



British Transport Police Authority

Staff and Chief Officer Recruitment and Selection Procedure

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| 29 March 2010 | 0.1 | Initial development of the process booklet | L. Barrick |
| 13 April 2010 | 0.2 | Updated with comments from S. Elvy and proofing | L. Barrick |
| 15 April 2010 | 1.0 | Final version incorporating all comments and EIA. | L. Barrick |
| 24 Nov 2011 | 2.0 | Amendments following comments from the Civil Service Commission/Commissioner for Public Appointments pursuant of accredited status | L. Barrick |
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1. Purpose of document

This document describes the process to be followed for the recruitment of a member of Executive Team staff, both permanent and temporary posts. It also details the process for the recruitment of a chief officer for BTP.

2. Who is the document for

The document is for:

- BTPA Executive Staff
- BTPA Members
- BTP chief officers

3. Links to other documents

- Home Office Circular 2002/60 – Senior Appointments
- Home Office Circular 2003/27 – Chief Officers PDR
- Police Negotiating Board Circulars 09/5, 08/9

4. Useful Contacts

- Melanie Roberts or Kate Fowler, Senior Appointments Panel Secretariat
SAPSecretariat@homeoffice.gov.uk
020 7035 1885/0055
- Secretaries Plus, 70/71 New Bond Street
020 7493 7001
- Reed Employment – Islington (general), Mayfair (financial)
- John McCann and Mary Ryan, Vetting, BTP Headquarters
020 7830 6707
- HR Business Centre, Axis House Birmingham
0121 634 5626 – General
0121 634 5630 – Recruitment

5. Useful Links

www.lge.gov.uk

www.homeoffice.gov.uk/about-us/.../home-office-circulars/index.html

www.secretariesplus.co.uk

www.reed.co.uk

6. Acronyms

PNB Police Negotiating Board

SAP Senior Appointments Panel

Chief Officer Recruitment

7. The Authority's Role

The Authority is charged with appointing all officers from the rank of Assistant Chief Constable and above. The Authority leads on the recruitment and makes the final decision to appoint, but in doing so works with BTP as an advisory body.

8. Standard Operating Procedure

8.1. The Senior Appointments Panel

The Senior Appointments Panel (SAP) exists to improve talent management within the police service. The SAP allows for better co-ordination of the appointments process, succession planning and greater transparency to get the best possible lists of candidates for posts, benefit individual candidates, and policing nationally. The SAP includes APA, ACPO and the Home Office with independent membership and an independent chair. It has a strategic view of the senior talent pool and is well placed to advise on the skills requirements of the service.

The Senior Appointments Panel (SAP) should be contacted before each chief officer recruitment process begins to obtain a date for when the position can be considered at the SAP, which meets monthly. Once this is agreed this will inform advertising and interview dates. The SAP must be sent a copy of the advertisement and candidate pack before publication. The Authority must also send the final candidate list to the SAP, following any long listing. The SAP needs all applications a minimum of three weeks in advance of its meeting to allow for assessment of the applicants.

The Chair and Chief Executive will be required to attend the SAP for the positions of Chief Constable and Deputy Chief Constable but not Assistant Chief Constable. Only those candidates approved by the SAP will be allowed to progress through the recruitment stages.

8.2. Ministerial Approval

All short-listed applications should be sent to the Secretary of State for Transport for approval as soon as possible following the short-listing meeting. Ministerial approval is usually given in advance of the final interview panel to help expedite the process. Any candidate not receiving Ministerial approval will be advised that they have been unsuccessful at the short-listing stage. In the unlikely event that all candidates are rejected at the Ministerial approval stage the recruitment process will need to be reviewed and restarted.

8.3. The Candidate Pack

Step 1 – Drawing Up the Person Specification and Job Description

The pack will be drawn up by the Authority, usually using the previous pack as a starting point. The Authority will liaise with the Chief Constable and his team as appropriate on the job description and person specification to ensure agreement on what is required. When recruiting a new Chief Constable the Chair may still liaise with the current Chief Constable.

Step 2 – Agreement of Financial and other benefits

The PNB website will need to be consulted for the latest pay and bonus agreements at a national level. BTP chief officers are paid as below:

| | |
|-----------------------------|---|
| Chief Constable | Equivalent to an Assistant Commissioner at the MPS |
| Deputy Chief Constable | Equivalent to a Deputy Assistant Commissioner at the MPS |
| Assistant Chief Constable's | As according to the Assistant Chief Constable pay structure agreed by PNB |

Chief officers also receive London Allowance and Weighting which are agreed by the PNB and the latest figures can be found on their website. If an officer received a housing allowance this will continue without change. If an officer did not receive housing allowance they will be entitled to a higher rate of London Allowance. Any further benefits will need to be discussed and agreed with the Chief Constable.

Step 3 – The Application Process

The application process is usually for a curriculum vitae and supporting statement to be supplied. The application deadline will be no fewer than three weeks from the advertisement being published and no fewer than three weeks before the SAP date. The supporting statement should concentrate on those areas defined in the person specification using evidence from actual rather than hypothetical examples.

Step 4 – Other content of the Candidate Pack

In addition to the above the candidate pack should include:

- A brief introduction to both BTPA and BTP
- Chief Officer Portfolio Arrangements
- Pension scheme details

- Equal opportunities monitoring and statement
- A description of the selection process and dates
- Any relevant contact details e.g. for pensions, process or informal discussions

8.4. The Assessment and Interview Process

Step 1 - Finalisation of the Selection Process

The Appointments and Remuneration Committee will agree the selection process with input from Force colleagues. There will usually be some form of appropriate assessment followed by a formal panel interview.

Step 2 - Interview Panel Formulation

The selection panel will be constructed by the Chair and the membership should be included in the candidate pack where possible.

Step 3 - Additional Resources

Depending on the assessment method selected, additional resources in terms of people and equipment may need to be arranged. Chief officer interviews and assessments should take place at an external venue. All assessments and interviews must be recorded with candidates scored according to their performance.

8.5. Advertising

Step 1 - Agree Advertising Period

The advertising period must take account of the date that the applications are required to be with the SAP and must also give at least three weeks from publication for applications to be received. It is also useful to consider holiday periods, for example advertising in August would not be advisable as this is the traditional holiday period.

The availability of the interview panel will also need to be considered.

Step 2 - Agree Advertising locations

Advertisements should be placed in appropriate press and online arenas to ensure that they reach all potential candidates.

Step 3 - Arrange and Agree Advertisement

The candidate pack must be completed before the advert is published. This means that the job description, person specification and financial benefits have been agreed, along with the selection process and interview dates.

The advert will need to be commissioned/designed by the Communications Officer and approved by the Chief Executive, with an opportunity for comment from BTP.

To ensure space in the chosen locations this will need to be booked as soon as the dates are agreed.

8.6. Dealing with the Response

Step 1 - Logging Responses

All responses must be logged as they arrive including the name of the candidate, current force, date received and any special requirements.

Step 2 - Long-listing

A long-listing meeting will need to be considered once the closing date has been reached. This will involve the review and scoring of all applications received to decide which applications will be taken forward, with decisions made according to strict merit order. Due to the small pool of eligible candidates, particularly at Chief Constable and Deputy Chief Constable level, this may not be required.

Step 3 - Papers to SAP

Once the long-listing exercise has been completed, assuming it was required, copies of the applications must be sent to the SAP. In the case that a long-listing meeting was not required all applications should be sent to the SAP. This must be at least three weeks ahead of the SAP meeting at which the post is being discussed.

Step 4 - Short-listing

Following the SAP and Ministerial approval the remaining candidates' applications and SAP assessments should be copied to the interview panel which will meet to decide a shortlist of candidates to be interviewed. Decisions arising from this exercise must be fully documented and candidates taken forward in strict merit order.

Step 5 - Advising Candidates of Interview Dates/Unsuccessful notifications

Following the short-listing meeting candidates must be contacted either with the details of the next stage, which is the assessment and interview process or to be advised that they have been unsuccessful.

8.7. The Assessment and/or Interview Day

A member of the Executive Team should be present on the assessment and interview day to meet and greet the candidates and ensure the day

runs smoothly. Care should be taken to ensure that candidates do not meet one another where possible.

8.8. Making the Appointment

All appointments must be made according to strict merit order.

Following the Assessment and Interview day the Chair of the Interview Panel or Chief Executive will contact the successful candidate and the Chief Executive will advise those who have been unsuccessful. Debriefing meetings may be requested and it is useful to have pre-booked time in the Chief Executive's diary to accommodate these.

9. Standard Operating Procedure - Recruitment of ACC Posts immediately following the Strategic Command Course

9.1. The Senior Appointments Panel

ACC vacancies that arise close to the Strategic Command Course have to be handled slightly differently. The officers who graduate the Strategic Command Course become the ACC candidates and the National Policing Improvement Agency (NPIA) requests that during the Strategic Command Course police forces do not advertise ACC posts so as not to disrupt the Course. Therefore a backlog of ACC vacancies arises

It is advisable that when an ACC position becomes vacant that the first step is to discuss this with the SAP to determine whether recruitment would cause an issue for the Strategic Command Course.

Executive Team Recruitment

10. Permanent Posts

10.1. New Posts

All new posts are required to be evaluated to identify their grade and pay scale. Evaluations are carried out by BTP HR and a member of the senior Executive team. The line manager of the new post will be required to complete a job evaluation form with all the new post details before recruiting. The standard operating procedure set out at section 10.3 should be followed.

10.2. Replacing Existing Posts

Before replacing existing posts it should be considered whether the post is still required, and, if so, whether its remit has changed. If it is decided that the post should continue unchanged the standard operating procedure should be followed from section 10.3.2.

If the requirements for the post have changed the line manager should follow the process outlined at 10.3.1.

10.3. Standard Operating Procedure

10.3.1. Job Design and Evaluation

Step 1 – Drawing Up the Person Specification and Job Description

The person specification and job description must be developed by the line manager and approved by the Chief Executive.

Step 2 – Job Evaluation

The job description and person specification must be sent to BTP HR for evaluation to determine the pay and grade.

10.3.2. The Candidate Pack

Once the job has been designed and the evaluation has been agreed the candidate pack can be completed. The candidate pack should include the below information:

- A brief introduction to both BTPA and BTP
- The job description and person specification
- A description of financial and other benefits
- A description of the selection process and dates
- Any relevant contact details

- Pension scheme details
- Equal opportunities monitoring and statement

10.3.3.The Assessment and Interview Process

Interviews are to be conducted by the line manager of the post and another member of the senior management team (SMT) in attendance. Assessments should be used where necessary e.g. for technical roles. . All assessments and interviews must be recorded with candidates scored according to their performance.

10.3.4. The Approach

The Executive team to conduct the recruitment and selection process for staff vacancies 'in-house' in the interests of cost saving. However ,where a role is very specialist or 'in-house' recruitment has failed to find a suitable candidate expert help from recruitment specialists may be obtained.

10.3.5.Advertising

Step 1 - Decide on the Advertising Period

The application deadline should be no fewer than three weeks following publication of the advert. It is useful to consider holiday periods, for example advertising in August would not be advisable as it is the traditional holiday period. The availability of the interview panel will also need to be considered.

Step 2 - Agree Advertising locations

Adverts should be placed in media accessible to all areas of the community. Specialist media should be considered for specialist roles.

Step 3 - Arrange and Agree Advertisement

Before the advert can be published or the recruitment agency commissioned the candidate pack must be completed. This means that the job description, person specification and financial package have been agreed, along with the selection process and interview dates.

10.3.6. Dealing with the Response

Step 1 - Logging Responses

All responses must be logged as they arrive including the name of the candidate, date received and any special requirements.

Step 2 - Long-listing

A long listing exercise may need to be considered once the closing date has been reached depending on the size of the candidate field. This will involve the review and scoring of all applications received to decide which applications will be taken forward, with decisions made according to strict merit order.

Step 3 – Short-listing

If long listing has taken place a short listing will need to take place afterwards. If there has not been a long listing a short listing meeting will be required to decide who to interview. Decisions taken at this meeting must be fully documented and candidates taken forward according to strict merit order.

Step 5 – Advising Candidates of Interview Dates/Unsuccessful notifications

Following the short-listing meeting candidates must be contacted either with the details of the next stage, which will be the assessment and/or interview process or to be advised that they have been unsuccessful.

10.3.7. Interviews

Interviews to take a semi-structured approach and be conducted by the line manager and another member of the SMT. This gives all candidates the same opportunity but allows the opportunity to probe. Interview notes must be taken and candidates scored on their answers to the structured questions. Scoring sheets must be saved for six months following the completion of the interview process in case of challenge.

10.3.8. Making the Appointment

The line manager will agree the most suitable candidate for appointment with the other interviewer according to strict merit order. The Chief Executive will then be approached to approve the appointment with the recording of the various selection stages presented as evidence that the decision has been made according to a strict merit order. The candidate will then be notified of the offer subject to vetting and references.

11. Temporary Posts

On occasion temporary staff are required to cover annual leave or sickness absence and in times of additional workload. The standard operating procedure for recruiting temporary staff is below.

11.1. Standard Operating Procedure

Temporary staff are recruited from the agencies listed in section 4. All staff must be vetted by BTP to a basic level before they can start, regardless of

whether they are permanent, contract or temporary, see section 12. Staff must have their own BTP user account and should not use anyone else's.

A précis of the Agency Worker Regulations is appended to this procedure at Appendix B for information.

12. Vetting and References

No post should be confirmed until at least two references have been obtained, with at least one being a from the current or most recent employer.

The candidate will not be able to start with the Authority until they passed basic vetting. Vetting is undertaken by BTP and the contact details can be found at the top of this process document. Staff in the Executive Team will also usually go through security clearance vetting.

13. Contracts

The latest version of the BTPA contracts for both permanent and fixed term positions can be found in the 'Human Resources' folder on the G drive.

14. Equal Opportunities

BTPA is an equal opportunities employer and is determined to ensure that:

- The workforce reflects the diverse community which it serves and that the working environment is free from any form of harassment, intimidation, bullying or victimisation
- No job applicant or employee is treated more or less favourably on the grounds of gender, sexual orientation, age, marital status, race, colour, nationality, ethnic or national origins, creed, religion or disability
- No job applicant or employee is disadvantaged by conditions or requirements which cannot be justified by the requirements of the job

15. Monitoring Arrangements

This document will be reviewed at least every three years.

16. Document Owner

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Appendix A: Chief Officer Recruitment Timeline

| | | | | | | | | | | | |
|------------------------------------|--|---|---|---|---|--|--|---|--|--|---|
| Start | 1 month | | | 3 week window & 3 weeks before SAP | 3 weeks before SAP | As soon as possible after the SAP | Ensure at least one week before shortlisting meeting | As soon as possible after the shortlist is confirmed | Minimum of two weeks after the shortlist | As soon as possible after the interviews | As soon as possible after the interviews |
| Speak to SAP for dates of meetings | Have Chair decide on Panel and find a date for interview | Agree job description, person spec and benefits | Complete Candidate Pack and send to SAP for information | Advertise giving a 3 week window with a closing date 3 weeks before the SAP | Log applications and send to SAP the day after the closing date | Send SAP approved applications to the Secretary of State for Ministerial Approval and take up references | Send SAP and Ministerial approved applications to the Selection Panel for shortlisting | Advise the candidates whether they have been successful at reaching the interview stage | Interview stage to take place | Advise candidates whether they have been successful or not | Carry out vetting for the successful candidate and draw up the contract |

Appendix B: The Agency Workers Regulations (AWR) 2010

The AWR came into force on 1st October 2011, giving agency workers the right to the same basic working and employment conditions they would receive if they were engaged directly. The key aspects of this can be found below:

The 12 week 'Qualifying Period'

1. Time worked before 1st October 2011 will not count.
2. The agency worker must remain in the same role.
3. Time worked with different agencies is cumulative.
4. Parts of a week count as a week.
5. If there is a break of 6 weeks or more, the clock starts again.
6. Sick leave, pregnancy, maternity or jury service do not break the clock.

After a 12 week 'qualifying period' agency workers will be entitled to equal treatment, this will include:

1. The same equivalent pay rate as a permanent member of staff carrying out a similar role.
2. Bonuses directly attributable to the amount or quality of the work performed by the worker.
3. The same holiday entitlement that given to permanent staff (anything over the WTR 28 days should be paid and can be rolled up)
4. The same duration of working time, rest periods and breaks.
5. Luncheon vouchers
6. Overtime
7. Shift allowance

What is not included:

1. Pension
2. Sick pay
3. Redundancy pay
4. Expenses
5. Maternity pay
6. Paternity pay
7. Guarantees
8. Life assurance
9. Bonuses based on the overall company performance

Day One Rights - access to collective facilities:

1. Canteen
2. Drinks machine
3. Childcare*
4. Car park*
5. Common rooms
6. Rest rooms
7. Access to information about permanent jobs*

* If there is a waiting list for this, then all that happens is the TW's name is added to the list.

* TW's must be given access but there us no automatic right to have an interview.

Day one rights apply to all. However, if it can be proven that access to any of the above facilities is not reasonable then it need not be given.

Establishing Equal Treatment:

1. An agency worker is entitled to the same 'relevant terms and conditions' as a comparable permanent employee.
2. An employee is a comparable employee in relation to the agency worker if both are:
 - a. Working for and under your supervision and direction and engaged in the same or broadly similar work, have a similar level of qualifications and skills; and
 - b. The comparable employee works, or is based, at the same establishment as the agency worker, or works or is based at another site, if there is no comparable employee at the site the agency worker is at.

Failure to comply/Liability:

The regulations state that if a qualifying agency worker does not receive equal treatment (basic working and employment conditions) then the worker can pursue a claim in an Employment Tribunal against either the agency or the client (or both). An Employment Tribunal will assess the facts to determine to what extent each party is responsible for the breach of the Regulations.

The agency will be liable in the first instance. However, in practice, if an agency can prove that they have taken reasonable steps to obtain the information required and the information provided to the agency is incorrect, then the hirer will be liable.