



BCH01/015

Recruitment, Selection, Posting and Promotion Policy

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1. POLICY AIM

- 1.1 This document provides or signposts the key principles that relate to the recruitment and selection, posting and promotion (as applicable) of police officers and police staff.

2. APPLICABILITY

2.1 Inclusions

- 2.1.1 This document applies to police officers and police staff of the Bedfordshire, Cambridgeshire and Hertfordshire police forces, to include those on temporary and fixed term etc contracts and agency staff. It also applies to Service Volunteers, Special Constables and Cadets in Bedfordshire and Hertfordshire.

- 2.1.2 Aspects that apply to only police officers or police staff are signposted accordingly.

2.2 Exclusions

- 2.2.1 This document does not apply to Service Volunteers, Special Constables and Cadets in Cambridgeshire.

- 2.2.2 Redeployment due to change management, medical issues etc is covered within the appropriate policy/procedure.

3. POLICY DETAIL

3.1 RECRUITMENT AND SELECTION

Post review

- 3.1.1 Before action is taken to recruit to any vacant post, it must be subject to a review exercise under the vacancy management process/authority to recruit process in place for each force/collaborated unit which includes determining whether or not there is a need to fill the post (Appendix A).

Role profiles

- 3.1.2 All posts will have an up to date role profile which will provide details of the necessary skills, experience and qualifications to undertake the role. A role profile must be quality assured by the line manager in conjunction with the relevant HR team to ensure it is accurate and does not contain any non-essential requirements and signed off accordingly by the relevant head of department prior to any recruitment process.
- 3.1.3 Police staff roles require evaluation through the appropriate job evaluation process when first created or when there has been significant change. Posts in collaborated units that can be undertaken by staff from any of the partner force(s) require a jointly agreed role profile which will have been evaluated by each force and graded accordingly.

Advertising of vacancies - general

- 3.1.4 All vacancies must be advertised unless they are to be filled through assimilation, redeployment or other means that may be periodically agreed at executive level. The advert text must accurately reflect the role profile, not introduce new criteria and provide clarity concerning the terms and conditions associated with the role, eg pay and conditions and location.
- 3.1.5 In some circumstances it may be appropriate to undertake a 'generic selection process' for a police officer at a particular rank within a collaborated/specialist department, the purpose being to allow flexibility in deployment, eg as part of necessary development or to use the officer's skills and abilities most appropriately. Any such decision to subsequently post the officer within the department must be made at superintendent rank or above.
- 3.1.6 Where posts are advertised across more than one force, every effort must be made to ensure this is dealt with simultaneously, with the advert making it clear who is eligible to apply.
- 3.1.7 Under the Agency Workers Regulations 2010, all agency workers engaged with a force are entitled to apply for roles which are advertised within a force or across all partner force(s).

Advertising: Force units - police officers

3.1.8 Bedfordshire:

All police officer posts will be advertised internally and externally.

3.1.9 Cambridgeshire and Hertfordshire:

Posts at inspector rank and below will normally be advertised. Action may be taken to seek aspirations which may then be used in making decisions on postings.

Posts at Chief Inspector and above will require the seeking of aspirations periodically (at least every 12 months), which may then be used in making decisions on postings.

Where it is considered that suitable candidates from within the force may be limited in number, consideration may be given to advertising externally, subject to consultation with the appropriate chief officer.

Advertising: Force units - police staff

- 3.1.10 Unless required for redeployment purposes or to be frozen or deleted, all police permanent staff posts will be advertised. Recruitment to jobs that are not permanent will be progressed as appropriate to the circumstances.

Advertising: Collaborated units

General

3.1.11 The [Establishment and Resourcing Principles](#) determine how the posts in a collaborated unit are either allocated to a force ('allocated post') or are jointly owned by all forces involved in the collaboration ('unallocated post'). These Principles also determine how appointments are to be made to unallocated posts.

Police officer:

3.1.12 Following the Establishment and Resourcing Principles, the order in which posts will be dealt with is as below:

Allocated post:

- Advertise in owning force (for officers of substantive rank);
- Advertise as a temporary/acting opportunity in owning force; *or*
- Post/promote a suitably qualified officer to the role; *or*
- Advertise in the partner force(s).

Unallocated post:

- Advertise in the partner forces (for officers of substantive rank);
- Advertise as a temporary/acting opportunity in the partner forces; *or*
- Post/promote a suitably qualified officer to the role;

(Note: The right is reserved to limit the advertising of an unallocated post to avoid a disproportionate impact on a force. For example, if there were five DCI posts, and four were already occupied - one Bedfordshire, two Cambridgeshire and one Hertfordshire - the remaining post would be advertised only in Bedfordshire and Hertfordshire to limit the potential for a disproportionate impact on Cambridgeshire).

Police staff:

3.1.13 Following the Establishment and Resourcing Principles, the order in which posts will be dealt with is as below:

Allocated post:

- Redeployees of the 'owning' force (redeployee remains with home force);
- Redeployees of the partner force(s) (redeployee remains with home force)*;
- Advertise internally in owning force
- Advertise internally in the partner force(s) (applicant not employed by owner force will resign from their home force and take up a contract from the owning force);
- Advertise externally (if the external applicant is an employee of a partner force(s) they will be required to resign from their home force and take up a contract with the owning force).

*(On grounds of operational effectiveness a force can determine not to offer the post to partner force(s) for redeployees but instead go to open advertisement across the partner force(s). This would be in exceptional circumstances and may particularly be the case for specialist posts where there is an operational imperative to fill the post quickly and where it is unlikely that redeployees would have the requisite skills. Unison will be engaged with when such a situation arises. Should a redeployee wish to be considered for these posts, however, they would be given prior consideration in the recruitment process in the usual way.)

Unallocated posts:

- Redeployees of the partner force(s) (redeployee remains with home force);
- Advertise internally in the partner force(s) (applicant remains with home force);
- Advertise externally. Where it is required to advertise a post externally, a decision will need to be made regarding which force will own the post(s); this will determine the terms and conditions of appointment.

Restrictions on applications

- 3.1.14 The formal conduct, capability and attendance record of individuals will be considered as part of the process. Where live issues (to include a live warning) raise concern, advice should be taken from HR. Taking into account comment from the current line management, a decision will then be taken on whether an application for recruitment will be permitted to progress/a particular post may not be a suitable redeployment opportunity.
- 3.1.15 Appropriate vetting (to include biometric vetting) and professional standards checks will also be undertaken taking into account vetting policy and procedure.
- 3.1.16 Where an application is rejected, be this due to conduct, capability, attendance or vetting/professional standards checks, the individual will be advised of the reason and provided with the opportunity to appeal to the head of HR who will make the final decision on the matter.

Return on investment

- 3.1.17 In order to achieve a return on training investment, an individual appointed to specific police officer (up to and including inspector) and police staff roles will normally be required to remain in post for a minimum period of time before seeking an alternative opportunity (including promotion). Appendix B outlines the approach taken to determine the minimum time period. Appendix C lists the posts in BCH collaborated units and the time period applicable to each. Each force will retain a list of its force specific posts.

Selection process

- 3.1.18 The selection process must be agreed prior to advert and will normally include an interview. Any process must be proportionate, fair, open and equitable.

3.1.19 A force may choose to operate a guaranteed interview scheme (Two Ticks Scheme) for those with a disability if it so wishes.

3.1.20 The successful candidate(s) will be required to achieve a standard which must be agreed in advance.

Interview panels for selection processes

3.1.21 The panel Chair is normally the line manager/recruiting manager for the role and will be responsible for planning, implementing and monitoring the recruitment and selection process in accordance with good practice guidelines, to include the Equality Act Employment Statutory Code of Practice. Appendix D outlines the role of the Chair.

3.1.22 The panel will normally include an individual who is independent of the department seeking to recruit.

3.1.23 Recruiting will provide all members of the panel with guidance on their role and responsibilities in advance of the process.

Monitoring

3.1.24 In accordance with our responsibilities under the Equality Act, appropriate monitoring should take place throughout a recruitment and selection process.

3.2 POSTING

Posting protocols – police officers

3.2.1 The Chief Constable retains the right and duty to direct his/her officers to serve anywhere in the force area to meet the needs or requirements of the service, subject to any limitations imposed by Police Regulations. Whilst officers cannot be posted outside of his/her force boundary without their consent, an agreement with the Federation allows a force to seek to post an officer to a collaborated unit base outside the officer's force boundary, as long as the officer's home address is within a 31 mile radius of this base. Where an officer lives outside this 31 mile radius, he/she may voluntarily agree to be posted.

3.2.2 Unless there are exceptional circumstances, the effective date of posting should be no less than 28 days and no greater than three months following the decision to post the officer.

3.2.3 Decision making on the posting of officers (including HPDS officers) is delegated as follows:

Constable, Sergeant and Inspector:

- Bedfordshire - Heads of department facilitated by HR;
- Cambridgeshire - Force Allocations Group;
- Hertfordshire - Superintendent, Workforce Planning.

Chief Inspector and above:

- Bedfordshire - Force Executive Board;
- Cambridgeshire - Chief Officer Group;
- Hertfordshire - Chief Officer Group.

(Note: Bedfordshire Police may on occasions call a meeting of interested parties (to include Staff Associations) to consider a rebalance of disposition).

- 3.2.4 These decision makers have responsibility for maintaining an overview of numbers and skills across their force and collaborated units and for initiating action or making recommendations to rectify any imbalance.
- 3.2.5 Postings due to medical or disability reasons will be conducted in accordance with the appropriate Attendance Management and Recuperative/Restricted policies.

3.3 ACTING UP, TEMPORARY SALARY AND TEMPORARY PROMOTION - POLICE OFFICERS

General

- 3.3.1 The provisions regarding the need for an officer to perform the duties normally performed by one of a higher rank are detailed within Police Regulations. Officers may be either granted acting rank (the status that applies to Acting Up and Temporary Salary) or temporarily promoted (the status of Temporary Promotion). An officer granted acting rank continues to hold his or her substantive rank, but is authorised to perform the duties and wear the rank badges of the higher (acting) rank. An officer temporarily promoted actually holds the higher rank, albeit on a temporary basis.
- 3.3.2 Regulation 6 of the Police (Promotion) Regulations 1996, as amended, provides for the temporary promotion of officers of any rank, but in the case of promotion to the rank of sergeant or inspector only if s/he is qualified for promotion. Regulation 6, as amended, does not set out the remuneration or benefits paid for such a promotion; these are provided for by the Police Regulations 2003 and the determinations made under them. The 2003 Regulations cover both the requirement to meet a short term need (Regulation 34/Annex UU (Acting Up)), and where a shortfall in resources is likely to be for a lengthy period of time (Regulation 27/Annex I (Temporary Salary) and Regulation 27/Annex J (Temporary Promotion)).
- 3.3.3 Certain short term situations, however, require a short term promotion as opposed to acting duty, i.e., where an officer must hold a certain and actual rank, albeit temporarily, to perform a particular duty, e.g., PACE, RIPA and Custody Sergeant.
- 3.3.4 The restrictions detailed at 3.1.14 – 16 must be observed as part of any process.

Acting up - general

3.3.5 Acting up arrangements are designed to meet short term needs and would not normally extend beyond two months (56 days).

3.3.6 In accordance with Regulation 34/Annex UU (Acting Up), the first ten days of acting up in any year (commencing 1 April) does not attract any additional pay or allowance. Each further complete day of acting up in that year will attract an acting up allowance, subject to a maximum of 46 days payment in a continuous period, (ie days 11 to 56 inclusive). (Note: For the purposes of Regulation 34/Annex UU, a 'day' is the normal daily period of duty of the individual who is acting up).

3.3.7 Where payment of an acting up allowance commences in one year and continues into the following (bridging 31 March/1 April), there is no need to recommence the ten day waiting period referred to in 3.3.6 in respect of that particular period of duty. Any subsequent acting up in that year will however be subject to a new ten day waiting period.

3.3.8 Where, following completion of the ten day waiting period, any continuous period of acting up needs to extend beyond 46 days, this will require approval from the appropriate body at 3.2.3 and the remainder of the period will be paid in accordance with either:

- Regulation 27/Annex I (Temporary Salary) for a constable or sergeant not qualified for promotion; or when required in order to respond to an overwhelming operational emergency that requires an immediate application; or
- Regulation 27/Annex J (Temporary Promotion) for officers of inspector to chief superintendent rank; and where a constable or sergeant is qualified for promotion under Regulation 3 of the Police Promotion Regulations 1996.

(Qualified for promotion under Regulation 3, as amended, for these purposes means possesses current passes in both the OSPRE 1 and OSPRE 2 qualifying examinations.)

3.3.9 Whilst periods of acting up should generally be used for covering a vacant higher rank and should not be viewed as a long term arrangement, acting up may be used to provide experience of the next rank for those constables and sergeants who have passed Step 3 of the NPPF process and are held in a pool. Regulation 34/Annex UU (Acting Up) and Regulation 27/Annex I (Temporary Salary) will apply accordingly.

Acting up opportunities - force units

3.3.10 Opportunities of less than 57 days* will be managed at a local level.

Acting up opportunities - collaborated units

3.3.11 In accordance with the [Establishment and Resourcing Principles](#), where there is a short term opportunity of less than 57 days*, the local commander will make arrangements to offer this to an officer in that unit. If this cannot be resourced from within the unit, the commander can request cover from within the partner force(s).

**(Except where this would result in a temporary salary or temporary promotion situation for an individual before the end of the 57 day period.)*

Temporary promotion – general

- 3.3.12 Except for the situation at 3.3.14, temporary promotion should be used when a shortfall has been identified in a particular rank which is likely to be for a lengthy period of time, e.g. maternity leave cover, ill health absence, new projects/workstreams etc. Temporary promotion may not have a defined cut off point and therefore can provide key experience of performing the duties of the higher rank over a longer time period than acting up. Payment during such periods of temporary promotion will be in accordance with Regulation 27/Annex J (Temporary Promotion).
- 3.3.13 As stated above, officers of any rank may be temporarily promoted, but in the case of promotion to the rank of sergeant or inspector only if they are suitably qualified.
- 3.3.14 Certain situations call for officers of a certain rank to perform a particular duty and accordingly short term promotions as opposed to acting duty are both appropriate and necessary in the circumstances (see 3.3.3 above).

Temporary promotion opportunities - force units

- 3.3.15 Opportunities for temporary promotion will be managed within each force by the parties listed at 3.2.3.

Temporary promotion opportunities - collaborated units

- 3.3.16 Where an opportunity arises in an allocated post, the owning force will fill the role through local force processes. Where a force proposes to post an individual to a role, there will be consultation with the head of unit before a decision is made.
- 3.3.17 Where an opportunity arises in an unallocated post it will be made available to eligible officers across the partner force(s). An appointment will be made in conjunction with the decision makers at 3.2.3 based upon on the principle of 'best person for the job'.

Temporary Promotion and Work-Based Assessment – National Police Promotion Framework

- 3.3.18 Bedfordshire and Hertfordshire operate under the National Police Promotion Framework (NPPF) for substantive promotions to the ranks of Sergeant and Inspector. This is a four step process which requires candidates to pass a selection process at Step 3 and be temporarily promoted to the next rank for a 12-month period in order to complete a work-based assessment process (Step 4), including various National Occupational Standards, before being promoted substantively.
- 3.3.19 The definition of *qualified for promotion* (see 3.3.8 above) under Regulation 3 of the 1996 Regulations was amended in 2005 to include those with just OSPRE 1 but who have been

successful at Step 3 of the NPPF and are commencing the work-based assessment at Step 4; who *shall* be temporarily promoted.

- 3.3.20 This amendment is applicable and temporary promotion lawful, therefore, only when an officer commences the work-based assessment as part of the NPPF and cannot normally be used to temporarily promote an OSPRE 1-only officer for, say, the types of temporary promotion circumstances exemplified at 3.3.12.

3.4 ACTING UP AND TEMPORARY PROMOTION – POLICE STAFF

Acting up - general

- 3.4.1 Opportunities to undertake the duties and responsibilities of a higher graded post usually occur as a result of unforeseen circumstances that require immediate cover and are only expected to last for a short period of time. The requirement may be to undertake all or part of the higher graded duties and responsibilities.

- 3.4.2 The restrictions detailed at 3.1.14 – 16 must be observed as part of any process.

- 3.4.3 The period of acting up into a higher grade should not exceed 3 months. If there is an on-going requirement beyond this period, a formal review of the situation should take place at the 3 month point. Where the review concludes that there is a need to continue to cover the post, consideration should be given as to whether temporary promotion is appropriate. Unison should be engaged as appropriate where a number of staff may be eligible for consideration for the role.

Acting up opportunities - force units

- 3.4.4 Acting opportunities will be managed within each force by the human resources department.

Acting up opportunities - collaborated units

- 3.4.5 Where an opportunity arises in an allocated post, the owning force will fill the role.
3.4.6 Where an opportunity arises in an unallocated post it will be advertised across the partner force(s). An appointment will be made based upon on the principle of 'best person for the job'.

Temporary promotion – general

- 3.4.7 Temporary promotion should be used when the requirement is likely to be for a lengthy period of time (3 months or more), e.g. maternity leave cover, ill health absence, new projects/workstreams etc. Opportunities should be advertised in appropriate circumstances.

- 3.4.8 The restrictions detailed at 3.1.14 – 16 must be observed as part of any process.

Temporary promotion opportunities - force units

- 3.4.9 Opportunities for temporary promotion will be managed within each force by the human resources department.

Temporary promotion opportunities - collaborated units

- 3.4.10 Where an opportunity arises in an allocated post, the owning force will fill the role.
- 3.4.11 Where an opportunity arises in an unallocated post it will be advertised across the partner force(s). An appointment will be made based upon on the principle of 'best person for the job'.

Pay whilst acting up

- 3.4.12 A member of staff required to undertake the full duties and responsibilities of a higher graded post for a continuous period of at least 15 calendar days shall be paid at the higher grade with retrospective effect from the first day of undertaking the duties. In most circumstances payment will be the minimum point of the relevant grade.
- 3.4.13 The higher grade shall not be payable during periods of leave or sickness of the employee who is acting up.
- 3.4.14 When the higher duties and responsibilities are removed, payment reverts to the substantive pay point, including any increments that would have been due whilst acting up.
- 3.4.15 Where only part of the duties and responsibilities of a higher grade post are undertaken, this will be remunerated by payment of an honorarium/acting up allowance.

Pay whilst temporarily promoted

- 3.4.16 A member of staff required to undertake the full duties and responsibilities of a higher graded post over an extended period of 3 months should be temporarily promoted to that higher grade and remunerated accordingly. The terms of the temporary promotion should be set out as an amendment to the permanent contract of employment.
- 3.4.17 Where an individual who has been temporarily promoted is absent on a longer term basis (in excess of 21 days) due to sick leave etc, the temporary promotion shall cease and he/she shall revert to the grade of their substantive post.

3.5 PROMOTION – POLICE OFFICERS

Sergeant and Inspector

- 3.5.1 As stated above, Bedfordshire and Hertfordshire operate under the National Police Promotion Framework (NPPF) for promotions to the ranks of Sergeant and Inspector. This is a four step process which requires candidates to pass a selection process at Step 3 before being temporarily promoted to the next rank; and successful completion of a 12 month programme and a work based assessment portfolio (Step 4) before being promoted substantively.
- 3.5.2 Bedfordshire and Hertfordshire officers who are OSPRE 1 and 2 as opposed to NPPF qualified will be managed in accordance with 3.5.1 and will still be required to complete step 3 and 4 of the NPPF even though they are OSPRE 2 qualified.

- 3.5.3 Cambridgeshire currently operates under the OSPRE process which means officers that have achieved an OSPRE 2 pass may be temporarily or substantively promoted to the next rank.
- 3.5.4 Each force will operate its own process in order to select candidates suitable for promotion. Performance at the selection process and suitability for opportunities that arise will determine the order of promotion. Those who are suitable for promotion may be held in a pool for a specific period of time (normally 12 months).
- 3.5.5 Decisions regarding promotion/posting upon promotion will be made by the parties responsible for sergeant and inspector rank listed at 3.2.3 with due consideration to maintaining operational effectiveness in both the individual forces and collaborated units.

Chief Inspector and above

- 3.5.6 Applications will be sought dependent upon predicted vacancies. Each force will operate its own process in order to select candidates. Decisions regarding promotion/posting upon promotion will be made by the parties responsible for chief inspector rank listed at 3.2.3, with due consideration to maintaining operational effectiveness in both the individual forces and collaborated units.

Restrictions on promotion

- 3.5.7 As detailed at 3.1.14 - 16, the conduct, capability and attendance record of individuals will be considered as part of the process.

3.6 EQUALITY ACT

Reasonable adjustments

- 3.6.1 Only requirements directly relevant to the role will be included in any role profile or advertising.
- 3.6.2 A candidate's request for reasonable adjustments for their interview should be appropriately addressed. In the exceptional circumstance that an appropriate adjustment cannot be accommodated, the matter must be fully justified and documented.

Positive action

- 3.6.6 Provisions contained in the Equality Act allow positive action in limited circumstances specifically in the process of recruitment and promotion. Positive action applies to all the protected characteristics covered by the Act.
- 3.6.7 The provisions mean that it is not unlawful to recruit or promote a candidate who is of equal merit (in relation to the specific job or position for which they have applied) to another candidate for the same post if the employer reasonably thinks that:

- the candidate has a protected characteristic that is under-represented in the workforce;
or
- people with that characteristic suffer a disadvantage connected to that characteristic.

3.6.8 This kind of positive action is allowed where it is a proportionate way of addressing the under-representation or disadvantage. The Act does not allow an employer to appoint a less suitable candidate just because he or she has a protected characteristic that is under-represented or disadvantaged.

3.6.9 Any intended use of positive action must be raised with the Recruitment Manager and its use agreed with the appropriate Chief Officer prior to the start of the selection process. This must be referred to in the advertising process.

Appendix A - Request to Recruit Processes

Bedfordshire – Authority to Recruit



ATR - TEMPLATE
Oct 13.doc

Cambridgeshire and Hertfordshire – Vacancy Management

<https://tri-force.tal.net/ats/login>

Appendix B - Return on Training Investment

- In order to achieve a return on training investment, an individual appointed to specific police officer (up to and including inspector) and police staff roles will normally be required to remain in post for a minimum period of time before seeking an alternative opportunity (including promotion).
- The following factors provide the basis to calculate the minimum period of time:
 - The time to achieve competence specific to the role;
 - The organisational value of specialist training (time/cost/frequency);
 - The organisational risk of having an untrained individual in the role;
 - Service delivery issues, particularly to community networks.
- On appointment to role, the individual should be given the anticipated dates when essential training will be delivered. The expectation must be that essential training will be delivered as soon as practicable after appointment and certainly within three months of being appointed to a role. Advertising and appointment to posts should be managed to facilitate training opportunities.
- Projection for the time in role will be calculated from the date the essential training will be completed.
- Whilst time in role may vary, the minimum time set will normally be 24 months.
- If an individual has received generic specialist training (e.g. PSU, search) any change of role where the skills etc are not readily part of the role will not affect the organisational need to abstract the individual for operational deployment and refresher training to maintain competence. If a line manager believes that this is incompatible with the duties of an individual's role in a particular case, written application must be made for withdrawal from the specialist function to the appropriate Superintendent or Head of Department.
- With the agreement of the relevant decision, the time in role may be varied for exceptional personal or organisational circumstances which may include:
 - Capability in the role;
 - Maternity or other work/life balance issues;
 - Pressing organisational priorities e.g. investigator capability;
 - The training has given the officer transferable skills that can be applied to an alternative role which he/she wishes to apply for;
 - Rejoiners or transferees.
- The above will not be applied to those rejoining or transferring in to the force without prior agreement from the appropriate decision maker.

NOT PROTECTIVELY MARKED

Appendix C - Return on Investment roles – Collaborated Units

Role	Minimum time in post*	Recommended maximum period in post <i>NOTE; THE CONTENT OF THIS COLUMN IS CURRENTLY SUSPENDED</i>
Police Staff		
Investigators/assistant investigators	24 months from completion of any applicable training course	
Police Officers - Crime		
Counter Terrorism and Domestic Extremism (up to and including inspector rank)	36 months	60 months with review at 48 months. Discretionary extension above 60 months authorised at D/C/Supt level or above
Major Crime Unit (up to and including inspector rank)	36 months	60 months with review at 48 months. Discretionary extension above 60 months authorised at D/C/Supt level or above
Police Officers - Uniform		
ANPR – Roads Policing	24 months from completion of any applicable training course	Subject to satisfactory performance and meeting fitness and health requirements. No maximum.
Civil Contingencies and Operational Planning	24 months	Subject to satisfactory performance and meeting fitness and health requirements. No maximum.
Dog Handlers	Working life of a police dog/5 years.	Subject to satisfactory performance and meeting fitness and health requirements. No maximum.
Firearms Officers Specialist Trained such as Close Protection, Dynamic Entry etc	24 months from completion of training for any applicable additional skill.	Subject to satisfactory performance and meeting fitness and health requirements. No maximum.
Firearms Officers	36 months from posting to the APU	Subject to satisfactory performance and meeting fitness and health requirements. No

NOT PROTECTIVELY MARKED

		maximum.
Road Policing Strategic Unit	24 months from accreditation as specialist accident investigator	Subject to satisfactory performance and meeting fitness and health requirements. No maximum.

* Minimum time in role is from appointment date unless stated otherwise

Appendix D - Responsibilities of the Interview Chair

- Panel - Approve the composition of the interview panel taking into account experts in the field, customer input and independence.
- Role Profile - Ensure valid and up-to-date.
- Selection Process - Agree selection process including dates (closing, shortlisting, meetings, assessment and interview).
- Advertising - Ensure advertising has been conducted in accordance with policy.
- Shortlisting - Ensure shortlisting is carried out by panel and agree final shortlist with other panel members.
- Assessment/Interview - Ensure fair and balanced assessments and that process is discussed with HR. Ensure interviews are run professionally and candidates are judged objectively against the criteria.
- Where a candidate requests reasonable adjustments for their interview this request will be sent to Recruitment and the line manager to engage with the individual in order to arrange. The Chair will then be responsible for ensuring any adjustments are in place on the day of the interview.
- Offer of Appointment - Chair should make a verbal, conditional offer of employment.
- Inform Recruitment of Outcome - Chair should ensure the Recruitment team are advised of the outcome and the secure return of the selection paperwork (including all interview notes/scoring matrices).
- Feedback
 - Ensure sufficient evidence is recorded from the interviews to provide feedback to internal and external candidates. This feedback is to be given by the Chair or panel members as nominated by the Chair.
 - Provide feedback to panel members on their performance and discuss /identify any significant training issues.
 - Ensure that when candidates are informed of the outcome of the interview board, they are informed whether they were the successful candidate and will be offered the post or whether they have passed the board and met the standard or that they did not meet the standard and have therefore not passed the board.
 - Ensure that any feedback given to candidates at a later date, reiterates their ranking and whether they met the standard or not.
- Diversity - In the event of an allegation of discrimination it is likely that the panel Chair will be answerable for any unequal practice. It is therefore vital that the Chair not only listens to the candidate but also listens to the other interviewers. If a question is asked that does not

conform to the force's 'diversity statement' then the Chair must be prepared to interject and withdraw the question.

4. TRAINING AND ACCREDITATION REQUIREMENTS

4.1 Support is available through HR to help equip managers with the knowledge and skills to use this policy. There will also be occasions when coaching and training courses are available to help managers increase their skills in particular areas.

5. ASSOCIATED DOCUMENTATION

5.1 Legislation/ National Guidance

- National Police Promotions Framework Operating Manual v 5 2012
- College of Policing Examinations and Syllabus Requirements for OSPRE
- Equality Act
- Equality Act Code of Practice – Employment Statutory Code of Practice
- Code of Practice on Employment under the Equality Act
- Police Regulations
- Police Staff Council Handbook
- The Disability Discrimination Act Code of Practice for Employment and Occupation.

5.2 Strategy/ Plan

5.3 Procedures

- Establishment and Resourcing Principles
- BCH 01/002 - Reorganisation and Redundancy
- BCH 01/004 - Recuperative and Restricted Duties

5.4 Appendices

5.5 Forms (National/ Local)

6. WHO TO CONTACT ABOUT THIS POLICY

6.1 Questions regarding this policy and its operation should initially be referred to your local HR advisor or the Recruitment Department.

7. EQUALITY IMPACT ASSESSMENT (EIA)

EQUALITY IMPACT ASSESSMENT

Name of Sponsor	Principal HR Adviser/HRAG
Name of Author	Amanda Johnson
Description of proposal being analysed	To set out the principles regarding the recruitment, selection, posting and promotion of police officers and police staff.
Date EIA started	April 2012
Date EIA finished	February 2013
<p>This Equality Impact Assessment is being undertaken as a result of: <i>Delete as appropriate</i></p> <ul style="list-style-type: none">• A new or updated policy or procedure. <p>Note – For ease of use of this document , we will refer to all of the above as “proposal”</p>	

STEP 1 – Relevance

The general duty is set out in section 149 of the Equality Act 2010. In summary, those subject to the Equality Duty must have **DUE REGARD** to the need to:

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups.

Authors have a statutory requirement to have **DUE REGARD** to the relevant protected characteristics shown below, whilst taking a common sense approach

- age
- disability
- gender reassignment
- marriage & civil partnership*
- pregnancy and maternity

- race
- religion or belief
- sex
- sexual orientation

*marriage and civil partnership – the analysis applies only to the elimination of unlawful discrimination, harassment and victimisation.

Section 23 of the Equality Act 2006 allows the Equality and Human Rights Commission (EHRC) to enter into a formal agreement with an organisation if it believes the organisation has committed an unlawful act.

Under section 31 of the Equality Act 2006, the EHRC can carry out a formal assessment to establish to what extent, or the manner, in which a public authority has complied with the duty.

Additional guidance can be found by accessing the EHRC website:

<http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

Does this proposal have a direct impact on people who:	a) are any part of the Police workforce (including volunteers)?	YES
	b) reside in any part of England and Wales	YES
If NO to both questions	<i>Explain why and give rational</i>	No Further Action and Return to Sponsor for Authorisation
If Yes to either question	Continue through to Step 2	

STEP 2 – Consultation / Engagement

You should engage with those people who have an interest in how you carry out your work generally, or in a particular proposal. This may include former, current and potential service users, staff, staff equality groups, trade unions, equality organisations and the wider community. In deciding who to engage, you should consider the nature of the proposal and the groups who are most likely to be affected by it.

The proposal owner (Sponsor/Author) must be satisfied that consultation / engagement will take place with the relevant business lead and stakeholders.

This **MUST** include engagement with the following relevant groups:

Equality and Diversity Specialist
Staff Associations
Staff Support Groups

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Relevant community groups and members of the public

In addition, consider who else should you consult with internally and externally?

Who might be affected?

Does what you are considering further the aims of the general duty, to

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups.

Identify the risks and benefits where applicable, according to the different characteristics.

	Positive Impact or Benefits	Negative Impact or Risks
Age (<i>Consider elderly or young people</i>)		It is not anticipated there will be a differential or adverse impact due to the age of the individual.
Disability Groups (<i>Consider physical, sensory, cognitive, mental health issues or learning difficulties</i>)	By considering the provision of reasonable adjustments e.g. documents in different forms, holding interviews in accessible rooms, using sign language interpreters, changing the process to give more breaks to provide explanations to be given will ensure a disabled worker can participate in the processes, as far as is reasonable, to the same standard as a non-disabled worker, Support groups are actively involved in the processes.	Managers and assessment staff should be advised that staff that have a notified disability should remain subject to their agreed reasonable adjustments throughout the process. This is especially important when it comes to completing and or reading documents and attending assessments.
Gender Reassignment (<i>Consider transgender, Transsexual, Intersex</i>)		It is not anticipated there will be a differential impact for staff that are/have undergone gender reassignment.
Marriage & Civil Partnership		No adverse impact perceived however it is recognised that individuals who are married or in a civil partnership may have childcare responsibilities and these should be considered when arranging assessments.
Pregnancy and Maternity	Discrimination can be avoided by ensuring the	It is recognised that we need to ensure an employee is

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	policy is applied fairly and consistently in the circumstances.	not disadvantaged because of her absence from the workplace due to maternity leave during any process. Those on maternity leave receive Force Orders and are not excluded from applying for the process if eligible. Due consideration to circumstances will be made as necessary
Race and Ethnic origin – includes gypsies and travellers. (<i>Consider language and cultural factors</i>)	Discrimination can be avoided by ensuring the policy is applied fairly and consistently across all ethnicities – this will be monitored via employment monitoring. Support groups are actively involved in the processes.	It is not anticipated there will be any differential impact for staff of different ethnicities. Under the process that multilingual support can be used.
Religious / Faith groups or Philosophical belief (<i>Consider practices of worship, religious or cultural observance including non-belief</i>)	By using multi faith calendars to avoid requiring staff to attend assessments or if unavoidable and an assessment occurs on a key religious date assessments can be rearranged.	Whilst it is not anticipated there will be any specific differential impact due to religion and belief or non-belief there may be an adverse impact where a member of staff is required to attend an assessment on day that is of significant religious importance. Staff from some religious groups may be required to undertake religious acts at certain times e.g. Muslim Staff – Fridays.
Sex (Male, Female)	Discrimination can be avoided by ensuring the policy is applied fairly and consistently across all sexes – this will be monitored via the employment monitoring. Support groups are actively involved in the processes.	Assessments are arranged with good notice periods. Females represent the greater overall proportion of staff and women are still the primary carers of children in our society. 70% of adult care is also delivered by women. Monitoring this process through the employment monitoring report will show if this has a disproportional impact on either of the sexes.
Sexual orientation (<i>Consider</i>		It is not anticipated there will be any differential impact for

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<i>known or perceived orientation, lesbian, gay or bisexual)</i>		staff or different sexual orientations
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	Positive Impact or Benefits	Negative Impact or Risks
Have you considered how this decision might affect work life balance? (<i>Consider caring issues re: childcare & disability, safeguarding issues, environmental issues, socio economic disadvantage, and low income families.</i>)	Candidates can state if an assessment date/time is not convenient and this can be rearranged	Promotion / new roles will require a review of any Work Life submissions and agreements

STEP 3 – Assessment

Complete the EIA by analysing the effect of your proposal and detail the outcomes.

What were the main findings from any consultation carried out?

What feedback has been received?

Using the information you have gathered and consultation that you have undertaken answer the following questions. This will help you to understand the effect on equality your proposal might have.	
Has the feedback indicated any problems that need to be addressed?	None
Describe and evidence any part of the proposal which could discriminate	
Can the adverse impact identified be justified as being appropriate and necessary? If so, state what the business case is:	
Where impact and feedback identified, what, if anything can be done?	Use of the Reasonable Adjustments policy should negate this. There could be a possible differential impact on protected characteristics through inconsistent application of the policy by managers. This can be avoided by ensuring sufficient training on the policy to emphasise fairness, equity and consistent application across all groups.

What outcome will be achieved that demonstrates a positive impact on people?	
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STEP 4 - Monitoring and Review

Equality analysis is an ongoing process that does not end once a document has been produced.

What monitoring mechanisms do you have in place to assess the actual impact of your proposal?	Monitored under the Equality Duty
Review Date: First review must be no later than one year.	February 2014

STEP 5 - Sign Off

Once the Equality Impact Assessment is complete it should be signed off by the Proposal Sponsor. This sign off is confirmation that the analysis is accurate, proportionate and relevant and actions will be delivered as required.	
Approved by Senior Officer / Proposal lead	Having considered the potential or actual effect of this proposal on equality, our assessment demonstrates that the proposal is robust and the evidence of our screening shows no potential for unlawful discrimination. We have taken all appropriate opportunities to advance equality and foster good relations between groups. Date: 1 November 2013 Name: Vince Hislop, ACO