



STRATEGIC POLICING AND CRIME BOARD
4th March 2014

Police Constable Recruitment Update
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PURPOSE OF REPORT

1. An update of the current Police Constable recruiting process which has the objective of recruiting up to 450 new student officers in the financial years of 2014/15 & 2015/16

BACKGROUND

2. The Force closed recruitment to new applicants in 2008 with the last intake of new student officers in 2010.
3. In February 2014 the Commissioner announced the intention to recruit up to 450 Police Constables

Timeline for recruitment in 2014 – 2016

4. The timeline for the recruitment process is defined in the below table

Feb 2014	Pre-Registration Opens
Feb 2014- May 2015	Targeted Marketing campaign and positive action events
April – May 2014	Phase 1 Pre- Registration closes and On Line Recruitment opens and candidates to undertake on line assessments and telephone Interviews
May 2014	On Line Recruitment Closes and Pre- Registration for Phase 2 Opens
June – Sept 2014	Phase 1 SEARCH Assessment Centre, Medical & Fitness Tests, Vetting and Pre Employment Checks
Sept 2014	Phase 2 Pre- Registration closes and On Line Recruitment Commences
Sept 2014 – Nov 2014	Phase 2 candidates to undertake on line assessments and telephone Interviews
Sept 2014	On Line Recruitment Closes and Pre- Registration for Phase 3 Opens
Oct-2014	First Cohort of 84 recruits commence initial training
Dec 2014- May 2015	Phase 2 SEARCH Assessment Centre, Medical & Fitness Tests, Vetting and Pre Employment Checks
Jan 2015	Phase 3 Pre- Registration closes and On Line Recruitment Commences
Feb 2015	Second Cohort of 84 recruits commence initial training
Feb 2015	Phase 3 Online Recruitment Closes
Feb 2015- April 2015	Phase 3 candidates to undertake on line assessments and telephone Interviews
May 2015- Dec 2015	Phase 3 SEARCH Assessment Centre, Medical & Fitness Tests, Vetting and Pre Employment Checks
July 2015	Third Cohort of 84 recruits commence initial training
Nov 2015	Fourth Cohort of 84 recruits commence initial training
March 2016	Fifth Cohort of 84 recruits commence initial training
July 2015	Sixth Cohort of recruits commence initial training (Mop Up Course)

Recruitment Methodology

5. The organisation does not currently have the capacity or capability to handle the expected high levels of interest that it is believed a recruitment campaign for Police Officers will generate and there is no real “Return on Investment” case for an internal WMP capacity and capability build as high volume recruitment is planned to only be a short-term/one-off measure
6. Therefore a strategy was developed whereby an established external provider was sought to work as our partners and to utilise “off-the-shelf” products which would require minimal tailoring for WMP use.
7. As a result TMP a leading recruitment agency was procured under an existing framework agreement to provide the below elements of the process

- Initial on line register your interest (To assist in giving indications of potential levels of interest and to inform marketing and targeting strategies)
 - On line application and registration
 - On Line Eligibility Assessment
 - On Line Situational Judgement Test
 - On Line completion of application form
 - Competency Based Telephone Interview
8. The joint design of the tests with WMP, the hosting of the on line activities, the telephone interview and evaluation and administration of candidates are all undertaken by TMP with management information feedback that allows WMP to have control of the process without expending resources to manage the process directly.
9. The on line tests are being designed to test for both Leadership potential & specialist skills as part of process and start to develop career pathways and talent pools
10. Candidates will if they have reached sufficient levels of attainment in the above stages will then undertake the below stages within West Midlands Police
- SEARCH Recruitment Assessment Centre
 - Structured Interview with WMP
 - Fitness Assessment
 - Medical Assessment
 - Vetting and Pre Employment Checks
11. The successful candidates will then undertake 18 weeks initial training at a local police training facility followed by a period of development and support at their LPU

Recruitment Marketing and targeting

12. The marketing campaign is underpinned by as focus on underrepresented groups and attracting candidates from the 18-30 age group. At the same time it aims to fulfil a requirement around specialist skill areas and a level 3 qualification.

Setting up Infrastructure

(1) LPU Ambassadors

13. A network of LPU Ambassadors covering all 10 LPUs has been set up. This group are the lead co-ordinators of marketing activity within their localities. In addition, teams are now working to identify assessors for the recruitment phase and some community resource to support the local interview process. The group meet weekly to update on marketing activities and share any best practice.

(2) Website and Marketing Materials

14. The recruitment website has been set up. A comprehensive FAQ's has been compiled based on feedback from LPU's and staff associations. The current 'Register Your Interest' RYI page enables all candidates interested in applying to pre- register. This involves completing responses to about 6 questions. Data will be extracted from this registration to support further targeting activity. This currently includes;
- Identification of the BME/Age profile and numbers of candidates – allows further targeting and restricted invite to open days
 - Postcodes and locations of potential candidates – supports priority around attracting people from WM and specific localities
 - Marketing source- helps to identify where candidate heard about the vacancy enabling evaluation and success of the marketing campaigns both centrally and locally
15. Current MI data from TMP shows approximately 20% of the total registered to date are from BME and 80% are from the younger age groups. All registered applicants are from WM. Various marketing materials and tools has been developed to support the LPU Ambassadors including post-cards, posters, a-frames and digivans. Local community radio and TV channels are being utilised to promote the messages around recruitment.

(3) Stakeholder and Engagement Groups

16. Engagement is taking place with local groups, communities and partnerships including;
- Diversity Champions internally –
 - BME Progression and Recruitment Reference Group
 - Staff Associations including Chaplaincy
 - College of Policing - Supt Manjit Thandi is well linked into the national agenda and sharing best practice and learning from other Forces'. The COP are keen to understand WMP's strategy in this area

(4) Equality Impact Assessment (EQIA)

17. A full impact assessment is being undertaken and is embedded into the project. The EDHR team are full involved at all stages so that any adverse impact can be identified and risk-assessed at an early stage.

Applying Positive Action

18. Under the Equalities Act 2010 the Force is looking to utilise a number of positive action initiatives across the recruitment process and areas of work;
19. **Specialist skills** - Opportunities to identify specialist skills in the community and amongst those young qualified candidates. These include; vulnerable people issues, mental health, community engagement, language and fluency

20. **Recruitment agencies and organisations** - A number of recruitment agencies have been identified to target BME and the younger age groups including Diversity Job Board, JobsGoPublic, and Media Reach
21. **Joint partnership working with Birmingham City Council and West Midlands Fire Service** – BCC and WMFS will be utilised for sharing expertise and supporting the marketing campaign specifically advertising to community networks and supporting the Discovery Days
22. **Discovery Days** - As part of positive action, a number of Discovery Days are being planned to take place in March. These are half day sessions to be delivered out in the communities and will cover the following elements;
 - Overview of a police officer role
 - Application and communicating transferable skills
 - Application process including psychometric testing and what this means
 - Interactive telephone interview skills
23. **Buddy Allocation** - A pool of local buddies working for WMP have been identified at local level. The aim is to attach a 'buddy' to those candidates that get through the first stage of the process.

Certificate in Knowledge of Policing (CKP)

24. The minimum qualification that WMP are requiring for recruits is a Level 3 qualification within the meaning of section 3 of the Educational and Skills Act 2008 as per the Determination of the Secretary of State under the Police Regs 2003
25. The position that WMP has adopted regarding the CKP following an assessment of the limited availability and maturity of the qualification within the West Midlands area coupled with a scoping of how other police forces are addressing it in their recruitment processes is that the CKP is not mandatory for application although would qualify as a Level 3 qualification.

Resource Implications

26. The strategy detailed in paragraph 2 above allows WMP to concentrate the limited resources available on the; planning & executing of marketing and engagement activity with under-represented parts of the community; and developing and delivering the provision of quality training, mentoring and development activity of new recruits, so that the Force maximises this limited opportunity of relatively large-scale recruitment.
27. The current dedicated project team consists of a Project Manager (90%) , HR Lead (90%) .Additional resources are also utilised in relation to marketing and targeting as and when required but are not full time.

28. The resources required for the training phase of the process are still being identified and a business case outlining requirements is to be submitted to the force in March
29. A resource plan is being maintained by the project manager and will form part of the end of project report and this will include a costing exercise set against the project

Learning & Development Proposals

30. Students will be identified with particular skills and aligned to where the organisational fit is best, be that LPU or Department.
 - Students will be invited to a 'milk round'/'job fair' to explore best individual and organisational fit.
 - Students will be exposed to differentiated training taking account of prior skills and knowledge.
 - The core volume of students will be directed to local policing roles.
 - Exceptional students will proceed direct to specialist departments best matched to skills profile.
 - Students will be supported post foundation training by fellow police officers identified as 'operational officer assessors'.
 - 'Operational officer assessors' will be upskilled and carefully selected to include disciplinary history.
 - A recommended timeline will be constructed to ensure student officers are exposed to the key policing disciplines in sufficient depth during their probationary period to complete the required 'Police actions checklist' and thus confirm substantive in rank.
 - Evidence of development is the responsibility of the student officer and may be validated as accredited learning at the expense of the individual officer if required.
 - Oversight of students post foundation stage will be managed by a new entity comprising specialist knowledge of L&D, PSD, LMA and HR to track progress both remotely and through direct interface with students and supervisors. Reg 12 and Reg 13 issues will be initially managed by this new entity in close liaison with the host LPU/Dept.
 - Students are additional to core establishment until signed off as substantive. This will allow failing students to experience alternative opportunities if appropriate to mitigate likely technical defences where termination of employment is a strong possibility. All options to support and develop students will be exhausted before commencing termination proceedings to ensure the process is robust and stands legal challenge.
 - Opportunities to fast-track termination where a strong business case exists will be explored with legal services.

- Scoping will take place with stakeholders to properly understand what a 'future police officer' needs to look like in a post CI/ST operating model.

31. These are draft proposals and currently being assessed by the force and are subject to a detailed assessment and scrutiny

FINANCIAL IMPLICATIONS

32. The force has allocated a budget of £188,000 for the work to be undertaken by TMP with small separate contingency budgets for Change and Risk control of the project

RECOMMENDATIONS

The Board is asked to note the contents of this report.

Christopher Rowson
Head of Human Resources