



Response Date:20/12/2024

**2024/1145 - Workforce Diversity Plan**

In response to your recent request for information regarding;

**Please send me a full copy of your latest workforce diversity plan or plans, including diverse hiring practice plans.**

**Please send me the full versions, not a summary.**

Please find below a link to the Strategic Equality Plan here:

[Equality and diversity | North Wales Police](#)

North Wales Police do not hold a positive action policy.

However, please find attached the current Workforce Representation Strategy within which positive action sits.

Please note: a new strategy is due to be published externally at the end of January 2025 and will cover from April 2024 – April 2027.

THIS INFORMATION HAS BEEN PROVIDED IN RESPONSE TO A REQUEST  
UNDER THE FREEDOM OF INFORMATION ACT 2000, AND IS CORRECT AS AT 19/12/2024

North Wales Police and North Wales  
Police and Crime Commissioner

# Workforce Representation Strategy 2019 – 2023



**HEDDLU  
GOGLEDD CYMRU  
NORTH WALES  
POLICE**

SWYDDFA **COMISIYNYDD HEDDLU  
A THROSEDD GOGLEDD CYMRU**



**OFFICE OF THE POLICE & CRIME  
COMMISSIONER NORTH WALES**



# Foreword

## Foreword by the Chief Constable and Police and Crime Commissioner

North Wales Police and the Police and Crime Commissioner serve diverse communities in North Wales and we are committed to delivering a high quality service to all.

We police by consent, therefore North Wales Police officers, staff and volunteers have a key role to play in building trust and confidence, and ensuring that we deliver our services in a fair and consistent way, always upholding human rights.

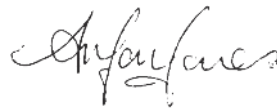
The basic Peelian principles of policing state that “the police are the public and the public are the police”. North Wales Police should therefore reflect the communities that we serve - at every level within the organisation. Unfortunately this is not currently the case; therefore we have developed this strategy to help us become a truly representative police service.

The activity proposed in this strategy is not about meeting quotas, arbitrary targets or lowering standards. It is about tackling underlying causes or problems that can hold people back. It is about ensuring that everyone has a fair and equal chance to develop within the organisation.

We have recognised that we need to make efforts to tackle under-representation in the police service. This work outlines how we can make a start. Under-representation has been a significant issue for a long time in policing and we will not see changes overnight. However, this strategy sets us on a course that influences the culture of the organisation. It challenges us to think differently about how we support our staff and how we can take the organisation forward in the future to be truly representative of the communities we serve.



**Carl Foulkes,**  
**Chief Constable North Wales Police**



**Arfon Jones,**  
**North Wales Police and Crime Commissioner**





## The Profile of North Wales

North Wales covers the counties of Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham and is one of the safest places to live in the United Kingdom. It covers a diverse area including urban and rural areas, Snowdonia National Park, two Ports (one at Holyhead on the Isle of Anglesey and the other at Mostyn in Flintshire), expanding industrial regions and numerous towns, many of which attract high numbers of tourists during the summer months.

North Wales Police provides policing services to a population of almost 688,000<sup>1</sup> people (22.5% of Wales' population) and covers an area of 6,300 square kilometres. We have approximately 1,500 Police Officers and over 200 Police Community Support Officers along with over 1000 Police Staff serving a wide range of communities.

Welsh is widely spoken in North Wales. 2011 Census data identifies that over 30% of the population can speak Welsh.

When asked about Health and Disability 74,945 (10.89%) people stated that their activities were 'limited a little', whilst 73,653 (10.70%) stated that their activities were 'limited a lot'.

Race and Ethnicity are important issues to North Wales Police; data shows that 2.5% of the population in North Wales reported their ethnic background as belonging to an ethnic minority. The highest proportion of residents (63.9%) identified themselves as being of Christian religion with 26.9% identifying themselves as having no religion. Smaller numbers of people identified their religion as being Muslim, Buddhist, Hindu, Jewish, and Sikh.

Within our policing area 49.3% have identified themselves as male and 50.7% as female. There is no up-to-date statistical data on the number of people in North Wales who identify themselves as Transgender; however, a 2009 study<sup>2</sup> estimated that by 2013 the number of people who will have presented with 'Gender Dysphoria' in the North Wales area to be 262.

As Census data does not ask residents to identify their sexual orientation, there is no hard data on the number of gay, lesbian and bisexual people in the UK. Government Actuaries, however, estimate that 5-7% of the population are gay, lesbian or bisexual<sup>3</sup>.

The age of the population in North Wales is fairly even, with 29.0% representing the under 25 age group, 23.6% representing the 25-44 age group, 27.3% representing the 45-64 age group and 20.1% representing the 65+ age group.

In North Wales, the economic infrastructure is generally healthier than Wales as a whole and has a lower proportion of unemployment 3.27%; however there are significant regional differences within the area.

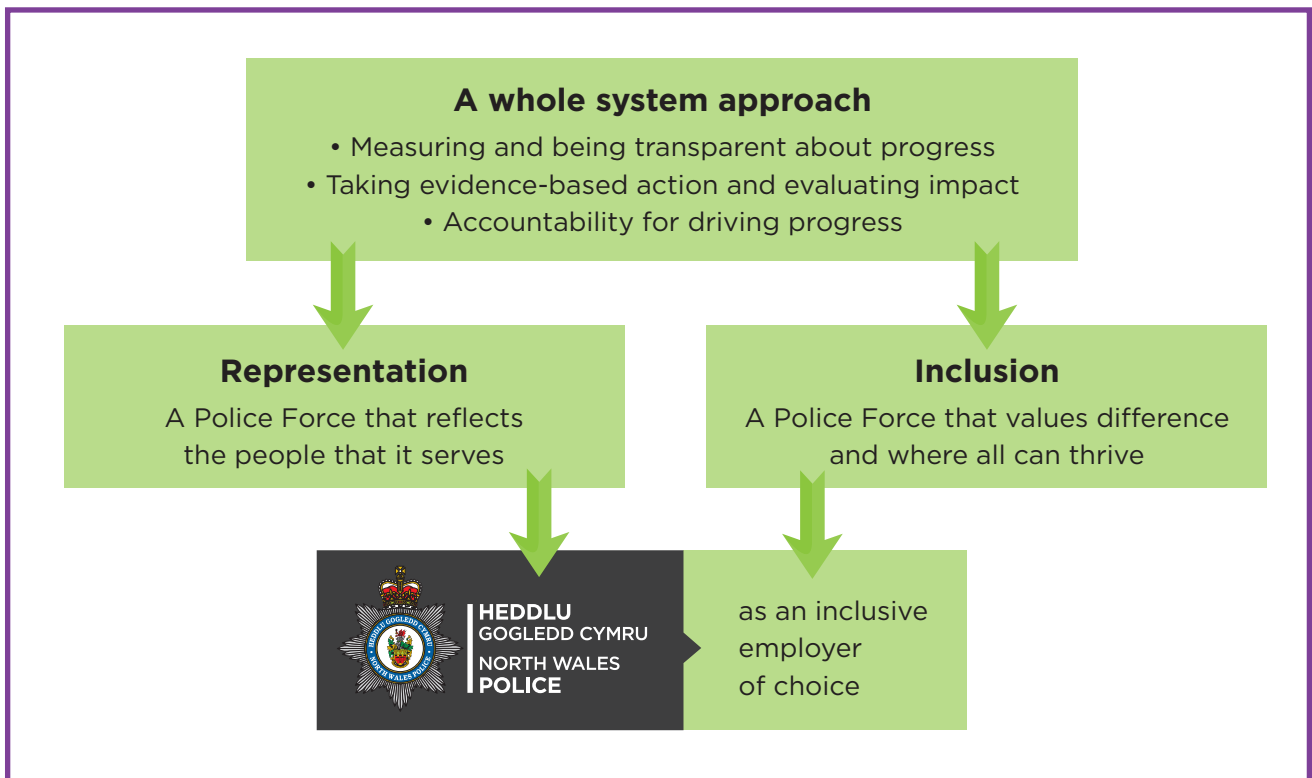
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<sup>1</sup>All 2011 Census data taken from InfoBaseCymru - [www.infobasecymru.net/IAS/themes/2011census](http://www.infobasecymru.net/IAS/themes/2011census)

<sup>2</sup>Gender Variance in the UK 2009 (with an update from 2011) <http://www.gires.org.uk/assets/Medpro-Assets/GenderVarianceUK-report.pdf>

<sup>3</sup>Stonewall the LGBT Charity [http://www.stonewall.org.uk/at\\_home/sexual\\_orientation\\_faqs/2694.asp](http://www.stonewall.org.uk/at_home/sexual_orientation_faqs/2694.asp)

# Our Strategy



# Benefits of Having a Representative Workforce

- A wider pool of talented, skilled and experienced people from which to recruit.
- A better understanding of the needs of a more diverse range of individuals and groups served by North Wales Police.
- Enhanced reputation and increased trust and confidence within local communities.
- Improved efficiency, morale, motivation and fulfilment, leading to increased staff retention.

## Strategic Objectives

### **Developing our Workforce** (Inclusion)

- Develop a new approach to Attraction, Retention and Engagement which not only attracts the best people but builds a workforce that is representative of the communities we serve.
- Develop an inclusive culture and reputation that attracts, develops, retains and fully engages all the diverse talent across the organisation.

### **Understanding our Workforce** (Representation)

- Understand our workforce representation by putting in place systems that enable the collection, collation and analysis of our workforce data.
- Understand the effective strategies that enable formal and informal engagement with our staff and support networks.
- Understand the hopes and concerns of our staff and networks through regular surveys.

### **Transparency and Scrutiny** (A Whole System Approach)

- We will be open with the public and our staff about the progress we will make, we will publish annual reports on workforce representation and gender pay gaps.
- We will continue to monitor our approach internally at strategic boards and welcome review from peers and external agencies alike.

## Priorities:

As we work on building a representative workforce our priorities will inevitably change but as we launch this strategy our focus will be to:

- Review our Attraction, Recruitment and Selection processes so we have a Recruitment Toolkit which is slick, fit for purpose, attracts people from under represented communities and does not put barriers in the way to recruiting a representative workforce. We will have a specific focus on Black Asian and Minority Ethnic (BAME) communities as our workforce is not representative of the communities we serve.
- Support people within our workforce to overcome barriers to progression by introducing Career Development Workshops, support lateral moves and increase representation across ranks/grades and specialisms.
- Review data to consider opportunities for recruitment and development against the diversity of the people eligible to apply, and remove any barriers which are leading to inequality.
- Review our policies relating to flexible working and families to make sure we provide opportunities for people who have caring responsibilities to be able to work and develop within North Wales Police.
- Look at how we can make training and ways of working accessible to all in terms of how and where training is delivered and how we can reduce the need for people to travel long distances across the force to attend training, meetings and maximise development opportunities.
- Increase applications from more Welsh speakers from our communities and into roles where we require a good level of Welsh in order to offer genuine language choice.
- Increase skills in the Polish and Portuguese languages through recruiting fluent speakers and upskilling non speakers.
- Promote learning across the employee networks so people can share experiences. To support this we will hold an annual joint conference focusing on building a representative workforce.
- Run focus groups within the community to understand why our under-represented groups do not apply to join North Wales Police or have progression within the Force.
- Work with our Communications Team to ensure that all external and internal communications represent all parts of our community.
- Review what other companies are doing to make the workplace accessible for all and work with partners to learn what we can do better.
- Ensure that we are capturing appropriate data on the workforce so we have accurate data which will inform our activity moving forward.





## How Will We Deliver The Strategy?

We will deliver the strategy by:

- Introducing a Workforce Representation Lead who will work with Senior Management Teams (SMT), Staff Associations and Staff Networks to ensure our priorities are delivered.
- Taking a proactive approach to implementing Positive Action where appropriate, to support the recruitment and career progression of those from under-represented communities as identified in the annual Workforce Representation Report.
- Having a Workforce Representation Working Group, co-chaired by the Head of People & Organisational Development and the Deputy Chief Constable, who will monitor delivery of the strategic objectives. The Workforce Representation Working Group is an internal accountable body with representation from all service areas across the Force which is tasked to deliver rapid improvement. The Workforce Representation Working Group will report progress on a quarterly basis to the Equality and Diversity Committee which has strategic oversight of all equality and diversity matters on behalf of the Chief Constable.

## Communities Under-Represented Within North Wales Police

During this period the following will have priority focus with the aim of increasing representation in these areas:

### Black, Asian or other Minority Ethnic (BAME) backgrounds

The table below shows the profile of BAME staff within North Wales Police compared to the community:

|                        | % of individuals who define themselves as BAME |
|------------------------|------------------------------------------------|
| North Wales population | 2.5%                                           |
| Police Officers        | 0.9%                                           |
| PCSOs                  | 1.4%                                           |
| Police Staff           | 0.6%                                           |
| Special Constabulary   | 0.9%                                           |

Source: NWP Data Repositories – April 2019

Within the organisation the breakdown of BAME Officers at each rank is below:

|                           | % of individuals who define themselves as BAME |
|---------------------------|------------------------------------------------|
| Constable                 | 0.9%                                           |
| Sergeant                  | 0.8%                                           |
| Inspector                 | 1.4%                                           |
| Chief Inspector and above | 2.1%                                           |

Source: NWP Data Repositories – April 2019

## Females

The table below shows the profile of gender within the organisation compared to the population of North Wales:

|                        | Male  | Female |
|------------------------|-------|--------|
| North Wales population | 49.3% | 50.7%  |
| Police Officers        | 67.3% | 32.7%  |
| PCSOs                  | 48.7% | 51.3%  |
| Police Staff           | 38.4% | 61.6%  |
| Special Constabulary   | 55.7% | 43.9%  |

Source: NWP Data Repositories – April 2019

Within the organisation the breakdown of gender at each rank is below:

|                           | Male  | Female |
|---------------------------|-------|--------|
| Constable                 | 63.2% | 36.8%  |
| Sergeant                  | 78.6% | 21.4%  |
| Inspector                 | 83.1% | 16.9%  |
| Chief Inspector and above | 85.7% | 14.3%  |

Source: NWP Data Repositories – April 2019

The focus will be on the recruitment, progression and retention of Female Police Officers and Special Constables.

## Welsh language

North Wales Police are committed to treating the Welsh and English languages on a basis of equality, aiming to become a bilingual organisation to ensure language choice when providing services. On this basis Welsh language ability will continue to be an area in which we apply positive action principles throughout in order to increase our Welsh language capabilities further. We recognise the need to proactively encourage the recruitment and retention of Welsh language speakers, and those who are learning Welsh, in order to reflect the language preferences of our communities and in order to conform with the legal duties within the Welsh Language Standards. Positive Action in respect of Welsh language representation will also be applied to the recruitment of Apprentices.

Within North Wales just over 30% of the population can speak Welsh, a total of 204,406 individuals<sup>5</sup>. A total of 33.6% of North Wales Police officers and staff are fluent\* Welsh speakers. In four out of six counties our officers and staff meet or exceed the percentage of Welsh speakers in that county but it is our aim to become a bilingual force and therefore we require a higher percentage of the force to be fluent Welsh speakers.

| County       | 2011 Census % Welsh speakers | % North Wales Police speakers |
|--------------|------------------------------|-------------------------------|
| Conwy        | 27.4%                        | 31.37%                        |
| Denbighshire | 24.6%                        | 35.17%                        |
| Flintshire   | 13.2%                        | 18.47%                        |
| Wrexham      | 12.9%                        | 13.40%                        |
| Anglesey     | 57.2%                        | 63.04%                        |
| Gwynedd      | 65.4%                        | 68.82%                        |

*\*In the absence of any national definitive description of a 'Welsh speaker', staff who have levels 4 and 5 spoken skills equate to a 'Welsh speaker' in the community.*

<sup>5</sup>All 2011 Census data taken from InfoBaseCymru - [www.infobasecymru.net/IAS/themes/2011census](http://www.infobasecymru.net/IAS/themes/2011census)







## **INTERVIEW ASSESSMENT**

This may be made up of two stages; an assessment or test then an interview. Some posts may not require an assessment in which case the interview is the only stage. The Force will ensure that the processes, techniques and tests used during the interview process measure the skills and competencies required for the job and are free from any bias which may unfairly or unlawfully discriminate. Interview panellists will be structured interview trained as appropriate.

If there is an assessment or test as the first stage, this will be stated in the advertisement and it is usually a requirement that an individual passes this stage to continue to the interview.

Interviews will be performed in a structured style and will be competency based using the National Competency Framework. Applicants will be given an opportunity to evidence their suitability and competence for the role, which will be scored. It is important that all candidates are treated equally and that any question asked can be asked equally of any candidate and is specifically related to the requirements of the role.

Applicants selected for the interview assessment will be asked in their invitation letter to advise the Recruitment Team of any particular adjustments required in relation to a disability that would be helpful for them during the process. The Recruitment Team will ensure that those conducting the interview assessment are aware of these and ensure they are accommodated wherever possible and reasons provided if they cannot be accommodated.

All applicants will be offered the opportunity to have their interview conducted through the medium of Welsh.

The Force will ensure that all staff are aware of their responsibility to promote equality and diversity and that recruiters robustly test the attitude of candidates to these areas including the Code of Ethics.

To ensure the success of the policy, staff trained in structured interview techniques including equal opportunities will be involved in all selection processes. This means that at least one panellist must have completed the Structured Interview Training Course. Selection panels should also ensure balanced gender representation.

All selection interviews for a particular vacancy will, unless there are exceptional circumstances, be conducted by the same selection panel. An exception to this is PC, PCSO and Special Constable interviews due to the number of candidates being interviewed and the number of panels required.

## **RECRUITMENT DECISION**

The final decision on an applicant's suitability for the post applied for will be made by the interview panel. If panel members agree immediately on the overall grading of the applicants (i.e. there is not a tie) this will be accepted. If not, it will be necessary to reassess the evidence emerging for the interview against the various job criteria.

If agreement on the successful candidate is still not forthcoming i.e. two candidates still score the same, the individual assessments will be re-examined to determine the candidate who scored highest in those criteria considered most important for the role to be performed. These criteria will be identified before the interview process begins.



**HEDDLU GOGLEDD CYMRU**  
Gogledd Cymru diogelach  
**NORTH WALES POLICE**  
A safer North Wales

## **Procedure 1: Recruitment for Police Officers & Staff**

|                          |                                                                                                              |
|--------------------------|--------------------------------------------------------------------------------------------------------------|
| <b>Document Type:</b>    | <b>Procedure</b>                                                                                             |
| <b>Parent Policy:</b>    | <b>Recruitment Policy</b>                                                                                    |
| <b>Document Owner:</b>   | <b>Director of Business Services</b>                                                                         |
| <b>Department:</b>       | <b>People Services</b>                                                                                       |
| <b>Document Writer:</b>  | <b>Human Resources</b>                                                                                       |
| <b>Effective Date:</b>   | <b>20/08/2015</b> (minor amendments 24/01/2017) ( <b>Reviewed 19/07/2017</b> ) (minor amendments 02/08/2017) |
| <b>Last review Date:</b> | <b>20/08/2018</b>                                                                                            |

### **INTRODUCTION**

Existing staff and new recruits are the people on whom North Wales Police Force (the “Force”) will come to rely for its continued success in the future. They will be responsible for the maintenance of the high quality service that the Force aims to provide. The Force is committed to employing a workforce that is representative of the community it serves. This procedure explains how the Force will approach recruitment and selection of police officers and police staff. It is aimed at potential recruits to the force, external applicants, internal applicants and all individuals involved in recruitment.

This procedure aims to prevent unfair treatment or discrimination against applicants and ensure a fair and transparent procedure that supports the organisation’s strategy. This will also reduce the risk of litigation and financial implications if applicants perceive they have been unfairly treated or discriminated against during the recruitment and selection process. To support this aim, it is important that **decision making at all stages of a recruitment, selection and appointment process are evidenced by being clearly recorded in writing.**

### **1. REQUIREMENT FOR RECRUITMENT**

Where Human Resources in conjunction with Service Leads decide that there is a requirement to recruit into an existing post or a new post on either a permanent or temporary basis, then the details should be provided to People Management Panel and for Police Staff roles should set out the [Business Case](#) for recruiting and providing details of the role. For new posts, a Post Profile should have been drafted and provided to People Management Panel.

For Police Staff new posts, a Job Evaluation exercise should be undertaken to confirm the correct grade for the post and ensure equality in pay.

Availability of Detective posts will be in accordance with the management and governance decisions made by the Detective Career Pathways Governance Board.

### **2. POST PROFILE**

All posts within the organisation should have a clearly defined Post Profile. This sets out the Grade/Rank of the post, the Duties & Responsibilities, Minimum Criteria for the role (including Training Requirements), relevant Welsh Language Competency Level and the relevant level of the post within the [National Competency Framework \(PPF Personal Qualities\)](#).

### **3. ADVERTISING**

NWP is committed to ensuring that all vacant posts will be advertised in a fair and effective manner and any decision and rationale recorded.

#### **3.1 Internal**

Internal police officer and police staff vacancies including temporary opportunities will be advertised through the Force Intranet within Weekly Orders and in most cases, an advertisement will be circulated by email to 'All Mailboxes'. There may be cases where positions are not advertised Force wide such as due to organisational need (e.g. an immediate requirement for someone to carry out a temporary or acting role or where an individual is being re-deployed) or where cover is required for an individual absent from work and to avoid an increase to strength, the role is only advertised within that department or team. A fair and consistent process must be carried out even if not advertising Force wide and this should be documented.

#### **3.2 External**

External police officer and police staff vacancies including new Police Officer, PCSO and Special recruits will be advertised on the Forces External Website. On occasion, a decision may be made by HR to additionally advertise in the local media or specialist publications to attract more suitable applicants.

#### **3.3 Adverts**

3.3.1 All adverts should include the title, grade/rank and location of the post being advertised and in most cases should follow a standard template. It should also include details of the minimum criteria for the role, outline any special requirements (see Section 8), describe the criteria for eligibility to apply and include details of any required career contract or commitment to the role (see Section 10). For temporary postings, an approximate length for the posting should be given. Adverts should also promote to disabled applicants that the Force is a Disability Confident employer by ensuring the award logo is included.



- 3.3.2 Human Resources in conjunction with the relevant Service Lead should decide upon the criteria to include in the advert and the recruitment process to apply and ensure that they do not discriminate against any particular protected group. For Police Officer posts this could include whether officers should be of a substantive rank to apply, or whether applications will be accepted from full or part promotion qualifications.
- 3.3.3 Prior to placing an advert, Human Resources staff should re-visit the post profile for the role to ensure that the qualifications and experience do not discriminate against applicants.
- 3.3.4 Satisfactory completion of a training course may on occasions be a requirement prior to a successful applicant being permitted to take up a particular post. Where this is the case the position must be made clear at the advertisement and interview stage.

## **4. APPLICATIONS**

### **4.1 Internal Applicants**

All internal adverts include the correct post profile and the application form which can be submitted electronically or on a paper copy. All applications should be received by the deadline stated on the advertisement as otherwise they may not be accepted. All internal applications must include comments from the applicants 1<sup>st</sup> Line Manager and 2<sup>nd</sup> Line Manager.

### **4.2 External Applicants**

The Force's external internet page is used to advertise vacancies for external applicants and the relevant application form and post profile is included on the web page. All applications should be received by the deadline stated on the advertisement as otherwise they may not be accepted.

### **4.3 Reasonable Adjustments**

All applicants will be asked to indicate if they require any reasonable adjustments in relation to a disability in order to facilitate the different stages of the application and recruitment process. The SSF Recruitment Team will be responsible for ensuring that these are discussed with the applicant and provided if reasonable. This might include providing the application form promptly in alternative formats or for applicants applying to become a Police Officer or PCSO, liaison with the College of Policing to ensure that support is offered at assessment centre. Examples of adjustments are provided in more detail in the [Working With Disability Policy](#).

### **4.4 Police Officer Eligibility for Police Staff Posts**

Police Officers can apply for Police Staff posts which have been externally advertised.

People Management Panel may also consider opening up an internal police staff post to serving officers in the following circumstances only:

- Officers who are placed in the Force re-deployment pool for reasons relating to their disability.
- Retention of specialist skills to elicit a return on training investment and ensure business continuity

### **4.5 Special Constables Eligibility for Police Staff Posts**

Special Constables may apply for internally advertised roles for Police Staff subject to the below requirements.

- To have been signed off as able to carry out Independent Patrol
- To have completed 6 months or more continuous service within the NWP Special Constabulary.
- To have completed the minimum of 4 hours Special Constabulary duty time per week for the past 12 months of service (or pro-rata if applicable).

## **5. CRITERIA ASSESSMENT**

### **5.1 Recruits for Police Officer or PCSO**

The first stage of criteria assessment for potential new recruits applying to become a Police Officer / PCSO or Special is the Competency Based Questionnaire. Individuals are required to provide evidence against several competencies which are defined nationally and marked according to national marking guidelines. Individuals marking these applications are required to complete training by an accredited recruiter to ensure fairness and consistency.

Where a candidate declares a disability and they meet the minimum criteria at this stage they are guaranteed to go to the next stage of the relevant recruitment process.



## **5.2 All Other Applicants**

Applicants, when appropriate, will be short listed for the interview process based on the minimum criteria within the Post Profile and by completing a Short Listing Matrix. Shortlisting is completed by a manager within the department in which the vacancy exists and all personal details about applicants are removed prior to the application being provided for short listing.

The short listing will be audited by the SSF Recruiting Team to ensure a fair process has taken place, particularly in relation to disabled applicants and application of the Disability Confident Scheme. Where a candidate declares a disability, if they meet the minimum criteria they are guaranteed to go to the next stage of the recruitment process.

## **6. INTERVIEW ASSESSMENT**

The next stage of the recruitment process is the interview assessment. This may be made up of two stages; an assessment or test then an interview. Some posts may not require an assessment in which case the interview is the only stage. We will ensure that the processes, techniques and tests used during the interview process measure the skills and competencies required for the job and are free from any bias which may unfairly or unlawfully discriminate.

- 6.1 If there is an assessment or test as the first stage, this will be stated in the advertisement and it is usually a requirement that an individual passes this stage to continue to the interview.
- 6.2 Interviews will be performed in a structured style and will be competency based using the National Competency Framework. Applicants will be given an opportunity to evidence their suitability and competence for the role. It is important that all candidates are treated equally and that any question asked can be asked equally of any candidate and is specifically related to the requirements of the role.
- 6.3 Applicants selected for the interview assessment will be asked in their invitation letter to advise the SSF Recruiting Team of any particular adjustments required in relation to a disability that would be helpful for them during the process. The SSF Recruiting Team will ensure that those conducting the interview assessment are aware of these and ensure they are accommodated wherever possible and reasons provided if they cannot be accommodated.
- 6.4 We will ensure that all staff are aware of their responsibility to promote equality and diversity and that recruiters robustly test the attitude of candidates to these areas including the Code of Ethics.
- 6.5 To ensure the success of the policy, staff trained in structured interview techniques including equal opportunities will be involved in all selection processes. This means that at least one panellist must have completed the Structured Interview Training Course. Selection panels should also ensure balanced gender representation.
- 6.6 All selection interviews for a particular vacancy will, unless there are exceptional circumstances, be conducted by the same selection panel.

## **7. RECRUITMENT DECISION**

- 7.1 The final decision on an applicant's suitability for the post applied for will be made by the interview panel. If panel members agree immediately on the overall grading of the applicants (i.e. there is not a tie) this will be accepted. If not, it will be necessary to reassess the evidence emerging for the interview against the various job criteria.

- 7.2 If agreement on the successful candidate is still not forthcoming i.e. two candidates still score the same, the individual assessments will be re-examined to determine the candidate who scored highest in those criteria considered most important for the role to be performed. These criteria will be identified before the interview process begins.
- 7.3 When a decision is made on the successful candidate, other special requirements (see below) may need to be considered before an appointment can be confirmed.

## **8. OTHER SPECIAL REQUIREMENTS**

Other special requirements may apply as follows and will need to be successfully completed in order to proceed with the application.

- 8.1 Vetting – all posts within the Force are subject to applicants passing a specified level of vetting and this will be included in the advert.
- 8.2 Medical – where a post requires medical screening this will be stated in the advert or offer of appointment letter. Once an applicant is successful at the Interview Assessment stage, they will be asked to complete a medical questionnaire which is assessed by the Forces' Occupational Health Unit and applicants may be required to attend an appointment. This can also help support applicants with a disability and ensure reasonable adjustments are considered. For internal applicants, the individuals attendance record will be considered in accordance with the Attendance Management Policy (excluding any Disability or Pregnancy related absence) and OHU advice may be sought.
- 8.3 Welsh Language – all appointments are subject to requirements under the Force Welsh Language Scheme. The Welsh Language Scheme must be consulted to consider such provisions.
- 8.4 References – any references will be followed up and considered for the successful candidate before an offer of appointment is made. For internal candidates, the section completed by the Line Manager indicating whether they support the application will be considered.

## **9. FOLLOWING THE RECRUITMENT PROCESS**

- 9.1 All documentation recorded as part of the recruitment and selection process will be retained by the Shared Service Facility for a period of 12 months from the date of the interviews in line with Association of Chief Police Officers (ACPO) National Standards.
- 9.2 All applicants should be notified in writing of the decision and if unsuccessful should be given the reason why they have not been selected. Where possible, verbal feedback should be given to internal candidates. Where there is a high volume of external applications, the Force is not obliged to provide feedback but will endeavour to do so if circumstances allow.
- 9.3 Appointments to core specialist Detective posts will be made in accordance with the [Detective Career Pathways Policy and Procedure](#).
- 9.4 Where the successful candidate requires reasonable adjustments to be made to carry out the role, the relevant Line Manager should be provided with early notification to enable the adjustments to be made.
- 9.5 If it is anticipated from the outset, or becomes evident after a period of six months, that a temporary posting is likely to lead to a permanent appointment, then the selection process appropriate to that post should be followed.

## **10. EXPECTATIONS OF APPLICANTS**

- 10.1 Applicants should only apply for vacancies for which they are entitled to apply for and hold the necessary qualifications, experience and competencies.
- 10.2 Applicants should provide prompt notification if they cannot attend for interview or assessment or wish to withdraw their application at any stage.
- 10.3 Applicants should advise the SSF Recruiting Team promptly if there are any change in circumstances that may affect their application.

## **11. CAREER CONTRACTS**

- 11.1 Where it has been identified that a minimum time commitment to a post (Officer or Staff) is required due to the investment in training or shortage of skilled individuals in that role, then a Career Contract will be agreed with the successful individual. The length of commitment required will be clearly stated in any advert for the role.
- 11.2 For Police Staff, a minimum tenure applies to all roles as set out in the Police Staff Conditions of Service and there may also be the requirement for this to be extended through a Career Contract as above.
- 11.3 A current list of posts requiring a minimum time commitment can be found [here](#). This will be subject to regular review by Human Resources and the Service Lead.

The contract has a number of constituent parts:

- Job Role Title (As stated on the Post Profile)
- Date of Appointment
- Period of Commitment - the length of time an officer is expected to serve in the role
- Special Considerations i.e. Work/Life Balance – Flexible Working issues
- Exit Plan
- Review Date
- Training Requirements i.e. Individual development needs of an officer

A copy will be signed by the individual and placed on the individuals personal file.

- 11.4 It is of prime importance that anything included in the Career Contract must be consistent with the business objectives being met. The Career Contract document template can be found [here](#).
- 11.5 In circumstances where a post profile changes significantly, the impact of the changes will be discussed with the post holder. Where the post holder is dissatisfied with the changes, any existing career contract will become void and the individual will no longer be bound by it. In these circumstances the contract will either be re-negotiated or the post advertised.

## **12. BACKFILLING DURING A TEMPORARY ROLE**

If the role is a temporary role, please refer to the Secondments Procedure within the Recruitment Policy for details regarding decisions about backfilling an individual's role whilst they are taking up a temporary role or secondment.

## **13. HARD TO FILL POSTS FOR POLICE OFFICERS**

The procedure for filling such a post will be to advertise internally in the first instance. If there is no interest generated for a particular post or those interested do not have the necessary skills, the post may, if appropriate, be advertised externally. If there are no applications following the advertisement, the post may be reviewed by People Management Panel and re-advertised. If there continues to be no interest, the Chief Constable, as stated, reserves the right to post an individual taking into account all circumstances.

#### **14. TIME LIMIT ON COMMENCING NEW POSTS**

- 14.1 Once an individual has been selected for a post or is to be posted (to meet an organisational need), then their commencement date in the role is to be mutually agreed between them, their current and impending line managers as soon as is reasonably possible. Should an agreement not be reached between the parties described, the matter is to be referred to the receiving Service Lead to be progressed with his/her peer colleague for a mutually acceptable decision to be made.
- 14.2 In instances where in addition to the successful candidate, other suitable candidates are identified following the recruitment process for a particular role, then a reserve list can be created in order of suitability and can be used to fill vacancies for this role over a specified period from the date of interview. The specified period must be confirmed to those placed on the reserve list. If individuals on the reserve list have not been able to take up a post within this period they will need to re-apply for this particular role when it is advertised again in the future.

#### **15. POSITIVE ACTION IN RECRUITMENT**

Where it is clear that persons with a protected characteristic are under-represented in any role we may take Positive Action to encourage applications from those groups. Positive Action aims to encourage and assist people from disproportionately under-represented groups in order to help them overcome disadvantages associated with the protected characteristic when competing with other applicants, or to enable them to participate in the activity. It does not mean that people will be employed or promoted simply because they share a protected characteristic. Appointment will still be solely on merit. In addition we will also pay particular attention to attracting and recruiting Welsh language speakers. Please see the [Force Positive Action Strategy](#) for further information. The Working With Disability Policy also provides guidance on making reasonable adjustments at each stage of the recruitment process and following appointment of a candidate.

#### **16. GRIEVANCES & APPEALS**

Any individual who has grounds for Appeal or Grievance in relation to this procedure should refer to the Equality, Diversity and Fairness Policy.

#### **17. MONITORING/ EVALUATION**

Recruitment activities will be audited by Human Resources for discriminatory practice and to ensure a fair procedure has been applied.

#### **18. DATA PROTECTION COMPLIANCE**

As part of the recruitment process, it is necessary to request and record sufficient personal details of the applicant for the recruitment process as well as that of the individual and close relatives to satisfy security requirements. Further details about use of this information can be found on the Force web site under Recruiting.



**HEDDLU GOGLEDD CYMRU**

Gogledd Cymru diogelach

**NORTH WALES POLICE**

A safer North Wales

# RECRUITMENT POLICY

|                        |                                                                           |                 |            |
|------------------------|---------------------------------------------------------------------------|-----------------|------------|
| <b>Governance:</b>     | <b>Business Committee</b>                                                 |                 |            |
| <b>Policy Owner:</b>   | <b>Director of Business Services</b>                                      |                 |            |
| <b>Department:</b>     | <b>People Services</b>                                                    |                 |            |
| <b>Policy Writer:</b>  | <b>Human Resources</b>                                                    |                 |            |
| <b>Policy Number:</b>  | <b>107</b>                                                                | <b>Version:</b> | <b>2.0</b> |
| <b>Effective Date:</b> | <b>20/08/2015 (Procedure 4 attached 04/03/2016) (reviewed 19/07/2017)</b> |                 |            |
| <b>Review Date:</b>    | <b>20/08/2018</b>                                                         |                 |            |

## 1. Policy Aim

The aim of this policy and its related procedures is to provide:

- Ensuring we recruit the right people with the right skills in the right place at the right time.
- An opportunity for individuals to develop their skills, experience and careers and for the Force to make best use of its people resources.
- A method of strengthening operational resilience and flexibility.
- Consistency and fairness in appointment, posting, tenure, secondment, and internal selection.
- Elimination of unlawful discrimination, promotion of fair management and equality of opportunity in our procedures.
- Decisions will be transparent, documented and accessible to the individual.
- Our recruitment procedures will support best practice principles, exploit available technology, be easy to administer and be clear to applicants.
- Procedures will ensure that there are no barriers and the opportunity to apply is open to all with the appropriate knowledge and skills.

## 2. Policy Statement

The Chief Constable and Force is committed to maintaining an efficient and effective police force and ensuring that it has individuals with the skills, abilities and experience to meet the requirements of all posts at all levels. We are also committed to providing opportunities for individuals to gain experience, achieve their potential and meet their personal career development goals. This will, however, need to be balanced with consistency in management, supervision and service delivery to ensure public reassurance and service of the highest possible quality and standard.

In line with all Force Policies, the overarching purpose of this document is to directly support the North Wales Police and Crime Objectives. Overall the intention of this policy is to provide a Safer North Wales.

In the writing of this policy cognisance has been taken of the College of Policing Code of Ethics (2014).

NWP policies will be written in accordance with the approved corporate format and published on the Force Intranet, allowing access to staff and, where appropriate, on the pages of the public facing Internet site under the Freedom of Information Act 2000.

### **3. Scope**

This Policy and its Procedures cover all Police Officers and Police Staff and volunteers, however certain areas will be specific to Police Officers and Police Regulations and also Police Staff and Police Staff Conditions Of Service.

### **4. Chief Constables Discretion**

The Chief Constable reserves the right to move officers and staff to any post (without advertising) on either a temporary or permanent basis, if it is considered necessary to maintain the operational effectiveness of the Force and there are no reasonable alternatives. Where the Chief Constable makes this decision, consideration will be taken to ensure there is no significant disadvantage to any individuals personal circumstances and relevant policies such as Working With A Disability should be considered. Nothing in this policy will override the Chief Constable's responsibility to maintain effective policing and the right to place any officer or staff member in any post. Where this right is exercised, the decision and rationale will be recorded to ensure fairness and transparency.

### **5. Monitoring**

This policy will be monitored by the Head of People Services through the HR Strategy Board.

### **6. Legal Requirements**

The following main legal requirements have been identified within this policy:

- Human Rights Act 1998
- Freedom of Information Act 2000
- Data Protection Act 1998
- Health and Safety Act 1974
- Equality Act 2010
- Bribery Act 2010
- Regulation 13, Annex OO of the Police Regulations 2003 sets out the details for Police Officers and Career Breaks

### **7. Linked Procedures**

The policy should be read in conjunction with the following associated documents:

1. Recruitment of Police Officers & Staff
2. Secondments
3. Service Breaks
4. Redeployment of Police Officers

