps in employment, and where possible these must be evidenced (i.e. evidence of job seekers). Where there are significant gaps consideration must be given to obtaining personal references.
In education during the last 5 years	An academic reference must be sought to cover the period of the study in addition to any employment reference that may be obtained.
Internal candidates moving within the Force	A reference/statement of support is no longer required for internal candidates.
Agency worker securing a WYP contract	References covering the preceding 5-year period must be sought. If the role secured is the same role as that of their temporary assignment with WYP then a supporting statement to cover the time spent in the temporary assignment would be sufficient.

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Attendance checks	<ul style="list-style-type: none"> • As part of the attendance check candidates will be required to provide details of their absence history within the preceding 2 years. • This will be reviewed in line with the Force's Attendance Management policy. • Any applicant whose absence breaches the attendance standard will have their case reviewed on an individual basis before a decision is made as to whether or not the candidate should be withdrawn from the process.
Health surveillance	<ul style="list-style-type: none"> • Some roles across the organisation require health surveillance, both as part of the initial appointment process, and ongoing during their service. • The role profile will identify those roles where this is applicable. • The Occupational Health service and/or the Health and Safety team will be able to provide advice where health surveillance is a requirement.
Additional pre-appointment checks	<ul style="list-style-type: none"> • Where staff and officers are co-located with other organisations it may be necessary for additional checks to be undertaken as appropriate, e.g. National Crime Agency vetting.
Failure to satisfy pre-appointment checks	<ul style="list-style-type: none"> • Candidates must satisfy all pre-appointment checks, including providing all necessary documentation (as applicable), in order for an unconditional offer to be made. • Should a candidate fail to do this then their conditional offer could be withdrawn. • In the event of a potentially unsatisfactory pre-appointment check being received, consideration must be given as to whether the Force has sufficient information and understanding of the circumstances, in order to make an informed decision about whether the offer of employment should be withdrawn. • In such circumstances it may be appropriate to speak with the candidate directly to discuss the concern, and take advice as necessary, before an offer is withdrawn. • Where consideration has needed to be given, regardless of whether a decision to withdraw the conditional offer is made or not, the rationale for accepting/withdrawing the applicant must be documented.
Appointment	<ul style="list-style-type: none"> • Successful applicants will be issued with an offer of appointment, along with a principal statement and/or terms and conditions (as applicable). • Bank holidays must be avoided as a start date in a new role. There may be no accrued entitlement for a paid bank holiday and, unless reporting for duty on the day, this could affect continuous service and pay.

Selection Appeal Process

Principles

- Where the perception of unfairness exists in a selection process only, this appeals procedure will be utilised to resolve those issues without unnecessary bureaucracy.
 - An appeal may be made at any stage during a selection process when an individual does feel that they have been unfairly disadvantaged.
 - This procedure applies to anyone applying for external/internal vacancies, promotion or subject to redeployment.
 - Any appeal can only be made if evidence is provided of one of the following three grounds:
 - The process is unfair;
 - It has been applied unfairly; or
 - Other participants in the process have acted unfairly.
 - An individual who has not applied for the role but is involved in the selection process and feels that the process was unfair, can raise their concerns using the Anonymous Messaging system.
 - Once a decision has been made regarding the appeal, no further appeal will be allowed.
-

Initial action by applicant

- As soon as the short listing or selection decision is notified (or earlier, if relevant information is available), the individual who wants to appeal is responsible for:
 - Submitting their appeal in writing, to the Recruitment, Onboarding and Resourcing Manager within seven calendar days of being advised on the decision;
 - Stating clearly on which of the above three grounds the appeal is being raised;
 - Providing supporting evidence as to why the process has been unfair. Individuals must be able to give a reason for raising an appeal based on the selection process. This would include an example of how and at what stage the process disadvantaged them;
 - Giving full details, including names of any other individuals who may be able to provide information to aid resolution; and
 - Stating their preferred resolution.
-

Action by the Recruitment, Onboarding and

- The Recruitment, Onboarding and Resourcing Manager will respond to an appeal within 14 calendar days of receipt. Actions at their discretion might include:
 - Speaking to the selection panel chair to obtain the reason for their original decision and obtain relevant paperwork;

**Resourcing
Manager**

- Convening a personal hearing with the appellant. The appellant may be accompanied by a staff association or trade union representative or colleague; or
- Where appropriate, suspending the selection process. In considering this course of action the Resourcing, Onboarding and Resourcing Manager may need to discuss the operational implications with the relevant senior manager.

**Potential
resolutions**

- The potential ways of resolving an appeal are as follows:
 - Appeal not founded - insufficient supporting information provided.
 - Acknowledgement that alternative processes might have been better suited, but that the outcome is not likely to have been significantly affected.
 - Acknowledgement that alternative processes might have been better suited, and:
 - As the selection process has not finished, the appellant will now be included in the process, or
 - As the selection process has concluded, then:
 - The appellant may re-apply next time; or
 - if a holding pool exists, the appellant may be placed on it.
 - The selection process will be cancelled and re-run.
 - Any other action deemed appropriate in the circumstances; this includes disciplinary action if evidence of misconduct is found.
- **Under no circumstances will a resolution allow the appellant to bypass any stage of a recruitment process. They must always complete the full recruitment process.**

Rejoiners, Transferees and Recruitment from Other Forces

**Rejoining
officers – other
than those
returning from a
career break**

- Individuals wishing to re-join as a police officer following a break in service will be:
 - Considered if they have completed a two full year probation period during their previous service (three years for PCDA officers); and
 - Subject to a further one-year probationary period on re-appointment, unless the reappointment is less than one year since they left policing and they are returning to the same rank, in which case a 6-month probation will apply.

**Transferees
from other
Home Office**

- Officers wishing to join WYP from other Forces must:
 - Not be subject to live misconduct or performance investigations at the time of application,

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**Forces (plus
Police Service
Northern
Ireland and
Police Scotland)
/recruitment
from non-Home
Office Forces**

- Meet WYP Attendance Criteria,
- Have a satisfactory PDR (or equivalent, e.g. reference)
- Pass all WYP vetting checks,
- Pass the medical examination, and
- Pass the fitness test.
- Non-HO Force recruits must meet the standard of entry assessment (either CoP standard recruitment assessment or by demonstration of competence in role that meets the same standard. This is at the discretion of the Chief Officer).
- There will be no requirement for officers seeking a level transfer from another Force, at either constable, sergeant or inspector rank, to complete Competency Values Framework questions as part of the application process and neither will they require a CVF based interview.
- Officers transferring from another Home Office Force can transfer whilst in their probationary period but must have completed at least one year's probation in their current Force. They will be required to serve a further one-year probation period, unless the Chief Officer agrees to reduce that period. However, the aggregated period must be at least two years. The feasibility of being able to support the required training needed will be considered on a case-by-case basis.
- The probationary period for non-HO Forces are as detailed in the table below:

Police Force	Probationary Period	Training Requirement	Previous service counted	
			Pay	Leave
<ul style="list-style-type: none"> ● Police Service of Northern Ireland (PSNI) ● Police Scotland 	None (subject to above for HO Force)	Force Training Needs Analysis (TNA) required	Yes	Yes
<ul style="list-style-type: none"> ● British Transport Police ● Ministry of Defence Police ● National Crime Agency (NCA) 	2 years	Force TNA required	Yes	Yes
<ul style="list-style-type: none"> ● Civil Nuclear Constabulary 	2 years	Force TNA required	No	No

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<ul style="list-style-type: none">• Channel Islands• Isle of Man	2 years	Force TNA required	Yes	No
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It is at the discretion of the Chief Officer whether a non-Home Office police officer (excluding PSNI and Police Scotland) appointed above the rank of constable will be subject to a period of probationary service.

- Candidates from non-Home Office forces or the NCA must be treated as a new recruit and are expected to undertake an initial learning programme, either the Initial Police Learning and Development Programme (IPLDP) or an appropriate Policing Education Qualifications Framework (PEQF) entry programme, subject to the provisions of the determination under Police Regulations, Reg 10 (Annex BA).
- For these non-HO candidates, it may be possible to accredit previous experience and courses or learning programmes completed during their service to reduce the overall length of any learning programme, by a maximum of 70% through recognition of prior learning.
- Candidates who have not completed their initial training at their non-HO force must do so at their receiving Force under either the IPLDP programme or one of the PEQF entry routes.
- Candidates who have completed their initial training at their non-HO force would need an assessment of areas covered (including both training and experience) and any gaps identified. A suitable bespoke training plan would then need to be developed in order to complete the candidate's training to equip them for their role in WYP.

External Secondments (In/Out of Force)

Principles

- An external secondment occurs when an officer or staff member is authorised to carry out their duties on a temporary basis with an external organisation, or partnership organisation, and direction and control of the officer or staff member passes to that organisation.
 - Secondments offer a way of developing officers and staff and can provide organisational resilience for the Force.
 - Secondments must be relevant and beneficial to both the Force and the individual.
 - External secondment opportunities to be publicised within WYP are to be approved by either the People Business Partner Resourcing or Strategic Workforce Planning prior to advertising.
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Eligibility criteria

- The secondment procedure applies to all police staff and to police officers who have completed their probationary period and are confirmed in rank.
- Individuals will not be supported for external or internal secondments during the period of a live written warning or final written warning or whilst under investigation, unless there are exceptional circumstances, in which case this must be authorised by the ACC People. Those subject to a reduction in rank sanction will not be eligible to apply for secondment for at least an 18-month period (or a two-year period if others involved in the same investigation received a final written warning), unless authorised by ACC People. Those officers subject of an extended final written warning can, after two years, make a request through the ACC People for authority to apply for secondment.
- Officers and staff must have a PDR rating of Exceptional Contributor/ Highest Potential, Consistent Performer/Emerging Talent, High Performer, Solid Performer, Core Performer, Strong Performer or Early Promise/High Potential (or equivalent) to be eligible to apply for a secondment.
- If an individual has not had a full PDR, then an interim PDR must be completed prior to their application being submitted.
- Applicants must meet the Attendance Standard at the:
 - Time of application for a secondment; and
 - At the point of secondment offer.

Secondment application

- If an officer or staff member applies for a secondment, regardless of whether this would mean promotion, or temporary promotion, into a higher rank or grade; support must be obtained from both the individual's ACC lead and the ACC for People.

Section 97 secondments – police officers only

- Police officer secondments governed by Section 97, Police Act 1996 include:
 - International organisations;
 - NCA or equivalent;
 - HMICFRS;
 - Home Office; or
 - Any other organisation promoting the efficiency and effectiveness of policing.

Formal collaborative working arrangements

- Where West Yorkshire Police agree to work with one or more other Forces in collaborative arrangements under Section 22(A) and 23, Police Act 1996 (as amended); officers or staff members may apply for advertised roles covered by that agreement, subject to Chief Officer Team approval.

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	<ul style="list-style-type: none">• If successful, the individual may be seconded to the 'lead Force' and will be under the 'direction and control' of the Chief Officer as set out in the collaborative agreement.• The lead Force will provide the secondee with an agreement which sets out the terms and conditions of the secondment.
Additional expense	<ul style="list-style-type: none">• The Force will not meet any additional expense that an individual may incur as a result of their secondment.
Length of secondment	<ul style="list-style-type: none">• Under either formal collaborative working arrangements or Section 97, a secondment is subject to an agreement between WYP and the receiving organisation and may, or may not, be time limited.
Secondment extension	<ul style="list-style-type: none">• A secondment may be extended by mutual agreement between WYP and the receiving organisation. Resourcing will facilitate this in consultation with the substantive line manager and/or People SLT as appropriate.
Return following secondment	<ul style="list-style-type: none">• At the end of the secondment period seconded officers or staff members will be returned to Force, unless agreed otherwise by the People SLT and the seconding organisation.• For police officers there should be no expectation that the secondee will return to precisely the same role upon their return; however, it is expected that they will return to the same grade or level.• The Resourcing Team will liaise with the Strategic Workforce Planning Team to determine a suitable posting upon return.• Police staff will be expected to return to their substantive role, unless an alternative agreement has been made in advance of the secondment commencing. In such circumstance's advice must be sought from the Head of Employee Relations.
Revert to original rank or grade	<ul style="list-style-type: none">• If a secondment has meant an officer or staff member acting in a higher rank or grade; they will revert back to the substantive rank or grade on the spinal column point that they would have reached had they continued working in their substantive role.
Returning seconded officers to Force	<ul style="list-style-type: none">• Officers who are seconded in or out of WYP may be returned to their home Force if circumstances surrounding the secondment change.

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Expectations during secondments	<ul style="list-style-type: none"> • Officers and staff members serving on secondment are expected to set high standards of both personal and professional behaviour and act in accordance with the Code of Ethics.
Unsatisfactory conduct	<ul style="list-style-type: none"> • If a police officer breaches the standards, then they will be dealt in line with the Police (Conduct) Regulations 2020, and the appropriate WYP discipline procedure. • If a police staff member breaches the standards, then they will be dealt with in accordance with WYP discipline procedures. • Such situations may result in the officer or staff member being returned to WYP for any issues to be addressed. (This will be on a case-by-case basis depending on the secondment agreement.)
Unsatisfactory performance and attendance	<ul style="list-style-type: none"> • Officers will be dealt with in accordance with the Police Officer Misconduct, Unsatisfactory Performance and Attendance Management Procedures the Police (Performance) Regulations 2020. • In the case of a police staff member they will be dealt with in line with the appropriate Force policies and the Unsatisfactory Performance and Attendance protocols contained within this policy. • Such situations may result in the officer or staff member being returned to WYP for any issues to be addressed. (This will be on a case-by-case basis depending on the secondment agreement.)

Internal Secondments

Principles	<ul style="list-style-type: none"> • The decision on whether an internal secondment is advertised is made by the recruiting manager, taking into account the benefit to the Force and development opportunities for officers or staff members. • Officers or staff members applying for secondments advertised internally, or externally advertised fixed term contracts, must have the support of their District Commander or Director. • In respect of chief inspectors and above applying for an internal secondment support is required from the Chief Officer Team. • The eligibility criteria for internal secondments mirrors that of an external secondment.
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Staff Leavers – Retraction of Resignation

Retraction prior to leaving current role

- Where a staff member has resigned from their current role and is working their notice period, consideration will be given on a case-by-case basis for the resignation to be retracted. This will be dependent upon the post not already being offered to another staff member, police officer or external applicant and provided the line manager is in agreement.

Request for reinstatement to post after commencing new role

- Where a staff member leaves a post for another role, including roles outside the force, if upon commencing the new role they believe they have made a mistake, consideration will be given on a case-by-case basis for a return to their former role. This will be dependent upon the post being vacant and/or not being offered to another staff member, police officer or external applicant and provided that the line manager is in agreement.
- Where a reinstatement has been agreed, no selection process is necessary (i.e. no requirement for shortlisting, interview, assessment etc.). Pre-appointment checks will need to be undertaken as appropriate, i.e. vetting check as a minimum. The extent of the checks required will depend on the length of time that has passed. Advice must be sought from the Resourcing department.
- Any reinstatement that occurs after a 7-day break in service with WYP, unless with another qualifying organisation, will cause a break in continuous service dates. This may impact on annual leave entitlement, sick pay, redundancy entitlement etc. Refer to Terms and Conditions.

Agency Workers

Principles

- In circumstances where it is necessary to fill a short term vacancy a district or department may wish to use an agency worker.
- Where a district or department wishes to use an agency worker then they must request approval through the Vacancy Control Panel in the first instance, in the same way they would for a direct appointment.
- The Vacancy Control Panel will make a decision as to whether the vacancy can be filled and, if they agree, the district or department must then contact the Resourcing Team who will make contact with the preferred agency in the first instance.
- The Resourcing Team will assist with the administration of the pre-appointment checks, e.g. vetting process for agency workers.

Transferring a temporary agency worker to a WYP contract

- There are times when the Force will utilise temporary agency workers as part of providing a flexible workforce.
 - Where a temporary agency worker is aligned to a specific vacancy and has completed an initial 12 weeks* as a temporary agency worker, the Force will support a streamlined recruitment process, where appropriate, which would enable the temporary agency worker to move across to a WYP fixed term or permanent contract.
**Most agencies will not charge any additional fees (i.e. introductory fees) upon an agency worker having completed a 12 week assignment, providing appropriate notice is given, however individual agency terms will need to be checked beforehand to avoid any unexpected charges.*
 - Before agreeing to move a temporary agency worker to a WYP contract the following risk(s) must be assessed:
 - Redeployment staff/officers must be given priority for any vacancies where they meet the essential criteria
 - There could be internal staff who might be interested in the position as a promotion or as a change of area/role who might argue they have not had an opportunity to apply.
 - These risks can be mitigated if the position has previously been advertised, and the redeployment register has been checked.
 - The streamlined process is designed to support managers in transferring a temporary agency worker to a WYP contract in an efficient and cost-effective way. It is not, however, intended to provide an alternative process to the standard recruitment process.
 - Where a recruiting manager wishes to utilise a streamlined process advice must be sought from the Resourcing Team beforehand.
-

Holding Pools

Principles

- Holding pools may be operated for police officer and police staff roles with a high turnover, as decided by Recruitment, Onboarding and Resourcing Manager, in liaison with the recruiting manager where appropriate.
- The Resourcing Team will be responsible for the holding pools.
- Managers must always check with the Resourcing Team that there are no new priority applicants on the redeployment register before progressing any appointments from a holding pool.
- Holding pools for police staff must last no longer than six months from the date of the interview outcome being confirmed.
- Holding pools for police officer vacancies must last no longer than 12 months from the date of outcome being confirmed.
- Holding pools for police officers following a Promotion Board can be for up to 36 months. See Police Officer Promotions policy.

- Only in exceptional circumstances will the Recruitment, Onboarding and Resourcing Manager consider extending the holding pool period. In such instances, the recruiting manager must provide a business case/rationale.
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Acting Up and Temporary Promotions – Police Staff

Principles

- Individuals cannot act up or be temporarily promoted during the period of a live written warning or final written warning, unless there are exceptional circumstances based on organisational need. This must be authorised by the ACC People. Those subject to a reduction in rank sanction will not be eligible to apply for promotion for at least an 18-month period (or a two-year period if others involved in the same investigation received a final written warning), unless authorised by ACC People. Those officers subject of an extended final written warning can, after two years, make a request through the ACC People for authority to apply for promotion.
 - To cover short term vacancies up to a period of 3 months, a member of the Department/District Senior Leadership Team, in liaison with Employee Relations, may approve a suitably experienced employee to 'act up' to fill a post within a department or section.
 - If there is a perceived requirement to fill a post through a temporary promotion, then this must be approved by the Vacancy Control Panel and advertised accordingly.
 - At the end of the acting up or temporary promotion period, the staff member will revert back to the grade on the spinal column point that they would have reached had they continued working in their substantive role.
 - Should the acting up period exceed three months, the staff member must be moved to a temporary promotion. See Terms and Conditions.
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Internal Move Requests

Principles

- Move requests enable officers and staff members to:
 - Change work locations to assist with their work-life balance;
 - Assist the Force filling vacant roles where requested; and
 - Increases retention and motivation.
 - The move procedure applies to all staff members and officers who have completed their probationary period and are confirmed in rank.
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Move requests – police officers

- Officers may request a move to territorial districts and core policing areas (e.g. contact), but not specialist departments.

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- A move may result in a change of role.
 - Move requests will be administered by People Resourcing.
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**Move requests
– police staff**

- Individuals may request a move to the role at another location, within the Force area, if their current role, role profile and hours are exactly the same as the one they wish to apply for.
 - Examples of such roles are:
 - PCSOs;
 - Detention Officers;
 - Contact Officers; and
 - Investigative Officers
 - The decision regarding a move is one that the Resourcing Team will make based on organisational need and whether the role is considered to be the same (i.e. same role profile and hours). Individuals should not expect the move to take place automatically.
 - Any increase in hours must be secured through a recruitment process, and not via a move request.
 - A reduction in hours will be considered on a case-by-case basis in consultation with the recruiting manager.
 - Consideration will be given to each request on a case-by-case basis.
 - Not all roles will attract enhancements and allowances. This must be considered before taking up a move.
 - For police staff roles priority applicants as detailed in the 'at risk' section will take precedence when filling vacancies.
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**Making a move
request**

- Individuals who want to move to another district must submit a Move Request Form (Per 43) through their line manager.
 - Individuals will be allowed to request a move to a maximum of three districts or departments.
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**Attendance
standard**

- For all move requests, the Attendance Standard will be applied at the time of:
 - A request; and
 - At the time of appointment.
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PDR

- Individuals must have a PDR rating of Exceptional Contributor/Highest Potential, Consistent Performer/Emerging Talent, High Performer, Solid Performer, Core Performer, Strong Performer or Early Promise/High Potential (or equivalent) to be eligible to apply for a transfer.
- If an individual has not had a full PDR, then an interim PDR must be completed prior to their application being submitted.

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Decision	<ul style="list-style-type: none">• Unless there are exceptional circumstances, the individual who is the person with the longest registered move request recorded and they meet the attendance standard, they will be considered for the vacancy.• Although individuals will not normally need to be interviewed it may be appropriate to have an informal meeting before starting the move (e.g. to confirm location and hours of work etc).
Exceptional circumstances	<ul style="list-style-type: none">• In exceptional circumstances, the Recruitment, Onboarding and Resourcing manager may consider and decide to give individuals who are not at the top of the move list the vacancy. This will most probably be where:<ul style="list-style-type: none">○ Substantial or significant welfare/medical issues; or○ Where redeployment has been identified; or○ There is a conflict of interest between the individual/victim/witnesses who were part of a misconduct investigation.
Expiry of requests	<ul style="list-style-type: none">• Move requests expire after twelve months and are then removed from the HR IT system.• Individuals who still wish to move, must submit another move request form before this time.
Cancelling requests	<ul style="list-style-type: none">• Individuals who decide that they no longer want to move, must notify the Resourcing Team in order to be removed from the list.

Additional Information

Compliance

This policy complies with the following legislation:

- Equality Act 2010
 - Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 (as amended)
 - Agency Workers Regulations 2010
 - Employment Rights Act 1996
 - Police Regulations 2003
 - Police (Amendment) Regulations 2018
 - General Data Protection Regulations 2018
 - Data Protection Act 2018
 - Police Act 1997
 - Police (Performance) Regulations 2020
 - Police (Conduct) Regulations 2020
 - Policing and Crime Act 2017
 - Police Reform and Social Responsibility Act 2011
 - Home Office Guidance on Police Officer Misconduct, Unsatisfactory Performance and Attendance Management Procedures
 - Home Office Statutory Guidance for Police Collaboration 2012
 - College of Policing Post-assessment in-force interview guidance and end-to-end recruitment standards
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Supporting Force policy

This policy must be read in conjunction with the following:

- Attendance Management policy
 - Business Interests and Voluntary Working policy
 - Job Design and Evaluation policy
 - Probationary Procedure – Police Staff policy
 - Disability policy
 - Disability – Impact on Police Officer Recruitment and Ill-health Pensions policy
 - Organisational Change policy
 - Student Police Constables policy
 - Police Officer Postings policy
 - Vetting policy
 - Exit Interviews policy
 - Inappropriate Associations policy
 - Dress and Personal Appearance policy
 - Drug and Alcohol Misuse policy
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