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Assessment Process
Standard Operating Procedure (SOP)

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1. Introduction

This Standard Operating Procedure supports the **PeopleSupport** Recruitment and Selection Policy. It is a revised Standard Operating Procedure and supersedes all previous directions relating to the assessment process.

2. Application

This Standard Operating Procedure (SOP) takes immediate effect. It applies to all applicants to the Metropolitan Police (unless it is stated otherwise in the applicable section). It also applies to those involved in the assessment process.

All police officers and police staff, including the extended police family and those working voluntarily or under contract to the Mayor's Office for Policing and Crime (MOPC) or the Commissioner must be aware of, and are required to comply with, all relevant Metropolitan Police Service (MPS) policy and associated procedures.

3. Initial Sift activity for internal and external applicants

Following the advert closing date, **PeopleSupport** Recruitment will conduct an initial check to ensure that all applicants meet the previously agreed basic eligibility criteria for the vacancy in question.

External applicants - **PeopleSupport** Recruitment will also carry out a sift in accordance with outlined criteria contained within the Eligibility Criteria for Employment in the MPS SOP of the Recruitment and Selection Policy.

Internal applicants - **PeopleSupport** Recruitment will carry out a sift specific to the role advertised e.g. for a Firearms Instructor a current firearms qualification will be required. It is NOT a competency based sift on the evidence offered as this competency sift will be conducted by the Line Manager/Recruiter.

Once initial sift activity is concluded the remaining successful applications will be available for the Line Manager/Recruiter to view via **My HR Self Service** 'Managing a Vacancy'.

3.1 Attendance / Sickness Information

Please note that in accordance with the Equality Act 2010 the following processes will be adopted in relation to attendance / sickness information:

Recruitment campaigns with ONLY Internal candidates

The MPS will continue to require candidates to provide their last three years sickness data at the beginning of the recruitment process together with the application form. Candidates who do not meet the criteria outlined in the attendance management policy (AMP), may be paper sifted prior to any assessment.

Recruitment campaigns with ONLY External Candidates

Attendance / sickness information will not be assessed until after the selection decision has been made. If it subsequently transpires that the chosen candidate does not meet the standard, as outlined in the AMP, then any provisional offer of a post will be withdrawn. The Recruiter will then check whether the next highest scoring candidate on the select list meets the required standard. This process will continue until either a suitable candidate is chosen who passes both the assessment and meets the standards laid out in the AMP, or the select list is exhausted and no suitable candidates are identified.

Recruitment campaigns with BOTH Internal and External Candidates

The process outlined above for 'external candidates' will be followed. This is to ensure that the same rules are applied for candidates applying simultaneously for the same recruitment campaign.

Recruitment campaigns with agency worker applicants

The process outlined above for 'external candidates' will be followed. This is to ensure that the same rules are applied for candidates applying simultaneously for the same recruitment campaign.

There may be occasions when it becomes apparent before an 'internal candidates only' recruitment campaign is completed, that there are not sufficient candidates to fill the roles required. If the decision is then taken to start to advertise externally also, then it will be deemed that these are

separate campaigns, as they are not simultaneous. In this instance the different rules above that relate to each group can be applied.

3.2 Applicants with a Declared Disability

Any applicant who has declared a disability, will, providing that they meet the minimum criteria at the initial sift stage, be progressed to the next stage of the recruitment process, which could be either the CBQ (competency based questions) or the interview. Prior to the interview / assessment event the applicant should be contacted to ascertain what reasonable adjustments they may require, for example wheel chair access, parking close to the location where the assessment is taking place, help with moving around the building. Every effort should be made to meet the adjustments that are required. If it is not reasonable to make a specific adjustment, a record of this decision and justification must be retained, on the MetHR record. Please refer to **PeopleSupport Recruitment** and/or **DCFD Advisor** for further advice in this area.

4. Competency Based Sift

The Met Performance Framework (MPF) user guide is available to read on PeoplePages under Selection for a move toolkit and provides in depth information / guidance for Assessors, as well as MPF Frameworks for Police Officers and Police Staff.

The competency based sift is undertaken by the Line Manager/ Recruiter and ideally will be completed well in advance of planned interview dates in order to allow sufficient time for any appeals to be resolved.

A sift assessment template with scoring matrix will be provided electronically to the Line Manager/Recruiter, by the Recruitment and Selection Service Centre (for MPS wide campaigns) who will access **My HR Self Service** to view the vacancy information and attached application forms.

The competency based sift panel will usually comprise of the Line Manager/Recruiter together with at least one other panel member (at the same band/rank or higher than the vacancy). Additional panel members may be included to provide technical expertise (for example to assess suitability for a specialist role). The role of the panel is to assess each application form and decide which applicants should be passed through to the next stage. See **Appendix 1** for Composite Panel Marking Sheet.

4.1 Conducting the Competency Based Sift

It is vital that the panel remains objective and follows a structured approach whilst considering the evidence provided within each application form.

The responsibility of the panel is to assess the quality and depth of evidence provided by each applicant against the criteria displayed in the advert. The panel will examine each area of the application form and will also consider evidence provided by the Line Manager for internal applications, including agency workers. They will also review whether the applicant meets the Attendance Management Selection Criteria (please see section. 3.1 Attendance / Sickness Information).

Panel members will need to consider the depth of the evidence - i.e. whether the evidence provided contains behavioural specifics and detail, or whether this is merely hinted at or mentioned in passing.

Additionally, consideration must be given to the breadth of evidence provided in terms of covering the sub headings contained within each driver. The application form must only be measured against the published criteria and under no circumstances can additional criteria be added at this time.

Assessing evidence can sometimes be difficult as the way it is presented can differ greatly from one applicant to the next. The **SOAR Model** can be a useful tool to use when assessing the quality and depth of evidence.

- S** is for Situation - Details of what actually happened;
- O** is for Objective - What the applicant was trying to achieve;
- A** is for Action - What action the applicant took, how they contributed;
- R** is for Result - The outcome of the example provided.

Some applicants also have a tendency to generalise and directly lift text from the driver sub headings. The expectation is that evidence supplied must relate to an actual situation in which the applicant has been directly involved e.g. "my strong communication skills were demonstrated when I"

Once the panel members have assessed the evidence within the application form, they must then:

- Award a score for each applicant using the scoring matrix for each competency / criteria tested. (**Appendix 1**)
- Agree an overall panel score and record a summary of comments to support the score awarded.
- Identify those applicants who will be invited for interview.
- Identify the panel member who will provide feedback to candidates requesting it.

4.2 Useful Tips for Conducting the Sift

Ensure that you:

- Identify the panel member(s) in advance of the sift activity.
- Brief the panel member(s) on the approach to be taken.
- Follow a structured approach for each application (consistency).
- Consider the line manager's comments.
- Are familiar with the feedback and appeals procedure.
- Produce a written rationale for selection and non-selection within the sift exercise.

Make sure that you **don't**:

- Leave a long period between the closing date for applications and the sift exercise.
- Include other criteria to be tested not already advertised.
- Record anything that does not refer directly to the application form (remain objective).
- Award scores for any generalist evidence provided e.g. 'I have excellent communication skills'.
- Forget to notify the relevant recruitment officer within **PeopleSupport** Recruitment of the results of the sift exercise so that they can then communicate these to the applicants.

4.3 Child Protection Issues

If the applicant claims to have specific qualifications or experience relevant to working with children or vulnerable adults, which may not be verified by a reference, the facts should be verified by making contact with the relevant body or previous employer and any discrepancy explored during the interview.

4.4 Appeals Procedure

Once the competency based sift has been completed, all records need to be retained by the Line Manager/Recruiter to deal with any appeals that may arise following the feedback process.

If a candidate wishes to appeal against the panel's decision they will need to follow the Appeals Process by forwarding a Recruitment Appeals Service Request (SR) to **PeopleSupport** Recruitment Appeals Unit within 21 days of the date the selection process result was notified. This can only be activated after the receipt of appropriate feedback. The SR will be forwarded to the relevant appellant authority for investigation, and the Line Manager/Recruiter of the vacancy will be advised.

If your current role is MVP, VPC or you are an agency worker without access to My HR Self Service, you should submit form 7288 to the email address stated on the form.

Intra (B)OCU movements and selection decisions are not dealt with by **PeopleSupport** Recruitment, and therefore the appeals will be handled locally.

The appellant authority must not have had any involvement in the selection process. **PeopleSupport** Recruitment will provide support and guidance at this stage and will also update MetHR records accordingly.

It is important to note that whilst an appeal is being investigated it may be appropriate to place the relevant selection process on hold pending an outcome. Line Managers/Recruiters should be aware that any successful candidate cannot take up their new role whilst an appeal decision remains outstanding. Successful candidates will be advised of this in any communication referring to their success at a selection event.

In all cases, appeals will only be upheld if it can be shown that one or more of the grounds for appeal have taken place. This would have to have altered the original recommendation or selection decision. The candidate therefore, must show that they would otherwise have been recommended or selected.

When confirming interview dates, sufficient time must be factored in to allow for any sift appeals to be heard and resolved.

For further information and guidance on the Appeals procedure please refer to the relevant SOP or contact the **PeopleSupport** Recruitment Appeals Unit for further information and advice. PeoplePages - Appeals.

5. Internal Interview Process

The MPF user guide is available to read on PeoplePages under Selection for a move toolkit and provides in depth information/guidance for Assessors, as well as MPF Frameworks for Police Officers and Police Staff.

An interview panel is responsible for determining the suitability of an applicant for a specific role. The assessment of applicants must be conducted fairly and objectively and against the relevant drivers and any specified job related criteria. This stage will require increased collaboration with **PeopleSupport** Recruitment as the Line Manager/Recruiter will need to ensure interview dates/times are arranged. **PeopleSupport** Recruitment will be responsible for providing all administrative support within this stage of the process e.g. sending letters to candidates confirming interview arrangements and updating MetHR.

The Line Manager/Recruiter will be required to :

- make arrangements locally in relation to interview accommodation and facilities (unless agreement has been reached to utilise **PeopleSupport** Recruitment facilities at Peel Centre, Hendon)
- conduct the interview
- make arrangements for fellow panel members to assist.
- organise any other previously agreed assessment events such as a presentation or work sample exercise

The Line Manager/Recruiter must be aware that additional assessment tools cannot be introduced once the process has commenced.

In the case of external candidates attending for assessment, a member of **PeopleSupport** Recruitment will endeavour to be present, where possible, to administratively support the process and ensure that all appropriate documentation has been checked and copied. This will be applicable to internal application processes where agency workers have applied.

5.1 Interview Panel Composition

An interview panel will normally consist of a minimum of two assessors. Additional panel members may be included to provide technical expertise, for example to assess suitability for a specialist role. Therefore a panel will be composed as follows:

- The line manager or member of the management structure with responsibility for the vacant role, at the same band/rank or more senior than the line manager.
- Another appropriate individual (e.g. another manager, possibly someone independent of the (B)OCU).

- Technical expert (optional). The technical expert will form part of the panel to provide specialist advice; therefore the band/rank is not relevant.

It is recommended that one panel member is independent of the (B)OCU, particularly if a candidate is currently undertaking the job in question on a temporary basis, and other candidates are from another (B)OCU. Whilst, this is good practice as it ensures a fair and unbiased process, it is recognised that this may not always be practical. In addition, it is also important to consider the diverse make up of the interview panel.

It is the responsibility of the Chair of the selection panel to satisfy his/herself of the appropriateness of panel members.

At least one of the selection panel members **must** be interview trained. Relevant training courses include:

- Internal selection interviewing courses, for example Personnel Selection Interviewing Seminar.
- Police recruit interview training.
- CIPD/ CPP qualification.
- Any recognised assessor course both internally and externally to MPS.
- Relevant modules from other management training courses, for example Diploma in Management Studies.

Advice on suitable training courses must be sought from **PeopleSupport Recruitment**.

5.2 Preliminary Arrangements for the interview

Following the results of the paper sift **PeopleSupport Recruitment** will :

- Ensure that MetHR records are appropriately updated. All selection decisions must be recorded for audit purposes. This will ensure that a proper evaluation of the process can be conducted in order to assess its success and identify any disproportionality issues.
- Establish the number of candidates for interview.
- Confirm the venue and panel members with the Line Manager/ Recruiter
- Populate assessment events with candidate details.

PeopleSupport Recruitment will notify all successful candidates of the interview details, which will include some or all of the following, where possible :

- Day, date, time and location of interview.
- Details of what to expect in all relevant stages of the selection process, for example a 10 minute presentation, topic to be advised on the interview

- day, with 45 minutes to prepare and a 30 minute competency based panel interview.
- Details of the drivers/competencies being tested at each of the remaining stages of the selection process.
 - Details of the selection panel members.
 - An opportunity to discuss any requirements, for example in respect of a disability or other special need or requirement.

Internal candidates and selection panel members must have an opportunity to raise objections to interviewing/ being interviewed by an individual. A commonly acceptable reason for this may be where they are a close personal friend.

External police staff candidates and agency workers will be notified in writing of the need for them to bring with them on the day, appropriate documents such as:

- Birth certificate
- Passport
- A certificate of naturalisation if applicable
- Evidence of academic qualifications if required
- Driving licence if applicable
- Completed Vetting and Medical forms

All candidates should be given at least 7 days notice of their interview date unless by mutual agreement this period is shortened.

5.3 Reasonable Adjustments (All posts)

Prior to the day of assessment, consideration must be given to accommodating any specific needs that candidates may have raised e.g. in respect of a disability, religious observance, carer responsibilities etc. Some reasonable adjustments might include:

- Additional time or a different time, e.g. for the interview/presentation
- Different location
- Enlarged print and/or more space to write
- Documents on audio tape or in Braille
- British Sign language/Sign Supporting English
- Hearing Loop system
- Reserved parking space
- Assistance in/out of vehicle
- Assistance in/out of building
- Assistance to and from the interview room
- Use of personal assistants and / or assistance dogs

Everyone involved in the recruitment or selection process must remember their responsibilities under the Equality Act 2010, Agency Workers Regulations 2010 and the MPS Equality Policy. Candidates must be treated with dignity, and not

made to feel belittled or different due to any adjustments necessary. Attitudes of those involved in the process can have a huge impact on candidates, either positive or negative. Every effort must be made to ensure that the impact is positive and that everyone involved understands why adjustments are necessary and reasonable. Every individual brings a unique set of skills to the organisation and assessors must not be blinkered in the way that they assess the candidate's skills or suitability for a role.

For advice on how to make reasonable adjustments for candidates who disclose dyslexia please refer to the Dyslexia SOP.

For any advice on reasonable adjustments contact **PeopleSupport** Recruitment and/or the DCFD Advisors.

5.4 Panel Members Information

Prior to the interview **PeopleSupport** Recruitment will provide the following documents electronically to the Line Manager/Recruiter who will ensure that copies are provided for each of the panel members.

- Schedule of interview times
- Interview Assessment sheet
- Scoring matrix
- Supporting guidance

Interview panel members must also be made aware of the need to familiarise themselves with all relevant SOPs contained within the MPS Policy on Recruitment and Selection Processes for Police Officers and Police Staff. Refer to the [Associated Documents and Policies section](#) later in this SOP.

5.5 Panel Members Guide - Initial Steps

The MPF user guide is available to read on PeoplePages under Selection for a move toolkit and provides in depth information / guidance for Assessors, as well as MPF Frameworks for Police Officers and Police Staff.

Prior to first interview the selection panel must:

- Have reviewed the selection process paperwork provided (job description, person specification, competencies being tested) including recommended marking sheets. See **Appendix 2**.
- Have prepared some competency based interview questions and probes for each applicant, if not done already. Refer to **Appendix 3** for Competency Based Interview Question Guide.
- Be aware that external experience may need to be vigorously probed during interview, as it may not be verifiable to the same standard as

- internal MPS evidence. Although external references will be sought, the quality of these may vary, and there are no guarantees that the referee will address the evidence being used to support the application.
- Agree the roles of each of the interview panel, for example chairperson, technical expert.
 - Agree which panel member will test each competency.
 - Agree approximate timing of each section of questioning.
 - Set standards to determine the acceptable depth and breadth of evidence required for achievement of each of the scores on the marking sheet. These should directly relate to the requirements for the advertised role.
 - Agree a "pass mark".
 - Switch off mobile phones!
 - Screen out any disturbing noises from outside as far as possible.
 - Ensure chairs in the interview room are the same height and placed at a reasonable distance from each other, preferably around a table rather than on either side of a desk.
 - Provide water for the candidate.
 - Ensure the interview room is adequately lit, ventilated and heated.
 - Arrange for a member of staff to administer the selection day, for example meet and greet candidates and introduce them to the selection panel. This must include checking and photocopying all documentation provided by external candidates.

5.6 Conducting the Interview

When the candidate enters the room, the Chairperson must welcome them, introduce the panel members and give the candidate sufficient time to get comfortable and ready to answer questions.

Once the candidate is settled the Chair should give a brief introduction to the interview process and explain that:

- The interview will last for a specified period of time (usually between 30-45 minutes).
- They should make themselves comfortable, perhaps by removing their jacket and making use of the water available.
- The interview panel members will be asking questions on the competencies required for the role.
- They will be looking for evidence of the applicant's capability, based on specific examples from their past experience.
- They will be questioning the candidate in turn.
- The interview panel members will be taking notes, to ensure that all information given is taken into account.
- The candidate has an opportunity at the conclusion of the interview to add to or clarify any answers already provided or ask any questions of the panel.

The Chairperson must also monitor the timeliness of the interview to ensure consistency across the entire interview process.

Refer to [Appendix 4](#) Useful Tips for the Selection Interview.

5.7 Note Taking

- Interview panel members must take notes throughout the interview, on the marking sheets provided.
- All comments noted must be directly relevant to the evidence supplied by the candidate.
- Interview panel members can share the note taking: whilst one panel member is conducting the interview, another should be taking full notes.
- The interview panel member asking the questions should still make as many notes as possible to ensure that all the evidence provided can be taken into account when considering appropriate scores.
- Panel members must ensure that both the question and the candidate's answer are recorded.
- Panel members must record as many verbatim notes and direct quotes as possible and must avoid making subjective comments not directly related to the responses given.

5.8 ORCE Model

The role of the interview panel member is vital to any assessment process. It is a highly skilled role and the success of the selection process relies on the competence of the interview panel. Adherence to a number of fundamental principles is key:

- Stick to the standardised approach.
- Remain objective.
- Know the selection process criteria – including competencies being tested, role profile, person specification and agreed benchmarks.
- Understand the selection tools and the purpose for use within the selection process, e.g. presentation, interview.
- Take responsibility for decisions made.

In order to control error, eliminate bias and apply appropriate standards, or ratings, it is recommended that interview panel members use the ORCE model during the selection process.

ORCE is an acronym, which stands for:

Observe
Record
Classify

Evaluate

Observe (while candidate is present - during for example the interview / presentation)

- Note actual behaviour, defer judgements.
- What you observe, not what you think you observe.
- Do not filter the information, record as much as possible.
- Stay focussed and alert.
- Do not let your initial impressions bias subsequent data gathering.

Record (while candidate is present - during for example the interview / presentation)

- Capture everything that is said and done.
- Take verbatim notes where possible.
- Develop own 'shorthand' to assist note taking.
- Try not to paraphrase/summarise, but use key words to aid memory.
- Record direct quotes as evidence for written summaries (this will also add clarity in feedback meetings with unsuccessful candidates).
- Make a note of the time, at regular intervals.
- Record both interviewers' questions and candidate answers.
- Fill in any incomplete notes when applicant is not speaking.
- Record non-verbal behaviour of concern.

Classify (Once candidate has left the room, after for example the interview / presentation)

- Review notes taken (and if applicable – candidate's written responses to an exercise).
- Identify evidence relevant to the MPF and any other job related criteria listed that was observed, based on content of notes taken.
- Categorise the evidence under the relevant competency heading.

Evaluate (Once candidate has left the room, after for example, the interview / presentation)

- Look at all positive, negative, and missing evidence of a particular driver / job related criteria.
- Carefully consider both the quantity and quality of evidence (against job description, person specification and agreed standards).
- Review the evidence in a systematic way.
- Award a score (rating) from the 5 point rating scale, based on level of competence displayed for each area.
- Write an evidence summary to explain rationale for score (rating).

Please also refer to **Appendix 5** Barriers to Effective Observation.

5.9 Conclusion of Interview

At the end of the interview the Chairperson must:

- Advise the candidate that the interview has concluded.
- Ask the candidate if they wish to add to, or clarify any of the answers provided
- Answer any questions from the candidate.
- Explain specifics about working hours – for example shift patterns (where they differ from a standard pattern).
- Explain any aspects of the role offering potential risks to health and safety.
- Explain how (for example by telephone, by letter or email) and when the candidate will be advised of the result of the interview process.
- Explain to the external candidates and agency workers only, the next stages, e.g. medical, vetting and reference process, providing approximate timescales where possible.

5.10 Scoring Evidence

Interview panel members must:

- Not compare with another candidate or use rank order as a method of rating.
- Note that, typically, a candidate will only be viewed as '3' or acceptable, if the balance of evidence is positive and of the required level for the role.
- Discuss the evidence provided by the candidate, agree and award a panel score for each competency area and overall score.
- Complete an agreed summary of evidence based on discussions.
- Decide which of the successful candidates (if any) will be selected.
- Decide which panel member will provide feedback to each unsuccessful candidate. See – Post Selection Activity SOP (section on feedback).

5.11 The 5 Point Rating Scale (*the preferred scoring system*)

The interview panel members must award a score from 1-5 based on the evidence provided by the candidate for each competency area tested within the interview process, and any associated presentation exercise.

1-5 Rating Scale

Rating		Definition
5	Exceptional	Greatly exceeds the standard required

4	Strength	Exceeds the standard required
3	Effective	Meets the standard required.
2	Improvement Required	Below the standard required.
1	Unacceptable	Far below the standard required and would be considered a significant development area.

6. Additional Assessment Tools for Selection

The main objective of any assessment and selection process should be to systematically match appropriate people to specific jobs, in order to create and maintain an effective workforce. There are a variety of techniques for doing this, but the most popular remains the three-stage process:

- **Application form** (Form 7305)
- **Paper sift**
- **Interview**

In addition to these, other assessment methods can be used as part of the selection process. The actual method used will depend upon the number of predicted vacancies, the anticipated number of applicants and the target role itself. The Line Manager / Recruiter can discuss all the options available to them with **PeopleSupport** Recruitment.

6.1 Psychometric Tests

A psychometric test is designed to provide partial assessment of certain human attributes, including:

- Intellectual ability
- Specific aptitudes
- Interests
- Values
- Personality

Psychometric tests are used to gather more information than can be obtained by interview alone, and can be used as a filter. They are usually organised into different types:

- Ability tests that measure higher level abilities, for example; numerical ability, verbal ability, spatial ability, critical reasoning.

- Ability tests that measure more specific abilities and aptitudes, for example; manual dexterity, programming aptitude, clerical accuracy, typing aptitude.

Assuming the tests are administered, scored and interpreted in a standardised way and a thorough job analysis has been conducted, research shows that these tests are a reliable indicator of on-the-job performance.

- Personality questionnaires are not tests; there are no right or wrong answers. Questions are aimed at discovering the applicant's preferred working style and how the individual ideally prefers to go about doing their work. The characteristics that form part of the applicant's personality profile ("built" by their responses to the questions) can highlight areas to be probed at interview. The personality questionnaire cannot be used as a filter. See **Appendix 6** for Psychometric / Psychological Testing.

6.2 Job/Work Sample Tests

These are samples of the actual job that can in some way be tested for the purpose of ascertaining the applicant's capability to do the job (for example typing tests, see **Appendices 7 & 8**). The validity of the test depends on the extent of the sample's occurrence within the actual job (for example if typing is only a small proportion of the role, then the validity of the results of the typing tests will be low).

6.3 Assessment Centres

An Assessment Centre is a process by which a group of candidates is assessed by a "team" of trained assessors, using a range of assessment tools. Assessment Centre tools might include presentations, group discussions, in-tray exercises and role-play scenarios. Used alongside an interview, an Assessment Centre can provide a good "holistic" view of candidate strengths and areas for development.

Assessment Centres are used by PeopleSupport Recruitment in the selection of new police officer recruits, PCSOs and MSC officers, as well as for some police staff roles.

It is possible to use just one element of an Assessment Centre process to support the interview (for example a presentation). When designing the presentation it is essential that the key competences to be assessed are derived from the role profile/advert.

When assessment / selection tools are utilised, it must be noted that reasonable adjustments may need to be made for applicants with disabilities (for example

dyslexia). Advice must be sought from **PeopleSupport** Recruitment and/or the DCFD Advisors.

7. Responsibilities

The ownership of this Standard Operating Procedure resides with **PeopleServices**.

It is the responsibility of all members of the MPS involved in recruitment and selection to ensure compliance with this Standard Operating Procedure.

Responsibility for reviewing and monitoring this Standard Operating Procedure rests with **PeopleSupport** Recruitment.

8. Associated Documents and Policies

- Recruitment and Selection Policy
- Eligibility Criteria for Employment in the MPS SOP
- Post Selection Activity SOP
- Pre-Assessment Activity SOP
- Medical Standards and Screening SOP
- Recruitment Candidates with Dyslexia SOP
- Recruitment Appeals SOP
- People Pages - Agency Workers (Temporary Staff)

Appendix 1 Composite Sift Panel Marking Sheet



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Appendix 2 Interview Panel Marking Sheet and Scoring Matrix



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Appendix 3 Competency Based Interviewing question guide



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Appendix 4 Useful Tips for the Selection Interview



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Appendix 5 Barriers to Observation



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Appendix 6 Psychometric/Psychological Testing



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