



STAFFORDSHIRE
POLICE

Recruitment and Selection Policy

People & Organisational Development

June 2026

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1. Policy Statement

Staffordshire Police is committed to providing a high-quality service to the communities of Staffordshire. We recognise that an effective recruitment and selection process is essential in ensuring we have the right people with the right skills, experience, and values to deliver our vision of 'A Safe and Confident Staffordshire.'

This policy establishes the framework for recruitment and selection to ensure we operate a transparent, inclusive, and equitable process in line with relevant legislation and good practices.

2. Scope

This policy applies to the recruitment and selection of the following roles:

- Police officers,
- Special constables,
- Police staff,
- Agency workers and consultants,
- Volunteers.

3. Recruitment Principles

All vacancies must have an approved role profile, which has been appropriately evaluated before being advertised. No vacancy will be advertised without the required governance and budgetary approval, ensuring that the force has the necessary resources to support the recruitment process.

The Force's redeployment register must be reviewed before any police staff and officer roles are advertised to ensure that any eligible redeployment candidates are considered for the vacancy. If such candidates meet the minimum criteria, they must be given priority for interview.

Vacancies, including temporary or secondment opportunities, should be advertised and managed through the Recruitment Team. All applicants must complete the online application form unless an alternative method of application is agreed upon beforehand.

Reasonable job share opportunities should be explored where appropriate to support flexible working.

Police officers in probation or temporarily promoted, and those not yet confirmed in rank, are not eligible for positions that are restricted to substantive officers who have completed probation.

Police officers may apply for police staff roles, but they must resign from their police officer role if successful and will not retain continuous service when transitioning between roles.

Staffordshire Police follows national guidelines in respect of the agreed cooling off periods. Therefore, if unsuccessful during a recruitment process, applicants will not be eligible to reapply for 3 months. Any variation to this, should be agreed in advance between hiring managers and the recruitment team.

4. Diversity and Inclusion Initiatives

Staffordshire Police is committed to building a workforce that reflects the diverse communities we serve. We recognise that diversity in policing enhances public trust and ensures we can meet the needs of our communities.

As part of our diversity strategy, we will continue to improve our recruitment practices to attract candidates from a wide range of backgrounds, including those from underrepresented groups.

Positive action initiatives will be implemented to remove barriers for underrepresented groups, in line with the Equality Act 2010. These measures will include targeted recruitment campaigns designed to encourage individuals from diverse backgrounds to join the force.

We actively encourage applications from individuals with protected characteristics and offer tailored support to ensure that they have equal access to the recruitment process.

Our focus will be on creating an inclusive environment where everyone, regardless of their background, feels welcomed and valued.

Individuals are encouraged to share that they have a disability or a condition that may require reasonable adjustments when applying for a position.

Requests for reasonable adjustments will be considered on a case by case basis and will include a discussion with the applicants. Advice should be sought from the Equality, Diversity and Inclusion (ED&I) team if required. A standard list of reasonable adjustments is available and can be made available on request.

If successful on gaining a position after interview and prior to appointment, line managers must ensure that any adjustments required in the role can be considered prior to appointment in line with the force's reasonable adjustments guidance. Requests for Reasonable Adjustments are considered on a case by case basis. Where necessary, required adjustments will be reviewed by a panel chaired by the Head of Occupational Health, with representatives from HR, line management and operational policing (where applicable).

5. Health and Wellbeing Support

Staffordshire Police recognises the importance of mental and physical health and well-being both during the recruitment process and throughout an individual's career. The health and wellbeing of applicants and staff is a priority, and we are committed to providing a supportive environment that promotes wellbeing.

Once recruited, employees will have access to a range of health and well-being resources, including counselling, support networks, and programs that encourage healthy lifestyles. Staff well-being is a cornerstone of our force culture, and we continuously work to improve support for mental health across all levels of the force.

6. Use of Technology in Recruitment

To enhance efficiency and accessibility in the recruitment process, Staffordshire Police may adopt online assessments and where appropriate virtual interview platforms. These may streamline the recruitment process and also make it more accessible for applicants in remote areas, or those who may have mobility challenges.

The force will use an application tracking system (ATS) to manage all recruitment and onboarding activity.

7. Artificial Intelligence

The Force recognised that Artificial Intelligence (AI) technology is widely used by candidates, particularly for tasks such as proofreading applications.

AI can be a helpful tool in the **preparation phase** of the application process. Candidates may use AI to help structure their thoughts and refine their CVs providing the content remains truthful and accurately reflects their own experiences and capabilities. If it becomes evident that an application contains plagiarised content or responses generated by AI tools, the application may be rejected.

To ensure a fair and authentic recruitment process, the **use of Artificial Intelligence (AI) tools during the interview process is strictly prohibited**. All candidates should complete interviews and assessments independently, without the use of **AI, automated tools, or external assistance**.

Any candidate found to be using unauthorised tools during the interview process will be **withdrawn from consideration**.

8. Feedback Mechanisms and Transparency

Staffordshire Police believes in transparency throughout the recruitment process. Due to the volume of recruitment undertaken feedback at all stages is not viable. Therefore, feedback will only be provided following the interview stage whereby applicants, whether successful or unsuccessful, will have the option to receive feedback on their interview performance. This feedback is essential to help applicants improve their skills and increase their chances for future applications.

Our goal is to ensure that all candidates feel supported, regardless of the outcome of their application. Feedback will be constructive, focusing on the strengths and areas for development observed during the recruitment process.

9. Internal Mobility and Career Progression

Staffordshire Police is dedicated to supporting the career development and progression of its people. We offer clear pathways to progress within the force through promotions, secondments, and lateral moves.

Opportunities for career development will be provided through organisational training, mentorship, and PDR discussions. We strongly encourage our people to seek new challenges and take advantage of opportunities for personal and professional growth.

10. Recruitment Process and Timescales

The recruitment process for individual vacancies generally takes 15 to 20 weeks, from the advertisement to the confirmation of the successful candidate. However, large-scale recruitment campaigns, such as for student Police Officers, PCSOs or Contact Officers, may take up to 6-9 months.

Candidates are encouraged to review the specific job advertisements for timescale details and plan accordingly. The recruitment process will include multiple stages, including shortlisting, interviews, assessments, medical, vetting and reference checks.

Each stage is designed to ensure that only the most qualified candidates are selected.

11. Data Analytics for Continuous Improvement

Staffordshire Police will use data analytics to monitor and assess the effectiveness of its recruitment process. Data will be gathered and analysed on various metrics, including time-to-hire, diversity of applicants, and the success rates of different recruitment methods.

Regular reviews of this data will be conducted to identify areas for improvement and ensure that our recruitment practices remain aligned with best practices and meet our diversity goals. Insights from data will guide future recruitment strategies, ensuring that the force attracts and retains the best talent.

In line with GDPR Staffordshire Police will auto delete all recruitment records within the ATS in accordance with the force policy, applying a local exemption of up to 3 years.

12. Equality Statement

In applying this policy, we will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between colleagues of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to background, trade union membership.

Appendix A: Responsibilities

This section outlines the roles and responsibilities of various parties involved in the recruitment and selection process, including the Recruitment Team, HR, Line Managers, and Applicants.

1. Responsibilities

1.1 Recruitment Team

The Recruitment Team is responsible for:

- Providing support and guidance to line managers to ensure that all relevant documentation is completed.
- Delivering a professional and transactional service to line managers within the agreed service levels.
- Advertising vacancies and targeting campaigns.
- Supporting line managers with advice on selection methods and selection tools.
- Facilitating interviews.
- Setting up interview/assessment panels and packs.
- Onboarding new hires

1.2 HR Business Partners and HR Officers

HR Business Partners and HR Officers will provide support and guidance to line managers including:

- Workforce planning, reviewing role requirements, job evaluation, redeployment and change management.
- Supporting probationary period monitoring and administration.

1.3 Line Managers

Line Managers are responsible for:

- Ensuring this policy is communicated and implemented within their areas of responsibility;

- Ensuring the procedures specified within the policy are adhered to;
- Ensuring financial approval is obtained;
- Updating role profiles and completing job evaluation if required;
- Providing the recruitment team with the required vacancy paperwork, including completion of the online vacancy requisition, advert content and duration, interview dates, interview questions, cool off period and an up-to-date role profile;
- Ensuring applicants are selected using fair processes (i.e. shortlisting/assessing/interviewing etc.); and ensuring the rationale for selection decisions and feedback is recorded.
- Informing all applicants of the outcome of selection;
- Following the interview stage, providing feedback to applicants as requested.

1.4 Applicants

Applicants are responsible for:

- Complying with this policy as it applies to them;
- Complying with the correct application procedure;
- Meeting essential criteria for the role where applicable; and
- Completing and returning pre-employment documentation within seven working days. (Failure to comply may result in withdrawal from the selection process)
- Successfully passing all pre-employment checks, as applicable.

2. Recruitment and Selection Process

The recruitment and selection process consists of several key steps to ensure fairness and transparency in selecting the most qualified candidates.

2.1 Process

The recruitment and selection process includes the following steps

1. Vacancy Approval: All vacancies must have an approved role profile and appropriate budgetary approval.

- 2. Advertise Vacancy:** The vacancy is advertised in a fair and transparent manner, ensuring it reaches a diverse pool of applicants.
- 3. Application Submission:** All applicants must complete the online application form unless an alternative method is agreed upon.
- 4. Shortlisting:** Applicants will be shortlisted against the criteria outlined in the role profile and the Competencies and Values Framework (CVF).
- 5. Interview and Assessment:** A structured interview and/or assessment process will be conducted to evaluate candidates' skills, experience, and compatibility with the role.
- 6. Selection Decision:** The panel will make a decision based on the interview and assessment results, ensuring all applicants are treated fairly.
- 7. Notification and Feedback:** Applicants will be notified of the outcome and will be provided feedback on their performance upon request.
- 8. Pre-employment Checks:** A thorough background check, including vetting, references, and health assessments, will be completed before an offer is finalised.
- 9. Final Appointment:** Successful candidates will be offered the role, contingent upon the completion of pre-employment checks.

3. Monitoring Applications

As part of the application process, applicants are asked to provide personal information such as age, gender, ethnicity, and disability. This information is used solely for monitoring and audit purposes.

The personal information provided will not be accessible to line managers or anyone directly involved in the recruitment process.

It will be used to track trends and ensure that recruitment practices are fair and non-discriminatory.

Appendix B: Line Manager Guidance

– Recruitment and Selection

This guidance is designed to support line managers in conducting recruitment and selection in accordance with Force policies and values.

It ensures that all processes are **fair, transparent, inclusive**, and aligned with our commitment to **diversity and operational effectiveness**.

3.1. Recruitment System – Use of Oleeo

- All vacancies, secondments, and expressions of interest **must** be posted and managed through Oleeo.
- Ensure that **all recruitment stages** (advert, shortlisting, interview scheduling, offer letters) are accurately recorded in Oleeo.
- Attend available training or seek support if you are unfamiliar with using the ATS.
- Do not initiate off-system recruitment or informal hiring routes; these may breach governance protocols.

Action for Line Managers:

- ✓ Review Oleeo guidance materials regularly.
- ✓ Contact the Recruitment Team for technical support or policy clarification.
- ✓ Encourage your team to use the system for **all** internal recruitment processes to promote consistency.

3.2. Vacancy Review – Justifying the Need

- Evaluate whether the role remains necessary in its current form. Can the duties be absorbed or restructured within the team?

- Consider budget impact, succession planning, and wider team capabilities.
- Include Diversity, Equity & Inclusion (DEI) considerations—could this be an opportunity to address underrepresentation?
- Would the role be suitable for an apprenticeship?
- Agree a recruitment cool off period?

Action for Line Managers:

- ✓ Complete an Establishment Panel/Workforce Planning submission with input from HR Business Partners.
- ✓ Use team metrics (e.g., workload, productivity data) to substantiate the request.
- ✓ Keep a record of all rationale and HR discussions for audit purposes.

3.3. Role Profile and Job Evaluation

- Ensure job descriptions reflect **current responsibilities**, reporting lines, and essential/desirable criteria. Ensure that they are recorded using the correct CVF documentation.
- Work with HR to apply inclusive language and avoid potentially biased or gender-coded wording.
- Job Evaluations must be current before advertising to avoid grading issues or disputes later. Please contact your HR representative for support with this.

Action for Line Managers:

- ✓ Review role profiles with HR using the Force's competency framework.
- ✓ Highlight essential qualifications and skills linked directly to the role's objectives.
- ✓ Avoid creating person-specific criteria; focus on competencies and potential.

3.4. Vacancy Control and Governance

- All roles require pre-approval from the designated authority (e.g., department head and Establishment/Workforce Planning panel).
- Bulk campaigns or structural changes must be escalated to Strategic Workforce Planning or SLT.
- Unauthorised advertising may result in delays or withdrawal of the vacancy.

Action for Line Managers:

- ✓ Submit all necessary documentation (business case, role profile, approval forms) in advance.
- ✓ Track approvals and maintain email confirmation or meeting minutes as evidence.

3.5. Pre-Employment Checks

- Pre-employment checks protect the force and ensure compliance with legal and safeguarding requirements.
- Candidates must **not** start employment until all checks are verified and approved by Recruitment and Vetting Teams.

Checks Include:

- Proof of identity and right to work (passport, visa, etc.)
- References from recent employers
- Vetting (including criminal record checks)
- Role-specific medical assessments

Action for Line Managers:

- ✓ Inform candidates early about the checks required.
- ✓ Liaise with the Recruitment Team to monitor progress.
- ✓ Do not offer fixed start dates until clearance is confirmed.

3.6. Reasonable Adjustments – Inclusive Practice

- Candidates are encouraged to disclose they have a disability or a condition that may require reasonable adjustments. Engage in a supportive, confidential conversation with candidates about any adjustments needed.
- All candidates should be provided with equitable access to the recruitment process.
- Requests for Reasonable Adjustments are considered on a case by case basis. Where necessary, required adjustments will be reviewed by a panel chaired by

- the Head of Occupational Health, with representatives from HR, line management and operational policing (where applicable).
- Failure to provide reasonable adjustments may constitute discrimination – please see your HR representative for guidance.

Examples of Reasonable Adjustments could include:

- Extra time for written assessments
- Accessible interview rooms/locations or remote options
- Ensuring interview questions are not overly complex or multi layered
- Being given the opportunity to see interview question prior to the interview taking place or the opportunity to make notes to support during the interview.
- Alternative formats such as adjusting fonts on assessment materials or different colour paper.

Action for Line Managers:

- ✓ Ask candidates during shortlisting if adjustments are needed.
- ✓ Confirm arrangements with HR well in advance of the interview.
- ✓ Maintain confidentiality and document adjustments made.

3.7. Feedback and Outcome Communication

- Provide feedback in a respectful, constructive, and timely manner.
- Focus on areas for development and relate them to the selection criteria.
- Encourage internal applicants to seek developmental feedback for future progression.

Action for Line Managers:

- ✓ Use the Oleo system to formally record outcomes.
- ✓ Prepare a short feedback summary ahead of calls or emails.
- ✓ Offer follow-up conversations for internal candidates or where feedback may be sensitive.

General Best Practices for Line Managers

- **Consistency:** Apply the same process and standards to all candidates.
- **Documentation:** Keep detailed notes from interviews and assessments.
- **Collaboration:** Engage early with HR, Recruitment, and ED&I teams for support.
- **Training:** Attend mandatory recruitment and unconscious bias training.
- **Confidentiality:** Treat all applicant data with sensitivity and comply with data protection regulations.

Appendix C – Recruitment & Selection Procedure

This procedure supports the application of the forces' Recruitment and Selection Policy.

1. Initial eligibility checks

As soon as the vacancy is closed the Recruitment Team will perform the following initial checks prior to applications being shortlisted, to ensure eligibility to apply and any additional information is flagged to the line manager, such as:

- Disability Confident Applicant;
- Qualifications (for police officer entry routes)
- Driving Licence (Manual / Automatic)
- Tattoos (refer to [uniform policy](#))
- Upon completion of the minimum eligibility checks, the recruitment team will progress applicants via the Recruitment ATS system to the shortlisting stage of the process, and the line manager will be notified.

Reapplying After Dismissal:

There is no statutory right for a former employee to be reconsidered for another role if force.

Therefore the force reserves the right to reject applications from former employees, especially if the previous dismissal was due to performance or conduct issues.

When deciding to reject a previous employee, the line manager should assess the new role:

- Is it significantly different from the previous one? Could the candidate reasonably succeed in this new context?
- Document your decision: If you choose not to proceed, keep a clear record of the rationale.
- Be cautious of discrimination risks: Ensure the decision is not influenced by any protected characteristic.

2. Shortlisting

Following eligibility checks, the Recruitment Team will progress them to the shortlisting stage. An email will be sent to those who are identified as the shortlisting panel on the initial vacancy requisition and will request that they review the applications on Oleo and shortlist them accordingly.

The Recruitment Team will also offer guidance on how to shortlist applicants using the Oleo system.

The chair of the shortlisting panel must have completed the Recruitment and Selection training course.

During the shortlisting exercise, the shortlisting panel will assess the extent to which each applicant meets the essential requirements of the role; and the selected competencies and values (if applicable) from the Competency and Values Framework (CVF).

The shortlisting panel must apply the relevant criteria consistently when shortlisting all applicants using the on-line Oleo system.

The shortlisting process should ideally take place within a reasonable period following vacancy closing date.

All applicants that meet the minimum selection criteria will be progressed to the next stage.

The shortlisting panel will update the Recruitment Team to confirm details of the interview/selection process (i.e. panel members, interview content, questions, presentation topic (if required) and numbers of applicants in order for the interview/assessment invites to be issued.

The Recruitment Team will process interview/assessment invites within 2 working days of receiving notification of the shortlisted candidates, providing all of the information has been supplied.

It is recommended that candidates are to be given no less than 10 working days' notice of the interview/assessment process. However, if the interview date is publicised in the

advert, as would be strongly recommended, then providing slightly less notice is acceptable.

The Recruitment Team will notify candidates who have not been shortlisted via the Oleo system. Detailed feedback will not be provided at this stage, only that minimum criteria has not been met.

With the exception of student officer recruitment, PCSOs and Special Constables it will be for the Line Manager with advice from the Recruitment Team to determine the most appropriate selection methods to use to select the right candidate.

In determining the most appropriate selection methods, consideration must be given to the preparation required, the venue, the resources/equipment needed, any Health and Safety/Reasonable adjustment requirements.

All interviews for positions that include front line roles must be conducted face to face and in person.

3. Selection

A range of selection methods can be used as part of the selection process and should be chosen to accurately reflect the requirements of the role and the values and behaviours required based on the Competency and Vales Framework (CVF).

Reasonable adjustments must be considered in advance of the selection process taking place and be factored into the selection schedule.

Interviews

- Interview panels should consist of a minimum of two people, diversity of panels should be considered when selecting panel members (i.e. ethnicity, age, gender, uniformed/non-uniformed etc).
- The chair of the interview panel must have completed the recruitment and selection training to include unconscious bias.

- Any interview/assessment panel member who is related to, or personally knows someone, who is applying for a position must declare this to the recruitment team who will determine if their involvement in the process presents a conflict of interest.

Before the interview the interview panel must agree:

- Who will chair the interview, complete the introduction?
- Who will ask which question
- Who will monitor the time?
- Scoring criteria; agree a cut off score prior to selection taking place (as a benchmark the recommendation is 60% of the total possible score as a minimum).
- Who will contact the candidates after the interview to advise the outcome and feedback.

Assessment Centres

Assessment centres can be made up of one or more selection exercises and are designed to assess the candidate's suitability for the role from different perspectives, these could be carried out on the same day or over a period of time.

Selection exercises could include;

- Job simulation (completing a task associated with the role)
- Role-play
- Psychometric Tests
- Group discussion
- Briefing or presentations
- Inbox exercises

4. Outcome - Notification to candidates and feedback

Line Managers are responsible for notifying candidates of the outcome of selection verbally including both successful and unsuccessful candidates. The recruitment team will confirm the outcome in writing upon conclusion of the selection process.

Line Managers/ Selection panels are responsible for providing feedback to candidates if requested, this can be completed in person, via Teams, over the telephone or in writing.

5. Verbal offer

The chair of the interview panel will arrange for the successful candidate(s) to be notified (usually by telephone), that they have been successful and that their offer is subject of the satisfactory completed of pre-appointment checks.

6. Conditional Offer

It is the panel members responsibility to return all assessment / interview paperwork electronically within one week of the selection process taking place, paper copies must be shredded.

The Recruitment Team will issue a conditional offer to selected applicants via Applicant Tracking System (ATS)

The Recruitment Team will also formally notify those who have not been successful via the Applicant Tracking System (ATS).

7. Salary Agreement/Negotiation

In principle all new employees will join the force at the bottom spinal column point of the salary band for the role in which they have been employed.

In some cases, (such as the level of experience of the individual, or current market rate for the role) there may be a basis for negotiation of a starting salary on a higher spinal column point. In this situation agreement to pay a higher salary should be sought from the head of department and a clear justification provided to the Recruitment team to support the decision.

8. Pre-employment checks

The force makes it clear to all candidates that appointment to any position is conditional subject to pre-appointment checks being satisfied.

All candidates are informed that any offer of appointment may be withdrawn if they knowingly withhold information or provide false or misleading information, and that the appointment may be terminated should any subsequent information come to light once they have been appointed.

The force reserves the right to withdraw a conditional offer of employment if any behaviour by the applicant is offensive, discriminatory or otherwise breaches the [code of ethics](#).

As soon as a conditional offer is made the recruitment team will proceed to undertake pre-employment checks. The pre-employment checks apply to permanent, temporary and fixed-term appointments, trainees, contractors, agency workers and volunteers.

Agency workers may require checks to be undertaken separately by their employer, i.e. Recruitment Agency. Security vetting will be carried out by the force or the National Vetting team.

No prospective employee or internal candidates must commence a paid, unpaid or voluntary appointment with the force, or take up their new role until all appropriate pre-appointment checks have been carried out and are deemed to be satisfactory.

Only in exceptional circumstances will the force consider commencing an individual in post who has employment checks outstanding, and this will be dependent upon the role, the check(s) outstanding and an appropriate risk assessment being carried out to the satisfaction of the People Director/Chief Officer Team, as appropriate. In such circumstances the appointment will remain subject to the remaining checks being undertaken.

Depending upon the role, pre-appointment checks may include:

- Verification of ID and Right to Work;
- Vetting;

- Bio-metric vetting;
- Medical screening;
- Drug testing;
- Fitness testing;
- Reference checks;
- Attendance checks;
- Verification of qualifications;
- Verification of ID
- [Business Interests](#) and additional Occupations
- Other checks as deemed necessary for the role.

9. Right to Work, identity and Qualification Checks

- Right to work checks will be carried out using the online verification system, TrustID as part of the onboarding process.
- Photographs used for the purpose of right to work checks must be appropriate and in line with the forces code of conduct. Applications will be rejected if this criterion is not met.
- Evidence of the online right to work check in the form of a 'profile page' will be stored securely on the applicants personal file for the duration of employment and for two years afterwards as a minimum.
- As part of the initial induction line managers are required to check that the photograph on the online right to work check and security pass is of the individual presenting themselves for work (i.e. the information provided by the check relates to the individual and they are not an imposter). This must be done in person.
- If the employee or prospective employee is a student who has permission to work for a limited number of hours per week during term time whilst

- studying in the UK, details of the term and vacation dates of the course that the employee is undertaking must be recorded on the Oracle system.
- Where an applicant does not hold a valid UK biometric passport, right to work checks must be carried out in person using the relevant documentation. The recruitment team will check and take copies of the documentation and sign as a 'true, original copy' once verified. Copies of the documents will be stored on the candidates personal file.

10. Vetting requirements

Successful applicants will be subject to all relevant vetting checks and any job offer, external or internal, will be conditional subject to successful vetting clearance.

11. Verification of qualifications

Certificates confirming the achievement of qualifications relevant to the position being applied for must be checked and verified as part of the application stage as applicable.

If the qualification was gained overseas, a check will need to be undertaken with the awarding institution to verify that the qualification is equivalent to the qualification stated on the role profile.

12. Biometric vetting and Drug testing

Some roles (i.e. Police Officers, Special Constables) require Biometric vetting to be undertaken as part of the pre-appointment checks including fingerprinting. Consent must be obtained from the applicant prior to this taking place.

Some roles require drug testing to be undertaken. The Recruitment Team are notified directly of the outcome of the drug test.

13. Medical screening

All roles are subject to medical screening in some format, the depth of screening will vary depending on the role (i.e. police officer, special constable and PCSO)

The force's Occupational Health Service will confirm if the individual is medically fit to carry out the post applied for and advise if any adjustments need to be considered.

14. Fitness testing

For certain roles (i.e. Police Officer, Special Constable, Investigating Officers, PCSO's), prospective candidates will be required to demonstrate their physical fitness via successful completion of a fitness test. Applicants will have two official opportunities to pass the test. Applicants who do not pass within two attempts will be unsuccessful (practice tests will not count towards the official outcome).

15. Reference checks

For external applicants', references must cover the preceding five years, and must be obtained in writing, although it may be necessary to telephone referees to clarify information.

- Employed by one employer for more than 5 years - A reference from one employer is sufficient providing all of the information requested has been obtained. This must be from an appropriate person from within the organisation (i.e. HR or referencing team)
- Several employers during the past 5 years - A reference from each employer must be sought
- Gaps in employment - An applicant declaration is required to confirm any gaps in employment, and where possible these must be evidenced (i.e. evidence of job seekers). Where there are significant gaps consideration must be given to obtaining personal references.

- In education during the last 5 years - An academic reference must be sought to cover the period of the study in addition to any employment reference that may be obtained.
- Internal candidates moving within the force – A reference will be required from the individual's current line manager.
- Agency worker securing a permanent Staffordshire Police contract - References covering the preceding 5-year period must be sought. If the role secured is the same role as that of their temporary assignment with Staffordshire Police then an in-service report can be used to cover the time spent in the temporary assignment.

16. Reference Checks Self Employed Candidates

Where an applicant is unable to provide employment references to cover a five-year period due to being self-employed, character references should be sought to confirm that the individual's business was properly and appropriately conducted. This may include seeking information from;

- Customers or Clients
- Bankers
- Accountants
- HM Revenue and Customs
- Companies House.

17 Attendance checks, In Service Reports

As part of the attendance check, in-service reports must include details of the individual's absence history within the preceding 2 years. This will be reviewed in line with the force's [Supporting Attendance](#) policy and RAG rating.

Any applicant whose absence breaches the attendance standard will have their case reviewed on an individual basis before a decision is made as to whether or not the candidate should be appointed.

18. Additional Pre-Employment Checks

Where staff and officers are co-located with other organisations it may be necessary for additional checks to be undertaken as appropriate, e.g. National Crime Agency vetting. Advice should be sought from the vetting team to ensure that the appropriate levels of vetting are applied.

19. Failure to Satisfy Pre-Employment Checks

- Candidates must satisfy all pre-employment checks, including providing all necessary documentation (as applicable) in a timely way, in order for an unconditional offer to be made.
- Should a candidate fail to do this then their conditional offer could be withdrawn.
- In the event of a potentially unsatisfactory pre-employment check being received, consideration must be given as to whether the force has sufficient information and understanding of the circumstances, in order to make an informed decision about whether the offer of employment should be withdrawn.
- In such circumstances it may be appropriate to speak with the candidate directly to discuss the concern, and take advice as necessary, before an offer is withdrawn.
- When consideration is required, regardless of whether a decision to withdraw the conditional offer is made or not, the rationale for accepting/ withdrawing the applicant must be documented.
- The force retains the right where necessary, to reject an applicant without giving reasons.

20. Final Offer and Appointment

Successful applicants will be issued with a final offer and terms and conditions of employment.

Candidates moving from another force will need to ensure they terminate on a Sunday in readiness to start with us on a Monday to ensure they get continuous service.

21. Internal moves

Internal moves occur when an Officer or Police Staff member moves from one role to another within the force. This can be following a promotion or change of job role.

- Internal move dates will be agreed between the current line manager and the receiving line manager.
- An in-service report will be requested from the individuals current line manager prior to the move taking place, to provide information on current performance and attendance.
- Guidance from HR in regard to any live investigations
- For police officers where there is no change in shift requirements a notice period of 28 days is required unless agreed otherwise by the individual and line managers. Where a change of shift pattern occurs a notice period of up to 90 days will be required unless agreed otherwise by the individual and line managers.
- Police staff will be required to complete a notice period in line with their current terms and conditions of employment unless agreed otherwise.
- When a member of police staff accepts an unconditional offer for another internal role, they may give notice to leave their current post in line with their contract. Every effort should be made to support the move within the agree notice period. Extensions to this period should only happen in exceptional circumstances and with agreement from all parties.
- Some change of roles may require additional vetting requirements, where these are identified vetting must be cleared prior to the move taking place. Advice on any additional vetting requirements should be sought from the vetting team
- For moves and appointments moves sheet must be updated to update the Oracle system and notify payroll.

Responsibility for updating the moves sheet;

- Promotions – Recruitment Team
- Shift Moves – Line Managers
- Recruitment/New Appointments – Recruitment Team

- Student Officer Postings – PCER Team
- Transferees – Recruitment Team
- Police Officer Re-Deployments – HR Officers
- General Moves – Line Managers
- Police Staff Re-Deployments - Employee Relations Team
- Re-Structure/ Change – HR Officers / Project Team

22. Learning Agreement

Some roles may require significant investment in training and as part of this, new colleagues may be asked to sign a learning agreement where repayment of qualifications would be required, if they left the role within a set period of time.

23. Induction and Onboarding

The line manager is responsible for ensuring that an appropriate induction has been put in place for all new members of their team. An induction and onboarding toolkit is available to support the induction process.

Induction will also include frequent contact with the new member of staff prior to their start date with the force.



Induction-On
Boarding Toolkit - Au

All new employees will be invited to attend a force induction day as part of the onboarding process. Invitations will be sent out by the Learning and Organisational Development Team.

Service inductions take place on a quarterly basis and will include a broad overview of the service and support arrangements that are in place for new employees.

24. Re-joining officers – (other than those returning from a career break)

Individuals wishing to re-join as a police officer following a break in service

will be:

- Considered if they have completed a two full year probation period during their previous service (three years for PCDA officers); and
- Subject to a further one-year probationary period on re-appointment, unless the reappointment is less than one year since they left policing and they are returning to the same rank, in which case a 6-month probation will apply.
- For more information please refer to the Police Officer [Re-joiner policy](#)

25. Transferees from other Home Office Forces

Officers wishing to join Staffordshire Police from other force's must:

- Not be subject to live misconduct or performance investigations at the time of application,
- Meet Staffordshire Police's Attendance Criteria,
- Have a satisfactory PDR (or equivalent, e.g. reference)
- Pass all vetting checks,
- Pass the medical examination and
- Pass the fitness test

Officers transferring from another Home Office force can transfer whilst in their probationary period but must have completed at least one year's probation in their current Service. They will be required to serve a further one-year probation period, unless the Chief Officer agrees to reduce that period. However, the aggregated period must be at least two years. The ability of the Force to support the required training will be considered on a case-by-case basis.

- For information on relocation see the [Relocation Expenses](#) policy

26. Transferees from Non-Home Office Service's

(e.g. British Transport Police, National Crime Agency (NCA))

Applicants must meet the standard of entry assessment (either the College of Policing standard recruitment assessment or by demonstration of competence in role that meets the same standard. This is at the discretion of the Chief Officer).

Candidates from non-Home Office force's or the NCA must be treated as new recruit and are expected to undertake an initial learning programme either the Police Constable Entry Programme (PCEP) or an appropriate Policing Education Qualifications Framework (PEQF/PCER) entry programme, subject to the provisions of the determination under Police Regulations, Reg 10 (Annex BA).

For non-HO candidates, it may be possible to accredit previous experience and courses or learning programmes completed during their service to reduce the overall length of any learning programme, by a maximum of 70% through recognition of prior learning.

Candidates who have not completed their initial training at their non-HO force must do so at their receiving force under one of the PCER entry programmes

Candidates who have completed their initial training at their non-HO force would need an assessment of areas covered (including both training and experience) and any gaps identified. A suitable bespoke training plan would then need to be developed in order to complete the candidate's training to equip them for their role in Staffordshire Police. Selection will be in the form of a CVF, code of ethics and/or Skills based interview.

The probationary period for non-HO Services are as detailed in the table below:

Police Service	Probationary Period	Training Requirement	Previous service counted	
			Pay	Leave
Police Service of Northern Ireland (PSNI)	None (subject to above for HO)	Service Training Needs Analysis	Yes	Yes
Police Scotland	Service)	(TNA) required		

British Transport Police	2 years	Service TNA required	Yes	Yes
Ministry of Defence Police				
National Crime Agency (NCA)				
Civil Nuclear Constabulary	2 years	Service TNA required	No	No
Channel Islands Isle of Man	2 Years	Service TNA required	Yes	No

Probation Periods - Polices Staff Roles

Role	Probation Period
Police Staff Roles	6 Months
PCSO's	6 Months
Investigative Officers	6 Months
Contact Centre	6 Months

Probation Periods – Police Officer Roles

Entry Route	Probation Period
PCDA	3 Years
DC DHEP / DHEP	2 Years

DIPP/PPD	2 Years
PCEP	2 Years

27. Agency Workers

In circumstances where it is necessary to fill a short-term vacancy a department may wish to use an agency worker. The force has a dedicated agency supplier procured through the Blue Light Framework. All agency appointments must be made via this framework, for more information about our agency framework please contact the recruitment team.

Where a Command area wishes to use an agency worker then they must request approval through the appropriate governance board in the first instance, in the same way they would for a direct appointment. The Recruitment Team will assist with the administration of pre-appointment checks, e.g. vetting process for agency workers.

28. Transferring a temporary agency worker to a Staffordshire Police contract

There are times when the force will utilise temporary agency workers as part of providing a flexible workforce.

Where a temporary agency worker is aligned to a specific vacancy and has completed an initial 12 weeks* as a temporary agency worker, the force will support a recruitment process, where appropriate, which would enable the temporary agency worker to move across to a Staffordshire Police fixed term or permanent contract.

**Most agencies will not charge any additional fees (i.e. introductory fees) upon an agency worker having completed a 12-week assignment, providing appropriate notice is given, however individual agency terms will need to be checked beforehand to avoid any unexpected charges.*

Before agreeing to move a temporary agency worker to a Staffordshire Police contract the following risk(s) must be assessed:

- Redeployment staff/officers must be given priority for any vacancies where they meet the essential criteria

29. Internal / External Secondment

For more information see the force's [Secondment guidance](#)

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