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Title	Post Selection Activity - Standard Operating Procedure (SOP).
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Summary	This SOP outlines the procedures for dealing with candidates following the selection / recruitment process.
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Appendices

1. Introduction

This Standard Operating Procedure supports the **People**Support Recruitment and Selection Policy. It is a revised Standard Operating Procedure and supersedes all previous directions relating to Post Selection Activity. This SOP follows on from the processes described within the Assessment SOP and is designed to assist those involved in internal MPS selection processes and in the external recruitment of Police Staff.

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.

However the following roles have particular responsibilities under this SOP:

- **People**Support Recruitment
- Line Managers / Recruiters

3. Post Selection Activity and the role of **People**Support **Recruitment**

The Chairperson of the assessment panel must provide the Line Manager / Recruiter with all paperwork relating to the interview process, and details of successful / unsuccessful candidates. The Line Manager / Recruiter will then notify **People**Support Recruitment of the results of the assessment process. **People**Support Recruitment will communicate all results to both successful and unsuccessful candidates together with details of any other related assessments that may need to be undertaken if applicable.

Successful external candidates will receive an initial (provisional) offer of employment letter, sent by **People**Support Recruitment.

3.1 Additional Requirements - Vetting, Medical, References and Training

Before a successful candidate can be provided with a start date or transfer date, they must successfully complete all elements of the recruitment and selection process. This includes satisfactorily achieving the expected standards in Medical, Vetting, References and Training.

The purpose of obtaining references is to verify the statements made by external candidates within their application form and to obtain an indication of whether there is any reason the candidate should not be employed. References should confirm employment between the specified dates and in the position stated, whether a candidate attends work regularly, punctually, performs satisfactorily and is not subject to disciplinary problems.

References should cover at least the previous 3 years and can include employment, personal and educational references. Enquiries from the current employer should not be taken up until the candidate is recommended for appointment or has given permission for them to be approached.

For further advice regarding additional requirements please contact **People**Support Recruitment. For further information on vetting procedures please refer to the Vetting Unit.

If the candidate is an agency worker, there may be a requirement to pay a ‘temp to perm fee’. For further information please contact the Agency Worker Team at ESB, whose details can be found on the Agency Workers People Page.

3.2 Internal Selection - Police Officers

PeopleSupport Recruitment will:

- Send a results letter by e-mail to the candidate, their current Line Manager and the Line Manager / Recruiter of the vacancy.
- Update the candidate’s record on MetHR which will generate a notification to the candidate via My HR SelfService.
- Liaise with the Line Manager / Recruiter to ensure any vetting process or medical assessments are completed prior to a transfer date being agreed.
- Liaise with the Line Manager / Recruiter regarding the successful completion of any specific course required prior to a transfer date being agreed.
- Update MetHR to show the officer is available for posting.

3.3 Posting arrangements for Police Officers

Once a police officer is ready for posting, it is the responsibility of **People**Support Workforce Deployment Unit (WDU) to ensure that the officer is identified for posting at the next Corporate Postings Panel. This includes ratifying any transfer dates already proposed between units / (B)OCUs.

3.4 Internal Selection - Police Staff

PeopleSupport Recruitment will:

- Send a results letter by e-mail to the candidate, their current Line Manager and the Line Manager / Recruiter of the vacancy.
- Update the candidate's record on MetHR which will generate a notification to the candidate via My HR SelfService.
- Liaise with the Line Manager / Recruiter to ensure any vetting process or medical assessments are completed prior to a transfer date being agreed.
- Liaise with the Line Manager / Recruiter regarding the successful completion of any specific course required prior to a transfer date being agreed.
- Update MetHR to show that the individual is available for posting.

4. Feedback on Internal Selection

At the conclusion of each element of the selection process, feedback on performance should be offered by a panel member to all internal candidates, whether or not they have been successful. This includes agency workers, members of the Metropolitan Special Constabulary (MSC), Metropolitan Volunteer Programme (MVP) or Volunteer Police Cadets (VPC) applying for internally advertised vacancies. Ideally, this will be concluded within 7 days of notification of the assessment result, as the deadline for candidates to appeal against a selection decision is 21 days, and the feedback received will inform their decision regarding an appeal. Responsibility for arranging the feedback lies with both the candidate and Line Manager / Recruiter of the vacancy in question.

The feedback format and requirements will vary depending on the selection process used. The Line Manager / Recruiter will determine whether candidates will be given written feedback and/or verbal feedback either in a personal meeting or by a telephone feedback session. Please refer to **Appendix 1** for Feedback Guidance.

5. Appeal Management

Once the interview / assessment process has been completed, all paperwork needs to be retained by the Line Manager / Recruiter in order to respond to any appeals that may arise following the feedback process. Paperwork should be marked as restricted and stored securely for between one and two years (at least one year from the date of the last action) before being disposed of in confidential waste sacks. For further information please refer to Records Management Manual and Retention & Disposal Schedule.

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 **People**Support 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.

MVP, VPC and any agency workers who do not have access to My HR SelfService should complete form 7288 in all circumstances and email it to the address shown on the form.

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

Please note that whilst an appeal is being investigated it may be appropriate to place the selection process on hold pending the outcome. Line Managers / Recruiters should be aware that any successful candidate cannot take up their new role whilst an appeal decision remains outstanding.

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.

There is a limited appeal procedure also available to external applicants for all roles within the MPS. Information in respect of this is contained within the FAQ section of http://www.metpolicecareers.co.uk/.

For further information and guidance on the Appeals Procedure please click here.

6. Transfer dates and Employment Rights Act Letters

6.1 Internal Staff

It is expected that all internal candidates should transfer **within 1 month** of the date on the confirmation their line manager received of the selection result, or the formal request for transfer was made, if this differs.

In exceptional circumstances a transfer can be delayed for a period of up to three months provided that there is a real business need for this. Delaying a transfer for 3 months should be the exception rather than the rule. Consideration must be given to the operational priorities of both units and the needs of the individual in relation to both career development and remuneration.

All successful candidates' details will be made available to the WDU via a report produced from MetHR. WDU have responsibility for arranging suitable transfer dates either through the Corporate Postings Panel process or by liaising with importing and exporting Line Managers.

Employment Rights Act Letters (ERA)

PeopleSupport Recruitment will generate an ERA letter for all police staff internal transfers that result from an MPS wide selection process. The ERA letter will detail the location of the new post, any new terms and conditions, and the new salary and location allowance if applicable.

The relevant SHRA should contact the **People**Support Advisory Centre for all police staff internal transfers that result from an intra-B/OCU process, using a Service Request:

Type: Advice
Problem Summary Code: ERA Letter - Intra-B/OCU process

Please make sure you provide all the information on the attached ERA Notification Memo (**see Appendix 2)**.

Please note that this memo should be used when dealing with small numbers of candidates. For larger recruitment campaigns it may be easier to populate a spreadsheet using the different headers within the memo as columns within the spreadsheet.

6.2 External Candidates (Police Staff vacancies - includes Agency Workers, MSC, MVP and VPC)

PeopleSupport Recruitment will provide assessment results to candidates as soon as possible after the event. A successful candidate will receive an initial provisional offer of employment. **People**Support Recruitment will then initiate medical, vetting and reference checking, which must be satisfactory before any final offer of employment is made. In the case of agency workers, MSC, MVP and VPC the relevant internal line manager should also be informed.

7. Preparing for the arrival of the successful candidate

7.1 External Police Staff

PeopleSupport Recruitment will create the new MetHR employee record with pay details and:

- Prepare a contract of employment.
- Submit the contract via a Service Request (SR) to the Line Manager / Recruiter, together with the local induction checklist and detailed issuing instructions for the Line Manager. Contracts FAQs on **People**Pages.

The Line Manager must:

- Provide two copies of the contract to the candidate for signature.
- Print two copies of each of the forms below for signature
  - Form 7280 Police Staff Pay during Sick Leave & Social Security Benefits
  - Form 7281 - Police Staff Absence through Sickness, Social Security & Statutory Sick Pay
- Ensure one copy, of the signed contract and each of the forms, is retained by the new employee and the others are returned to the **People**Support Advisory Centre for scanning.
- Make arrangements for the issuing of a Police Staff Pass. Details can be found on the People Page - Warrant Cards and Staff Passes.
- Inform the new starter that they can request to be paid half monthly for the first six months of their service by completing Form 6332C and sending to Logica.
- Send the new starters P45 to Logica - Payroll via despatch.
- Instigate any required shift disturbance allowance upon successful completion of any mandatory training via **Manager Self Service**
- **Advise People**Support **Recruitment immediately in the event that a candidate fails to attend on the agreed start date, in order that <u>payment arrangements are stopped</u>.**

7.2 All appointments

Arrangements must be made locally, by the Line Manager or nominated Specified Point of Contact (SPOC) to:

- Prepare a welcome pack if not already provided.
- Provide any Statement of Expectation/ tenure document required for the role.
- Initiate a local induction programme
- Book a welcome appointment with an SMT member.
- Notify relevant departments of the need to prepare necessary equipment / clothing and IT support

Flexible Working

If a candidate wishes to apply for part-time working or some other form of flexible working pattern, please refer to the Work Life Balance Policy and the Flexible Working SOP which covers all aspects of flexible working and associated changes to the calculation of allowances i.e. annual and Bank Holiday leave.

7.3 Line Management Responsibilities - Induction Arrangements

The Line Manager must meet the new member of staff to commence a local induction programme. A checklist of required activity can be found on People Pages Induction. Link to Induction Process.

This process should include details such as:

- Roles and responsibilities.
- The values and objectives of the MPS.
- The values and expectations of the unit / (B)OCU.
- Local workplace arrangements e.g. starting time, finishing time, any flexi leave arrangements, annual leave arrangements, lunch breaks and so on.
- Local facilities, e.g. canteen facilities.
- All health and safety related matters.
- Training requirements of the role.

The Line Manger should also confirm that externally recruited employees have been allocated a corporate induction day.

If there are any reasonable adjustments to make regarding a new staff member with a disability, these should be in place before they join. Responsibility for this rests with the line manager and failure to do so could breach the Equality Act.

7.4 Compile Statistics and File Papers

All assessment notes and other associated paperwork for the campaign must be retained by the Line Manager / Recruiter for reference and evaluation purposes. *Recruitment and selection records of unsuccessful candidates will be retained for a maximum period of two years.*

PeopleSupport Recruitment are able to assist with the provision of some management information throughout each stage of the selection / recruitment process. Any requirements must be discussed before the commencement of the campaign.

8. Responsibilities

The ownership of this Standard Operating Procedure (SOP) resides with the Director of **People**Services.

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

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

9. Associated Documents and Policies

Recruitment and Selection Policy
Pre-Assessment SOP
Agency Workers People Page
Vetting Policy

Appendix 1

Feedback Guidance

The purpose of feedback is:

- to communicate the rationale behind a selection decision to a candidate
- to describe the level of performance required in the target role by using competency based evidence and examples gathered during the selection process
- to enable the candidate to clearly understand their strengths and development needs
- to enable the candidate to use the information provided to produce an action plan and seek relevant development opportunities

Preparing for the feedback session:

The assessor will need to prepare information and a structure for the feedback session. This should include:

- allocating sufficient time to the session
- arranging a suitable location free from interruption
- checking back on the competency framework used during the selection process and the behaviours that should have been demonstrated
- clarifying which behaviours were demonstrated by the candidate during the assessment process, as well as those that were missed.

Conducting the feedback session:

Opening the session

The assessor should:

- establish a rapport with the candidate, put them at ease and maintain eye contact with them throughout
- explain and agree objectives of the meeting and
- set out any "rules" -
    - degree of confidentiality
    - who will see/has seen what information
    - how long the meeting will last

Feeding back

The assessor should:

- ask for the candidate's reaction to their own performance - "How do you think you did?"

- re-adjust their reaction as necessary in broad terms (candidates are often over-critical of themselves)
- describe performance against the competencies / behaviours being assessed by providing specific behavioural examples, including positive, negative and missing evidence
- provide an opportunity to jointly identify strengths as well as development themes
- provide the candidate with guidance on creating an action plan to address any development needs
- encourage the candidate to ask questions and seek clarification throughout the discussion
- confirm the candidates understanding of issues throughout, and if necessary,
- seek clarification of issues raised by the candidate by asking "Could we go over that again?."

Concluding the session:

The assessor must:

- summarise the key points of the discussion and actions to take forward
- remind the candidate of the purpose and objectives of the meeting and check whether these have been met
- end on a positive note by reminding the candidate of their strengths
- provide any information relating to next steps in the selection process

Giving feedback

Giving constructive feedback can be very challenging and often the person providing feedback may find it difficult to convey specific information about performance in a constructive way. Typically, most people are uncomfortable giving negative feedback and will often avoid or skirt around the issue, confusing a candidate who gains no real insight into why his/her performance was evaluated in a particular way.

When giving feedback the following should be taken into consideration:

- **Feedback should be focused on behaviour not the person –** it is important to provide specific examples of what the candidate did or said rather than comment on impressions of them as a person.
- **Feedback should be specific to both the person and the process –** be specific about the behaviours observed and only refer to evidence gathered during the assessment process. It is also important to outline missing evidence. It may be helpful to talk generally about desirable candidate behaviour as this may assist in providing an insight into what would be deemed as acceptable performance. However, it should be

stressed that these are some examples of appropriate behaviour and not necessarily a definitive list.

- **Feedback should focus on observations rather than inferences –** observations are what is seen or heard of a person's behaviour, while inferences are the interpretation and conclusions drawn from that observation and are open to dispute. Perceptions, reactions, and opinions should be presented as such and not as facts.
- **Feedback should focus on the feelings engendered in the person giving it –** feedback should always be "owned" by the giver. Use "I" statements such as "I observed" or "my co-assessor and I agreed"
- **Feedback should avoid terms that have the potential to produce emotional reactions and raised defences**
- **Feedback should be directed towards a behaviour the recipient can do something about as part of their personal development objectives.**

Receiving Feedback

- Listen carefully to what is being said.
- Do not interrupt the giver and avoid trying to rationalise or justify the feedback that you do not want to accept.
- Paraphrase what you think you hear to check your perception and understanding.
- Try not to become defensive but mentally note questions or disagreements and check them out later.
- Ask for examples.
- Carefully evaluate the accuracy and potential of what you have heard.
- Check feedback with others. Gather additional information from other sources or by observing your own behaviour and other persons' reaction to it.
- Do not over react to feedback, but you may wish to consider and modify your behaviour in suggested directions and then evaluate the outcomes.
- You can choose what to do with the feedback – accept it or reject it.

Appendix 2

Restricted

IntraBocu ERA Notification Memo

Personal Details

Surname

Forename(s)

MR/MRS/MISS/MS

Pay Number   Include prefix

Current Employment Details **If Employee is currently on a Fixed Term Agreement and requires either an extension or permanent contract please contact HRAC for advice.**

Job title   e.g. Intelligence officer

Band

Place of work

Full or part-time   If part-time please enter hours

New Appointment Details

Effective date of change

Band

Job Title

Location of new post (Address)

Location allowance Zone

Full or Part Time   If part-time please enter hours

Promotion Y/N

New Salary Amount (change of grade only)   £

Contact logica 1831 6400 (option 4) to obtain the new salary amount as a result of a change of grade. You will need the pay number including prefix.

Shift allowance details

Department Contact/Client

(A copy of the ERA letter will be sent to this person)