



**NOTTINGHAMSHIRE
POLICE**
PROUD TO SERVE

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Recruitment and Selection

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Linked Documents:

- PS 173 Recruitment and Selection Policy
- PD 381 Police Staff Recruitment & Selection Procedure
- PD 136 Police Officer Specialist Post Recruitment & Selection Procedure
- PD 480 Police Officer Recruitment & Selection Procedure
- PD 127 Job Evaluation Procedure
- PD 482 Pre-appointment Drug Screening Procedure
- PD 633 Biometric Vetting Procedure
- PD 587 Management of Change Procedure.

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Date:

Table of Contents

SECTION 1	VERSION CONTROL	3
SECTION 2	AIMS / OBJECTIVES	3
SECTION 3	DETAILS.	4
	Legal Background	4
	Human Resource Planning	6
	Roles and Responsibilities	6
	Managing Resources Panel	7
	Posting Panel	7
	Line Managers	7
	HR	7
	Selection Panel	7
	Defining Requirements	8
	Job Description	9
	Organisational/Departmental Chart.....	11
	Accountability/Signature.....	11
	Date.....	11
	Person Specification	11
	Job Evaluation	14
	Drafting Your Advert	14
	Managing Resources Panel	15
	Advertising	16
	Applications	17
	Applicants with Disabilities	17
	Redeployment	18
	Internal Transfer List	18
	Candidate Banks	18
	Recruitment Agencies	19
	Short listing	19
	Arranging Interviews	20
	The Interview	20
	Preparation	20
	Equality of opportunity in interview arrangements	21
	Structured interview	22
	Conducting the interview	23
	Assessing candidates in the interview	24
	Selection Tests	24
	Verification of Qualifications and Identity	25
	Home Office Requirement.....	25
	Documentation.....	26
	Selection Decisions	28
	Appointment	30
	Pre-Appointment Checks	30
	Medical	30
	Drug screening and biometric vetting	31
	Security vetting	31
	References	31
	Attendance	31
	Adverse information.	32
	Appointment	32
	Start Dates	32
	Unsuccessful Applicants	32
	Paperwork	33
	Candidate Banks	33
	Appeals.....	33
	Preparing For the First Day.....	34
	APPENDIX 1.....	34
	Recruitment process flow.....	34

SECTION 1 VERSION CONTROL

Version No.	Date	Post Holder/Author	Post	Reason for Issue
1.0	May 2013	Jayne Maione	HR Advisor	Support new policy and procedures
2.0	July 2014	James Lunn	HR Senior Manager	Review in line with Management of Change Procedure
3.0	July 2017	James Lunn	HR Senior Manager	Reviewed and amended Complaints process to include Appeals stage.

SECTION 2 AIMS / OBJECTIVES

Nottinghamshire Police aims to be an employer of choice in the Nottinghamshire area. The Force actively seeks to employ and retain people of the highest calibre who are representative of the diverse communities that we serve; contribute to the aims and objectives of the Force and demonstrate the PROUD¹ values.

This Managers Guide must be read in conjunction with PS 173 Recruitment and Selection Policy and all associated recruitment and selection procedures.

This Managers Guide is applicable to the recruitment of police officers, police staff and special constables.

This Managers Guide specifically seeks to support Nottinghamshire Police undertake recruitment and selection which:

- recruits people of the highest calibre to fulfill the Force priorities;
- effectively recruits people who are representative of the communities that we serve;
- provides equality of opportunity for all, by ensuring selection decisions are made on merit;
- spends our money wisely by being cost effective in our methods and redeploying staff at risk of redundancy where appropriate;
- ensures vacancies are filled in a timely way so that we can fulfil the Force priorities;
- fulfils our legal duties contained in the Equality Act 2010 ;
- is consistent with the Equality and Human Rights Commission Code of Practice on Employment and the ACAS Guide on Recruitment.

¹ PROUD – Professional, Respect for all, One team, Utmost integrity, trust and honesty, Doing it Differently.

SECTION 3 DETAILS

Legal Background

Before looking in detail at the recruitment and selection process it is important to be aware of the legal background within which recruitment and selection takes place.

The public sector equality duty is set out in section 149 of the Equality Act 2010. As a public sector organisation, Nottinghamshire Police must try to:

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between people who share a protected characteristic and those who do not;
- foster good relations between people who share a protected characteristic and those who do not.

To meet these duties the Force has four equality objectives including one which relates specifically to recruitment –

“ We will increase the extent that our workforce is representative of the communities of Nottinghamshire and ensure that all staff have the opportunity to progress and develop so that this representation is reflected at all levels within our organisation.”

Further information on the Equality Act 2010 and our legal responsibilities can be found on the Equality and Diversity section of the intranet [here](#)

Further information on our equality objectives can be found [here](#)

The Act explains that trying to advance equality involves:

- removing or minimising disadvantages suffered by people due to their protected characteristics;
- taking steps to meet the needs of people from protected groups where these are different from the needs of other people;
- encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Implications of This Legal Context

- An objective and consistent recruitment process can help us to meet our legal duties and hire the highest calibre person for the job.
- It is unlawful for us to discriminate, either directly or indirectly; in any recruitment decisions, arrangements made to fill an approved vacancy, in the terms of employment that are offered or in any decision not to offer someone a job.
- The law does however allow us, in certain circumstances, to give priority to people in certain groups for example those at risk of redundancy or disabled people. These circumstances are limited and advice should always be taken from the HR Partner, Resourcing as to whether this applies.
- We must not treat an applicant worse than another applicant because of a protected characteristic (this is called *direct discrimination*). An example would be not interviewing a job applicant because of their ethnic background or advertising a job as unsuitable for disabled people. Similarly, refusing to recruit

a woman because she is pregnant is unlawful and female applicants are not legally obliged to tell us, during the recruitment process whether they are pregnant because it is not a factor which can lawfully influence our recruitment decision.

- We must not do something during the recruitment and selection process which cannot be justified objectively and has (or would have) a worse impact on people who share a particular protected characteristic than on people who do not have that characteristic. This would be *indirect discrimination*. An example of indirect discrimination could be if a job involved occasional travelling across Nottingham City to see members of the public and a line manager includes in the person specification that to get the job, the successful applicant has to be able to drive and have their own car. This is disproportionate given the job requirements and may stop some disabled people applying though there may be other perfectly good ways of getting to their occasional appointments. However if you can show that what you require is objectively justified, in other words can be clearly seen as a necessary and fair requirement for the job, then indirect discrimination would not occur. For example the requirement for a driving license would not be indirectly discriminatory in the case of a traffic officer, where driving is a core part of the role.
- We must never treat one job applicant worse than another because they are associated with a person who has a protected characteristic. For example, a line manager does not give someone the job, even though they get the highest score in the interview, just because the applicant tells the line manager that they have an elderly disabled relative. This would be discrimination by association on the grounds of disability. Direct discrimination can never be justified, whatever the motive.
- We must also not treat a job applicant worse than another job applicant because we incorrectly think they have a protected characteristic (perception). For example a line manager does not give the best-qualified and highest scoring applicant the job, because the line manager is homophobic and incorrectly thinks the applicant is gay. Nottinghamshire Police is committed to being inclusive and will not tolerate any form of discrimination.
- We must not treat a disabled job applicant unfavourably because of something connected to their disability where we cannot show that what we are doing is objectively justified. This is called *discrimination arising from disability*. For example, if a line manager tells a visually impaired person who uses an assistance dog that they are unsuitable for a job simply because the line manager is nervous of dogs and would not allow it in the office, this is not objectively justified and is likely to be discrimination arising from disability. The refusal to consider the visually impaired person for the job is unfavourable treatment which is because of something connected to their disability (their use of an assistance dog). Discrimination arising from disability only applies if we know or could reasonably have been expected to know that the applicant is a disabled person.
- We must not treat a job applicant badly or victimise them because they have complained about discrimination or helped someone else complain or have done anything to uphold their own or someone else's equality law rights. For example a line manager does not shortlist a person for interview, even though they are well-qualified for the job, because last year the job applicant said they thought that Nottinghamshire Police had discriminated against them in not shortlisting them for another job.
- We must not harass a job applicant. For example a line manager makes a job

applicant feel humiliated by inappropriate comments or intrusive personal questions made on the way to, or during the interview. This is unacceptable and may amount to harassment.

- We have a duty to make reasonable adjustments for disabled candidates to enable them to compete on an equal footing with other candidates. This might include adjustments to participate in an interview or assessment process or where an applicant asks for information about the job or the application form in an alternative format because of their disability. In these cases you should contact HR Resourcing for advice.
- Similarly, when assessing a disabled job applicant's suitability for the job, you must take account of any reasonable adjustments which are needed to enable them to do the job. If, after taking reasonable adjustments into account, the disabled applicant is not the best person for the job, it does not have to be offered to them. But if they would be the best person with the reasonable adjustments in place, they must be offered the job.
- Job applicants must not be asked about their health or any disability during the selection process. This will be handled during the pre-employment medical stage after a conditional offer has been issued. Please remember that questions relating to previous sickness absence count as questions that relate to health or disability. The point is that all job applicants must be looked at properly to see if they can do the job in question, and not ruled out just because of issues related to or arising from their health or disability, such as sickness absence, which may well say nothing about whether they can do the job now. Occupational Health and the HR Partner Resourcing will always provide appropriate advice.

The above gives an overview of what the law means to Nottinghamshire Police in terms of recruitment and selection. Line managers can be assured that they will automatically fulfil most of the requirements of the law if they follow the Recruitment and Selection Policy, relevant procedures and this Managers Guide.

However there will be occasions where you are unsure or maybe the situation you face is more subtle and complex. On these occasions it is vital that you refer to your HR Business Partner or HR Resourcing for support and advice, to ensure that both you and Nottinghamshire Police embrace both the spirit and letter of the Equality Act.

Human Resource Planning

It is essential that Heads of Department/ Division work with their HR Business Partner on a regular basis to plan and forecast likely recruitment needs proactively before they arise, looking at typical turnover rates, known retirements, known secondments/ career breaks/ maternity leave and resignations. A human resource plan need not be highly complicated and may help you to:

- assess likely recruitment and training needs for the next 6 to 12 months;
- develop promotion and career opportunities and assist in PDR discussions;
- manage establishment levels and costs;
- identify gaps in future resource needs and therefore potential issues for operational efficiency;
- action plan.

Roles and Responsibilities

A summary of the Recruitment Process Flow, timescales and roles and responsibilities is outlined in Appendix 1.

Managing Resources Panel

The Managing Resources Panel is chaired by the Senior HR Manager Operations or their nominated representative and is responsible for approving vacancies within establishment levels and determining recruitment arrangements.

Posting Panel

The Posting Panel is chaired by the Senior HR Manager Operations or their nominated representative and is responsible for approving internal posting dates to ensure that where ever possible, unless otherwise agreed, police officers and police staff are released from their current post within 28 days of the selection decision. In cases where a release date cannot be agreed this will be discussed with the relevant Divisional Commander/Head of Department and a course of action will be agreed.

Line Managers

As a general principle, line managers are responsible for managing their own recruitment and making selection decisions. It is very important that the line manager/supervisor is also involved at the job and person specification stage. The final selection will normally be a panel decision.

Involving the immediate manager/supervisor in the selection process can be vital to gaining their commitment to the new appointment and ensuring that the new recruit is settled successfully into the Force.

HR

HR Resourcing provide a specialist point of contact to advise and support line managers throughout all recruitment. They also provide a coordination role during volume recruitment, for example PCSOs and Police Officers.

HR Business Partners provide strategic advice to Heads of Department/ Divisional Commanders to enable them to meet their resource planning needs. This includes giving advice as to how best to fill vacancies, helping to define job requirements and advising on job evaluation and flexible working matters.

HR will provide advice on the priority status of 'at risk' employees (where applicable).

Selection Panel

The Selection Panel are jointly responsible for making final selection decisions.

Nottinghamshire Police are more likely to make consistent and objective recruitment decisions based on candidate merit if appropriately trained police staff and police officers are involved with selection at all stages of the recruitment process for each vacancy. Panel members should therefore be fully trained in recruitment and selection

and equality and diversity. If the training was received prior to joining Nottinghamshire Police, HR Resourcing will provide a briefing of the Force policy, procedure and assessment methods. Where possible the panel will be balanced in terms of gender, age and race.

Defining Requirements

When a vacancy occurs, the line manager should assess the job and consider with the Head of Department/ Divisional Commander whether recruitment is actually necessary; is a replacement required and justified? What is the overall establishment position? Is it necessary to recruit to exactly the same role, or has the role changed? It may be that a new set of skills is required or that the core accountabilities of the role have changed.

Similarly, the function of the role may have changed. New technology may have emerged and changes may be anticipated which will require different skills from future jobholders. Forward planning is essential to ensure the role is defined according to future needs.

Heads of Department/ Divisional Commanders should also consider if it is possible to fill the resource gap by extending the hours of others in the team who are doing the same job but on a part time basis. Be mindful of treating people fairly and consistently by giving equal opportunity for the part time staff to be considered for the extra hours. A G 260 Flexible Working Form should be sent to HR Operations to action any change in an individual's hours. Another option may be to look at the hours of operation and whether flexing of timings could facilitate a better service.

If past recruitment has been difficult for this vacant role, consideration may need to be given to making the job more attractive to potential applicants - perhaps by offering a greater variety of tasks, or increased self-management.

The balance of the overall job market is changing, with increasing numbers of women, young people, and most particularly older workers ready and able to work. Heads of Department/ Divisional Commanders should therefore think as widely as possible about being flexible to meet the varying needs of different groups.

Departments should also seek to encourage a good 'work-life balance' for all applicants and make the role as attractive as possible to the widest pool of applicants whilst ensuring operational needs are not compromised. Thought and consideration should therefore be given to more flexible ways of working. Within PS149 Flexible Working Policy and PD613 Flexible Working Procedure, Nottinghamshire Police has extended the right to request flexible working arrangements to all police officers and police staff - including part-time working, job share, reduction in hours, term time working, variable shift arrangements, compressed hours, annual hours and working from home. We are committed to duly considering such requests. Flexible working is an area that facilitates a greater number of people in the job market and can increase the talent available for the role you have available. Heads of Department/ Divisional Commanders need to consider how they can accommodate requests where Force requirements allow for this and help their line managers be open to fully consider all applications. This is definitely an area worth further discussion with your HR Business Partner.

Having considered the needs of the job and the likely potential applicants, the Line

Manager should then look at the detailed job requirements and ensure there is an up to date G 2048D Job Description and Person Specification which has been fully evaluated. If this has not been done, please refer to PD 127 Job Evaluation Procedure.

Job Description

An accurate and up to date job description is essential for recruitment, induction and training.

The Job Description sets out the basic details of the job, defining reporting relationships, the overall objective of the job, the main accountabilities and other special requirements or features.

When writing the job description, please use G 2048D and ensure you follow the guidance below

	Advice
Job purpose	This should be an accurate, concise and generic statement of why the job exists. It should summarise the overall role of the job from the organisation’s point of view, and one sentence should normally be adequate for this.
Principal accountabilities (Normally between 6 and 10)	<p>These are statements of the end results required of a job. They should identify what the post holder does and why:</p> <p>What.....is done.....to what.....with what outcome.</p> <p>e.g.</p> <p>Formulate and gain acceptance for annual budgets to secure the resources necessary to achieve agreed work programmes. Produce detailed designs and drawings, which meet the specifications of the project brief.</p> <p>Here’s a list of action verbs which may help in the drafting of <u>Principal Accountabilities</u>.</p>

	<u>Policy Jobs</u>	<u>Management</u>	<u>Specialist</u>	<u>Specific</u>	<u>General</u>
	Approve	Achieve	Analyse	Check	Administer
	Authorise	Assess	Appraise	Collate	Assist
	Define	Ensure	Enable	Distribute	Control
	Determine	Identify	Forecast	Issue	Liaise
	Develop	Implement	Interpret	Obtain	Manage
	Direct	Improve	Justify	Operate	Supervise
	Establish	Maintain	Propose	Provide	
	Plan	Monitor	Recommend	Submit	
	Prepare	Review	Support	Supply	
	<p>Principal accountabilities should always:</p> <ul style="list-style-type: none"> • be precise and realistic • relate to the outputs that the jobholder will be expected to achieve or produce, and be held responsible for • clearly state where something is performed under supervision • include required deadlines to work to. 				
Dimensions	<p>This section will identify in a quantitative way the significant areas upon which the job impacts either directly or indirectly. These can be written under the following four headings:</p> <p><i>Financial</i> Responsibility for budget, operating costs, income, project costs, salary costs for subordinates.</p> <p><i>Staff</i> Numbers reporting to the post directly, indicating where appropriate a functional breakdown.</p> <p><i>Sphere of activity</i> Does this post operate on a local, regional, national and/or international basis?</p> <p><i>Other</i> Any other magnitudes which help to clarify the job e.g. number of operational sites, partners, requisite qualifications and/or experience.</p> <p>Do not include skills, qualifications etc in this section as any behaviours and experience required will be covered in the Person Specification.</p> <p>You should also attach an organisational chart to show how this post fits within the department /organisation and highlights immediate reportees.</p>				

Organisational/Departmental Chart

An organisational chart shows how this post fits within the department /organisation and highlights immediate reportees.

Accountability/Signature

A signature gives the writer of the job description accountability and ownership.

Date:

Will enable anyone using/looking at the document to know when the job description was last up-dated.

The Personnel function to has and maintains a database of all Job Descriptions and Person Specifications in existence. Having a central location for all job descriptions ensures consistency and unnecessary repetition. Up-to-date job descriptions are available for all HR Teams to access.

The common Do’s and Don’ts with Job Descriptions

Do	Don’t
Accurately describe the <u>outcome</u> of the job.	Simply list tasks.
Ensure job descriptions are an accurate reflection of reality.	Include accountabilities that individuals will rarely, in practice, need to undertake.
Use neutral job titles that mean something to people and enable all backgrounds to apply.	Use a job title that has a bias for the recruitment of those with a particular characteristic. An extreme example of this would be ‘office boy’ or ‘tea lady’.
Include realistic working hours/ patterns. If a job could be done either part-time, full-time, or through job share arrangements, this should be stated in the job description.	Specify working hours or working patterns that are not truly necessary to the job in question. For example, a job description may include the duty: ‘regular Sunday working’. If in reality, there is only an occasional need to work on a Sunday, this overstated duty written into the job description will be disadvantageous to Christians who do not wish to work on a Sunday.

Person Specification

The Person Specification outlines the criteria the successful role holder must fulfil. It provides a profile of the knowledge, skills, attitudes and behaviours which are essential and desirable in the successful candidate.

The Person Specification enables prospective applicants to assess themselves for the job (and helps unsuitable candidates decide for themselves not to apply) and provides a benchmark for assessing candidates.

The Person Specification must always link back to the job requirements as defined in the Job Description.

The Person Specification is therefore a key document in the process, from which the line manager can define both the short-list and interview assessment criteria. As such the Person Specification is the basis for a fair and objective selection process based on merit and free from discrimination. The Person Specification therefore lays the foundation for the success or failure of a selection process as a whole. A badly written Person Specification will make objective assessments and selection difficult, to the point of impossibility. The criteria should be categorised as follows:

Type of criteria	Example
Knowledge and Experience	Experience of working with young people between the ages of 11-18 in a group situation Detailed and up-to-date knowledge of the Data Protection Act 1998
Education and Qualifications	Must have Graduate Membership of the CIPD or equivalent
Skills and Abilities	Have the ability to write accurate reports for senior management within a set time-frame
Attitudes/ Behaviours	Must behave consistently with the Nottinghamshire Police PROUD values
Other	This could be any other essential criteria for the job, for example, the need to work out of normal hours (this does not mean long hours) or in different locations. Must have the ability to travel around the County to various locations as and when required

The common Do's and Don'ts with Person Specifications

Do	Don't
<p>Ensure the knowledge, skills, attitudes and behaviours are related precisely to the needs of the job.</p> <p>There should be a clear link between the criteria and the accountabilities and responsibilities detailed in the job description.</p>	<p>Focus purely on knowledge and experience without giving consideration to the attitudes and behaviours required.</p>
<p>Assume competent performance</p>	<p>Overstate beyond what is necessary for competent job performance. For example the level of qualification needed should not be overstated as this could cause successful applicants to be bored or under utilised.</p> <p>Remember that the person may only rarely be required to operate at these enhanced levels and training should be provided to enhance skills without unnecessarily inflating the requirements of the person specification. If the person specification criteria are over inflated, someone may be employed on the basis of false hopes and aspirations.</p>
<p>Include genuine job requirements.</p>	<p>Include unnecessary requirements as these will reduce the pool of potential candidates, making it harder for you to recruit. For example, a requirement that the applicant be 'active and energetic' when the job is sedentary.</p>
<p>Include health and physical characteristics that are genuinely required.</p>	<p>Include health, physical characteristics and physical fitness requirements where such requirements lead to a blanket exclusion of people with particular impairments and do not allow individual circumstances to be considered.</p>
<p>Make reference to 'equivalent qualifications' or to 'equivalent levels of skill or knowledge' in order to avoid indirect discrimination.</p>	<p>Be unjustifiably restrictive in specifying particular qualifications. For example, line managers should avoid specifying qualifications that were not available a generation ago, such as GCSEs, without stating that equivalent qualifications are also acceptable. Similarly, requiring a UK-based qualification, when equivalent qualifications obtained abroad would also meet the requirements of the job.</p>

<p>The criteria must be expressed in terms that describe the abilities you are looking for</p>	<p>Include a specific number of year's experience unless this can be legitimately justified. For example, strong team management skills would be appropriate whereas 5 year's experience of managing a team could potentially fall foul of age discrimination.</p>
<p>The criteria should be expressed in a way which allows for minimal individual interpretation and must be described in measurable terms and observable facts.</p>	<p>Use vague and subjective language. For example, what do you mean by communication skills? Oral communication skills or written? Try and break these skills into more specific areas, for example, dealing with difficult customers or the ability to compose letters.</p>
<p>Make sure that all persons involved in a selection process have agreed the <u>person specification criteria to be used.</u></p>	<p>Quickly draw up a person specification without consulting relevant people.</p>
<p>Double check that you can defend the use of each criterion by reference to the job description.</p>	<p>Include criteria that are not linked to the job description or disproportionate to the requirements of the job.</p>

Alongside each criteria in the person specification an appropriate method of assessment must be recorded. For example, Application form, Interview, Test. Criteria could have two or more possible assessment methods. Ensure that you think through the most appropriate methods.

For example, the method of assessment for a qualification will be the application form. 'Detailed knowledge of the Data Protection Act', however, will be difficult to assess on an application form but would be possible in an interview and possibly even better as a practical or written test.

Job Evaluation

Having drafted your job description and person specification you should contact your HR Business Partner for advice and help with job evaluation. You must always refer to PD 127 Job Evaluation Procedure to ensure all job evaluation requirements have been undertaken prior to commencing any recruitment activity. Please bear in mind job evaluation panels normally meet monthly so it is important to get this ball rolling as soon as possible to ensure you reduce the time it takes for you to fill the vacancy.

Drafting Your Advert

The Line Manager should complete a draft advert using the G1071 Managing Resources Form (see HR Intranet) and this must be based on the job description and person specification.

Advertisements should be drafted and tailored to the ideal applicant pool without any areas for misunderstanding. They must be clear, easily understood, non-discriminatory, and should avoid any gender or culturally specific language. Always keep the text short and simple and ensure you include the minimum essential

shortlisting criteria while giving the main aspects of the job, pay, career prospects, location and contract length. Also think of ways to help unsuitable candidates decide for themselves not to apply. Make sure that any further information which is available about the job is easily signposted. This is your opportunity to appeal to the widest possible pool of candidates to maximise the calibre of the person you eventually appoint.

If possible, the Line Manager should decide the dates for interview and place these in the advert as this can speed up recruitment time by significantly reducing requests to rearrange interviews.

The HR Resourcing Team will have access to a bank of previous adverts and can give advice on structuring your advert in line with Force guidelines and maximising the chance of high calibre candidates applying.

HR Resourcing will review your draft advert and give appropriate advice to help you.

Managing Resources Panel

Once evaluated, the job description and person specification must be attached along with the draft advert within the G 1071 Managing Resources Form and submitted to the Managing Resources Inbox. All complete documentation that is received no later than Monday at 12pm will be processed for advertisement that same week (subject to any specialist publication deadlines). Vacancies cannot be processed without fully complete documentation and confirmed job evaluation.

The G1071 Managing Resources Form must include where the advert should be placed to achieve the most effective recruitment outcome in terms of response and cost. Advice on appropriate media/publications is available from both your HR Business Partner and HR Resourcing.

The G1071 Managing Resources Form gives the option for the Head of Department/ Divisional Commander to use the current recruitment campaign to create a candidate bank. Candidate banks contain details of candidates who have successfully completed an assessment process for the post but at that time were not offered a vacancy. Therefore the candidate bank contains the details of a pipeline of candidates who, if a future vacancy arises within the agreed timeframes, will either be offered the job or progressed to final interview stage immediately (depending on the circumstances) without the need to re-advertise the vacancy.

When deciding whether it is appropriate to use the current campaign to create a candidate bank, consideration should be given to the likelihood of future vacancies arising, the time it takes to train and or recruit for these vacancies, the likelihood of the available candidate pool for such vacancies changing (i.e. is it so specialist that new candidates are unlikely to become available). Ultimately the appropriateness of a candidate bank must be considered by the Head of Department/ Division and will vary from role to role and very much depends on the overall establishment figure for the department at the time.

When thinking about the merits of developing a candidate bank, Heads of Department/ Divisional Commanders must balance the need for fast and effective recruitment with the risks of:

1. mismanaging candidate expectations and

2. the recruitment market changing such that those in the candidate bank may not be the most suitable candidate at the time that a future vacancy arises
3. changes in organisational needs.

This is where local knowledge is essential and HR Business Partners should be contacted for further help and advice about recommending appropriate candidate bank requirements within the Managing Resources Form.

The Managing Resources Panel will also have records of previous roles and candidate bank timeframes/ agreements and will ensure consistency and fairness in the application of candidate banks across the Force.

The Managing Resources Panel will also manage the random sample for drug screening successful applicants for police staff vacancies as part of the pre-appointment checks as per PD 482 Pre-appointment Drug Screening Procedure. Line managers will be notified after the Managing Resources Panel as to whether their role has been selected for drug screening the successful candidate as per the above procedure. The Managing Resources Panel will also confirm if the post requires biometric vetting (see PD 633 Biometric Vetting Procedure).

It is always best to start the Managing Resources Process as soon as you receive notification of a forthcoming vacancy and you have all of your paperwork ready. Please remember that there are a significant number of steps in the recruitment process so on average it can take 12 weeks from submitting the G1071 Managing Resources Form to a confirmed job offer being made, so it is essential to get the process started as soon as possible.

HR Business Partners are available to give advice on planning recruitment activity and giving tips for speeding up recruitment, increasing the calibre of the applicants whom you attract and managing cover/ operational efficiency issues pending the appointments (e.g. Acting Duties).

Advertising

Once approval has been given to G1071 Managing Resources Form, HR Resourcing will commence advertising. As standard, all vacancies which will be advertised externally will be advertised on:

- the intranet via job vacancies
- the external website via job vacancies
- Facebook & Twitter

Non-Standard advertising which may be used in appropriate circumstances includes:

- the preferred recruitment agency supplier,
- specialist recruitment and media channels (to be approved by the relevant Head of Department/ Divisional Commander and financed through local budgets).

Internal and external adverts will generally contain the same information.

The closing date for all applications will normally be at least two weeks from when the advert is placed and is normally a Thursday. Remember to consider any unusual circumstances – for example does the advert run over the core holiday periods? In

such situations you may wish to extend the advertising window.

It is important to remember that there are deadlines for every newspaper and journal so it is important to get the timing right, especially for monthly journals.

Applications

Nottinghamshire Police will ensure an objective and consistent application process free from all forms of discrimination by requiring all applications to be submitted on the agreed Force Application Form. This supports consistent and objective assessment of an applicant's ability to do the job. It will also enable applicants to compete on equal terms with each other. It is therefore important that applications are only accepted on application forms.

Internal candidates will be able to apply using a short version application form without the need to resubmit data already held on Force systems. All other sections will be the same as for external candidates.

The application form gives candidates the opportunity to highlight if they are listed on the 'at risk' register or if they are applying for an internal transfer. In some situations, 'at risk' employees may take priority over other applicants provided they meet the essential criteria or could do in reasonable time and with appropriate training/support. HR will advise recruiting line managers if they have an application from an internal applicant who is 'at risk' and confirm the priority status.

The advert will ask all candidates to download the application form and pack from the Force website.

HR Resourcing will

- monitor the progress of all applications received via ORIGIN;
- make suitable arrangements to undertake Equal Opportunities Monitoring for applications received using the G262C Equal Opportunities Monitoring Form;
- check applications for essential qualifications and adverse information regarding vetting and convictions.

Applicants with Disabilities

HR Resourcing will always check if an applicant has indicated on their application form that they consider themselves to have a disability. If applicants ever advise line managers of this directly then the line manager should contact HR Resourcing to ensure appropriate reasonable adjustments can be considered.

This is essential as we have a duty to make reasonable adjustments and must provide and accept information in accessible formats where this would be a reasonable adjustment. Therefore HR Resourcing are able to provide application packs in different formats and these will be available by the intranet, Internet, in Braille (via Nottinghamshire County Council), and via HR Resourcing.

Also, all applicants with a disability as defined under The Equalities Act 2010 and meeting the minimum criteria for the person specification will be shortlisted for initial assessment.

Redeployment

It is essential that we seek to find suitable alternative posts for those police staff that are considered 'at risk'. This should responsibly avoid dismissal situations. For example, a member of police staff formally at risk of redundancy would in normal circumstances take priority over Internal Transfer requests and candidates held in a candidate bank if the vacancy is at the same grade and they are capable of undertaking the role or it is deemed that after reasonable training/support they would be capable of undertaking the role. HR will give advice in such situations, including matters of trial periods for redeployment, and will ensure PD 587 Management of Change Procedure is followed.

All Force vacancies are advertised on the internal vacancies site for at least 2 weeks and this will usually run alongside other advertising for the vacancy (e.g. external to the Force).

All 'at risk' employees have a responsibility to routinely review the force internal vacancies site to identify and apply for posts which could provide either suitable alternative or alternative employment opportunities.

Internal Transfer List

HR Resourcing will contact any application(s) from individuals listed on the transfer list and their line manager by date order on the list.

Any transfer date will be mutually agreed between the relevant line managers and will normally be within 28 days of the decision to transfer. In exceptional circumstances an extension to this transfer date may be agreed and authorised by the Posting Panel, which is chaired by the Senior Manager, HR Operations or their nominated representative.

Candidate Banks

HR Resourcing will establish if there is a current Candidate Bank for the role.

Candidate banks contain details of candidates who have successfully completed an assessment process for the post but at that time were not offered a vacancy. Therefore the candidate bank contains the details of a pipeline of candidates who, if a future vacancy arises within the agreed timeframes, will either be offered the job or progressed to final interview stage immediately (as determined appropriate by the HR Partner Resourcing and dependent upon the process they have already completed and the time since that assessment process) without the need to re-advertise the vacancy.

The timings for how long candidate banks will be considered for a vacancy will already have been approved by the Managing Resources Panel.

In the majority of situations an internal applicant on the 'at risk' register will take priority over other applicants within Candidate Banks if they meet the minimum requirements of the role during a full assessment or could meet these requirements with reasonable training in a reasonable timeframe. This is because we have a legal

duty to redeploy and a commercial duty to spend money wisely and not make people redundant without first exploring all alternative opportunities for employment first.

Recruitment Agencies

Nottinghamshire Police have a preferred supplier for the hire of agency staff and all requests for hiring agency staff should be submitted via the Managing Resources Form. Once approved HR Resourcing will work with the agency to fill the vacancy.

Short listing

The line manager will collect all application forms which have passed the initial check by HR Resourcing (for essential qualifications and adverse information regarding vetting and convictions) 2 working days after the closing date.

HR will identify if any applicants are 'at risk' and have priority status. HR will confirm which priority group the applicant is in with the line manager and provide advice in accordance with PD 587 Management of Change Procedure.

The line manager should aim to convene a Short listing Panel and complete short listing within a further 3 working days.

The Line Manager should confirm the marking system, including the cut-off score for progressing to the next stage, before the applications are shortlisted. This system should be applied consistently to all applications by all those involved in short listing.

- Where a small number of candidates have applied, a simple system of ticks and crosses will suffice.
- For a larger number of candidates marks should be awarded for each criteria depending on the extent to which the applicant fulfils the requirement in the person specification. For example, 1 if they could meet the criteria with reasonable training and 2 if they fully meet the criteria. Those who do not meet one or more of the essential (high) criteria can be awarded an "x" and not considered further.

Wherever possible, the line managers should arrange for at least two people to be involved in short-listing applicants, to reduce the chance of one individual's bias prejudicing an applicant's chances of being selected. Each assessor should shortlist each application separately before a final mark is agreed between the people involved.

Care with short listing improves the prospects of being objectively consistent with all applicants and appointing the highest calibre candidate. The essential things to remember when short listing are:

- Only criteria used in the person specification can be used.
- All candidates must be listed on the G2062E Short listing Summary Sheet.
- Whenever possible short-listing must be undertaken by at least two people.
- Involve the direct line manager/supervisor.
- Only use criteria and evidence that can be judged from the application form.
- Do not use personal knowledge - selection should be based only on information provided in the application form.

- Where possible the short-listing and interview panels should consist of the same people.
- The same process should be used for all applicants.
- All applicants with a disability as defined under The Equalities Act 2010 and meeting the essential criteria in the person specification must be shortlisted for initial assessment.
- Keep short-listing as simple as possible
- Those involved in short listing should declare if they have a knowledge/ vested interest in a candidate and appropriate steps should be taken.

The essential (high) criteria should predominate in the short-listing. One way to achieve this is to weight essential criteria as more important than desirable criteria.

Once the short listing panel have assessed all applicants, the line manager should:

- Complete the G 2062E Short listing Summary Sheet.
- Complete the G 262C Equal Opportunities monitoring form for monitoring purposes.

Arranging Interviews

The line manager should send the G2062G Interview / Test Request form to HR Resourcing along with the applications. If any applications are received from employees who are 'at risk' then HR will schedule interviews in priority group order. HR will write to all candidates inviting them for an interview. Please note that interviews can be cancelled at a later stage if the role is confirmed as a suitable alternative post for an employee on the 'at risk' register.

Ideally interviews should be completed within 10 working days following the completion of shortlisting, and candidates should be given at least 5 working day's notice of interview arrangements if they were not previously advised of interview arrangements in the advert.

It is best to prepare an interview schedule which gives up to 45 minutes to an hour for each interview and allows approximately 15 minutes between each interview to enable each member of the interview panel to complete the G 2062G Interview Test Request Form for each applicant.

Where possible interviews should be scheduled at roughly the same time of day as the working pattern for the job.

The line manager should notify HR Resourcing of interview arrangements using the G 2062G Interview Test Request form.

The Interview

Preparation

The interview has two main purposes - to assess the candidate's suitability for the job, and to give the candidate information about the job, department and Nottinghamshire Police as a whole. It is important to remember that first impressions count in both directions.

The line manager is responsible for arranging an appropriate interview panel prior to the short listing stage of the process. Each panel will consist of at least two appropriately trained assessors. Interview panels will normally be chaired by the line manager for the post and it is unusual for the line manager to not sit on the panel. Panels should wherever possible be balanced in terms of gender, race and age.

The same interview panel must interview all applicants for a particular vacancy, unless there are exceptional circumstances or volume recruitment when a small team would suffice. HR Resourcing can give advice.

Anyone involved in the interview panel must take personal responsibility to:

- Ensure they are appropriately trained in recruitment and selection, equality and diversity and Nottinghamshire Police Recruitment Policy, Procedures and this Guide. HR Resourcing will provide a briefing if requested.
- Ensure they do not make stereotypical assumptions about people.
- Apply a scoring method objectively.
- Prepare questions based on the person specification and job description and the information in the application form.
- Follow the pre-agreed interview structure.

A member of staff from the Division/Department recruiting should be nominated to act as a “host” to collect applicants from Reception, make them welcome, photocopy all the required documentation (i.e. qualification certificates and proof of identity) and keep them informed of any delays.

The panel members should prepare by:

- reading the application form, job and person specifications, shortlisting person specification summary sheet and identify areas which need further exploration or clarification;
- planning a set of standard questions;
- planning any final adjustments to accommodate an interviewee who has indicated a disability on the application form - it is easy to overlook simple adjustments that may be reasonable to make. For example, candidates with hearing impairment may not only need to be able to clearly see the interviewer as they are talking, but may need communication support if they are not to be placed at a disadvantage.
- being ready for the candidates' questions, and trying to anticipate what additional information they may seek.

Equality of opportunity in interview arrangements

Line managers must ensure they do not put any applicant at a particular disadvantage in the arrangements they make for holding tests or interviews, or using assessment centers. For example, dates that coincide with religious festivals or inflexibility in interview times may unjustifiably disadvantage certain groups. Consideration should always be given to such matters.

Nottinghamshire Police is under a duty to make a reasonable adjustment from the time that we are first informed of a disability and the potential disadvantage. However, the extent of the duty is less than might have been the case if we had

known (or ought to have known) in advance about the disability and its effects.

If an applicant has stated that they have a disability, it is important to ensure the facilities meet the requirements of that person where possible and that reasonable adjustments are made.

By the interview stage, we should have already reviewed application forms and considered whether reasonable adjustments are needed. If further information is disclosed regarding a disability that we were not previously made aware of then we need to act reasonably but the responsibility to make adjustments is slightly different.

Structured interview

All interviews need careful preparation if they are to be successful. Every candidate should be offered the same opportunities to give the best presentation of themselves, to demonstrate their suitability and to ask questions of the panel. Each candidate should leave with a sense of being treated well and fairly and having had the opportunity to give of their best and find out more about the role and the Force.

It is essential that the interview is structured and consistent for all, as unstructured interviews widen the chances that assessors will make judgments about an applicant based on instinct, subjectivity and irrelevant impressions and thereby risk discrimination. It is vital that assessments are based against the person specification and not prejudice and stereotypes. Essentially by conducting a structured interview strictly on the basis of the job description and person specification, and combining this with any test results, a line manager will ensure that all applicants are assessed objectively, and solely on their ability to do the job satisfactorily.

Interviews should be structured but with the opportunity to probe and follow up with supplementary questions where appropriate. However, not every manager is skilled at interviewing, and may not be able to judge efficiently the applicant's skills and competencies. Interviewing requires a certain level of skill and it is therefore essential that interviewers are appropriately skilled.

It is particularly important to avoid irrelevant interview questions. These could include, for example, questions about childcare arrangements, living arrangements or plans to get married or to have children. Where such information is volunteered, interviewers should take particular care not to allow themselves to be influenced by that information. A woman is under no obligation to declare her pregnancy in a recruitment process. If she volunteers that information, it should not be taken into account in assessing her suitability for the job.

Questions should not be asked, nor should assumptions be made, about whether someone would fit in with the existing workforce as this will not help us become more representative of the communities that we serve and may be disadvantage certain groups. For example, you should not make a negative assessment / judgment of how a woman would fit in with a male dominated team, or a black applicant might fit into a mainly white team. Falling into this mindset would amount to direct discrimination.

Except in particular circumstances, questions about disability or health must not be asked at any stage before the offer of a job (whether conditional or not) has been

made, or where the person has been accepted into a pool of applicants to be offered a position when one becomes available.

Ensure your questions are:

- linked to the person specification and enable you to assess knowledge, skills, attitudes and behaviours and give you sufficient evidence to assess the applicants fit with PROUD;
- clear and easily understood,
- open-ended where possible (i.e. ones that can't be answered just by a yes or no answer) as this will encourage the candidate to speak freely - they often begin 'what', 'why', 'when' or 'how' ,
- not leading the candidate to give a specific answer.

The chair of the panel may choose to use G 2062G Interview Test Request Form to list their questions.

It is important that during the interview a set structure is followed but you also need to manage this so that the conversation flows naturally wherever possible. Therefore whilst it is important to follow a structured interview, it is essential that probing questions follow to further explore candidates' answers. Therefore the interview should be flexible but remain within a previously agreed structure.

So taking an example, if the person specification included effective team worker, you may like to ask the question:

- *Please can you give me an example of when you have pulled together in a team to deliver a shared objective.*

Depending on the answer you get, you may wish to probe and follow this up with a couple of the probing questions below:

- *What did you achieve as a team?*
- *What was your specific role?*
- *What level of responsibility did you take?*
- *How did you encourage others to pull together with you?*
- *What support did you show to other team members?*
- *What problems did the team face?*
- *How did you personally help overcome these?*

Try and keep the probing questions natural and relaxed to ensure you gather all of the information but without leading candidates to give a specific answer.

Conducting the interview

Line managers should make arrangements to conduct the interview in an environment that will allow candidates to demonstrate their best. Line managers should therefore:

- arrange for there to be no interruptions,
- divert telephone calls,
- make arrangements to welcome the candidate(s),
- show them cloakroom facilities,
- if possible, let the candidate have a brief tour of the work place and meet some of the team. This is particularly useful in the case of people new to the

job market (school-leavers, returning men and women), who may have little or no experience of what to expect in a workplace.

It is not unusual for both interviewer and candidates to be nervous. Thorough preparation will help. Be careful not to fill silences by talking - the aim of the interview is to draw information from the candidate to decide if they would suit the job. Therefore the candidate should do most of the talking.

It is important to encourage candidates to relax and give of their best in what is, after all, a somewhat unnatural setting. It is important to keep the conversation flowing, and the introductions and initial 'scene-setting' can help all parties settle to the interview. The following pointers may be helpful in conducting the interview:

- always make sure you introduce yourself (and other interviewers if present);
- try and give some background information about the Force and the job - this helps everyone to focus on the objective;
- follow the pre-agreed structured questions but probe with supplementary questions if you need to find out more;
- listen, and make brief notes as necessary on salient points
- have a time frame and keep to it, allowing sufficient time for candidates to ask any questions they might have;
- make sure the candidate is familiar with the terms and conditions of the job, have had the opportunity to find out more about the job and Nottinghamshire Police and fully understand what will happen next and when to expect to hear from you.

Assessing candidates in the interview

Nottinghamshire Police uses the ORCE model for evaluating evidence for each question in the interview:

- **Observe**
- **Record**
- **Classify**
- **Evaluate**

This structured assessment is essential as it will ensure assessments are made on the basis of evidence of suitability for the role and also avoid the pitfalls of stereotyping, making snap judgments, and 'mirror-image' effects (that is, a subconscious subjectivity - looking for similarities to oneself in the candidate).

More advice on this follows in Selection Decisions.

Selection Tests

Should part of the selection process involve testing (for example, psychometric profiling, practical, role-play, presentation or a team exercise) the invitation to interview letter must specify this.

Any test must have been approved within the original G1071 Managing Resources Form to confirm it is free of bias, clearly aligned to the person specification, consistent with others used in Nottinghamshire Police, appropriately administered

(including consistency in test arrangements for all candidates and appropriate pass marks) and cost effective.

Line managers should always refer to HR Resourcing if any candidate has advised they require any reasonable adjustments to tests due to a disability as it is important we accommodate this where we can. Similarly HR Resourcing may seek professional advice to confirm appropriate adjustments. Examples of adjustments which may be reasonable include:

- providing written instructions in an accessible format;
- allowing a person with a disability extra time to complete the test;
- permitting a person with a disability the assistance of a reader or scribe during the test;
- allowing a person with a disability to take an oral test in writing or a written test orally.

The extent to which such adjustments would be reasonable will depend on the nature of the applicant's disability, how closely the test is related to the job in question and what adjustments the employer would be reasonably able to make if the applicant were given the job.

Where the purpose of a test is not to ascertain a person's level of proficiency in English, special care should be taken to make sure candidates whose first language is not English understand the instructions. Tests that are fair for speakers of English as a first language may present problems for people who are less proficient in the language. Applicants whose first language is British Sign Language may be at a substantial disadvantage if test instructions are spoken in English. HR Resourcing will help managers consider what they should do to comply with the duty to make reasonable adjustments for applicants with disabilities.

All candidates should take the same test unless there is a health and safety reason why the candidate cannot do so, for example because of pregnancy, or unless a reasonable adjustment is required.

Test papers, assessment notes and records of decisions should be kept by the Chair of the Panel in the first instance. Personal test results should be given to all applicants on request, successful as well as unsuccessful, but ensure you only talk about the individual's scores and not how other candidates scored.

Verification of Qualifications and Identity

It is essential that the Chair of the Panel ensures the qualifications relevant to the job are verified at the interview by the validation of certificates.

Home Office Requirement

Section 8 of the Asylum and Immigration Act 1996 requires all employers in the United Kingdom to make basic document checks on every person they intend to employ. By making these checks, employers can be sure they will not break the law by employing illegal workers.

The Chair of the panel takes responsibility for this and must complete Identification Declaration Form.

Documentation

Each potential new recruit must provide either 1 document from List 1 below or 2 documents from List 2. These must be checked by the Chair for authenticity, copied and kept with the application documentation.

List 1

Any ONE of the documents included below are acceptable as identification:-

- ❖ A passport showing that you are a British citizen, or have a right of abode in the United Kingdom.
- ❖ A document showing that you are a national of a European Economic Area country (see list below) or Switzerland. This must be a national passport or national identity card.
- ❖ A residence permit issued by the Home Office to you as a national from a European Economic Area country or Switzerland.
- ❖ A passport or other document issued by the Home Office which has an endorsement stating that you have a current right of residence in the United Kingdom as a family member of a national from a European Economic Area country or Switzerland who is resident in the United Kingdom
- ❖ A passport or other travel document endorsed to show that you can stay indefinitely in the United Kingdom, or have no time limit on your stay
- ❖ A passport or other travel document endorsed to show that you can stay in the United Kingdom; and that this endorsement allows you to do the type of work that you are being offered if you do not have a work permit
- ❖ An Application Registration Card issued by the Home Office to you as an asylum seeker stating that you are permitted to take employment.

If the applicant is able to provide one of the above there is no need for them to provide further documentation. However if they are not able to provide a document from List 1 then we will need to see a combination of documents from List 2 below.

List 2

Combination 1

- ❖ A document giving their permanent National Insurance (NI) Number and name. This could be a: P45, P60 National Insurance card or a letter from a Government agency.

To accompany the document providing the NI Number we require ONE of the following:-

- ❖ A full birth certificate issued in the United Kingdom, which includes the name of

their parents; OR

- ❖ A birth certificate issued in the Channel Islands, the Isle of Man or Ireland; OR
- ❖ A certificate of registration or naturalisation stating that they are a British citizen; OR
- ❖ A letter issued by the Home Office to them which indicates that they, as the person named in it, can stay indefinitely in the United Kingdom, or have no time limit on their stay; OR
- ❖ An Immigration Status Document issued by the Home Office to them with an endorsement indicating that they, as the person named in it, can stay indefinitely in the United Kingdom, or have no time limit on their stay; OR
- ❖ A letter issued by the Home Office to them which indicates that they, as the person named in it, can stay in the United Kingdom, **and** this allows them to do the type of work we are offering; OR
- ❖ An Immigration Status Document issued by the Home Office to them with an endorsement indicating that they, as the person named in it, can stay in the United Kingdom, **and** this allows them to do the type of work we are offering.

Combination 2

- ❖ A work permit or other approval to take employment that has been issued by Work Permits UK

To accompany the work permit we require ONE of the following:-

- ❖ A passport or other travel document endorsed to show that they are able to stay in the United Kingdom and can take the work permit employment in question; OR
- ❖ A letter issued by the Home Office to them confirming that they, as the person named in it, are able to stay in the United Kingdom and can take the work permit employment in question.

European Economic Area Countries

Austria	Belgium	Cyprus
Czech Republic	Denmark	Estonia
Finland	France	Germany
Greece	Hungary	Iceland
Ireland	Italy	Latvia
Liechtenstein	Lithuania	Luxembourg
Malta	Netherlands	Norway
Poland	Portugal	Slovakia
Slovenia	Spain	Sweden
Switzerland	United Kingdom	

The Force must in all cases see the original of any document and take a photocopy for the applicant's file.

A G 2062F Identification Declaration Form should be signed and dated by the Chair of the interview Panel on the day of the interview.

You must carry out the following reasonable steps when checking all the documents presented to you by the applicant:-

- Check any photographs, where available, to ensure that you are satisfied they are consistent with the appearance of your applicant
- Check the dates of birth listed so that you are satisfied these are consistent with the appearance of your applicant
- Check that the expiry dates have not been passed
- Check any United Kingdom Government stamps or endorsements to see if your applicant is able to do the type of work being interviewed for
- If your potential member of staff gives you two documents from list 2 which have different names, you should ask them for a further document to explain the reason for this. The further document could be a marriage certificate, divorce document, deed poll, adoption certificate or statutory declaration.

The following parts of all documents must be copied:- the front cover and all of the pages which give your applicants personal details. In particular, you should copy the page with the photograph and the page which shows their signature; and any page containing a United Kingdom Government stamp or endorsement which allows your applicant to do the type of work being interviewed for.

Selection Decisions

The Interview Panel should wait until all interviews and tests have been completed and then use the following approach to make their selection decisions.

In advance of the interview, the Panel may have chosen to weight some elements of the Person Specification. This must be objectively justifiable on the basis of the job requirements. Each criteria should be given a weighting according to its relative importance to the job. It is best to keep this process as simple and straightforward as possible and sound planning here will ensure the right candidate is appointed from the process. The recommended scale is:-

High	-	3
Medium	-	2
Low	-	1

The Panel should also agree an ideal overall score - although care must be taken when considering the results that a high overall score doesn't mask a low score in a crucial area. Panels may choose to set a minimum pass mark for each question or for specific questions.

In using the ORCE model, all panel members should **observe** the candidate during the assessment, making initial **records** of their observations. After the assessment they should immediately expand on these records - recording all relevant observed details. This is not only for the decision-making process but also to provide feedback to the candidate if requested. Bear in mind that under the Data Protection Act 1998, candidates are legally entitled to ask to see interview notes and your selection decisions may be challenged under discrimination legislation. Panel members can then use the assessment proforma to classify and evaluate these observations, ensuring appropriate assessments are based on evidence.

In advance of the interview the Chair will ensure that the criteria to be judged during the interview are entered in abbreviated form down the left hand column of the Interview Assessment Form (see HR Intranet) to enable this method of observe, record, classify and evaluate to be effectively used. Sufficient copies should be prepared to allow each interviewer to have a form to complete for each candidate.

Any notes you make regarding evidence gained should be recorded in the right hand column either during the interview, having explained to the candidate that you intend doing so, or immediately after the interview. Objective evidence must be recorded against each criteria which will justify the decision made and be useful in the provision of feedback to applicants.

Immediately following the end of the interview each interviewer independently should **classify** their evidence against each criteria using the following scale :-

Score	Descriptor	Guide
5	Exceptional	Greatly exceeds the standard required Strongly demonstrates the full range of PROUD values
4	Strength	Exceeds the standard required Demonstrates the PROUD values
3	Effective	Meets the standard required Displayed behaviours that support the PROUD values
2	Improvement Required	Below the standard required Displayed some behaviours that do not support the PROUD values
1	Unacceptable	Far below the standard required and would be considered a significant development Displayed behaviours that do not support the PROUD values

Having completed their individual classifications the Panel should then compare and discuss their observations, records and classifications and any differences resolved by discussing the evidence which led to a particular classification being given. Simply averaging out the marks is not permitted. In general circumstances, any candidate with a 1 or 2 against any criteria is not appointable and should be rejected. No further action is taken until all the interviews are completed. **Note: For an 'at risk' employee scoring a 2 the line manager will have to assess whether the individual could reach the required standard in reasonable time with reasonable support and/or training.**

The Chair should then complete the Consensus and Individual Score Sheet for each candidate.

All candidates **evaluated** as warranting a score of 3 or more for all criteria will then be given a total score (including any weighting). When all the interviews are completed the panel members agreed scores (which are marked against each criteria) is multiplied by the weighting factor and added up to give a total score for the candidate. The candidate **evaluated** with the highest score most closely matches your person specification. You should double check that they have and will be the successful applicant.

At the end of the assessments, the Chair is responsible for:

- collecting all assessment forms completed by each interviewer for each candidate;
- ensuring that the required identity document(s) are checked and copied and that the Identification Declaration Form is signed and dated;
- agreeing who will verbally offer the candidate the role
- completing the Selection Results form (see HR Intranet).

Appointment

Once the successful applicant is identified, the Chair of the interview panel will verbally inform the successful applicant of the conditional offer. This offer is subject to satisfactory vetting, references and medical clearance and should ideally be made on the next working day after all the interviews have taken place.

The Line Manager should forward the following paperwork to HR Resourcing:

- the G 2062J Selection Results form
- the completed G 262C Equal Opportunities Monitoring Form
- All other paperwork (i.e. interview notes, questions, selection test results) for the unsuccessful applicants

HR Resourcing will:

- hold all paperwork for 12 months from the assessment date;
- make all written conditional offers of employment within 3 working days of the applicant having been informed verbally of the offer.

Pre-Appointment Checks Medical

Successful applicants will be asked to complete a G 2062H Medical History Questionnaire and return to Regional OHU. Regional OHU will review the completed Medical History Questionnaire and the Job Description and determine whether candidates require a pre-employment medical within 2 days of receipt of the paperwork. Regional OHU will issue an appointment within a further 3 working days.

Internal candidates will not be required to undertake repeat medicals if the new role has equivalent requirements to their existing role.

Drug screening and biometric vetting

All successful applicants for vacancies previously identified under the Managing Resources stage for the random sample for drug screening will be referred as per PD482 (Pre-appointment Drug Screening Procedure).

All successful candidates for roles identified under PD 633 (Biometric Vetting Procedure) will also be referred.

Security vetting

All appointments will be subject to successful completion of the force vetting procedures. HR Resourcing will ensure the necessary forms are forwarded to Vetting, PSD.

The PSD Vetting department aim to provide security vetting clearance for external applicants within 15 working days wherever possible.

Internal candidates will not be required to undergo the full vetting process if the new role has equivalent vetting requirements to the existing role, they hold a current vetting status without restrictions and have declared that there are no changes in their personal circumstances. Where current equivalent vetting is held, limited vetting checks will be undertaken.

References

All appointments are subject to references for external applicants. HR Resourcing will send out a standard reference letter request.

The candidate will nominate two referees. These should preferably be two employers and must include their current employer (or most recent, if currently unemployed) and cover at least the last three years of employment. HR Resourcing will request attendance history within the references. Personal referees and academic establishments will only be contacted if the applicant has not been employed or is self-employed. References will always be taken from HM Services, other Police Forces and Armed Force Discharge Papers, covering performance, conduct and absence.

Attendance

For all internal candidates HR will run a sickness report and ask current line managers to complete a G32A Attendance History Form. The line manager will check this against records held on ORIGIN and provide further information regarding any attendance pattern outside PS 147 Attendance Management Policy.

The attendance history of external applicants will be requested within references and checked against the Force attendance management policy.

Adverse information

Any adverse information arising during pre-appointment checks (including attendance records which fall outside of the agreed force trigger points) will be referred to the HR Advisor Resourcing (or nominated representative). The HR Advisor will consider all of the unique facts of the specific case and decide what further investigations are required (if any) and whether a formal offer of appointment can be issued. The HR Advisor will ensure that all adverse information is considered on a case by case basis and due consideration will be given to relevant employment law when deciding the most appropriate course of action. The HR Advisor will keep the recruiting manager updated.

Any adverse information obtained as part of the vetting process will be referred to the Head of

Vetting and Information Security for assessment and decision.

Appointment

If all pre-employment checks are satisfactory, HR Resourcing will issue a formal offer of appointment letter together with a contract of employment.

Start Dates

Once all the checks have been assessed as satisfactory, a start date will be agreed between applicant and line manager via HR Resourcing within a further 3 working days. The start date will be entered onto the NSPIS System and a formal contract of employment and other relevant documentation will be issued to the new member of staff at least 5 working days before the start date.

Unsuccessful Applicants

HR Resourcing will write to unsuccessful applicants within 5 working days of receiving the Selection Results form.

Unsuccessful applicants who request feedback will be referred to the Chair of the Panel who will advise which criteria they have failed to meet. For internal applicants it is the applicant's responsibility, in conjunction with their line manager, to address developmental needs and any resulting development plan. Feedback should be provided to the applicant within 5 working days of receiving the request.

By demonstrating objective reasons for the applicant's lack of success, based on the requirements of the job, the Force can minimise the risk of any claims for unlawful discrimination. You must be honest and constructive giving your feedback in relation to the person specification. Ensure you also give positive feedback to unsuccessful candidates on any aspects they could reasonably improve for future success. We want unsuccessful candidates to maintain a favourable view of the organisation – this is about community relations, building trust and confidence and they may also be strong candidates for future roles. Failure to get one job does not necessarily mean unsuitability for other jobs with the Force.

Paperwork

Under Data Protection legislation, all documentation relating to the recruitment and selection process is retained for a period of 12 months following the date when the selection took place. This is to allow for detailed monitoring of the process. The records that HR Resourcing will keep will include:

- the job advertisement, job description or person specification used in the recruitment process;
- the application forms received from every candidate applying for the job;
- all forms to document the whole process from shortlisting through to selection decisions;
- interview assessment notes, records of discussions and scoring matrix
- each interview panel member's marks at each stage of the process; for example, on the application form, any selection tests and each interview question (where a formal marking system is used);
- all correspondence with the candidates.

The HR Partner Resourcing will undertake a quality audit in the course of the selection process including dip testing and statistical analysis. Regular monitoring will also ensure that equal opportunity policies are being actively pursued.

Candidate Banks

Certain roles of high turnover, lengthy training and problems to recruit will have had a prior approved permission to create a candidate bank. In such situations, all candidates who achieved the minimum pass mark in the assessments but were not the highest scoring will be placed in the candidate bank, and notified of this, including how long they may be eligible should a future vacancy arise and what would happen next in such a situation.

If the vacancy has an approved candidate bank, the Chair of the Panel should advise in the Selection Results form which candidates are to be retained in the candidate bank.

HR Resourcing will issue a standard letter to such candidates within 5 working days of receiving the notification from the Chair of the Panel.

Appeals

If an applicant feels that there has been a breach of policies and procedures or that they have been subjected to unlawful discrimination or other unfair treatment on the grounds of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex or sexual orientation they may submit an appeal in writing to the HR Partner Resourcing within 10 working days of the incident. The HR Partner Resourcing (or nominated representative) will undertake the required investigation and provide a response to the candidate, where possible, within 10 working days. Any complaint from an internal applicant should only be activated after the receipt of feedback and the appeal will be reviewed by a nominated person who was not involved in the original selection decision. The decision of the person reviewing the appeal will be final and there is no further right of appeal.

Preparing For the First Day

The line manager should prepare an induction plan for the new starter, using the probation and Induction checklist available on the HR Intranet.

The line manager should also carefully plan for supporting employees with disabilities, whether in terms of access, equipment or dealing with colleagues. Specialist advice is available from the Disability Awareness Network, Disability Employment Adviser and the Disability Service Teams of the Department for Work and Pensions. The Department for Work and Pensions also operates the Access to Work Scheme, whereby assistance may be available in meeting the cost of any aids and adaptations required. These services can be contacted via the JobCentre network. Again HR Resourcing can assist with this.

APPENDIX 1

Recruitment process flow

Activity	Responsibility	Timescales
G1071 Managing Resources Form submitted to HR Resourcing along with advert, fully evaluated job description and person specification. Weekly deadline for receipt of G1071 Form is Tuesday midday	Line manager	Day 0
Approve/ decline vacancy and notify line manager of decision	Managing Resources Panel	Weekly after Vacancy Management Meeting
Advertise post	MFSS Resourcing	Within a week of vacancy approval, dependent on advertising schedules
Collate applications (by priority status for 'at risk' applicants)	HR Resourcing	Minimum 2 weeks advertising
Pre-sift (for PC/PCSO recruitment only)	HR Resourcing	Within 2 working days of closing date
Shortlisting	Line Manager and selection panel	Within 5 working days of closing date
Interview invites issued and decline letters sent	Line Manager	Within 5 working days of closing date
Interview panel	Line Manager and selection panel	Within 10 working days of shortlisting
Results sheets returned to MFSS Resourcing including Interview Decisions	Line Manager	Next working day
Remaining paperwork to be returned to retained HR (FHQ) to retain for 12 months	HR Support	At the end of the recruitment process
Conditional offer sent to successful candidate subject to normal references and full checks (including medical checks)	MFSS Resourcing	Within 3 working days of receipt of results
Unsuccessful candidates notified	MFSS Resourcing	Within 3 working days of receipt of results

Pre-employment checks undertaken	MFSS Resourcing in liaison with relevant departments	Commence within 3 working days of receipt of results
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Activity	Responsibility	Timescales
Once all pre-appointment checks have been assessed as satisfactory, start date is then agreed	MFSS Resourcing/Line Manager/Candidate	Within 3 working days of notification that all pre-appointment checks are satisfied
MFSS New Starter Form (External) or APEX Mover Form (Internal) submitted to MFSS Resourcing	Line Manager/HR Support	Within 3 working days
Contract of employment and relevant documentation issued to candidate	HR Resourcing	Within 3 working days of receipt of New Starter Form/APEX Mover
New starter set up on the system and relevant departments notified/tasks sent	MFSS Resourcing	Upon receipt of signed contract of employment
Respond to candidate's request for feedback on interview / test results	Chair of interview panel	Within 5 working days of receiving request
Prepare for employee's arrival and induction	Line Manager	Immediately