



Recruitment and Selection

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Important notice: During times of national emergency or pandemic, the head of HR will approve relevant and necessary changes to policy and process to allow the spirit of the policy to be maintained whilst caring for and supporting our people.

Recruitment and Selection

1. Policy statement

Cleveland Police recognises that a rigorous and challenging recruitment and selection programme will ensure that the organisation only selects the most suitable candidates based upon merit. Recruitment and selection is pivotal in continuing the successful management of talent across the organisation.

The procedures set out in this document apply to Police Officers, Police Staff (including those individuals employed by the Police and Crime Commissioner for Cleveland), Special Constables and Volunteers.

This policy must be applied fairly, equally, and consistently to all irrespective of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation or any other unjustifiable grounds.

2. Purpose

It is the aim of Cleveland Police to ensure that all Police Officers, Police Staff, members of the Special Constabulary, and Volunteers are recruited and selected in accordance with both national and local policies and procedures. The organisation is committed to ensuring that internal and external applicants are afforded equal treatment in the recruitment and selection process.

3. Underpinning procedures

3.1 Newly appointed Police Officers and PCSO recruitment and selection (volume recruitment)

Cleveland Police is committed to adhering to the national recruitment and selection guidelines provided by the College of Policing, concerning the recruitment and selection of newly appointed Police Officers and Police Community Support Officers (PCSO).

The national recruitment and selection guidelines for both Police Officers and PCSO can be found at the following link:

<https://recruit.college.police.uk/Officer/Pages/default.aspx>

Cleveland Police reserves the right to use locally approved recruitment and selection methods to enhance the robustness of its volume recruitment processes. Candidates will be advised accordingly of the local selection methods being used by Cleveland Police.

3.2 Internal Police Officer recruitment and selection (non-volume recruitment)

The recruitment and selection of Police Officers to internal vacancies shall be carried out in accordance with the procedures laid down in sections 3.10 onwards. The Resource Monitoring Group (RMG) shall ensure that all successful applicants are afforded equal treatment and consideration during discussions surrounding internal moves and start dates.

3.3 Police Staff recruitment and selection (non-volume recruitment)

Police Staff recruitment and selection within Cleveland Police shall be carried out in accordance with best practise and local guidelines laid down in sections 3.10 onwards.

For Police Staff employed by the Police and Crime Commissioner for Cleveland the recruitment and selection process may vary from that outlined in this policy. Where variations exist these will be made clear to the applicants concerned.

3.4 Special Constabulary recruitment and selection (volume recruitment)

Special Constabulary recruitment and selection within Cleveland Police shall be carried out in accordance with the national guidelines laid down by the College of Policing. These guidelines can be found at the following link:

<https://recruit.college.police.uk/Special/Pages/default.aspx>

Cleveland Police reserves the right to use locally approved recruitment and selection methods to enhance the robustness of its volume recruitment processes. Candidates will be advised accordingly of the local selection methods being used by Cleveland Police.

3.5 Volunteer recruitment and selection (non-volume recruitment)

Volunteer recruitment and selection within Cleveland Police shall be carried out in accordance with the Police Staff local guidelines laid down in sections 3.10 onwards.

3.6 Positive Action - (Recruitment and promotion initiatives)

On 6 April 2011 the new positive action provisions on recruitment and promotion contained in the Equality Act 2010 (the act) came into force. Positive action is one way of trying to counteract deep-rooted or historic disadvantage by providing under-represented or disadvantaged groups with help to ensure they have the same chances as others.

Positive action measures are important to the development of diversity practices across the organisation. It is therefore recommended that, where there is under representation of a particular group, the following processes should be taken wherever appropriate and reasonably realistic:

- Job advertisements designed to reach members of these groups and to encourage their applications: for example, through the use of the ethnic minority publications and minority social network sites;
- Use of job agencies and/or careers offices in areas where under-represented groups are concentrated to highlight vacant posts;
- Encouragement to Police Officers and employees from under-represented groups to apply for promotion or transfer opportunities;

- Use of the provisions within section 159 of the Equality Act which allows the Force to treat a candidate from a disadvantaged or under-represented group more favourably than another so long as both candidates are “as qualified” as each other;

Positive action is not about giving more favourable treatment to particular groups in the recruitment process. Positive action is not positive discrimination. Positive action in training is lawful, provided certain criteria are met. Selection for recruitment or promotion must be based solely on merit. People Services will ensure that this principle pervades throughout the organisations recruitment and selection policies and procedures.

3.7 Disability Symbol

Cleveland Police is the holder of the Disability Symbol (Two Ticks). For all Police Staff positions this means that any applicants who disclose that they consider themselves being disabled will be guaranteed an interview, provided that they meet the essential criteria for the role. Managers must interview applicants with a disability who meet the essential criteria as measurable from the application form, irrespective of the total number of applicants.

If managers are unsure concerning their obligations under the Disability Symbol they should refer to a member of People Services for guidance.

3.8 Applicants who disclose a disability

The equal opportunities monitoring form within the application process allows an individual who wishes to disclose a disability, the opportunity for reasonable adjustment/s to be made to the recruitment and selection process, if required. This information is completely confidential and is not disclosed to the selection panel at the point of short-listing. If an individual provides details of the adjustment/s required on the application form, the Resourcing team will contact the applicant direct to discuss his / her requirements.

3.9 Recruitment and selection processes

The Cleveland Police recruitment and selection processes for both internal and external applicants are subject to one or more of the following elements:

- Satisfactory Security (Vetting) Clearance;
- Biometric Vetting (not required for PCSOs);
- Satisfactory references;
- Documentary evidence of right to work in the UK;
- A satisfactory medical questionnaire / medical assessment;
- Pass a fitness test (Police Officer);
- Satisfactory Financial checks;
- For those applying to become Police Officers, PCSOs, and Special Constables, a medical will include the taking of a hair sample for drug testing;
- Fingerprints (Police Officers and Specials);
- Fingerprints (Police Staff);
- DNA Sample (Police Officers and PCSOs).

Where a conditional offer of employment is made, subject to the satisfactory return and verification of either all or some of the above elements, where variations differ in the recruitment and selection process for different members of the Cleveland Police family, applicants will be advised accordingly during recruitment and selection.

3.10 The Resource Monitoring Group (RMG)

Prior to the advertisement of a post(s) approval must be sought from the RMG. In order for the RMG to reach an agreement the following documentation must be submitted to People Services for the Group's consideration:

- Recruitment Authorisation Form (RAF) (Appendix 1);

Any request will only be presented to the RMG upon receipt of the Recruitment Authorisation Form (RAF). The RAF is completed by a **Recruiter (a member of staff from within People Services who deals with the advertising of roles)** with input from the **hiring manager (a manager within Cleveland Police / PCC for Cleveland approved to deal with a recruitment campaign)**. A hiring manager is advised to either email or contact the SSC to facilitate this piece of work.

A flowchart of the recruitment process for non-volume recruitment is attached to this policy as Appendix 2.

Once a post has been approved by the RMG the Command / Service Unit can progress the post to be advertised.

Where a Police Staff post has not been graded it shall not be approved by the RMG for advertisement unless it has gone through the official grading process.

3.11 Advertising a vacant post

Upon authorisation from the RMG to advertise the post(s) People Services shall commence the recruitment process. All aspects of the recruitment process will be achieved through the use of electronic E-Recruitment.

Hiring managers will be able to view an advertised post(s) at the following links:

Internal Vacancies advertised for officers and staff:

<https://clevelandpolice.tal.net/vx/appcentre-Internal/candidate>

Vacancies advertised externally on the Cleveland Police Website:

<https://clevelandpolice.tal.net/vx/appcentre-External/candidate>

3.12 Police Staff - Redeployment

All vacant and newly created posts will be checked against employees on the Police Staff Redeployment Register before advertisements are released for publication. Those individuals on the Redeployment Register will receive priority status for matching skills and experiences against posts prior to advertisement, in accordance with the procedural guidelines laid down concerning Police Staff redeployment opportunities

(see the Redeployment policy which is located on the policy intranet site for further information).

3.12.1 Police Officer – Redeployment

Where a Police Officer is unable to continue in his/her current posting due to a particular issue e.g. occupational health and/or medical redeployment, a suitable alternative Police Officer post within Cleveland Police may be considered. The RMG will approve where an individual may be posted after having taken guidance from the Head of Human Resources or a nominated Deputy. The Adjusted Duties list for officers will be consulted.

3.13 The Advertisement

Advertisements should contain basic information pertaining to the post. This includes:

- Job Title;
- Type of Contract (If fixed term provide the end date);
- Rank or Salary / Scale;
- Location;
- Allowances (if applicable);
- Hours worked;
- Brief description of duties;
- Closing date;
- Level of Vetting required;
- Interview Date (optional)

3.14 Job Description and Person Specification

Job Description

The job description and person specification for all roles within Cleveland Police incorporate the PPF (Policing Professional Framework) behaviours. Job descriptions should incorporate an overview of the key elements of the role. The person specification details the qualifications, skills, experience, and competencies required of the person to undertake the role.

All job descriptions should contain the following (where relevant):

- Post Title;
- Rank or Grade and salary scale;
- Command and/or Service Unit and/or department;
- To whom the post-holder reports;
- Level of Vetting required;
- Purpose of the post;
- An accurate reflection of the requirements of the job

Standard paragraphs should be included at the end of the job description covering the following:

- All individuals to comply with confidentiality and principles laid down in the Data Protection Act (DPA) and the Management of Police Information (MOPI);

- All post-holders to comply with health and safety legislation;
- All individuals are expected to demonstrate a commitment to the principles of equality of opportunity and fairness of treatment for all within Cleveland Police
- The above list is not exhaustive and other duties commensurate with the grade and general nature of the post may, from time to time, be required. In addition, there may be some variation/and or development of the above duties and responsibilities without changing the general nature of the post.

Person Specification

A person specification should summarise the skills and abilities required to undertake the duties outlined in the job description and will detail the essential and desirable criteria needed for the post.

3.15 Guidance for the Hiring Manager

Every role within the organisation must be progressed to advert through the appropriate business processes and approved at the RMG. This process starts with contacting a Recruiter to initiate the completion of the Recruitment Authorisation Form (RAF).

A flowchart is attached as Appendix 2 which outlines the non-volume recruitment and selection process from commencement to appointment.

A Hiring Manager checklist is also attached to the policy as Appendix 3 to help support the manager through the recruitment and selection process.

General queries concerning resourcing timescales should be directed to People Services for advice and guidance on extension 1234 (Option 2).

3.16 Failure to recruit through advertisement

If a vacant post is advertised and the hiring manager is unable to fill the vacancy it is the discretion of the hiring manager to decide whether to:

- Re-advertise the post in another media publication;
- Review the essential / desirable criteria and establish whether the post can be carried out with training undertaken for successful party – if this is the case, re-advertise the position and make this explicit;
- Approach suitable candidate(s) within the organisation if all other options are unsuccessful. (Targeted selection must be explored with a HR Adviser/HR Business Partner prior to commencement);
- An alternate option to those mentioned above but fulfils a value for money test.

Alternative recruitment options to those above must be discussed and agreed with a HR Adviser and/or a HR Business Partner prior to any further action.

3.17 Short-listing applications

The short-listing panel will meet to short-list all applications based upon the evidence presented in the application forms. All short-listing is undertaken as a name blind

process: the panel are not provided the personal details of the applicants e.g. name. The short-listing criteria is benchmarked upon the evidence presented (linked to the Police Professional Framework – PPF) and how closely the application matches the essential and desirable criteria of the role. Any selection queries should be directed to People Services (extension 1234 option 2) who will advise of the appropriate next steps.

3.18 The selection panel

The interview panel should be composed of three individuals (the same individuals who undertook the short-listing), from which the chair person will be selected. One member of the panel should be RIAS trained. The third panel member should be independent.

To ensure a transparent, fair, and open recruitment process, those involved in recruitment and selection should declare to their Head of Command / Service Unit Manager any potential conflict of interest and/or any close personal relationship with any of the candidates. Any such relationship or potential conflict of interest may disqualify a manager from being involved either directly or indirectly in the recruitment and selection decision-making process. Close personal relationships include:

- Spouses/partners;
- Members of their own immediate or spouse's / partner's families including parents, siblings, cousins, nephews, nieces, uncles, aunts, grandparents and grandchildren;
- Close friends;
- Anyone else who may be, or perceived to be, in a position to exert undue influence in the recruitment process.

3.19 Sickness Absence - Equality Act 2010

Section 60 of the Equality Act makes it potentially discriminatory to ask internal and external applicants questions prior to and during an interview surrounding an applicant's overall sickness absence record .e.g. how much sickness have you had over the last 2 years? Only question(s) that relate specifically to an intrinsic physical functional requirement of the job can be asked of all candidates e.g. if you were offered the post of surveillance officer, would sitting in confined spaces for prolonged periods of time, restrict you from undertaking the role?

Further guidance on how questions should be directed during interviews to avoid discrimination claims under s60 should be directed to People Services.

3.20 Unsuccessful at short-listing

Those applicants that do not meet the interview selection criteria will be advised via the E-Recruitment notification process that they have been unsuccessful at short-listing. Due to the number of applications received People Services will not provide feedback at the short-listing stage to any applicants.

The short-listing matching document used by the panel should be forwarded to People Services by the hiring manager at the earliest opportunity to allow the process to continue.

3.21 The interview

All successful short-listed individuals will be interviewed for vacant posts. Some Commands /Service Units may choose to include within the selection process a work related exercise. A hiring manager should seek guidance from People Services when undertaking and devising such exercises. Individuals will receive a notification via E-Recruitment of the interview details.

The selection panel prior to the interviews will have agreed a set of questions benchmarking these against the PPF. Like the short-listing process a point's based system will be used to score individuals. It is essential that for equality and consistency purposes that all individuals are benchmarked using the same questions.

It is the responsibility of the hiring manager to provide and return written feedback concerning all interviewed candidates to the Recruiter at People Services. Applicants will receive a formal notification via E-Recruitment of whether they have been successful at interview once the panel has advised People Services of the interview outcomes.

Should an applicant request feedback as to why he/she was not successful at interview, People Services will contact the hiring manager who will make contact with the individual to provide verbal feedback.

3.22 Advice to hiring manager concerning the recruitment and selection process

People Services recommends that the following guidelines are adhered to as best practice in terms of recruitment and selection activities:

- A vacant post should be advertised for 3 weeks;
- Interviews should take place no earlier than 5 working days after informing People Services who has been selected for interview (this allows sufficient preparation time for the selection panel, People Services, and the applicants), unless the interview date is communicated in the job advert;
- All feedback returned to People Services from the hiring manager as to the reasons why a candidate(s) have/have not been selected for interview, using the appropriate recruitment documentation;
- Feedback returned to People Services from the hiring manager concerning the outcome of the interview process;
- The hiring manager to advise the Recruiter of the applicant(s) decision to accept/refuse a conditional offer;
- All candidates will be formally advised of the outcome of the shortlisting / interview processes via E-Recruitment;
- All notes and scoring sheets from the recruitment and selection process to be returned to People Services and stored centrally. This information will be stored and maintained in accordance with the Data Protection Act for 6 months;
- Any notes written throughout the selection process concerning applicants by the panel can be accessed by the applicant. Therefore, managers must ensure that written information is objective, factual, and can be backed up with evidence from the selection process.

3.22.1 Consideration of posts requiring specialist skills (police officers only)

During the selection process for any post(s) due consideration must be given by the hiring manager to the existing specialist skills and training already held by the candidate(s). Whilst it is accepted that experienced officers may well perform a number of distinct specialist roles, it is essential that "double-hatting" is avoided in roles which may adversely impact on each other at critical times, e.g. an Authorised Firearms Officer should not also be trained as a Public Order Officer.

Selection panel(s) must also consider issues including 1) general succession planning initiatives, 2) retraining costs and 3) the potential loss of specialist skills to the organisation through appointments to posts which effectively make individuals unavailable or inaccessible in those specialist roles.

3.22.2 Retention of police staff in specialist posts

Police Staff who are appointed into specialist roles in the organisation may have their notice period extended prior to their appointment, to reflect the difficulties the organisation faces in re-training within these specialist posts. Where this is the case the individual's contract of employment will be amended to reflect this position.

3.22.3 Applicants with a "held in reserve" status

Where the organisation has a difficult to fill and/or identical role which is likely to require an additional recruitment process, within a 6 month window, the organisation reserves the right to hold a candidate(s) on a reserve list. Candidates will be advised if they are to be retained on a list.

After the 6 month period has elapsed a candidate(s) shall be removed from any reserve list. In exceptional circumstances, however, the Head of HR reserves the right to extend a candidate's tenure on the reserve list for up to 12 months.

3.23 Salary Remuneration (Police Staff only)

All newly appointed candidates should commence at the first salary point of the Grade of the post. However, where an individual advises that their current salary be matched by Cleveland Police, and this is greater than the first salary point, it is at the discretion of the hiring manager to match the salary or make an alternative lesser offer, with advice from the Recruiter. Managers should be mindful of ensuring equal pay parity between newly appointed and current employees, when making decision in terms of salary remuneration.

If the hiring manager does not agree with the Recruiter over the level of salary remuneration, the matter can be escalated to the Head of Human Resources or a nominated Deputy for determination. The decision of the Head of Human Resources or a nominated Deputy is final.

3.24 HR Reference requests

As part of any conditional offer of employment a reference will be required by People Services. The supervisor / line manager will be asked to provide the reference. All

appointments will be subject to a satisfactory reference plus ratification via the RMG. Information requested in a reference can include the following:

- Current Grade / Rank;
- Details of current post;
- Outstanding disciplinary / capability warnings (if known);
- Attendance record within the last 12 months;

All applicants should note that an unsatisfactory reference may result in a job offer being withdrawn.

All requests for external references will be dealt with in accordance with the principles outlined in the Cleveland Police Exit policy. A copy of the Exit policy can be found on the policy intranet site.

3.25 Security Clearance (Vetting)

Depending upon the role that an individual has applied for, there will be a level of vetting required to undertake the role. The level of vetting required can be found in the job description. Additional information pertaining to the nature of the vetting status can be found in the Cleveland Police Vetting policy located on the policy intranet site.

Failure to achieve satisfactory security clearance could result in a job offer being withdrawn.

3.26 Service level commitments

In order to ensure that the above service is delivered efficiently and effectively a number of key commitments are required from all concerned. These are:

Recruiter

- To provide advice and guidance to support the Command / Service Unit in completing the RAF and other supporting documentation;
- To ensure the hiring manager passes the RAF to People Services prior to presentation to RMG for approval;
- Once approval is given by RMG advert(s) to be placed on the E-Recruitment system within 3 working days;
- To proactively support the organisation in acquiring the best candidates for the roles advertised.

People Services (Transactional Team)

- Maintain and deliver electronic updates required through the E-Recruitment system to ensure hiring manager and candidates are aware of progress throughout the On boarding process;
- On boarding process to be completed for each vacancy campaign.

Hiring Manager

- To support the Recruiter to help complete and send all relevant documents to People Services pertaining to the recruitment and selection vacancy campaign;

- To inform People Services at each point of the recruitment and selection process mentioned in this document, progress throughout the process;
- To ensure all timescales adhered to in line with the recruitment and selection process;
- Support the Transactional Team in ensuring On boarding process completed as efficiently as possible.

4. Transferring Police Officers (Transferees)

Applicants wishing to transfer to Cleveland Police must have completed their probationary period and be confirmed in the rank of Constable, with service in a police force from either England or Wales.

Police Officers transferring from the Police Service of Northern Ireland (PSNI), British Transport Police (BTP), Police Scotland, Ministry of Defence (MOD), Channel Isles or the Isle of Man Police, should be directed to the Recruiter for consideration in the first instance. The decision to accept a transfer from one of the above rests with the Chief Constable.

Applications from individuals working in the Civil Nuclear Constabulary (CNC) to transfer to Cleveland Police will not be accepted.

For Police Officers transferring to Cleveland Police an internal selection process will be undertaken. Applicants will be advised of the selection method prior to interview. Points to note on the process:

- People Services will liaise with those Police Officers wishing to transfer to Cleveland and establish an interview time / date;
- People Services will liaise with the transferring officers' Force to provide appropriate recruitment information, e.g. PDRs;
- A selection panel will be established to interview the prospective applicants;
- People Services will liaise with the training team to ensure that an appropriate induction package is established for those Police Officers transferring to Cleveland;
- All transferee appointments will be subject to a satisfactory medical assessment ,drug test and fitness test;

For Police Officers transferring from Cleveland to another Force, the following process will apply:

- At the point during the recruitment and selection process that Foreign Forces request suitable references from the Police Officer concerned it is the responsibility of the Police Officer to inform People Services of the intention to transfer to another Force.

4.1 Promotion (Police Constable to Sergeant / Sergeant to Inspector)

The NPPF (National Police Professional Framework) is for police officers seeking promotion to the rank of Sergeant or Inspector. Promotion is only attained once a candidate has successfully completed all four steps. These are outlined in the table below:

Step	Comments
1. Competence in current rank	Confirms that the officer is competent in their current role (e.g. PDR).
2. Examination of law and procedure	Provides an objective assessment of the officer's knowledge and understanding of relevant law and procedure. (This is the same examination as current OSPRE 1).
3. Local selection process and matching to vacancies	Allows forces to manage the number of candidates against the number of planned vacancies within the force. It is a competency based assessment designed and delivered in force, under national quality assurance arrangements.
4. Temporary Promotion (12 months) and work based assessment	Once selected for step 4, officers are given temporary promotion to the next rank. They are developed and assessed in that role against the National Occupational Standards (NOS).

If successful at Step 4, the officer is substantively promoted and can attain a professional qualification in police management.

4.2 Promotion Boards (Police Officers roles Chief Inspector and above)

Promotion boards are designed to ensure that Cleveland Police maintains and supports the most appropriate numbers of Police Officers across the ranks according to its succession planning requirements;

All promotion boards shall follow the following guidelines:

- All applicants will complete a competency based application form that benchmarks the applicants skills and abilities against the PPF behaviours required for promotion;
- All applications will be marked by an independent panel to shortlist those successful candidates;
- All short-listing is undertaken as a name blind process: the panel are not provided the personal details of the applicants e.g. name;
- All Police Officers will receive feedback concerning their performance at interview. This feedback should be incorporated into an individual's PDR;

4.2.1 General Promotion Guidance

- All promoted Police Officers at all ranks will be expected to complete an 18 month period within their allocated posting prior to requesting a move. Should an exceptional circumstance require the individual to be moved / request a move, this will be subject to approval through the RMG;
- Successful applicants may be promoted to another Command / Service unit within Cleveland Police;
- Promotions and posting dates to be ratified by the RMG.

4.3 Attachments (Police Officers and Police Staff)

Attachment opportunities shall be governed in accordance with the following principles:

- Attachments will only apply to posts within Cleveland Police;
- At the end of an attachment, a Police Officer / Police Staff member shall be expected to return to their substantive posting;
- An attachment may last longer than 3 months (90 days). An attachment of longer than 90 days must be noted at RMG for monitoring purposes;
- Attachments should be authorised by the respective Heads of Command / Service units;
- On occasions police staff will be required to be selected for attachments up to a maximum of six months without the post being advertised. If the individual selected to do this work attracts shift allowance, that shift allowance will remain in place up to a maximum of six months or until the secondment has ended and they return to their normal role;
- Cleveland Police reserves the right to end an attachment for either a Police Officer or a member of Police Staff, subject to business operational requirements.

4.4 Nationally Approved Fast Track Promotion Schemes

Where Cleveland Police supports a national fast track promotion scheme, for submission to Stage 2 eligible individuals within Cleveland will have to:

- Complete and pass the Stage 1 Cleveland paper-sift exercise (based upon the National Application Form); and
- Complete and pass the Stage 1 selection process.

The Resourcing Manager will ensure that the national Fast Track selection process protocol is published within the appropriate timescales for all interested individuals.

4.5 Apprenticeships (Police Staff only)

Cleveland Police has been involved with Apprenticeships for a number of years and is keen to continue to promote this nationally approved scheme. Potential apprentices shall be sourced by Middlesbrough Council on behalf of Cleveland Police. An Apprenticeship incorporates the following elements:

Apprenticeships (equivalent to five good GCSE passes) Apprentices work towards work-based qualifications such as an NVQ Level 2, Key Skills and, in some cases, a relevant knowledge-based qualification such as a BTEC.

Advanced Apprenticeships (equivalent to two A-level passes) Advanced apprentices work towards work-based learning qualifications such as an NVQ Level 3, Key Skills and, in most cases, a relevant knowledge-based certificate such as a BTEC. To start this programme, candidates should ideally have five GCSEs or equivalent (grade C or above) or have completed an Apprenticeship.

Higher Apprenticeships

Apprentices on the Higher Apprenticeship programme work towards work-based learning qualifications such as an NVQ Level 4 and, in some cases, a knowledge-based qualification such as a Foundation Degree.

The Chief Constable / PCC for Cleveland will determine which areas of Cleveland Police will be eligible for an Apprentice. Those Commands / Service Units that would consider employing an apprentice should complete the RAF.

4.6 Recruitment of consultants

Consultants are self-employed or employed by a private company. Procurement rules and regulations must be followed in engaging consultants and dependent on the value of the commission, quotations, or tenders may be required. Consultancy arrangements are appropriate for project work where the particular skills or other requirements are not available to the organisation and recruitment employment is not a reasonable option.

Heads of Command /SUM's interested in employing a consultant must discuss their requirements with the Head of HR or a nominated Deputy who will work in collaboration with Procurement to ensure that Cleveland is not contravening public sector procurement regulations. Approval for the recruitment of consultants must be authorised by the RMG.

4.7 Recruitment of fixed term / permanent staff via a recruitment agency

Managers wishing to undertake the services of an Agency must liaise with a Recruiter prior to the commencement of services. Approval for recruiting via an Agency must be authorised by the RMG via the RAF.

It is essential that Managers discuss their requirements with a HR Business Partner prior to undertaking a commencement of services via a recruitment agency. RMG authorisation will also be required where the payment of a "finder's fee" is incurred (see below).

Cleveland Police recognises that due to market conditions and the specialist nature of certain roles within the organisation, managers after a period of unsuccessful advertisement may have to approach a recruitment agency for staff, or whilst advertising a post recognised as a specialist post, approach a recruitment agency and include individuals from the agency, as part of the selection process (known as sourcing).

Managers should be aware that if this is the case the recruitment agency will charge a "finder's fee", should their candidate be successful. It is essential that managers consult with a Recruiter in People Services in the provision of services of individuals for either a fixed term or permanent employment from a recruitment agency. Procurement will be included if the "finder's fee" is in excess of £10,000 – as an exemption order will have to be presented to Cleveland Police outlining why this approach has had to be taken.

Individuals will always be employed on Cleveland Police contracts of employment, as terms and conditions from recruitment agencies vary considerably, and Cleveland Police does not recognise alternative terms and conditions of employment. Like all

employees agency sourced staff will require vetting prior to commencing employment with Cleveland Police. Failure to have the vetting in place will mean that individuals will not commence employment.

The Agency Workers Regulations 2010 gave agency workers certain fundamental employment rights from day one of employment. After 12 weeks with an organisation agency workers will receive the same pay and conditions as employees with Cleveland Police.

Cleveland Police has a framework agreement in place with a temp agency named Brooke Street for the procurement of agency staff services.

4.8 Recruitment opportunities for internal staff only

Cleveland Police is committed to a recruitment and selection process which is open and transparent to all, both to internal and to external members of the local community seeking employment opportunities with Cleveland Police. However, the Chief Constable and the PCC for Cleveland reserve the right to ring-fence recruitment to internal candidates only to enable the effective and efficient use of resources, for their respective service entities.

4.9 Recruitment opportunities for partnership employees

Where the organisation has outsourced Cleveland Police employees under TUPE (Transfer of Undertakings for the Protection of Employment) regulations e.g. Sopra-Steria and Tascor (formerly Reliance), those individuals will be able to apply for all externally advertised posts, the same as any other potential candidate. Where the organisation has decided to advertise a post internally only, TUPE transferred individuals will not be able to apply for the position(s). Staff employed by the Police and Crime Commissioner for Cleveland cannot apply for internal opportunities advertised for staff employed by the Chief Constable and vice versa.

4.10 Employment of Police Officers to Police Staff posts

It is the intention of Cleveland Police that all Police Staff posts are advertised to ensure its continued commitment to equality and diversity. Retired / retiring Police Officers are eligible to apply for external Police Staff posts advertised in open competition like all other potential applicants.

5. Record Keeping

All records relating to successful candidates will be retained on personal files in accordance with the principles laid down in the Data Protection Act. Under no circumstances will copy files be kept in departments.

6. Appendices

Appendix	Description
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1.	Recruitment Authorisation Form (RAF)
2.	Flowchart for non-volume recruitment and selection
3.	Hiring manager recruitment and selection check-list

7. Compliance and monitoring

Cleveland Police expects every individual to abide by the policies and procedures laid down in this document.

All Police Officers and Police Staff should be briefed on the Recruitment and Selection policy and their attention drawn to key points.

Monitoring of appropriate Recruitment and Selection outcomes will be reported via the HR performance indicators provided at the regular monthly KPI meeting.

8. Version control

This policy will be reviewed and updated at least every three years by the owner, and more frequently if necessary.

The Corporate Services Department will ensure this document is available on the intranet, including any interim updates.

The following identifies all version changes.

Version	Date	Reason for update	Author
1.0	01.10.11	New Policy	████████
1.1	Oct 2011	Policy Approved at SDG	████████
1.2	Nov 2011	Policy amend at section 3.24 concerning salary remuneration	████████
1.3	Nov 2012	Policy amended to reflect introduction of PCC, statement only	████████
1.4	Feb 2013	Policy amend to include revised SWMG business case, police officer application form, PPF blank job descriptions	████████
1.5	01.01.16	Policy amend in line with key stakeholder feedback	████████
1.6	01.02.16	Policy submitted to Management Board for approval	████████

1.7	01.03.16	Policy amend in line with key stakeholder feedback	████████
1.8	27/11/18	Additional bullet point added under section 4.3	████████
1.9	19.3.19	Review Date Extension	████████
1.10	Oct 2019	Review Date Extension	████████
1.11	Apr 2020	Addition of COVID 19 message	████████

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RECRUITMENT AUTHORISATION FORM

Ref No: _____

RECRUITMENT AUTHORISATION FORM (RAF)

The RAF should be completed in consultation with a Recruiter. For a consultation with a Recruiter a request should be emailed through the Shared Service Centre (SSC).

Please complete the details below in full. Notes of guidance can be found on pages 5-6 for further information.

Command / Service Unit	Department / Team

Hiring Manager (Name)	Authorising Manager (Head of Command / Head of Service Unit (Name)

Post Justification – To be completed by the Hiring Manager

Briefly summarise the benefits of recruiting to the post
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Briefly summarise the risks of not recruiting to the post

Briefly summarise why you believe that this post cannot be deleted from the establishment (if applicable)

Post Details

Title of the post		
Is the post part of current establishment?	<input type="checkbox"/> YES / <input type="checkbox"/> NO	
If yes, name of current / previous post-holder (where applicable) plus post number	Post Number: Current / Previous Post-Holder:	
If no, outline how you intend to fund <u>new</u> post e.g. through the deletion of an existing post		
Anticipated start date for the appointment:		
Anticipated end date for the appointment: (If for fixed-term / temporary period)		
Scale / Rank of post		
Salary range for Scale / Rank (do not include spinal column points)	Min	Max
Is the role full time or part time?:	<input type="checkbox"/> Full-time <input type="checkbox"/> Part-time	
If part-time , number of hours worked per		

week								
Allowances:								
Working Pattern:								
Please complete the below grid if the role is a standard Mon-Fri shift pattern which does not vary. If this is not the case please complete the relevant pro forma force shift pattern template.								
Hours of Work (24hr clock)	Mon	Tue	Wed	Thurs	Fri	Sat	Sun	
Start:								
Finish:								
If approved, what are you being authorised to do?							tick	
			Recruit an apprentice?				<input type="checkbox"/>	
			Recruit to an existing permanent post?				<input type="checkbox"/>	
			Recruit to a new permanent post?				<input type="checkbox"/>	
			Recruit to an existing fixed term contract?				<input type="checkbox"/>	
			Recruit to a new fixed term contract?				<input type="checkbox"/>	
			Recruit an agency member of staff?				<input type="checkbox"/>	
			Recruit a volunteer?				<input type="checkbox"/>	

Reason for using fixed term contract (if applicable)				tick
		Cover for staff absence		<input type="checkbox"/>
		Career development opportunity		<input type="checkbox"/>
		Project/Funded post has little prospect of being extended		<input type="checkbox"/>

Reason for using agency staff (if applicable)				tick
		Cover for staff absence		<input type="checkbox"/>
		To support the organization carrying out a recruitment and selection activity		<input type="checkbox"/>
		Project has little prospect of being extended		<input type="checkbox"/>

Job Specific Details

Please confirm the following:	
Job Description (Attached to RAF)	<input type="checkbox"/> YES <input type="checkbox"/> NO
Advert (Attached to RAF)	<input type="checkbox"/> YES <input type="checkbox"/> NO
Interview Panel Details:	Name of Chair: Panel Member 1: Panel Member 2:
Role Closing Date:	
Role Short-Listing Date:	
Role Interview Date:	

Costs

Estimated Advertisement costs	
Estimated Agency/Search costs	
Estimated Training costs	
Estimated Equipment costs	
Estimated Uniform costs	
Any other costs (Provide details)	

Miscellaneous

Vetting Level	
PSD Check (required)	<input type="checkbox"/> YES <input type="checkbox"/> NO
Financial Check (required)	<input type="checkbox"/> YES <input type="checkbox"/> NO

***PLEASE NOTE THAT NO POST WILL BE ADVERTISED UNTIL APPROVAL HAS BEEN SANCTIONED BY THE RESOURCE MANAGEMENT GROUP (RMG)**

General Comments (Hiring Manager)

Additional Comments to be included here:
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Authorisation Approvals

Recruiter: _____ Dated: _____

Financial Approval: _____ Dated: _____

Strategic Finance Manager

Approved*: _____ Dated: _____

Establishment validation Manager

Approved*: _____ Dated: _____

(Chair of the Resource Management Group (RMG))

Should be authorised as below

Position definition	Action	Authorisation
*All Police Officer Posts	Progress only if approved within budget and ratified at RMG	Resource Management Group
*All Police Staff Posts	Progress only if approved within budget and ratified at RMG	Resource Management Group
*Apprentice posts and volunteer roles	Progress only if within budget and ratified at RMG	Resource Management Group

NOTES FOR GUIDANCE

The RAF is to be used in all cases where it is proposed to recruit, reappoint, renew or extend a member of Staff, and it applies to all categories of Staff regardless of the source of funding. Each post should have an individual form raised.

Roles within the Office of the Police and Crime Commissioner for Cleveland (OPCC)

The OPCC as a separate employer agrees to follow the RAF process in terms of recruitment and selection. However, not all the processes contained in the RAF are relevant to the OPCC governance protocol. The Recruiter will guide the OPCC through the RAF highlighting which elements are relevant and which are not applicable for the OPCC.

Authorisation to Recruit

The RAF must have the approval of the appropriate Head of Command/Head of Service before it can be progressed with Resourcing. Please ensure that you have this approval BEFORE commencing the recruitment process. The Business Transformation Unit should also be consulted to ensure that no upcoming change management initiatives are relevant or could impact recruitment to the post.

Reasons for Using Fixed Term Contracts (Police Staff)

The form should note the reason for using a fixed term contract, in line with the Cleveland Police policy on their use. Where a fixed term contract is 2 years or more in duration, a redundancy payment may, in certain circumstances be payable on termination of the contract. Please contact your HR Business Partner if you need further advice on the use of fixed term contracts.

Costs

Please contact the Recruiter through the Shared Service Centre (SSC) if you require advice on estimating recruitment costs etc or the cost of using recruitment agencies or search consultants.

Agency Staff

To minimise the costs associated with recruiting agency staff all requests for agency staff will be dealt with through the RAF process. Cleveland Police will only direct source candidates from an approved Agency (available upon request from a Recruiter). Once sourced these individuals shall be employed on Cleveland Police contracts of employment.

Apprentices

The recruitment of all apprentices within the organisation shall be dealt with through the RAF process.

Job Specific Details

All posts will be advertised for three weeks.

All posts will be advertised within three working days of the outcome provided from the Resource Management Group (RMG).

Hiring Managers should give due consideration to recruitment activities as early as possible. This will help the Resourcing Team to provide a proactive service to Hiring Manager's.

Post Reviews

All Cleveland Police posts must be reviewed for release via the RMG. The RMG takes place on a monthly basis. Where a review has not taken place, the post will not be released for recruitment.

In undertaking the review, the RMG will give consideration to the following:

- Determining/forecasting the level/volume of work
- Recruiting on a temporary basis until a specified objective is achieved
- Restructuring/reallocating some of the duties to recruit staff on a lower grade (if applicable)
- Seconding staff from elsewhere to cover essential duties

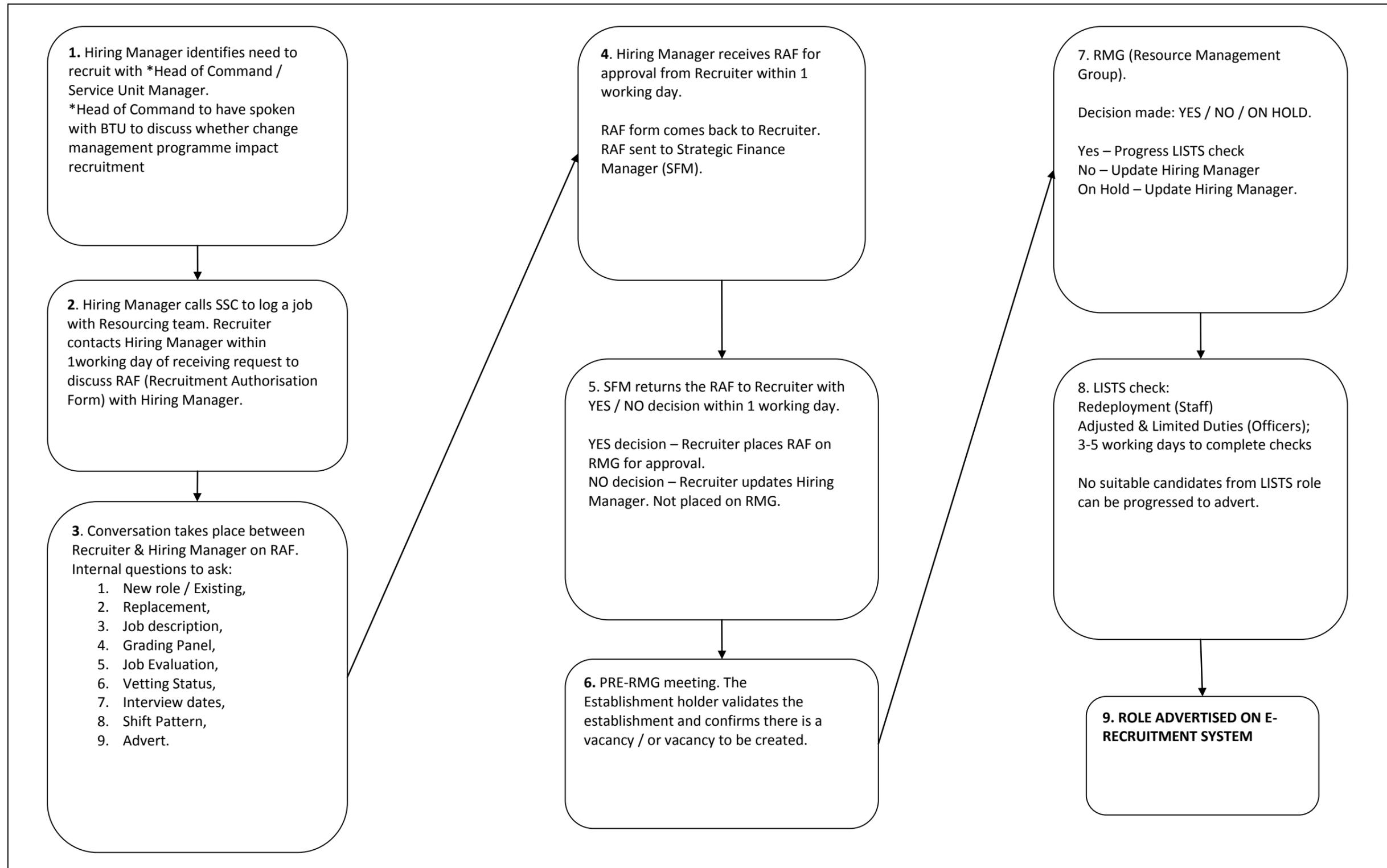
- Permitting a limited amount of overtime to cover the most essential functions (subject to approval)
- The level of staff turnover in the local area
- The level of performance management in the local area
- Ceasing to do certain activities
- Automating activities
- Redeploying Staff who would otherwise be redundant, limited duties due to medical restrictions
- Reducing service standards
- Deferring a recruitment decision for (say) 6 months to permit reviews to take place in greater depth

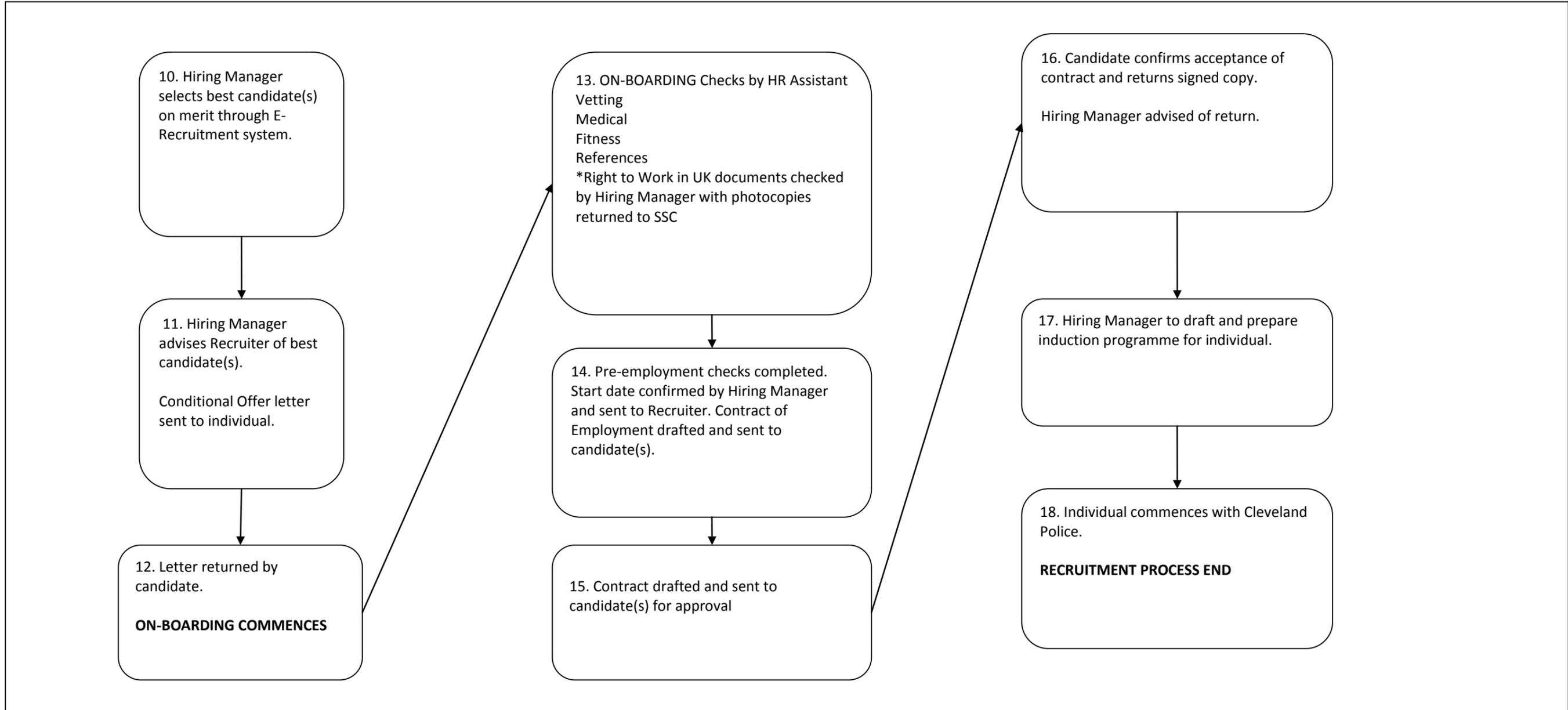
RAF Authorisation Protocol

The RAF should be completed and signed by the Hiring Manager in consultation with the Recruiter. The Recruiter will then progress the RAF through the approval stages highlighted in this form e.g. Finance / Establishment verification / RMG. Once the decision to recruit has been approved by the RMG the post will remain current until it is filled or formally withdrawn or remain valid for a period of up to 3 months, whichever is appropriate.

If a role is not progressed within the 3 month timescale then approval will have to be re-sought through the RMG. A new RAF will have to be completed and progressed in line with the RAF protocol

Non Volume Recruitment Flow-Chart





Recruitment Policy and Procedure

Hiring Manager - Recruitment Checklist

Hiring Managers are encouraged to follow the attached checklist as this will support you in delivering a successful recruitment and selection campaign. The process below is followed for police officer roles and police staff roles. However, where the processes do differ, you will be advised accordingly by People Services.

Section 1 – Pre-Recruitment to RAF

This section is the pre-work required by the Hiring Manager to ensure that the Recruitment Authorisation Form (RAF) is fully complete for consideration at the Resource Management Group (RMG). Hiring Managers should link in with their HR Business Partner prior to contacting the Recruiter should they have any questions or concerns on this element of the process.

Section 1 - Pre-Recruitment to RAF	Yes/No	Date
Have you discussed the vacancy requirement with your Head of Command / Head of Service Unit, for approval to progress to recruit? If not, approval must be sought before you can progress.		
Has your Head of Command / Head of Service Unit, discussed with the Business Transformation Unit any future change management plans which may impact the decision to recruit?		
Have you ensured that an up to date job description exists for the role?		
If the post is a new role – has the role (1) been discussed and approved at the Management Board (2) been graded through the Grading Panel and also (3) has the role had a desktop evaluation undertaken for the purposes of job evaluation? If the answer to any of the above is No, please discuss with your HR Business Partner in the first instance.	1. 2. 3.	
Have you made contact with a Recruiter through the SSC to arrange a consultation to discuss completing the Recruitment Authorisation Form (RAF)?		
Have you reviewed the RAF including ALL the relevant information required sent by the Recruiter?		
Have you returned the RAF to the Recruiter to confirm that the RAF accurately reflects your Resourcing requirements?		

Section 2 – RMG to Conditional Offer

This section of the process deals with the RAF being approved for advert by the Resource Management Group (RMG) through to a conditional offer letter being issued by Resourcing.

Section 2- Recruitment Authorisation Checks	Yes/No	Date
Have you been notified whether the role is to be progressed to the Resource Management Group (RMG) for approval? If not, contact the Recruiter through the Shared Service Centre (SSC).		
Do you know the date of the Resource Management Group (RMG) meeting?		
Have you been notified by the Recruiter of the decision made at the RMG to 1. Recruit; 2. Not Recruit; 3. Role placed on hold?		
Has the role been placed on hold in order to check the Redeployment Register / Limited Duties list (for a period of 5 working days) to see if a suitable candidate already exists for the post?	N/A	N/A
Has the role been advertised in line with the RAF by the Recruiter and have you been notified? All roles shall be advertised for a period of 3 weeks.		
Have you been notified at the 2 week mark of the recruitment campaign of number of applicants etc.		
Have you been sent the Short-Listing Grid for short-listing to take place? This will be sent within 2 working days of job close date.		
Have you completed the Short-listing Grid and sent this back electronically to the SSC, for the Recruiter to progress candidates to interview?		
Has the Recruiter confirmed that the interview process is set up via WCN and sent through names and other key details required for interviews to take place?		
Have you advised security / reception of the names and times of those individuals coming for interview?		
Have you appointed a staff member to meet and greet applicants upon arrival and departure?		
Once the interview process takes place – please return the interview score-sheet to the Recruiter, electronically via the SSC.		
Once candidate accepts role – advise Recruiter electronically. Remember where possible, rank candidate 1 st and 2 nd (where appointable). The Recruiter will only update 2 nd candidate when 1 st candidate accepted conditional offer. This may help should 1 st candidate refuse role. A Recruiter will send out confirmation salary details to you which you should complete and return electronically to the SSC.		
Has a Recruiter issued the conditional offer letter to the		

successful individual?		
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Section 3 – On-Boarding to Day 1 of role

This section of the process deals with On-Boarding issues to the individuals first day in the role.

Section 3- On-Boarding to Day 1	Yes/No	Date
Has the individual contacted you directly to request a meeting to review their Right to Work Documentation (RTW)? Once undertaken, photocopy documents; sign to state viewed and send back copies electronically to the HR Assistant's, SSC.		
Has the security (vetting) clearance being undertaken? 95% completed within 21 days – check with SSC after 21 days.		
Have references been sought and returned as satisfactory? Check with the SSC.		
Has the medical questionnaire been issued and returned by the individual? Check with the SSC.		
Once all the above is returned, you will be able to discuss a starting date with the individual.	N/A	N/A
Has the starting date been communicated to the Recruiter, so that a contract of employment can be issued?		
A contract of employment is issued to the individual electronically (only when all pre-checks completed).	N/A	N/A
HR Assistant Team to confirm to Hiring Manager that contract of employment formally accepted by individual.		
Have you considered what will be required to be ready for the individual on DAY 1 of the job? Considerations: <ol style="list-style-type: none"> 1. Equipment: desk, chair, laptop, phone, badge etc? 2. IT access requirements: systems access and passwords etc? 3. Booked generic force induction for individual through training? 4. Planned departmental induction programme for individual from Day 1- ? 5. Does any bespoke training need to be arranged through Training for the individual? 		
Have you advised security and reception of individual arriving for Day 1?		
Have you made contact with individual and advised of Day 1 arrival: who will meet and greet the individual?		
CHECKLIST END		