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Title	Pre-Assessment Activity Standard Operating Procedure (SOP).
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Pre-Assessment Activity

Standard Operating Procedure (SOP)

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1. INTRODUCTION

This Standard Operating Procedure supports the **PeopleSupport** Recruitment and Selection Policy. It is a reviewed Standard Operating Procedure and supersedes all previous directions relating to pre-assessment criteria.

It supports the Service Values by making the process a fair, equitable and transparent one.

2. APPLICATION

This Standard Operating Procedure takes immediate effect.

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 MPS policy and associated procedures.

3. ISSUES TO BE CONSIDERED PRIOR TO ADVERTISING A VACANCY

Before embarking on any recruitment or selection exercise account must be taken of the following legislation and Metropolitan Police Service policies:

- Data Protection Act 1998

- Metropolitan Police Service Equality Policy
- Metropolitan Police Service Flexible Working SOP
- Metropolitan Police Service Redeployment of Police Staff Policy
- The Children's Act 2004
- The Agency Worker Regulations 2010
- BIS - Department for Business Innovation and Skills - Agency Worker Regulations Guidance - May 2011
- The Equality Act 2010

The new Equality Act came into force on 1 October 2010, bringing together over 116 separate pieces of legislation into one single Act. Combined, they make up a new Act that will provide a legal framework to protect the rights of individuals and advance equality of opportunity for all. The Act simplifies, strengthens and harmonises the previous legislation to provide Britain with a new discrimination law which protects individuals from unfair treatment and promotes a fair and more equal society. The nine main pieces of legislation that merged were:

- *the Equal Pay Act 1970*
- *the Sex Discrimination Act 1975*
- *the Race Relations Act 1976*
- *the Disability Discrimination Act 1995*
- *the Employment Equality (Religion or Belief) Regulations 2003*
- *the Employment Equality (Sexual Orientation) Regulations 2003*
- *the Employment Equality (Age) Regulations 2006*
- *the Equality Act 2006, Part 2*
- *the Equality Act (Sexual Orientation) Regulations 2007*

3.1 Establishing a Vacancy Exists

When a vacancy arises, managers must take the opportunity to review the role and its purpose in the context of the team, unit or department.

The role must remain essential and continue to benefit the effective performance of the team, unit or department, and have a current role profile, job description and where appropriate person specification.

The core responsibilities and activities of the role must be assessed in line with the work carried out by the whole team. If responsibilities can be re-distributed amongst existing staff within the team, then consideration must be given to allowing the post to remain unfilled.

The findings of any exit interview that may have been undertaken with the most recent post holder must be considered.

3.2 Evaluating New Police Staff Roles (Hay Evaluation Process)

All new Police Staff roles or those that have significantly changed must be evaluated in the HR Pay Policy Unit before being advertised. Guidance on the process can be found at HR Pay and Benefits Unit.

The Pay and Benefits Unit will advise on the appropriate pay band at which the job should be advertised. The relevant MPS Performance Framework (MPF) together with a job description must be available.

3.3 Local Resource Planning Meeting (LRPM)

Line Managers / Recruiters must obtain authority to activate a recruitment / selection campaign through the Local Resource Planning Meeting (LRPM). Decisions made at this forum will determine the type of process to be initiated.

In preparation for this meeting a job description (**Appendix 1**) and person specification (**Appendix 2**) for the proposed vacancy will be required, together with any Hay Evaluation paperwork.

Any vacancy to be filled must be within affordable workforce targets (AWT in relation to Police Staff or Targeted Strength in relation to Police Officers). If there is a current requirement to reduce establishment / affordable workforce targets or remain within budget limitations, consideration should be given to leaving the vacancy unfilled for a period of time or releasing agency workers from their booking.

The LRPM supported by the Strategic HR Advisor (SHRA), will review the request and assess whether there is local funding available to fill the post. This must be checked with local finance.

In the first instance, it is expected that internal resourcing options (the re-deployment of local staff) will have been fully explored before any request for MPS wide selection or external recruitment is agreed.

3.4 Star Chamber Process

Police Staff posts will require the completion of the Police Staff Vacancy Management Authority Form (available in the toolkit below) which will include initial details of the post and local funding arrangements. This should be signed off by the B/OCU commander. There are 4 further stages of approval required before a vacancy can be advertised, B/OCU, Business Group, Workforce Deployment Unit and Star Chamber.

All requests to fill police staff vacancies and agency placements must now be submitted to the Star Chamber for authorisation. Star Chamber convenes on a

weekly basis to consider these requests. Please visit Workforce Deployment for more details.

3.5 Local Intra B/OCU Selection Process

If the decision of the Local Resource Planning Meeting (LRPM) is to restrict the vacancy to substantive staff within the specific B/OCU, i.e. not to advertise for staff MPS wide, the Line Manager/Recruiter must raise the vacancy through My HR Self Service. The line manager of the individual raising the vacancy will approve its publication, however, the local SHRA must be added as an ad hoc approver. In this situation there is no requirement to involve **PeopleSupport** Recruitment. For further information please see the Managing Internal B/OCU Advertised Campaigns Toolkit available on **PeoplePages**.

Please note that agency workers are entitled to be provided with information about any relevant job vacancies that would be available to a comparable MPS employee. For example, if the vacancy is restricted to police staff at Barnet Borough only, this would also include agency workers employed on Barnet Borough.

In the event that no-one is selected within the B/OCU the Line Manager/Recruiter must refer back to the LRPM. In order to meet an overriding business need, it may be appropriate to appoint a suitably qualified individual to a role without that role being advertised internally either locally or MPS wide. A business need arises where the achievement of an operational / organisational priority depends upon one or more of the following:

- Recruiting highly specialist knowledge, skills and expertise
- Addressing a significant skills or experience imbalance
- Meeting an urgent resourcing need when there is a shortage of time
- Ensuring a return on investment in specialist training
- Clearly documented development needs of an individual (Personal Development Review)
- The role constitutes a reasonable adjustment for a member of staff, with a disability, as specified in the Equality Act 2010.

It is the responsibility of the line manager to ensure that the decision to fill a vacancy without advertising is defensible and has been based on a fair and objective assessment of the individual.

Ultimately, the authority to move individuals within a local unit to fill a vacancy without advertising lies with the B/OCU Commander / Head of Unit, or their appointed deputy.

Consideration can be given to temporary promotion arrangements in some circumstances. Please refer to the Workforce Deployment page held within People Pages.

3.6 MPS Wide Internal Selection Process and External Recruitment

If the decision of the LRPM is to open a vacancy across the MPS, the Line Manager / Recruiter must exhaust the Star Chamber process as mentioned in Section 3.4 for police staff posts.

All vacancies must be raised through My HR Self Service. This will activate an approvals procedure through the local SHRA, **PeopleSupport** Workforce Deployment and finally **PeopleSupport** Recruitment.

Neither an internal or external advert can be published without the authorisation of **PeopleSupport** Workforce Deployment. This will determine whether there are any suitable applicants within the re-deployment pool before any approval will be given for corporate/external advertising. This includes staff with a disability who may, under The Equality Act 2010, require a transfer to another role as part of a *reasonable* adjustment at work.

Ordinarily, Line Managers / Recruiters will consider MPS wide internal selection activity before any external advertising campaign is initiated. However, in certain circumstances approval may be given to run an internal and external campaign simultaneously. The following will need to be considered before this decision is made:

- The success of previous internal campaigns in terms of yield
- The number of vacancies that exist
- Specific or unusual skills / qualifications / experience required
- Resources / funding available

It should be noted that in many cases **PeopleSupport** Workforce Deployment will manage the postings of police officers to under strength command units, through the Career Management Postings Panel (CMPP). This negates the need for advertising for specific generic police officer vacancies. Workforce Planning Unit. Guidance and support can be obtained at any point during a recruitment / selection process, from the relevant Recruitment Manager within **PeopleSupport** Recruitment. The Recruitment Manager will then commence an engagement process with the Line Manager / Recruiter, explain the services available from **PeopleSupport** Recruitment, and agree roles and responsibilities.

3.7 The Role of PeopleSupport Recruitment

PeopleSupport Recruitment will support and advise the Line Manager / Recruiter (Client) through all stages of a recruitment or selection process; from advertising the vacancy through to all post selection activity -

- **Advertising the vacancy** - support and guidance in relation to the creation of a vacancy / advert in My HR SelfService
- **Application form / Information pack** - assistance with design and preparation of a bespoke application (if required), and accompanying material relevant to the role.
- **Sift / Assessment activity** - advice on criteria to be assessed and methods of selection, scheduling of events and the creation of bespoke marking templates for use during the process. Also the provision of accommodation at Peel Centre, Hendon if required.
- **Facilitation at recruitment and selection events** - including ushering and documentation.
- **Candidate communication** - dealing with all notification of assessment details and results.
- **Equality Act disability provisions** - advice on incorporating these into selection events and the workplace.
- **Management Information** - provision of relevant management information for the selection / recruitment activity.
- **Dedicated teams** - recruitment teams aligned to specific Business Groups to enable relationship building and a focus on unique business requirements.

4. ADVERTISING THE VACANCY - INTERNALLY AND EXTERNALLY

Once authority has been obtained from the LRPM to advertise a vacancy, the Line Manager / Recruiter must access 'Managing a Vacancy' within My HR SelfService.

During this process an advertisement must be created drawing upon the relevant - MPF, Job Description - **Appendix 1** and Person Specification - **Appendix 2**. It is recommended that no more than one or two other job related criteria are required to be evidenced on an application form in addition to the relevant MPF. See **Appendix 3** - Guidance on Advert Content (including Child Protection Issues). See **Appendix 4** for list of Every Child Matters Posts.

After the advert detail has been inserted, it must be submitted via the electronic approvals process to the local SHRA. The SHRA will either approve the advert or return for further information.

4.1 Internal Intra B/OCU Process

If the advert has been authorised for a local selection process only (i.e. restricted to applicants from within the specific B/OCU including local agency workers if a police staff role), the approvals process will conclude with the SHRA who will have been added as an ad hoc approver. The SHRA will submit the advert for publication, which can then be viewed by eligible applicants via the 'Search and

Apply' facility within My HR SelfService. For those unable to view this facility, access to adverts may be obtained via www.met.police.uk/kits.

As this advert may still be viewable by other MPS staff it is essential that eligibility is stated clearly within the advert. See Managing Internal B/OCU Advertised Campaigns Toolkit. The advert can then be viewed by eligible applicants via the 'Search and Apply' facility within My HR SelfService or via www.met.police.uk/kits.

4.2 MPS Wide Internal Selection Process

If the advert has been authorised for a MPS wide selection process, the SHRA will approve and submit the advert electronically to **PeopleSupport** Workforce Deployment for review prior to publication. **PeopleSupport** Workforce Deployment will ensure that there are no suitable staff on the re-deployment list available before they finally approve the advert and submit it to **PeopleSupport** Recruitment for publication internally. The advert can then be viewed by eligible applicants via the 'Search and Apply' facility within My HR SelfService or via www.met.police.uk/kits. By this stage, the Line Manager / Recruiter should have already contacted **PeopleSupport** Recruitment to activate their services.
[PeopleSupport Recruitment Home Page](#)

4.3 External Recruitment Process (Police Staff or Specialist Police Officer Transferees from other Police Services)

When approval has been given through the SHRA and WDU for an external recruitment campaign to be initiated, the Line Manager / Recruiter must ensure that if they have not already done so, they now contact **PeopleSupport** Recruitment to activate their services. This includes an introduction to the **PeopleSupport** Attraction and Recruitment who are responsible for the creation and publication of all external adverts. Closing dates for simultaneous internal and external adverts will be synchronized during this stage. See **Appendix 5 - External Application Form**.

4.4 External Recruitment - The role of the PeopleSupport Attraction and Recruitment Team

The Attraction and Recruitment Team (ART) will provide suggestions on appropriate media to use. This ensures that all publications adhere to MPS guidelines in respect of style, format and content and central funding can be provided where appropriate. About People Service - Attraction and Recruitment Team (ART)

All external adverts will appear on the MPS careers website www.met.police.uk/recruitment and applicants are required to download application packs.

Other external advertising options can include:

- Job Centre Plus - this partnership can be discussed with **PeopleSupport** Recruitment
- Local / National Press
- Professional journals
- MPS approved agencies and external websites

4.5 The Use of External Recruitment Agencies

In certain situations e.g. recruitment into Senior Police Staff vacancies, it might be appropriate to procure the services of an externally approved agency who may be able to provide an executive search facility (headhunting). The cost of this must be borne by the Business Group recruiting. Before an approach is made directly to any external agency advice **MUST** be sought from **PeopleSupport** Recruitment as there are specific procurement procedures that must be adhered to.

In the event that the services of an agency are procured by a business group, **PeopleSupport** Recruitment **MUST** be involved in any discussions concerning the management of the recruitment process.

5. APPLICATION PROCESS

5.1 Adapting application forms

Line Managers / Recruiters may choose to adapt an application form to meet local requirements e.g. inserting specific questions derived from the job description for applicants to evidence in addition to the relevant MPF.

The boxes on the internal application form 7305 can be expanded. It is recommended that no more than half a page per driver. Should a Line Manager / Recruiter wish to restrict the expansion of the boxes this should be made clear within the advert and applicants advised that evidence contained outside of this will not be considered.

5.2 Internal Application Process

All Police Officers and Police Staff will be able to view internal vacancies via the 'Search and Apply' functionality contained within My HR SelfService. Agency workers will be able to view vacancies via www.met.police.uk/kits.

All internal applications must be submitted on form 7305 available on the forms section of the intranet, unless otherwise specified on the advert. Agency workers should also apply on Form 7305. Agency workers who cannot access Aware should either ask their line manager for a copy, together with the relevant MPF or obtain this by calling the Recruitment section of the HR Advisory Centre on 0845 727 2212. Form 7305 together with the last three years sickness record must be emailed to the Reporting Officer who will then complete section 2 before forwarding both documents to the Countersigning Officer.

Agency workers need NOT submit any sickness information at the point of application. Should they be successful their sickness data will be required after the selection decision is made, and will then need to comply with existing MPS guidelines on sickness absence.

Please note that should an agency worker apply for an internally advertised vacancy, the sickness data of any existing substantive police staff will NOT form part of the pre-selection criteria to ensure parity.

It is the responsibility of the Countersigning Officer to complete section 3 of the 7305 and finally submit the completed application together with the three years sickness record via email to the address contained on the recruitment advertisement. Please note above regarding agency workers. Applicants MUST ensure that they allow sufficient time prior to the closing date for these activities to be completed.

PeopleSupport Recruitment will then ensure the application is attached to the relevant vacancy for the Line Manager / Recruiter to view and assess.

6. INTERNAL APPLICATIONS

6.1 The Role of the Reporting Officer

The Reporting Officer is required to comment on the applicant's overall suitability for the role applied for. In the rare instance that an applicant and their line manager are both applying for the same role, it may be more appropriate for another manager to complete Part 2, so there is no perceived conflict of interest. The alternate manager should be someone in a position to comment on the applicant's competence.

Reporting and counter-signatories need to be aware that external experience may be used to support drivers within internal applications, especially by agency workers and relatively new permanent staff. There will be a need to discuss this evidence with the applicant prior to its submission, to be satisfied of its validity, as it may not be verifiable to the same standard as internal MPS evidence. Although external references will be sought the quality of these vary, and there are no guarantees that the referee will address the evidence being used to support the application.

In addition the Reporting Officer must complete the Attendance Management Selection Criteria recommendation having considered the requirements of the Attendance Management Policy. Please note this is not applicable to agency workers.

The policy requires that an application will normally be rejected where an individual has been absent from duty through sickness over the previous three years:

- For an average of more than six days per year

or

- Where the individual has been absent from duty on eleven or more separate occasions during those three years

or

- When the individual's sickness record during the period displays a pattern of absence, which would cause the line manager to feel unable to rely on a regular pattern of attendance or performance.

The absences to be considered will be those relating to minor illness (colds, sore throats, upset stomach, etc), which have no underlying cause. Such minor

illness will still be taken into account even where the absence lasts longer than one day. The previous three years will be calculated from the closing dates for applications for the relevant selection process, or from the date of the application in all other cases. Where an individual does not have three years service the criteria, set out above, should be reduced proportionately according to the period of their service.

In all cases, the Reporting Officer should note the following:

- Check the sickness record with the criteria and decide whether it meets the criteria and should be forwarded.
- Complete section A, B, or C as appropriate and forward to the Countersigning Officer for endorsement
- Where an absence derives from, or is directly related to a disability within the terms of the Equality Act, or pregnancy or maternity related sickness or an injury in the execution of duty, line managers must obtain advice from **PeopleSupport** Health and Well Being when considering whether an individual falls within the criteria.
- Absences relating to an illness or injury or to ongoing treatment for such an illness or injury may also be excluded, although full reasons should be given when completing the selection criteria form.
- Where the decision is made to forward an application, which falls within the criteria (Recommendation B), the reasons must be fully recorded by the Reporting Officer and authorised by the Countersigning Officer (or OCU Commander/Head of Unit where the selection process dictates).
- Where the result is A or B the application may be forwarded. Where it is C, it must **NOT** be forwarded, unless the Countersigning Officer considers that in the interest of all parties concerned the application should be forwarded. The reasons must be fully recorded by the Countersigning Officer.
- Any appeals should be submitted to the OCU Commander / Head of Unit for consideration.
- An application, which is received by a unit, which considers the criteria to have been incorrectly applied, should contact the **PeopleSupport** Advisory Centre for clarification. In the event of a disagreement between the two units, the receiving unit's SHRA will make a final decision.

Once the Reporting Officer has completed their section of the form, they must also complete the Reporting Officers Declaration prior to submission to the Countersigning Officer. If there are reasons to prevent the application from proceeding then the Reporting Officer must fully evidence their decision. It is important to note that aside from issues regarding attendance management, the Reporting Officer does not need to forward an application to the Countersigning Officer should they think that, for example, the applicant has not evidenced the relevant MPF and any other specified criteria to a satisfactory standard.

6.2 Right Not to Forward Applications

Careful consideration must be given to supporting any application for selection to an alternative post from all staff (including probationary police staff) and agency workers. Line managers must take into account:

- Whether an individual has failed to adequately evidence the MPF and any other specified criteria
- Any pre-arranged local tenure agreement / statement of expectation in respect of the current post
- The effect on the operational effectiveness of the B/OCU
- The extent and cost of training already undertaken and the work return on the relevant investment to date
- The uniqueness of the role and difficulties associated with recruiting a replacement
- Any current and unexpunged disciplinary findings
- Attendance Management Selection Criteria

However, each case must be considered on its own merits and the Line Manager must discuss any decision not to forward an application with the individual concerned. Justifications must be fully documented.

6.3 Internal Applications - The Role of the Countersigning Officer

The Countersigning Officer is required to comment as appropriate on whether the applicant has demonstrated the potential to perform in this role, provide final approval regarding the applicant's Attendance Management suitability (Attendance Management Policy is not applicable to agency workers at this stage of the application process) and sign the Countersigning Officer's Selection Declaration. The completed application must then be emailed as per the instructions on the recruitment advertisement, in order that the application can be attached to the relevant vacancy for the Line Manager / Recruiter to view and assess.

7. THE ASSESSMENT OF DISCIPLINARY RECORDS – POLICE OFFICERS AND POLICE STAFF

Reporting Officers and Countersigning Officers must complete the declarations contained within Part 2/3 of the form 7305 to confirm that an applicant is free of any bar to selection through discipline findings or integrity issues.

In the event that a Reporting / Countersigning Officer wishes to support an applicant with a disciplinary finding they must submit relevant disciplinary records with the application form - showing reason for the discipline, the penalty sanction, date that this was imposed and the length of time that it will remain on the

applicant's record. This information will be considered by the selection panel at the paper sift stage.

Disciplinary matters that have expired and have been expunged are not relevant and must not be used.

Unproven or outstanding complaints or disciplinary matters should only be introduced for consideration at the end of a selection exercise - that is, after all interviews have been held and candidates have been ranked in merit order.

In deciding the relevance of this information the following criteria should be considered:

- The nature and seriousness of the complaint or allegation under consideration or finding of guilt
- The extent to which the employee's operational capability would be affected and the impact of this on their effectiveness in the role
- Whether or not the complaint would have a direct effect on the employee's potential for the role applied for

In considering such outstanding matters, which by definition are unproven, Line Managers / Recruiters should exercise caution and may consult with any of the following: the member of staff, their Line Manager and **PeopleSupport** Advisors, the Investigating Officer or Directorate of Professional Standards (DPS), the Employment Tribunal Unit and/or the Fairness at Work Co-ordinator (as appropriate) within **PeopleServices** to ascertain their relevance to the selection exercise.

Where a candidate who would otherwise have been selected is excluded from consideration on the basis of an outstanding complaint or disciplinary matter, they should be informed of this decision in writing by the Recruiter.

8. POLICE OFFICERS APPLYING FOR POLICE STAFF POSTS

Ordinarily, all advertised Police Staff roles are open to suitably qualified Police Officers who may apply on form 7305. However, in the event of an organisational change selection process that could lead to police staff displacement, eligibility may be restricted to serving police staff members within the business area in question.

Any serving Police Officer selected for a Police Staff role will have to resign / retire as a Police Officer and be re-employed as Police Staff under new terms and conditions. Police Officers applying for Police Staff posts will be subject to security and medical checks and will be subject to a probationary period.

Please note that applicants will be considered in the following order, the process only moving to the next stage if no appointment is made:

1. Any eligible existing employee within the Police Staff Posting Panel (these will ordinarily be identified prior to any advertising) or a disabled member of staff as part of their reasonable adjustment.
2. Members of police staff with an employment contract and agency workers.
3. Police officers and members of the MSC, MVP and VPC.
4. External recruitment (dependant on the role, this may run alongside an internal process with Star Chamber approval).

Whilst applications from Police Officers and volunteer groups (MSC, MVP & VPC) for internally advertised police staff roles can be received at the same time, applications from existing Police Staff and agency workers will be considered in the first instance. Applications from Police Officers and volunteer groups will therefore remain on hold until such time as that pool of applicants has been exhausted.

9. EXTERNAL APPLICATION PROCESS

PeopleSupport Recruitment will assist Line Managers / Recruiters with the development of a bespoke application pack - which will include an application form and supporting Information Pack. This will be made available for all externally advertised positions on the MPS Careers Website www.metpolicecareers.co.uk.

Completed applications will be emailed to **PeopleSupport** Recruitment in order that they can be attached to the relevant vacancies on MetHR for Line Managers / Recruiters to view and assess.

10. REASONABLE ADJUSTMENTS TO THE APPLICATION PROCESS

An applicant's suitability for the role will be measured against the published criteria. It is imperative that any advert does not preclude applicants who may have a disability. It is essential that reasonable adjustments to the selection process and the role are considered. Consult DCFD Advisors as required. Consideration must be given to adapting the information / application pack for applicants with different needs for example, Braille, large print, etc.

11. RESPONSIBILITIES

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

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

Responsibility for implementing, reviewing and monitoring the Standard Operating Procedure rests with the **People**Support Recruitment.

12. ASSOCIATED DOCUMENTS AND POLICIES

Recruitment & Selection Policy
Eligibility Criteria for Employment in the MPS SOP
People Pages - Agency Workers (Temporary Staff)

Job Description for a PeopleService Administrator

Organisation: Metropolitan Police Service

Purpose: Overall purpose of the Metropolitan Police Service is to serve and protect the people of London and **PeopleSupport** Recruitment recruits the individuals needed to achieve this goal

Location: XXXXXXXXXXXXXXXXXXXXXXXX

Staff numbers: XXXXXXXXXXXXXXXXXXXXXXXX

Job Description:

Job Title: **PeopleService** Administrator

Direct Reports: XXXXXXXXXXXXX

Department: XXXXXXXXXXXXX

Directorate: XXXXXXXXXXXXX

Team Structure: One of several **PeopleService** Administrators within a small team

Nature of role: XXXXXXXXXXXXXXXXXXXXXXXX

Specific duties and responsibilities:

1. Provide full administrative support.
2. Process both on paper and maintaining a computer based record on a daily basis.
3. Liaising with individuals by letter and in person on a regular basis.
Process incoming telephone calls and process incoming information and enquiries sensitively and professionally in line with Charter Standards and Force policy.
4. General administrative duties such as filing, photocopying and faxing and ensure all matters relating to the process of information are carried out in a

Person Specification PeopleService Administrator

1. Work as part of a team and work co-operatively with team members and colleagues.

Positive Indicators:

- Understands own role in the team
- Actively takes part in team tasks in the workplace
- Is open and approachable
- Makes time to get to know people
- Co-operates with and supports others
- Offers to help other people
- Asks for and accepts help when needed
- Develops mutual trust and confidence in others
- Willingly takes on unpopular or routine tasks
- Contributes to team objectives no matter what the direct personal benefit may be
- Acknowledges that there is often a need to be a member of more than one team

Negative Indicators:

- Does not volunteer to help other team members
- Is only interested in taking part in high profile and interesting tasks
- Takes credit for successes without recognizing the contribution of others
- Works to own agenda rather than contributing to team performance
- Allows small exclusive groups to develop
- Plays one person off against another
- Restricts and controls what information is shared
- Does not let people say what they think
- Does not offer advice or get advice from others
- Does not discourage conflict within an organization

2. Provides a high level of service to customers that is tailored to meet individual needs

Positive Indicators:

- Presents an appropriate image to the public and other organisation
- Acknowledges and understands a broad range of social and cultural customs and beliefs

Guidance on Advert and Application Form

Creating the Advertisement (Internal and External)

Using the role profile, job description and person specification (where appropriate) for the post, the Line Manager/Recruiter will **create a vacancy** within iRecruitment (via Managing a Vacancy responsibility), which will generate a *Create vacancy* notification for approval through to the specific SHRA, then **PeopleSupport** Workforce Deployment and then to **PeopleSupport** Recruitment for the third and final level of approval.

If a Line Manager / Recruiter has a general enquiry about raising a vacancy then **PeopleSupport** Advisory Centre can be contacted for basic advice. If the **PeopleSupport** Advisory Centre is unable to assist, the Line Manager / Recruiter can raise an **Advice** Service Request (with the category of '**Recruitment - General (Non- Candidate) inquiry**') and assign it to the appropriate workgroup within **PeopleSupport** Recruitment. **PeopleSupport** Recruitment may then deal with it themselves, or even decide to forward it to **PeopleSupport** HROS, if feel it would be appropriate for a member of HROS to assist the Line Manager / Recruiter directly with their vacancy enquiry.

Once the vacancy has been agreed and the campaign has been allocated to a Recruitment Manager within **PeopleSupport** Recruitment, a service level agreement will be agreed between the Recruiter and **PeopleSupport** Recruitment.

The Line Manager would then complete all appropriate documentation, such as a detailed Job Description, Advertising Briefing Form and any other appropriate documentation relating to the vacancy and email it to the relevant Recruitment Manager responsible for their campaign.

If the vacancy is also being advertised externally, the Campaign and Event Team Lead would liaise with external media agencies and the Client to agree the advertising concept.

The advertisement should provide details of which behaviours, activities and/or specific experience related to the Integrated Competency Framework Role Profile and Person Specification (if applicable) are being assessed at the papersift stage of the selection process. It is recommended that no more than *four or five behaviours and/or activities* are required to be evidenced on an application form.

Care should be taken before deciding which criteria are essential and which are desirable for entry to the role as these may affect the volume and standard of applications received. It is also vital that the essential criteria directly relates to that contained within the relevant role profile.

Appendix 4

Every Child Matters Posts

Phase I

Staff in these posts are vetted to Youth Supervision standard and the check is repeated every 3 years

Role:	OCU:
Child Abuse Investigation Command Staff	SCD5
Safer Schools Officers/Include Schools PCSOs	TP
Volunteer Cadet Coordinators	TP
BPA Voyage Staff	TP
Youth Offending Teams Officers	TP
PPO Officers	TP
Police Staff Working with the MPS Youth IAG	TP (DCF)
Anti Social Behaviour Unit	TP
Youth Involvement Team/Youth & Schools Partnership Team	TP
Compass Unit (Missing Person Team)	TP
Sapphire/CID Sexual Offences Investigation Team	TP
Jigsaw Unit	TP
Community Safety Unit/Crime Reduction Unit	TP

Phase II

It is anticipated that these posts will be vetted to Youth Supervision standard in the future. The date has not yet been confirmed.

Custody Office Staff	TP
Safer Neighbourhood Team including Safer Transport & Safer Parks	TP

External Application Form



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