

Resourcing and Recruitment Policy		
Security Classification	OFFICIAL	
Disclosable under Freedom of Information Act 2000	Yes	

POLICY	
REFERENCE NUMBER	WMP226
Version	v1

POLICY OWNERSHIP	
DIRECTORATE	Business Services
BUSINESS AREA	People and Organisational Development

INITIAL IMPLEMENTATION DATE	February 2024
LATEST REVIEW DATE	
NEXT REVIEW DATE:	February 2026
RISK RATING	MEDIUM
EQUALITY ANALYSIS	MEDIUM

West Mercia Police welcome comments and suggestions from the public and staff about the contents and implementation of this policy.
Please e-mail policiesandprocedures@westmercia.police.uk

Handling Instructions

OFFICIAL - This procedure must be handled and stored according to the Government Security Classifications guidance. Neither the document nor any of its contents may be disseminated further without the permission of the Information Asset Owner.

Document view should be changed to suit individual needs – click Design, Page Colour, Choose page background colour.

1.0 POLICY OUTLINE

This policy sets out West Mercia Police's approach to attract people with the aptitude, skills, competencies, shared values and personal qualities needed to meet complex policing challenges, now and in the future.

2.0 PURPOSE OF POLICY

2.1 The purpose of this policy is to set out the main resource entry routes and associated activities to strengthen our ability to attract and recruit high quality people that reflect the communities we serve. The policy and its approach will ensure West Mercia Police meets its workforce planning requirements.

The policy covers recruitment of Police Officers, Police Staff (including PCSOs) and Special Constables and should be read in conjunction with the CoP Eligibility Criteria for the Role of Police Constable and the circular, NPIA 01/2011 Special Constables: Eligibility for Recruitment.

3.0 IMPLICATIONS of the POLICY

3.1 Legal

The provisions set out in this policy are in line with relevant Equality Legislation (Equality Act 2010), best practice and compliance with National Guidance provided by key partner agencies e.g., College of Policing and The Home Office.

Specifically:

- Agency Workers Regulations 2010
- Code of Practice (Vetting Standards)
- Code of Practice on Prevention of Illegal Working
- College of Policing - Competency Values Framework
- CoP Eligibility criteria for various staff groups
- Employment Right Act 1996
- Equality Legislation
- Fixed Terms Employees Regulations 2002
- GDPR Legislations
- Police Regulations 2003 (and subsequent amendments)
- Redundancy Modification Order
- Special Constable Regulations

- WMP GDPR Privacy Notice and Retention Schedules

3.2 Strategy

This policy supports the following organisational strategies and plans:

- Equality, Diversity and Inclusion Strategy
- People Strategy
- Positive Action Strategy and Plan
- Purple Spaces Plan
- Race Action Plan
- West Mercia Vision, Values and Policing Priorities
- Workforce Plan
- Corporate Communication Attraction Strategy

3.3 Policy

This policy supports the following organisational policies and procedures:

- Agile Working Policy
- Ambassadors Scheme
- Fairness at Work Policy and Procedure
- Flexible Working Policy and Procedure
- Guidance on creating a job profile (Managers)
- Guidance on shortlisting (Managers)
- Guidance on interviewing (Managers)
- Guidance on using the CVF for selection (Managers)
- Guidance on interview briefing (Managers)
- Job Evaluation Policy
- Police Support Volunteers Policy
- Police Cadets Policy
- Resourcing Plans
- Recruitment Procedures (to follow)
- Retirement and Rejoiners Policy
- Special Constabulary Policy

- Talent Policy and Procedure
- Vetting Policy

3.4 Principles

We will:

- Actively engage with the public to attract and recruit via a variety of resourcing and recruitment pathways
- Adhere to relevant employment legislation, best practice and professional guidance
- Be a Disability Confident Employer and commit to equal opportunities
- Commit to applying and monitoring equal opportunities at all stages of recruitment and selection process
- Develop our workforce through a variety of development and training opportunities
- Seek to attract and welcome people from diverse backgrounds
- Support flexible and agile working where possible
- Vary our resourcing approach and evaluate different methods to attract high quality and talented people
- Work with key partners and establishments to attract a wide pool of applicants e.g. higher and further education establishments and job centres
- Apply recruitment procedures fairly and consistently to all job applicants
- Recruit the person who is most suited to the particular vacancy. Recruitment will be solely on the basis of the applicant's abilities and individual merit as measured against the criteria for the role. Qualifications, experience and skills will be assessed at the level that is relevant to the role.

4.0 RESOURCE AND RECRUITMENT ENTRY ROUTES

West Mercia Police actively engages with the following **entry routes**:

4.1 Police Staff Recruitment

West Mercia Police will advertise police staff vacancies throughout the year for new and existing roles where a replacement is required. This will be managed and administered through a centralised process unless otherwise requested e.g., internal departmental expression of interest.

4.2 Talent Bank

West Mercia Police will operate a central staffing service that engages temporary workers to provide cover when there are staffing shortfalls, fluctuating workloads or requirements for additional resource.

4.3 Agency

West Mercia Police will utilise agencies via an approved supplier list after other resourcing routes have been utilised.

4.4 Entry routes for Student Police Officers

West Mercia Police has adopted the current professional training framework for most entry routes for student police officers.

4.5 Direct Entry Schemes

West Mercia Police will commit to supporting a number of direct entry schemes. Successful candidates will commence an incremental journey to middle and senior ranks.

4.6 Police Officer Transferee Intakes

West Mercia Police is committed to the recruitment of police officer transferees at all ranks to ensure the organisation maintains the right skills and experience.

4.7 Rejoiners

West Mercia Police will support a rejoiners scheme to retain and re-engage experienced officers in a wide range of roles to provide resilience, mentoring and coaching to officers with less policing experience.

4.8 Apprenticeships

West Mercia Police will utilise Apprenticeships into both Police Officer and Police Staff roles, significantly increasing the number of Apprentices across the organisation.

4.9 Special Constables

West Mercia Police recognises the importance and contribution of the work carried out by the Special Constabulary and therefore commits to the recruitment of a number of specials each year to maintain its support to paid colleagues and to the overall policing plan.

4.10 Police Cadets

OFFICIAL

West Mercia Police is committed to the Police Cadet programme so that we can recruit, develop and deploy police cadets as part of a wider engagement strategy.

4.12 Police Support Volunteers

West Mercia police has strong links with voluntary sector and actively encourages the public to contribute their time and skills to assist and enhance the normal day to day work undertaken by police officers and police staff.

4.13 Secondments

West Mercia Police may support a number of external secondments to assist with individual career development and contribution to local, regional and national projects and initiatives. These opportunities will be subject to changing organisational need.

5.0 APPROACH and METHOD

5.1 West Mercia will utilise a broad range of external communication and engagement channels, methods and activity, to attract candidates including but not limited to:

- Social media (including X (formerly Twitter), Facebook, Instagram and LinkedIn)
- Job Boards/Professional Publications
- Agencies
- Discovery Sessions
- Open days/career days
- Various recruitment events within the community and/or specific targeted events e.g., University/Colleges/Schools
- Safer Neighbourhood Community events
- Radio advertising for specific recruitment campaigns

5.2 Positive Action

West Mercia Police will use 'Positive Action' initiatives when an under-represented group has been identified within a pathway and to increase workforce representation at all grades and ranks. This action applies for police officers, special constables, police staff, community support officers and police cadets protected by the characteristics in the Equality Act 2010. The Equality Act 2010 aims to prevent discrimination and strengthen the promotion of equality, make the current equality law consistent, clear and easier to follow ensuring fairness across the board where possible. This will enable West Mercia Police to recruit from a larger pool of talented and skilled people.

5.3 Section 60 of the Equality Act

OFFICIAL

West Mercia Police will adhere to Section 60 which restricts the circumstances, in which employers can ask applicants about disability or health. Any pre-employment checks can only be undertaken once a conditional offer has been made.

5.4 Disability Confident Employer

West Mercia Police has achieved Level 2 status and will adhere to the criteria throughout the recruitment process.

5.5 GDPR Compliance

West Mercia Police will process personal information obtained throughout the recruitment process in line with our retention schedules and our GDPR Privacy Notice for both applicants and new starters to the organisation.

5.6 Guidance for Recruiting Managers

At each stage of the recruitment process, guidance documentation is available to assist line managers with process and procedures.

5.7 Applicant Tracking System (Recruitment Portal)

West Mercia Police utilises an online applicant tracking system (recruitment portal) which is managed by a central recruitment team.

5.8 Competency Values Framework (CVF)

The College of Policing's CVF will play an important part in recruitment, assessment and selection. During the assessment stage applicants will be expected to demonstrate how they meet and will apply the values in their work.

5.9 Ambassadors Scheme

West Mercia Police may utilise employee advocacy to promote the recruitment opportunities and pathways available to the public.

5.10 Job Evaluation (Police Staff)

West Mercia Police will use the Hay Group Job Evaluation methodology to assess and assign scores to a number of job factors for all police staff roles. The overall score allocated to the role is used to determine the appropriate grade for the job in line with the West Mercia Police pay and grading structure.

5.11 Job Profiles

OFFICIAL

The purpose of a job profile is to clearly and concisely explain the key duties and responsibilities of the job. These include, post title, reporting structure, location, job purpose, main responsibilities, vetting level and a person specification. The person specification will outline the knowledge, experience and skills required by the postholder to perform the role.

- 5.1.1** All job profiles are assessed and checked to cover non-standard working arrangements, specific requirements or responsibilities relating to the role or safety/welfare factors which the post holder needs to be made aware of. If the postholder requires warranted powers to perform the role, the exact powers required to perform the role will be detailed on the job profile.

Flexible Working

- 5.12** West Mercia Police is “Happy to Talk Flexible Working”, an initiative led by the charity, Working Families. We positively promote flexible working and consider all requests. Unless otherwise evidenced to the contrary, all police staff adverts will state the types of flexible working available for each role.

5.13 Reasonable Adjustments

West Mercia Police will provide opportunity for reasonable adjustments to be considered and implemented throughout the recruitment and selection process.

5.14 Redeployment (Police Staff)

All police staff vacancies will be open to individuals being redeployed e.g. due to medical reasons, or at risk of redundancy, and on the redeployment register in the first instance. Redeployees have priority consideration for any vacancies that arise prior to an advert going live. Once the advert is live, redeployees will still be able to consider the vacancy up until the point that candidates are invited to interview.

5.15 Re-engagement following retirement (Police Officers)

Police officers are eligible to apply for police staff vacancies near to their retirement date. Such dates should not impact on the overall recruitment timeline or hold up the vacancy. If the officer is the successful candidate they must ensure there is a gap in service before commencing their new role and meet the ‘**materially different in nature**’ definition stated by the HMRC. Retiring officers are advised to seek independent tax advice.

Fixed Term Vacancies

OFFICIAL

5.16 Where a fixed term vacancy become permanent, the line manager must ensure the post is advertised via the normal recruitment channels. The individual currently in the post will need to apply alongside other applicants.

6.0 PROCESS and PROCEDURE

6.1 The recruitment process will be administered centrally by The Business Operations Centre, unless otherwise requested, such as internal departmental expressions of interest.

6.2 Prior to the recruitment process commencing, the recruiting line manager must ensure that there is an up-to-date job profile for the vacant post. Guidance is available for line managers on how to create a job profile. The manager will need to assess if the role has changed or if it is a new role, both scenarios will require the role to be assessed via the job evaluation process. Any changes to the agreed staffing establishment will need to be approved via the deployment panel process and in some circumstances via the Workforce Planning Board.

6.3 All roles must have been authorised to be advertised via the request to recruit process.

6.4 Managers will then need to consider the most appropriate advertising routes in consultation with HR and the Business Operations Centre.

6.5 Recruitment which involves cohorts i.e. student officers and special constables, will be initiated through Workforce Planning and/or business lead.

6.6 The exact application process for police officer, staff and special constable roles slightly varies, but typically all applicants will go through the following stages:

- **Advertising and Application**
- **Sifting (Shortlisting)**
- **Assessment**
- **Selection**
- **Pre-employment Checks**
- **Appointment and Induction (including initial training)**

Advertising and Application

6.7 Internal only vacancies will be advertised by the recruitment portal where it has been identified that the applicant pool should be limited to internal staff. Police Officer,

OFFICIAL

Police Staff and Special Constable vacancies will usually be advertised on the external Recruitment Portal and selected job boards where appropriate.

- 6.8** In limited circumstances an expression of interest exercise may be authorised by the Head of Department (in consultation with the HR Business Partner) where it can be identified that only a small number of applicants would be eligible e.g. limited to a department or candidates with a specific skill set. Expression of interests are not advertised via the recruitment portal. To maintain fairness and integrity standards, relevant documentation should be completed at each stage of the process e.g. notes from the assessment.
- 6.9** Consideration should be given to whether an advert should be advertised internally in the first instance, however, external advertising may be necessary to run concurrently with an internal advert after consideration of:
- The likelihood of a sufficient pool of applicants.
 - The impact of recent advertisements for that same type of role.
 - Furthering the aims of the Positive Action Strategy.
- 6.10** External advertisements will be placed on the internal and external Recruitment Portals, selected job boards and wider publication on social media, such as Facebook, Twitter and LinkedIn. Additionally, where appropriate, external Police Staff vacancies may need to be advertised directly to members of the Talent Bank and/or to agencies registered on the West Mercia Police Preferred Supplier Framework and/or in a professional publication, subject to availability of funding, to attract the right calibre of applicants for specialist roles.
- 6.11** The closing date for all jobs advertised both internal/external will be for an agreed amount of time. Flexibility to reduce this timescale should be discussed with HR. Adverts for some roles e.g. student officers will remain open for longer.
- 6.12** Applications will normally be completed via the recruitment portal unless otherwise agreed and stated.
- 6.13** Applications will be encouraged from under-represented groups, with targeted support from our Positive Action initiatives. All adverts will clearly state that West Mercia Police is committed to equal opportunities and becoming as diverse as the community it serves.

Sifting (Shortlisting)

OFFICIAL

OFFICIAL

- 6.14** There is a national sift process for some roles i.e. PCSOs and Police officers.
- 6.15** For most other roles, managers will sift applications in accordance with the Person Specification of the job profile. West Mercia Police online recruitment system is enabled to anonymise personal data and therefore no protected characteristics are known by the recruiting manager.
- 6.16** West Mercia Police is a Disability Confident Employer. Once shortlisting has taken place, the Business Operations Centre will review applicants who have declared that they have a disability. If an applicant meets all criteria within the person specification of the role profile, they will be guaranteed an interview for the role applied for, even if they do not fall within the highest scoring individuals being invited to the next stage of the selection process.

Assessment

- 6.17** West Mercia Police, as a minimum, will utilise competency interviews aligned to the Competency and Values Framework (CVF). Guidance is available for panels and advice can be sort from the Business Operation Centre.
- 6.18** There are a number of other assessment methods that can be used, i.e. Selection or work-related tests. These can provide an objective means of assessing an applicant's abilities or skills. The use of work-related tests often provides details that would not normally be obtained by interview alone and can increase validity and reliability of the overall assessment. These can include:
- Job related tests (e.g. fitness test for Police Officers and Special Constables)
 - Written/in-tray exercises
 - Work-based tests
- 6.19** For some roles, candidates will be expected to attend either an internal or national assessment centre.
- 6.20** Recruiting managers will need to consider reasonable adjustments to remove the potential for detrimental impact to candidates with protected characteristics.
- 6.21** Should the recruiting manager wish to include methods of assessment in addition to a competency-based interview, this must be decided prior to advertisement. Advice and guidance are available from HR and Learning and Development.

OFFICIAL

OFFICIAL

- 6.22** Prior to all interview(s) and/ or assessment(s), applicants should be asked if they have any special requirements or reasonable adjustments.

Selection

- 6.23** In circumstances where an applicant who is identified to have shortcomings at assessment in more than one area, it is recommended the recruiting manager liaises with their HR representative prior to appointment to ensure the applicant is able to undertake the role with some minimal training or upskilling.
- 6.24** If two or more candidates score the same and are of equal merit during assessment processes, positive action may be used as a “tie-breaker” in line with Section 159 of the Equality Act 2010. A Senior HR Manager must be consulted prior to considering this to ensure that it is appropriate and proportionate.
- 6.25** All assessment paperwork (i.e. interview notes, application forms, questions, selection test results) for the successful and unsuccessful applicants should be forwarded to the Business Operation Centre to be kept in line with the **force data retention schedule**.
- 6.26** If the successful applicant declines the offer of employment or fails to start, the recruiting manager can offer the post to applicants who met all the essential criteria (in order of highest scores).
- 6.27** If a vacancy occurs and the same post has been advertised within the previous 6 months, the recruiting manager may re-consider the previous applications and examine any applicant who originally met the essential criteria, but were either unsuccessful at interview, or not previously shortlisted within the top scoring applicants. These applicants may be approached and invited to (another) interview without the need for advertising again. If no applicants are available for interview, the post will need to be advertised again.

Pre-employment Checks

- 6.28** All pre-employment checks will be in accordance with the Police Recruit Medical Standards, CoP Vetting APP and Police Recruitment Standards. Employment references covering 3 years will usually be received prior to start dates being confirmed. This includes candidates selected from The Talent Bank.
- 6.29** Managers must not directly chase or request for prioritisation with departments other than through the Business Operations Centre. This is to avoid start dates being sought prior to other clearances being achieved which the recruiting manager may not be aware of.

OFFICIAL

- 6.30** For the purposes of identifying contamination at a crime scene, or in the physical evidential chain, Police Regulations, Special Constables Regulations and Police Staff Council Circulars confirm that prospective police officers, relevant police staff and special constables will be required to provide biometric samples to generate a profile for inclusion on the National Contamination Elimination Database.

Appointment

- 6.31** Start dates should not be confirmed until all pre-employment checks have been completed. The Business Operation Centre will notify the recruiting manager (when applicable) when a selected individual can be formally appointed.
- 6.32** The notice period required for the internal transfer of existing police staff to their new appointment is usually four weeks. However, a shorter or longer release date can also be determined by negotiation, if all parties are agreeable.
- 6.33** Successful candidates must legally receive their contract by their start date with West Mercia Police, therefore, in order for the contract to be written by this date, sufficient notice must be provided by the recruiting manager to the Business Operations Centre.
- 6.34** Further details of the procedures for each entry routes are available on West Mercia Police internet and contained in separate documents.

Induction

- 6.35** Recruiting managers must arrange for the successful candidate to receive an initial induction which includes the digital corporate induction and ensure they are fully integrated within a team and department within the first few weeks following their start date. Any additional training requirements should be directly organised through Learning and Development via MyBop.

Unsuccessful during the Recruitment and Selection Process

- 6.36** Applicants may be unsuccessful during the recruitment and selection processes consisting of eligibility to apply, shortlisting, interviews and assessments, and pre-employment checks.
- 6.37** Where a candidate is unsuccessful in the process, the Recruiting Manager/Business Operations Centre will update the applicant/candidate portal, and where appropriate, communicate the decision in writing. Where decisions are made by Vetting, they will communicate their decision to the candidate within their local policies and procedures. For any other reason the Business Operations Centre will update the candidate.

6.38 Internal candidates should raise concerns at the earliest opportunity if they have concerns about the fairness of a recruitment process. This should be directed to the recruiting line manager.

6.39 External candidates can raise concerns about the fairness and transparency of a recruitment process via The Business Operations Centre in the first instance.

7.0 RESPONSIBILITIES

The **Recruitment Team (Business Operations Centre)** are responsible for:

- Managing and administering a centralised recruitment process for officers, staff and special constables.
- Undertaking 'keep warm' (pipeline) activity to candidates in the recruitment pipeline including targeted email communications at the right time
- Attending at career/recruitment events to provide an input on the recruitment and selection process.
- Co-ordinating the Talent Bank.
- Liaising with Agencies.
- Managing and co-ordinating all intakes.
- Supporting Line managers throughout the recruitment process.
- Co-ordinating the redeployment process.
- Updating recruitment guidance for line managers.
- Maintaining effective working relationships with key recruitment partners e.g., the supplier of our applicant tracking system and employment agencies.

The **Talent and Resourcing Team** are responsible for:

- Undertaking active engagement and ongoing communication with specific establishments to support the resourcing of student police officers e.g., Universities/Sixth Form colleges
- Undertaking 'keep warm' (pipeline) activity to candidates in the recruitment pipeline including targeted email communications at the right time.
- Updating role profiles.

The **Positive Action Team** are responsible for:

- Co-ordinating and attending targeted recruitment events.

OFFICIAL

- Undertaking a variety of positive action activity to support positive action candidates
- Undertaking 'keep warm' (pipeline) activity to candidates in the recruitment pipeline including targeted email communications at the right time.

Corporate Communications are responsible for:

- Supporting resourcing and recruitment activity through a variety of digital and non-digital communications as part of their attraction strategy
- Developing marketing communications to engage with a wide audience
- Communicating internally with officers and police staff, encouraging them to promote West Mercia Police as a great place to work, which will encourage people to apply for vacancies when available.
- Supporting targeted recruitment campaigns
- Updating the West Mercia Police recruitment internet site.
- Promoting the force internally and externally as being a great place to work.
- Undertaking 'keep warm' (pipeline) activity to candidates in the recruitment pipeline including targeted email communications at the right time.

Line managers are responsible for:

- Ensuring there is a vacancy to recruit to
- Updating job profiles and where necessary engaging with the job evaluation process
- Completing all necessary forms including via the online applicant tracker system
- Undertaking shortlisting
- Planning and co-ordinating a fair and transparent recruitment process for individual staff roles
- Maintaining ongoing engagement with preferred candidates
- Arranging for new starters to receive a successful introduction to West Mercia Police
- Ensuring new starters are integrated within a team and department within the first few weeks following their start date.

OFFICIAL

8.0 CONSULTATION

<i>Business Lead Consulted</i>	<i>Date Consulted</i>
Critical Friends Workforce Planning Group	September 2023

9.0 DOCUMENT HISTORY

Date	Author / Reviewer	Amendment(s) & Rationale	Date of Approval / Adoption
November 2023	Rob Hall	A separate consultation document is available.	Feb 2024

10.0 ASSESSMENT AND ANALYSIS

The Equality Analysis, health and safety assessment and risk assessment associated with this document are available on request.

11.0 MONITORING / EVALUATION

The Monitoring and review of this policy is the responsibility of the policy owner.