

**LINCOLNSHIRE POLICE AUTHORITY
HUMAN RESOURCES COMMITTEE
15TH JUNE 2010**

SUBJECT	RECRUITMENT PROCESS FOR POLICE STAFF INCLUDING CURRENT ADVERTISING POLICY
REPORT BY	CAROLINE MUNDAY, HEAD OF HR (RESOURCING & DEVELOPMENT)
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SUMMARY AND PURPOSE OF REPORT	
To provide an overview of the recruitment process for Police Staff including the Force's current advertising policy.	
RECOMMENDATION	<i>HR Committee note the contents of the report.</i>

A. SUPPORTING INFORMATION

1. BACKGROUND

- 1.1 At the last HR Committee meeting, members asked for a report detailing the recruitment process for Police Staff, including the Force's advertising policy. This report provides an overview of our current approach, and also includes a short summary of our programme of work in 2010/11.
- 1.2 The Force 'Recruitment and Selection Guidance for Managers' was last issued in February 2007. There are a number of prescribed steps in our recruitment process.

2. OVERVIEW OF RECRUITMENT

2.1 Approval to Recruit

- 2.1.1 Before recruitment commences the post is reviewed to consider:

- Is the work still necessary, is future demand for the work certain?
- Can it be done differently?
- Can the role be reduced to part-time?
- Has the role changed significantly such that it would need a review under job evaluation (the Force job evaluation system is used to determine the grading for all police staff posts)?

- 2.1.2 The Force has a template structure for all police staff job descriptions, and the person specification forms the basis of the job advert and provides the criteria against which selection is made.

2.1.3 A request is made to the Force Establishment Management Board (EMB), which is chaired by the DCC, for approval to recruit. Funding for the post must be confirmed before approval is given to advertise. EMB also consider business cases for new posts, and provide robust challenge on the need to fill posts permanently or on a fixed term basis.

2.2 Advertising Policy

2.2.1 All police staff posts (including Police Community Support Officers) are currently advertised in Routine Orders, and the majority of posts are advertised either in the local or national media (dependent upon role). In cases where line-managers indicate only an internal advert is necessary, this is reviewed by the Recruitment Team to ensure that there is justification for not widening the pool of potential candidates. Where a post is identified as suitable for someone on the Force redeployment register, the post may not be advertised.

2.2.2 An example of an internal only advert might be where a short term position needs to be filled with a specific skill that is already available and to recruit externally would cause delays in performance.

2.2.3 During 09/10, we advertised 217 police staff posts, attracting 6,082 applications. Of these:

- 11 were internal only adverts (5%)
 - Scenes of Crime Officer (SOCO)
 - Intelligence Support Officer – Special Branch
 - Civilian Investigator
 - Development Officer (Research)
 - Planning & Marketing Manager
 - Project Manager (Police National Database)
 - Head of Strategic development
 - Senior Disclosure Officer
 - Performance Manager
 - Senior Scenes of Crime Officer (SOCO)
 - Project Manager – Protective Services
- 3,215 were from women, 2,867 men
- 220 were from ethnic minority candidates (3.62%)
- 144 (2.37%) from candidates identifying themselves as having a disability

2.2.4 Of the 217 posts for police staff advertised, 89 were filled by internal candidates (41%).

2.2.5 During 09/10 we reviewed our advertising and reduced spend by £40,750 (36%) compared to 08/09. This was achieved against a 7% decrease in vacancies advertised, and we received 28% more applications than the previous year. Some costs were reduced through smarter advertising with less text and better signposting of our website to direct candidates to further information.

2.2.6 Our 2010/11 advertising budget is £156,270. We have recently changed the format of our newspaper advertising, reducing from a description of the role to the job title and directing people to our website. We estimate that this small change

will save in the region of £10,000 per year, and we are currently exploring further opportunities to reduce spend.

2.2.7 Our website carries details of all of the vacancies we advertise externally. For Lincoln based jobs, we generally advertise in the Lincolnshire Echo and all vacancies are notified to Job Centre Plus. Local media is used across the County where appropriate for divisional vacancies.

2.2.8 Our adverts carry the disability √√ symbol. Employers who use the disability symbol make five commitments, which are:

- to interview all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities
- to discuss with disabled employees, at any time but at least once a year, what both parties can do to make sure disabled employees can develop and use their abilities
- to make every effort when employees become disabled to make sure they stay in employment
- to take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work
- to review these commitments each year and assess what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans

2.2.9 The Disability Symbol award was last reviewed on 30 July 2009 and is due for review in November 2010.

2.3 Attendance Criteria

2.3.1 To be eligible to apply for posts, candidates must meet the Force attendance criteria. Applicants should not have been absent from work for either more than 2 periods of absence or 64 hours/8 days absence in a rolling 12 month period. Applicants are asked to confirm in writing that they meet this standard. Care is taken to ensure that applicants with a disability are identified and consideration given to any reasonable adjustments that can be made to enable them to take up a role with the Force.

2.3.2 By applying criteria in this way we are reducing the risk of recruiting someone with a history of persistent absence.

2.4 Selection

2.4.1 Our Recruitment Team support managers in shortlisting and preparing for interviews. We provide guidance on a range of additional selection techniques including presentations, in-tray exercises, group discussions, ability and psychometric tests. We also provide guidance on how to make informed objective decisions based on the appropriate criteria for the role.

2.5 Appointment

2.5.1 Prior to appointment, candidates undergo a medical assessment, initially via questionnaire and by appointment with Occupational Health if necessary. Two references are taken up and all prospective employees are subject to the appropriate level of vetting checks including:

- Police National Computer
- Local Police Computer
- Special Branch
- Counter Terrorism Checks
- Financial Checks

3. Workplan for 2010/11

3.1 Over the coming year we will undertake a comprehensive review of Force recruitment, including for police staff, in order to:

- Reduce the time it takes from vacancy to appointment
- Increase the number of quality applications we receive so we recruit from the best possible pool of talent
- Increase applications from minority groups
- Improve customer feedback
- Ensure value for money through our recruitment processes
- Reduce our advertising spend

B. FINANCIAL CONSIDERATIONS

There are none specifically arising from this report.

C. LEGAL AND HUMAN RIGHTS CONSIDERATIONS

There are none arising from this report.

D. PERSONNEL, EQUAL OPPORTUNITIES AND DIVERSITY ISSUES

(including any impact or issues relating to Children and Young People under the Every Child Matters (ECM) framework.)

There are none arising from this report.

E. REVIEW ARRANGEMENTS

There are none arising from this report.

F. LIST OF BACKGROUND PAPERS

None