

National Recruitment Standards

2004 Inspection Report



A Report by Her Majesty's Inspectorate of Constabulary

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Executive Summary

An inspection, led by Robin Field-Smith MBE MA Chartered FCIPD FCMI, Her Majesty's Inspector of Constabulary (Personnel and Training), was conducted between January and June 2004 to establish the current position and any key issues concerning the National Recruitment Standards. These apply to police officer recruitment and selection, and were introduced progressively from May 2003. The National Recruitment Standards comprise eight elements with the main new aspects being a competency-based questionnaire, assessment centre and job-related fitness test. Whilst nearly all forces had implemented all the various elements as at 30 April 2004, three forces had not done so, but had implementation plans in place, two for June 2004, and one for early 2005. All aspects of the competency based questionnaire and assessment centre are designed around the Integrated Competency Framework for a patrol constable.

Most forces acknowledged that the National Recruitment Standards process was more thorough than their existing recruitment processes. However, it is resource intensive and is perceived as more costly to use and administer, especially in the light of the demands of the competency based questionnaire and the assessment centre. It can also be shown that commercial alternatives will be more expensive still. There was little evidence that forces had fully costed the recruitment activity.

There are concerns that some applicants do not understand terms that are used within the competency based questionnaire, which some forces consider long and unwieldy. Individual forces have been given permission to split the application form into two parts, and two forces are trialling this approach.

The assessment centre is regarded as thorough and generally fair to applicants. Significant concerns remain around the inability to use further probing questions at the interview, which is seen as mechanistic and robotic, as the length is prescribed and no follow-up questions are allowed. There are fears that applicants with unacceptable behaviours and attitudes will pass the assessment centre. There is good support for the rule that any candidate who fails to meet the competency level in respect for diversity in any part of the assessment centre is rejected. Minority ethnic applicants have lower pass rates than white applicants (in financial year 2003/04, 46 per cent compared with 65 per cent). Overall confidence in the assessment centre appears to increase with use.

Community assessors are beginning to be selected, trained and used. However, the benefits of using members of the community at the assessment centre have yet to be fully appreciated and applied.

The interim job-related fitness test was introduced to remove gender bias. However, the interim test is still considered, by many forces, to have gender bias against female applicants. Many consider there to have been a lowering of fitness standards to ensure gender equality of pass rates. Even before it is launched there are worries that the new test, to be the long-term solution, will not meet the diverse needs of the police service.

Many forces now have a surplus of competent applicants. There is uncertainty about the time order in which applicants should be appointed balanced against targets for the recruitment of under-represented groups.

It is still too early to say whether the National Recruitment Standards process is effective in selecting people with appropriate skills and attributes and screening out people with inappropriate skills and behaviour to be effective police officers. Currently there is national monitoring, evaluation, review and validation of the assessment centre. This has yet to be applied to the entire National Recruitment Standards process. Centrex (Central Police Training Development Authority) are conducting a predictive validity study that is due to report in May 2005.

Foreword and Acknowledgements

This inspection of National Recruitment Standards was conducted at a time when many forces had only recently implemented the assessment centre element. However, much of the National Recruitment Standards process was in place before the start of the inspection. The main difference between the National Recruitment Standards and previous recruitment practices was that forces had their own individual schemes. These schemes had been open to challenge, and were often not monitored, validated, evaluated or reviewed. This approach had been heavily criticised at a senior Home Office level. In essence, there were up to 43 different ways to join the police service in England and Wales. The staff in the Police Personnel Unit at the Home Office had been given the job to direct and manage the design, delivery and implementation of a national scheme.

At a time when the police service is under intense public scrutiny, it is imperative that competent, non-discriminatory police officers are recruited to deliver a high quality, operational service.

HM Inspector offers his thanks to all those who contributed to this inspection, including chief officers, and human resource staff. He is particularly grateful to those people who were interviewed, or took part in focus groups. Specific thanks are also due to Association of Chief Police Officers, Police Federation, Association of Police Authorities and those who assisted with the completion of questionnaire proforma.

Significant thanks are expressed to the forces that were visited:

- Dorset
- Greater Manchester
- Leicestershire
- Metropolitan
- South Wales
- Suffolk
- Surrey
- Thames Valley
- West Midlands

Many individuals assisted and contributed to the completion of the report. Particular assistance is acknowledged of the following key stakeholders and importantly the overall inspection team:

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Introduction

Background

- 1.1 During 2003, a National Recruitment Standards (NRS) process was planned for introduction by all police forces in England and Wales. The new standards were designed for national implementation by 1 April 2004. This was on the basis that all forces would adopt and implement the NRS process.
- 1.2 The new standards require potential police officers first to complete and return an application form and medical questionnaire. Their application form is then assessed against the entrance requirements and scored by authorised and trained staff either in-force or through outsourced arrangements. Successful applicants are invited to the next stage of the selection process. Unsuccessful applicants are informed and provided with reasons. The next stage involves assessment tests and interview. Centrex designed the assessment centre, which was approved by Association of Chief Police Officers (ACPO) on 10 September 2003. The centre can be run either by an individual force, collaboration of or between forces, or by Centrex. The assessment centre includes:
 - written tests;
 - ability tests;
 - interactive role-acting exercises; and
 - interview.
- 1.3 Trained assessors assess the candidate. Assessors can be members of staff or can be lay-assessors. If successful at assessment, the candidate is invited for a medical examination. Applicants are subject to security checks and references.
- 1.4 Concerns were expressed by some forces about the implementation of the NRS process. These concerns had been voiced through 'Summer Splash'¹ and through Home Office monitoring of the implementation.
- 1.5 Some key stakeholders had previously indicated concern about the use of a second interview within the process.

1 An HMIC review of force position, summer 2003

- 1.6 The BBC programme, 'The Secret Policeman', broadcast in October 2003 raised questions of discriminatory behaviour and attitude amongst new police officers recruited through forces' bespoke recruitment processes.
- 1.7 Ministers publicly stated that all forces were expected to have fully adopted the National Recruitment Standards by 31 April 2004. Association of Chief Police Officers, the Association of Police Authorities (APA) and staff associations, including the National Black Police Association (NBPA), support the implementation of the NRS process. HMIC decided that there needed to be engagement with key contributors and forces to determine the current position and to identify the key issues through a tightly focused inspection. This was conducted between January and June 2004. The inspection has also fulfilled a longstanding request from the Home Affairs Select Committee on police recruiting and training (1999-2000) for HMIC to conduct an inspection of police recruiting.

Scope

- 1.8 This inspection covered the implementation and delivery of the new NRS process. It included obtaining the views, observations and comments of key contributors and forces. Data was collected by quantitative and qualitative methods. Local 'facilitators' were identified from within HMIC. Data collection sought to minimise disruption to operational activity which was subsequently validated and evaluated. Recommendations are made in this report with due consideration to the implementation process. The inspection included direct feedback to force(s) which were visited during the fieldwork. This covered both forces who had not implemented the NRS process and those who had.

Goals

- 1.9 To assess the quality and state of implementation of the NRS process particularly in respect of:
- selecting people with appropriate skills and attributes to be an effective police officer;
 - the timescales for implementation;
 - the effectiveness of the NRS process;
 - screening out people with inappropriate skills, attitudes and behaviour;
 - identifying any barriers to implementation;
 - validating the delivery of the NRS at all levels; and
 - identifying noteworthy practice and, following full evaluation, good practice.

Benefits

1.10 The benefits of the inspection for police recruiting were anticipated as:

- all contributors, forces and police authorities would have a greater understanding of the NRS process;
- Centrex and Home Office would have a greater understanding of current views, opinions and implementation;
- each contributor would be aware of issues affecting the implementation of the NRS process;
- the Home Office and Centrex would be able to demonstrate how effectively they are providing support to operational policing needs;
- solutions could be considered and recommendations made to forces (this might include alterations to NRS, which could in turn be adopted by all forces); and
- a greater understanding of issues affecting the NRS process.

Activities

1.11 This list indicates the sequence of activities and key deliverables undertaken:

- Stage 1: The method of data gathering was designed. (This will be described in Chapter 2)
- Stage 2: Planning of fieldwork visits
- Stage 3: Obtaining data from key contributors. (This will be detailed in Chapters 4 to 8)
- Stage 4: Obtaining data from forces who had implemented the NRS, (Detailed in Chapters 4 to 8) and those who were in the planning stage, or had not begun implementation
- Stage 5: Validating/evaluating data collection. (This will be described in Chapters 4 to 8)
- Stage 6: Fieldwork with selected forces. (This will be presented in Chapters 4 to 8)
- Stage 7: Analysis of data and evidence, and consultation on conclusions and recommendations
- Stage 8: Writing report
- Stage 9: Publication of report
- Stage 10: Implementation, on-going inspection and evaluation

Inspection Team

1.12 The inspection team, under the direction of Robin Field-Smith MBE MA Chartered FCIPD FCMI, Her Majesty's Inspector of Constabulary (Personnel & Training), was formed from HMIC staff officers and key stakeholders. A list of the inspection team and stakeholders can be found in Appendix A.

Success Criteria of Planned Outcome

- 1.13
- a clear understanding of the current situation regarding NRS process;
 - that any barriers to implementation with the current NRS process were identified and solutions proposed;
 - NRS evolves into an efficient, effective and economic (with quality at the heart) recruitment tool;
 - any strengths or weakness with the existing NRS process are identified;
 - forces are able to meet their recruitment needs; and
 - probationary constables with appropriate skills, behaviour and attitude are appointed with the potential to be fully competent police officers.

Organisation of Report

- 1.14 Chapter 1 introduces the topic of the inspection of the NRS.
Chapter 2 reviews the key research methods undertaken.
Chapters 3 to 8 highlight key observations and conclusions related to the recruitment timeline.
Chapter 9 discusses the way ahead whilst recommendations made throughout the report are collated.

Methodology

Introduction

- 2.1 This chapter presents a review of the most significant data gathering techniques and practices used to inspect the NRS process.

Inspection Team

- 2.2 The HMIC Lead Staff Officer (Personnel) headed the inspection team, supported by regional lead staff officers and representatives from Police Personnel Unit, (Home Office) and Examinations and Assessment Department (Centrex). The representatives from the Home Office and Centrex had played pivotal roles variously in the design, delivery and implementation of the NRS process. Their knowledge and experience supported and provided clarity to the inspection activity.

Method of Data Gathering

- 2.3 In order to obtain the most valid data all forces and key stakeholders were asked for their feedback on the NRS process. Proformae were distributed to directors of HR/chief officers with HR portfolio/heads of HR or personnel.

Thirty-four police forces within England and Wales were asked their views, positive or otherwise, concerning the quality and state of the implementation of the NRS. A copy of the letter can be found at Appendix B. The forces were particularly asked:

- timescales for implementation;
- the effectiveness of the NRS process in selecting people with appropriate skills and attributes to be an effective police officer;
- screening out people with inappropriate skills, attitudes and behaviour;
- identifying any barriers to implementation;
- feedback on the NRS process; and
- examples of noteworthy practice.

- 2.4 To ensure HMIC obtained information in a consistent format and to assist in this process, a proforma was supplied, for forces to complete. A copy of this proforma can be found at Appendix C. If there was anything that was not covered, forces were invited to include additional comments, and were offered an in-force interview by a member of the inspection team. Thirty-one of these 34 forces sent a response.
- 2.5 The remaining nine Home Office forces were also asked their views (See Appendix D and Appendix E). Once their views had been obtained a member of the inspection team arranged to visit the force for a more detailed inspection. These forces were selected based on:
- size;
 - geography;
 - urban/rural;
 - stage in implementation;
 - operational performance;
 - assessment centre delivery (sole or in collaboration); and
 - whether force was currently recruiting.
- 2.6 The forces chosen for detailed inspection were:
- Dorset
 - Greater Manchester
 - Leicestershire
 - Metropolitan
 - South Wales
 - Suffolk
 - Surrey
 - Thames Valley
 - West Midlands.
- 2.7 Measurement was made by using a variety of action research methods which involved interviewing key NRS stakeholders. There were a series of both individual and group interviews. A list of people were identified for specific interviews including:
- HR directors or chief officers with HR portfolio;
 - Heads of HR, heads of resourcing/recruiting;
 - recruitment officers/assessment centre co-ordinators;
 - assessment centre assessors (internal and community);
 - tutor constables with or without NRS experience; and
 - Police Authority representatives.

- 2.8 These interviews were conducted across several forces/locations and depended on staff and management availability and the time it took to conduct the interviews. Whilst a list of individuals that needed to be seen was supplied to the force and other key stakeholders, attendance was dependent on operational and organisational availability. The individuals selected, wherever possible, included the person or persons who completed the proforma. It is recognised that those selected may have had extreme views on the NRS. Responses gained by each method were reflected upon, new theories proposed and then enacted upon at each subsequent stage. As a result understanding was checked and the findings validated.
- 2.9 The Lead Staff Officer (Personnel) acted as the main interviewer for the majority of interviews. HM Inspector, Robin Field-Smith, interviewed key stakeholders and observed the assessment centre process in action. Evidence was gathered by note taking during the interviews. A member of Centrex or Police Personnel Unit, Home Office staff supported the majority of interviews. As part of the interview process, individuals were asked a series of structured and semi-structured questions supported by a free-flow narrative. Different interview styles were employed dependent upon the interviewee's knowledge and experience. The questions were mainly opened ended to encourage discussions. Where appropriate closed-questions were used.
- 2.10 Within some forces there were additional interviews requested with or by chief constables, Police Federation, Black Police Association (BPA), Basic/Borough Command Unit (BCU) Commanders and the Gay Police Association (GPA). The people who were finally interviewed did vary depending on operational commitments and availability.
- 2.11 The forces visited were asked supplementary questions dependent on the response in their completed proformas. The questions were based on roles and responsibilities of those interviewed. Questions were tailored to meet skills, knowledge and experience of those seen. A copy of the generic questions can be found at Appendix G.
- 2.12 Responses were validated in accordance with existing HMIC inspection procedures. In particular, the majority of interviews were led by the Lead Staff Officer (Personnel) and supported by the regional lead staff officer and Centrex or Home Office stakeholders. At the end of each interview, findings were summarised and tested with further interviews. Additional findings were added and further tested, evaluated and reviewed with subsequent forces.
- 2.13 In addition, key stakeholders were asked for their observations and comments. A copy of this letter can be seen at Appendix F.
- 2.14 All forces and stakeholders were supplied with a copy of the inspection brief (Appendix H).
- 2.15 Chapter 3 explains the timeline that was assumed for the recruitment process, and gives the headline conclusions from the inspection. Chapters 4 to 8 presents the management information gathered using detailed proforma, NRS questionnaire and interview related to the key components of the process.

Approach and Recruitment Timeline

Introduction

- 3.1 Chapter 3 explains the assumed timeline for recruitment and gives the main conclusions from the inspection.

Timeline of the Recruitment Process

- 3.2 The recruitment process timeline was reviewed during the inspection. There is some flexibility when certain elements may be considered, such as the Job Related Fitness Test (JRFT) and eligibility criteria. Some candidates will consider eligibility criteria when completing the self-selection pack whilst others will not consider at all, leaving the force selectors to assess their eligibility. The following responses have been presented to reflect a 'typical' recruitment timeline, which should be viewed as indicative rather than conclusive:

- initial contact through internet/website;
- use of self-selection pack;
- application pack, including form and CBQ;
- assessment centre;
- medical tests; and
- fitness tests.

Conclusions

- 3.3 The conclusions are made based on the weight of responses. No single individual or force has been given more or less favourable weighting to their responses. Responses are not attributed to any individual or force. This is a summary of conclusions. This summary does not seek to express the views and opinions of all respondents. The original data was gathered under the areas:
- selecting people with appropriate skills and attributes to be an effective police officer;
 - the timescales for implementation;
 - the effectiveness of the NRS process;
 - screening out people with inappropriate skills, attitudes and behaviour;
 - identifying any barriers to implementation;

Approach and Recruitment Timeline

- validating the delivery of the NRS at all levels;
 - identifying noteworthy practice and, following full evaluation, good practice; and
 - the findings have been re-grouped under key elements within the NRS process.
- 3.4 There was support for the NRS. Respondents strongly believe in a national standard and a national framework.
- 3.5 Some forces consider that the NRS process concentrates on race and ignores other diversity issues, for example, by not monitoring gender or sexual orientation on the application pack monitoring form. Advisory Group on National Recruitment Standards (AGNRS) have now agreed a revised application form and sexual orientation will be added to monitoring criteria.
- 3.6 Race equality employment targets were set for forces under an initiative entitled *Dismantling Barriers – to reflect the community we serve*.² Minority ethnic employment targets introduced in 1999 require the police service to increase the proportion of minority ethnic officers to achieve 7 per cent representation nationally by March 2009. On 28 January 2004 the Home Office published *Breaking Through – Promoting Minority Ethnic Employment in the Police Service*. This action plan maintained focus on the process of achieving a representative service and had been developed for implementation by forces and authorities. The number of minority ethnic officers has increased by 53 per cent from 2,545 to 3,915 between 1999 and 2003. The proportion of minority ethnic officers was 2.9 per cent at March 2003 – the 2002 milestone target was 3 per cent. However, from the data supplied during the inspection visits, nearly a quarter of forces reported that they were not on track to achieve the Home Office target for recruits from Visible Minority Ethnic Group (VMEG).
- 3.7 The term Visible Minority Ethnic Group refers to an aggregate of the following categories from the 5+1 classification;
- Mixed (M)
 - Asian or Asian British (A)
 - Black or Black British (B)
 - Chinese or other (O).

Source: Guidance on Statutory Performance Indicators for Policing 2004/05 (Police Standards Unit, Home Office, 2004). However, Centrex use the term Minority Ethnic Group to monitor ethnicity. This caused some confusion during the course of this work. It should be noted that whilst a member of staff may indicate that they are from a minority ethnic group, they may not automatically consider themselves to be from a **visible** minority ethnic group. This report uses the appropriate definition according to the context. Consideration should be given by stakeholders to using the same source and definition, as this would provide consistency and clarity to the police service on monitoring diversity.

2 *Dismantling Barriers – to reflect the community we serve*, Home Office. 1999

3.8 Many forces either did not collect data on their previous recruitment processes or data was collected in a significantly different way. Many of the findings are inconclusive:

- seven forces felt the NRS had increased pass rates for all applicants, a further three forces reported that there was no change and three reported a decrease in pass rates. Fifteen stated that they did not know or that no data was available;
- six forces reported that the NRS had increased pass rates for female applicants, four forces had no change and one a decrease in pass rates. Sixteen stated that they did not know or that no data was available;
- two forces reported an increase in pass rates for applicants from minority ethnic backgrounds, five forces reported no change and three forces reported a decrease in pass rates and seventeen stated that they did not know, or that no data was available;
- eight forces reported an increase in efficiencies of scale since NRS, three forces reported no change and three reported a decrease in efficiencies of scale. Thirteen stated that they did not know, or that no data was available;
- six forces reported an increase in time taken from initial application to appointment since NRS, seven forces reported no change and three reported a decrease in time. Eleven forces stated that they did not know or that no data was available;
- four forces reported that there was no change in the performance or turnover of recruits during their probationary period, however, most forces state it is too early to draw any findings or conclusions. Twenty-four forces have no data available regarding the performance or recruits with twenty-three forces having no data available regarding the turnover of recruits;
- five forces reported that the NRS had increased labour costs for the resourcing department, thirteen reported that there was no change, two reported that labour costs had decreased and eight stated that they did not know, or that no data was available; and
- eight forces stated that the amount of data available on recruitment had increased under the NRS, six stated that they had not changed and twelve stated that they did not know, or that no data was available.

Internet and 'Could You' Website

- 4.1 Familiarity with the 'Could You' site appears to have improved over the period July 2003 to April 2004. Initially forces did experience some problems with printing applications. Whilst this has mostly been resolved, through a review process and enhancements made during the period of the inspection, there continue to be some problems. Many view this as a local matter, however, as several forces continue to have difficulties, it does suggest that there are pockets where further advice and guidance would be welcomed.
- 4.2 During the face-to-face interviews forces reported wide differences in the number of on-line application forms received. On occasion the figures quoted were anecdotal and not supported by proven data. Eighty-seven per cent of forces in the questionnaire said they downloaded less than 20 applications per week.
- 4.3 Some forces would like to block applications when there is a surplus of applicants. Currently applicants can continue to obtain an on-line application form when their preferred force has closed its doors to new applications. Whilst many recognise that the 'Could You' campaign has evolved and is targeting different positions several forces believe that the site raises applicants' expectations of job availability. This is somewhat ironic when forces are specifically requested to keep the site current with their own recruiting position and time scales for recruitment. The 'Could You' campaign continues to be marketed when many forces have either closed their doors to new applicants, have enough applicants or successful applicants to fill their recruitment need for the forthcoming year.
- 4.4 On the whole the actual number of vacancies, deadline for application and time from application to appointment were accurate. When tested by the inspection team, the data shown on the 'Could You' website reflected the current position in force. Whilst advice has been given to forces, there remains some confusion as to who is responsible for maintaining the information on the website. Some key stakeholders are not clear whether this responsibility lies with the force or the Home Office.

3 The number, or percentage of police officers commencing appointment at the start of a defined period compared with the number or percentage of the same police officers in appointment at the end of a defined period. The largest number or percentage is recorded as resignations.

Evidence from Questionnaires

4.5 As of March 2004:

- two forces (7 per cent) had not implemented the 'Could You' site;
- nearly all of the forces felt the 'Could You' website to be very or somewhat useful;
- most felt that the website was somewhat, or very easy to use;
- 25 per cent of forces do not find the website easy to administer or use;
- 61 per cent feel the site is cost effective;
- 39 per cent of respondents stated that it is too early to gather data to identify if the website is effective in selecting people with appropriate skills and attributes to be a police officer;
- 35 per cent of respondents stated that it is too early to say if the website is effective in screening out with people with inappropriate skills, attitudes and behaviour; and
- the majority of forces download less than 20 applications per week.

Self-selection Pack

4.6 The use of the self-selection pack varies from force to force. In most cases forces use the pack flexibly. Forces often use the contents for telephone discussions rather than going to the expense of purchasing and posting a pack. Other forces refer potential applicants to the 'Could You' website. Forces are using the pack at school career events, where pupils and students are indiscriminately collecting career literature. Forces feel that it there is some duplication with the self-selection pack. However, given the flexible approach to the use of this pack, forces are happy to use or not use as appropriate. The pack is considered expensive, in comparison with other commercially produced examples. One force believes that it should be allowed to reproduce part or all of the information locally without fear of infringing copyright. Several forces consider that they could produce these packs more economically, whilst maintaining the quality. Some of those forces visited supplemented the pack with local information.

4.7 In addition, some forces run local awareness events. These events often involve tutor constables, positive action team staff and divisional commanders. These events, in the main, are targeted at VMEG applicants, their family and friends. There is some targeting of female applicants and other under-represented groups. Many forces have a surplus of applicants and are not targeting majority groups.

Evidence from Questionnaires

4.8 As of March 2004:

- ten forces (32 per cent) reported that they had not implemented the self-selection pack;
- several forces reported that the pack was not useful (19 per cent) or not easy (13 per cent) to implement;
- 33 per cent felt the self-selection pack was not very or not at all cost effective;
- Around 13 per cent of the forces that responded consider the pack to not be very affective in selecting people with appropriate skills and attributes; and
- 19 per cent consider it not very or not at all affective at screening out people with inappropriate skills, attitudes and behaviours.

Application Pack, Application Form and Competency-Based Questionnaire

4.9 On the whole the application pack has been well received. However, there are findings that indicate that it can be improved.

4.10 One force considers the form to be too long and two forces have split the form into two parts. Applicants submit personal and eligibility data on part one. Their form is then sifted. Successful applicants are then sent part two. The second part deals mainly with the competency element. The force considers that this saves applicants' and assessors' time and effort and return rates have improved. During the course of the inspection, the force has been given approval to continue this practice. The two-part form is not universally known and used. AGNRS will need to consider whether applicants will be given a choice of which application form can be used and whether it will be up to the force or candidate to decide how to apply.

4.11 The space allowed for family details is insufficient. This is particularly evident for applicants with extended families. Some applicants are unclear why the forces require personal information on previous partners, information not collected under the NRS standard application form. Whilst this becomes evident once they have been appointed, many feel that at the application stage it is an infringement on their right to private life. Some applicants feel that the reasons for asking for this information could be clarified further.

Recommendation 4.1

HM Inspector recommends that, by 1 April 2005, the Advisory Group on National Recruitment Standards (AGNRS) arranges for the application form to be amended so that there is adequate provision to record family details. A clear rationale for the requirement should also be included on the form

- 4.12 Despite supporting information many do not understand the terms which are used within the application form, in terms of competency definition and the assessment centre interview. In particular 'respect for diversity' is not widely understood. Whilst this term is part of the Integrated Competency Framework (ICF), which has been crystal marked, many key stakeholders consider this term to be "Police or, at best, public sector speak". Many consider that this term is not used or fully understood, in the police context, by the wider public. However, as there is no national monitoring of competency based questionnaire (CBQ) success and failure rate by competency and 'grouping', many of these observations are indicative rather than conclusive. Due to the current lack of national monitoring of return rates it is not possible to report on the full progress of any VMEG groups within the entire NRS process. The Annual Data Requirement (ADR) and (CASA) output should go some way to fill this gap.

Recommendation 4.2

HM Inspector recommends that, the Advisory Group on National Recruitment Standards (AGNRS) commissions a review, to report by 31 December 2004 and be implemented by 1 April 2005, of the language and wording within the application process, in particular clarity on the words diversity, resilience and challenge

- 4.13 A small number of forces were found to be applying additional sifting criteria around respect for diversity. The CBQ sifting itself is resource intensive and concern was expressed that those undertaking this role have received inadequate training to enable them to be fully effective.

Recommendation 4.3

HM Inspector recommends that, by 1 December 2004, the Advisory Group on National Recruitment Standards (AGNRS) ensures that all forces are sifting and screening in accordance with national criteria, supported by guidance and appropriate training

Evidence from Questionnaires

4.14 As of March 2004:

- all forces had implemented the application pack;
- most forces consider the application pack, application form and CBQ to be useful, easy to implement and ease to administer;
- 27 per cent considered the application pack and application form to not be very, or not at all cost-effective;
- 19 per cent consider the CBQ to not be very, or not at all cost-effective;
- 55 per cent of forces consider the pack to be effective in selecting people with appropriate skills and attitudes;
- 64 per cent of forces consider the application form to be effective in selecting people with appropriate skills and attitudes;
- 71 per cent of forces consider the CBQ to be effective in selecting people with appropriate skills and attitudes;
- 19.3 per cent are not convinced and 22.6 per cent feel it is too early to say whether the pack is effective in screening out people with inappropriate skills, attitudes and behaviours;
- 84 per cent consider the application pack and application form to be fair for applicants; and
- 71 per cent consider the CBQ to be fair for applicants.

Nationality Criteria

Evidence from Questionnaires

4.15 Forces generally reported that the nationality criteria were useful or very useful.

As of March 2004:

- only one force nationally reported that they had not implemented Home Office Circulars (HOC) 6/2003;
- only one force reported that the criteria were hard to implement or not easy to use;
- 42 per cent of forces reported that the criteria were cost effective;
- only 23 per cent felt the nationality criteria effective in selecting people with appropriate skills and attributes to be effective police officers;
- 52 per cent felt it was too early to gather data; and
- over one third of forces felt it was too early to say whether the criteria was fair to applicants.

No significant findings emerged from the detailed inspection.

Eligibility Criteria

- 4.16 Forces find the eligibility criteria a useful document. Forces would welcome further advice and guidance where a relative or associate of an applicant is found to have an unspent conviction or caution for recordable offences. Data protection requirements can lead to some awkward situations over sharing of offence data, but one force has partly overcome this by seeking authority from the relative or associate to release their personal information to the candidate.
- 4.17 In addition, many forces are having problems obtaining security clearance for applicants who have spent time recently living overseas. This can be a particular problem for VMEG applicants. The list of countries does change. However, in some cases, applicants have not been offered a post as certain countries are unable to provide assurances and clearance checks.
- 4.18 Some key stakeholders are concerned about the standard of spoken and written English. Many can quote recent examples when this has caused operational problems, although it is not clear under what system individuals were recruited. The eligibility requirement has removed English as a formal, educational qualification requirement. Some believe that the applicants do not personally complete the CBQ. Several consider written English should be more robustly tested and assessed. AGNRS may need to renew the impact of HOC 48/2001 that removed qualifications criteria in this area.

Evidence from Questionnaires

- 4.19 As of March 2004:
- all forces reported implementation of HOC 54/2003;
 - 97 per cent found the eligibility criteria useful, easy to implement and easy to administer;
 - 66 per cent found the eligibility criteria to be cost-effective;
 - 19 per cent of respondents felt it was too early to say and 19% felt it was not very or not at all effective in selecting people with appropriate skills and attributes to be effective police officers;
 - 26 per cent considered the eligibility criteria to be not very or not at all affective, and 13 per cent stated that it was too early to say how effective it was in screening out people with inappropriate skills, attitude and behaviours; and
 - 84 per cent felt that the eligibility criteria were fair for applicants.

Recommendation 4.4

HM Inspector recommends that, by the 31 May 2005, the Advisory Group on National Recruitment Standards (AGNRS) make eligibility criteria a priority for monitoring, evaluation and review

Vetting Criteria

4.20 The evidence from the questionnaire was that:

- 90 per cent of forces consider the vetting criteria, produced by ACPO in line with HOC 54/2003, to be useful;
- 10 per cent of forces did not find the vetting criteria easy to implement into the recruitment process;
- 13 per cent of forces find the vetting criteria hard to use and administer;
- 68 per cent percent find the vetting criteria cost-effective;
- 27 per cent feel it is too early to gather data;
- 13 per cent of respondents feel the vetting criteria is not effective in selecting people with appropriate skills and attributes to be effective police officers;
- 6 per cent consider the vetting criteria not to be effective in screening out people with inappropriate skills, attitudes and behaviours; and
- 3 per cent of forces consider the vetting criteria to be unfair to applicants.

Application Pack Monitoring Form

4.21 The application form includes a monitoring form for applicants to complete. Some forces consider that this form overtly emphasises that the NRS process concentrates on race and ignores other diversity issues. For example, the form makes no provision for monitoring gender or sexual orientation, although AGNRS has now agreed an amendment to the monitoring form to include sexual orientation and faith.

General Views

- 5.1 Chief and senior officers have full support for de-selecting applicants who do not demonstrate the expected level of behaviour within the competency area of respect for diversity at any stage of the assessment centre. Many would like to extend this further to include performance at CBQ. One force has extended this further to include the attitude and behaviour of applicants from initial enquiry, including telephone contact. Some forces would like to de-select all applicants who obtain an unsatisfactory grade in any of the competencies. During the period 1 April 2003 to 31 March 2004, 34 (0.5 per cent of attendees)⁴ met the four thresholds in the assessment centre, but failed solely on evidence which contravened the competency area of the respect for diversity (submitted on a Centrex RFD1 form).
- 5.2 All forces visited said that confidence in the NRS and in particular the assessment centre increases with greater use.
- 5.3 There appears to be minimal use by training centres of the candidate feedback report. This information is confidentially supplied to the candidate and their force with the intention of supporting their on-going competency development. There are mixed views as to who should see this report and how, or whether, this information should be used, although initially the matrix included in the feedback report was intended to be used by the force and the police training centre. Individuals, through their supervisors and tutors, need to be encouraged to share the information in their probationer training and the maintenance of their Performance Development Portfolios (PDPs).
- 5.4 Centrex have built in a medium and long-term predictive validity study of the assessment centre. The predictive validity study will provide empirically derived information about the effectiveness of the assessment centre process at selecting the people with appropriate skills and attributes.
- 5.5 Nearly half of the forces who responded to the questionnaire consider it is too early to determine the usefulness of the assessment centre. There is nearly an even split of forces who consider the assessment centre to be:
- easy to implement (29 per cent);

4 These figures were given to CRE on 19 Apr 2004 for their interim report, *A Formal Investigation of the Police Service of England and Wales*, published 14 June 2004

Assessment Centre

- those who consider it not easy to implement (32 per cent); and
- those who feel it is too early to say (23 per cent).

Similar ratios apply to ease of use and cost. The majority of forces consider it too early to say whether the assessment centre is effective in screening out (48 per cent) and selecting people (52 per cent) with inappropriate or appropriate skills, attitudes and behaviours. However, at this time there is no contradictory evidence.

Assessment Centre Statistics

- 5.6 As of 30 April 2004, the number of applicants who have attended and been successful at the NRS assessment centre is:

Total Number attended	8,542
Total Number successful	4,998
Total Percentage successful	58.5%

- 5.7 Male and female ratios:

Number of Males attended	6,176
Percentage of Males successful	54%
Number of Males successful	3,332
Number of Females attended	2,366
Percentage of Females successful	70.4%
Number of Females successful	1,665

Less than 29 per cent of applicants who attend the assessment centre are women, however, women account for 34 per cent of those who are successful.

- 5.8 By minority ethnic group (MEG):

Total Minority Ethnic Group attended	631
Percentage Minority Ethnic Group successful	44.5%
Number of Minority Ethnic Group successful	281
Total White attended	7,911
Percentage White successful	59.7%
Number of White successful	4,720

- 5.9 Centrex record the number of MEG applicants who attend the NRS assessment centre. MEG applicants account for 7.4 per cent of the total applicants. Several forces are providing positive action to support and prepare VMEG applicants for the assessment centre. Many interviewees consider VMEG are less likely to be successful at the assessment centre due to external factors (such as intellectual ability, culture and family/community support) rather than the assessment centre being discriminatory.
- 5.10 HM Inspector has noted the comment in the Commission for Racial Equality (CRE) interim report⁵, “We are concerned that there are statistically significant differences between racial groups in the rejection rate... Reasons for the disparity need to be determined and dealt with”. There was no obvious evidence from the inspection that the assessment centre discriminated against any particular group, but the reasons for greater or lesser success rates for any group in comparison to all attendees or other groups must be established.

Recommendation 5.1

HM Inspector recommends that, with immediate effect, the Advisory Group on National Recruitment Standards (AGNRS) commissions work to establish the reasons behind particular levels of success and failure in the assessment centre

- 5.11 By first language:

Number of ‘other’ first language	246
Percentage ‘other’ first language successful	32.0%
Number of ‘other’ language successful	79
Number of English first language	8,296
Percentage of English first language successful	59.3%
Number of English language successful	4919

This represents a significantly lower pass rate for candidates for whom English is not their first language.

5 CRE 14 June Interim Report, *A Formal Investigation of the Police Service of England and Wales* page 24, para 3.15a

5.12 By age:

Number up to 20	1,190
Percentage up to 20 successful	44.2%
Number up to 20 successful	526
Number 20-25	3,363
Percentage 20-25 successful	61.2%
Number 20-25 successful	2,058
Number 26-30	1,811
Percentage 26-30 successful	64.6%
Number 26-30 successful	1,170
Number 31-35	1,015
Percentage 31-35 successful	59.6%
Number 31-35 successful	605
Number 35+	1,203
Percentage over 35 successful	54.7%
Number 35+ successful	659

5.13 The youngest applicants are less likely to be successful at assessment centre than other age groups. Concern was voiced by operational officers that issues of maturity, common-sense, reasons for wanting to become a police officer, knowledge of the police role and 'life' experience continue to be key factors affecting the performance of younger officers. It was noted that apparent immaturity is not exclusive to applicants who are up to 20 years of age.

Evidence from Questionnaires

5.14 As part of the inspection process forces were asked their views concerning the quality and state of implementation of the NRS. To ensure information was obtained in a consistent format a proforma questionnaire was supplied. The proforma was designed to reflect the sequence of activities within the NRS process. The key findings are presented as a percentage of those who responded:

- nearly 50 per cent of forces consider the assessment centre and pre-centre information to be fair to applicants;
- 31 per cent feel it is too early to say;
- 40 per cent of forces are satisfied with the candidate results information;
- 6 per cent are dissatisfied and 39% feel it is too early to gather data; and

- 29 per cent of forces are very satisfied with the force assessment centre, management reports.

Further key statistical data can be found at Appendix I

5.15 Academic attainment

- post graduates are most likely to meet the standard at the assessment centre (76.3 per cent);
- followed by graduates (76.1 per cent); and
- candidates with no qualifications are least likely to be successful with a success rate of 28.6 per cent.

5.16 High Potential Development Scheme (HPDS)

- HPDS candidates have a 73 per cent possibility of meeting the standard; and
- candidates not applying for HPDS have a 54.5 per cent probability of meeting the standard.

5.17 Special Constabulary

- previous working as a special constable will increase a candidate's probability of success by 8.5 per cent; and
- the success rate for special constables is 66.5 per cent.

5.18 Competency areas

- 97.4 per cent of white candidates met the standard in oral communication compared to 90.3 per cent of minority ethnic group candidates; and
- similarly white candidates are more likely to reach the standard in the other competency areas.

5.19 Respect for Race and Diversity

- 0.4 per cent of candidates have failed the assessment centre on respect for race and diversity evidence.

Assessment Centre – Positive Feedback

5.15 Positive areas as follows:

- applicants are supplied with a pre-read pack. The feedback on this pack from all areas is positive;
- the NRS assessment centre is robust and demanding of applicants. It was felt that the process, based on the ICF process, was fair and equitable; and

- forces find the management reports useful. Individual forces have requested different analysis, which Centrex are able to produce although there is an additional cost, falling to the force, for non-standard data.

Assessment Centre Concerns

- 5.16 The interview at the assessment centre is seen as 'mechanistic and robotic' by many of the key stakeholders. It is perceived that the inability to probe applicants, other than by using the pre-designed probes, may result in unsuitable applicants being selected. Respondents would like to follow up issues from the CBQ and issues arising from the interview. Whilst many feel that the interview should test all competencies, some only want to test further the respect for diversity competence and the motivation of applicants to join the police service.
- 5.17 Due to the structured nature of the interview, when candidates do not use all the time allocated often there can be additional time at the end of the interview. Many feel that when applicants have 'spare' time at the end of the interview, there can be awkward silences. Applicants and assessors are unable to communicate. Whilst this is explained to applicants prior to the start of the interview many feel that the inability to talk with applicants is unnecessary.
- 5.18 Due to these concerns, many forces are using, or intend to use a second interview. If concerns relating to the interview can be overcome there would be greater confidence in the NRS and forces would be less keen on completing a second interview. As long as second interviews are conducted, and are not a component of the NRS process, they should be covered by a national process of monitoring and evaluation to check for adverse impact or discrimination.
- 5.19 Whilst the assessment centre treats applicants equitably it does not allow for treating applicants as individuals. Forces often want to challenge or further question a handful of individuals. This is usually when they have concerns relating to motivation and respect for diversity. The assessment centre is seen as a defensible tool at employment tribunal but does not allow for individuals to be challenged. The worry is that some people will be assessed as competent who may subsequently be incompetent for fear of facing claims of discrimination at assessment centre. Forces are concerned that without the ability to probe applicants (other than using the pre-designed probes), individuals with inappropriate skills, attitudes and behaviour will not be screened out. There is anecdotal evidence that a few forces have screened out through a second interview applicants who had been successful at the assessment centre, but on what grounds is not clear.
- 5.20 On 17 March 2004 the AGNRS considered responses to a questionnaire distributed by the Home Office that the interview should remain competency based but should allow for more probing to re-assure forces that a second interview would be unnecessary. If concerns are not fully allayed consideration should be given to a structured pilot involving in-depth probing.

Recommendation 5.2

HM Inspector recommends that by, 31 April 2005, the Advisory Group on National Recruitment Standards (AGNRS) allows a pilot group of forces to use in-depth probing in the interview. Additional probing should be based around a series of semi-structured questions, and should be subject to rigorous monitoring and evaluation

- 5.21 There is a fear in some forces that the new assessment centre has allowed for a reduction in standards, resulting in the selection of people who do not have the appropriate skills and attributes to be effective police officers. This is usually based on the assertion that the previous force designed process required a higher standard, (which may or may not have been underpinned by the ICF and National Occupational Standard (NOS)). Some forces want to increase the standard used in the assessment centre.
- 5.22 There is some concern that some applicants, particularly younger applicants and possibly some VMEG applicants, have difficulty with some of the terms used at the assessment centre. This does not mean that the candidate has failed to read the pre-read pack or is not sufficiently motivated to become a police officer. However, many feel that the terms 'respect for diversity', 'challenge inappropriate behaviour' and 'resilience', are terms which are more familiar to public and public/police sector than to the wider community. It is felt that applicants would benefit from having these terms made clearer than is currently provided for in the ICF. Alternatively, assessors should be able further to explain these terms at the assessment centre or applicants receive an additional briefing when they attend the centre. Care should be taken that applicants are not led into certain given responses, which could compromise the validity of the exercises. On 17 June 2004, the AGNRS agreed some actions to address these concerns. Twenty-seven forces had responded to a Home Office questionnaire, and these said that they wanted changes made to the interview. The majority wanted changes to style with an option to refocus the applicant to the question. These forces also wanted to ask about police life. The AGNRS felt that there was a definite need to respond to this and that an external review of the interview needed to be conducted. The AGNRS should also consider expanding the scope of Recommendation 4.2 to cover the assessment centre.
- 5.23 Many key stakeholders, with direct involvement with new probationary constables, voiced concerns that maturity, motivation for becoming a police officer and their understanding of the role and responsibilities, are not directly assessed within the recruitment process. Some forces would like to probe around this issue at the interview. They appear to have missed the point that motivation, but not maturity, is assessed in the personal responsibility competence area, which is covered four times in the assessment centre.

- 5.24 Several forces voiced concerns that applicants do not have to demonstrate information technology/keyboard skills at the assessment centre. Many forces have found that some probationer constables continue to find the use of systems a struggle within their probation. One force in particular has overcome this problem by collaborating with a local college. There needs to be a review of the requirement related to the current role profile(s) and supporting competencies.

Recommendation 5.3

HM Inspector recommends that, by 31 April 2005, Skills for Justice in conjunction with Association of Chief Police Officers (ACPO), Personnel Management Business Area (PMBA), reviews the current role profile(s) and competencies that underpin the National Recruitment Standards (NRS) process to ensure that they reflect the current and future operational requirement for IT skills. From any date of an agreed change, Centrex should amend the assessment centre process and applicants should be made aware for the need to use information technology

- 5.25 Two Home Office key stakeholders did not consider there was sufficient support from ACPO in the design, delivery and implementation of the assessment centre.
- 5.26 There was a view voiced that Welsh speakers would perform better if given the opportunity to conduct their interview in Welsh. Under the Welsh Language Act, a Welsh speaker might ask for the assessment centre to be delivered in Welsh. Whilst this would only affect a handful of applicants, the assessment centre is not currently available in Welsh. There are only a handful of assessors, community or internal, who would be competent in conducting any elements of the assessment centre in Welsh. However, it would not be operationally possible for a Welsh speaking police officer to fulfil the role solely speaking Welsh.

Recommendation 5.4

HM Inspector recommends that Centrex consider making available to applicants who request under the terms of the Welsh Language Act, part of the assessment centre to be conducted in Welsh

Community Assessors

- 5.27 There is some confusion over the role and responsibilities of community assessors. Some forces have assumed that these persons are representatives of the community. As such, it is presumed that they will automatically feedback to their communities. It is often assumed by forces that even when the assessors are truly independent of any community group they will be discussing the NRS with their local community and raising trust and confidence in the

process and the force. This is not the understanding of the community assessors. They understand that they were appointed as independent individuals. Most community assessors are individuals who do not represent or feedback to, or from, any community groups, and some are retired police officers or police staff from the local area. Some do hold positions within their community. However, forces should be clear to the community assessors what is their role prior to advert and appointment, and be specific in their job description.

- 5.28 Whilst there was majority support for the principle of community assessors, take-up is low or the role has been slow to be implemented. Many forces did not introduce community assessors from the start and have given little thought to the recruitment and selection of assessors. There is some targeting of adverts, but more can be done to attract community assessors. Centrex have already provided a draft advert, application form, and short-listing guidance. Competence for the post is often based on satisfactory completion of the training.
- 5.29 Little consideration has been given as to how to maintain the 'freshness' of community assessors. Increased involvement may reduce the likelihood of the community assessor challenging the force, and concentrating rather on fair assessment.

Recommendation 5.5

HM Inspector recommends that, by 31 March 2005, forces that have not already done so actively recruit community assessors who reflect the local community. Forces should produce action plans to maintain the vitality, enthusiasm and objectivity of community assessors

- 5.30 More can be done to market the involvement of community assessors, in particular, the value of their involvement in raising the trust and confidence of the applicants and the wider community in the selection process. This can be done through effective launch, internal publications and actively seeking community assessors' feedback back into the community. There is an opportunity to extend community engagement, a key plank of the current police reform agenda, into the recruitment and selection process.
- 5.31 The majority of community assessors have not been paid for their preparation and training time. It has often been felt that the value of the training and development to the individual outweighs the need to pay them. Forces have not sought feedback on whether £100 per day is appropriate. However, there is acknowledgement that community assessors are not volunteers and should be paid. The issue of adequate resources to fund this payment has caused some delay in recruiting community assessors.

Recommendation 5.6

HM Inspector recommends that, by 1 April 2005, Centrex and local forces ensure that all community assessors are paid for their training time. The Association of Police Authorities (APA) should consider expanding their guidance on payment of community contributors to training to include these assessors

Internal Assessors

- 5.32 Often internal assessors are the same assessors from force selection processes used prior to the adoption of NRS. Whilst most forces have re-advertised it has been assumed that their previous involvement makes them competent to undertake this role in the new assessment centre. Some forces have not actively marketed the role to ensure that the diversity mix of applicants reflects the wider community.
- 5.33 Internal assessors are less likely to be drawn from operational activities or certain specialist departments such as armed response and Criminal Investigation Department (CID). Whilst it is imperative that operational activity is maintained there is evidence to suggest that hardly anybody is drawn from frontline duties. Imaginative thinking could find opportunities to involve a wider range of frontline staff in other aspects of recruitment, such as design.
- 5.34 Often internal assessors have to prepare for attendance on the training course in their own time. However, this can widely differ. Staff who are in dedicated recruitment type activities, office based or have some control of their duty schedule are more likely to prepare in organisational time.

Work-life Balance for all Assessors

- 5.35 Often training courses and the attendance at the assessment centre require extended days, extensive travelling or being away from work/home overnight. The forces consider that this is a requirement of the job. There has been little consideration that they are not attracting a diverse group of or enough assessors, both community and internal, because they are not adequately considering the work-life issues. Whilst it is acknowledged that this may mean having more assessors, forces have not considered the advantages of being able to draw from a larger pool of people.

Implementation

- 6.1 Forces have generally implemented the medical standards. Whilst the occupational health team are part of the wider HR/personnel departments, it was found that on several occasions the occupational health team decide whether the candidate is offered the post. There is not always clarity that the occupational health team decide on pre-appointment fitness, whilst the decision whether to appoint remains a HR line management decision. On some occasions the recruitment section appear to 'pass over' the decision about final outcome.
- 6.2 In many forces the ownership of the entire recruitment process becomes segmented at the point of assessing medical fitness, where the recruitment team will pass responsibility for the applicant to the occupational health team. The candidate does not return into the care of the recruitment team until a decision has been made on fitness. This results in a loss of control, with probable delays and weakened communication.
- 6.3 As of March 2004, all forces who returned the proforma had implemented the medical criteria HOC 7/1998 and medical examination.

Evidence from Questionnaires

- 6.4 Many of the key stakeholder concerns, relating to the eyesight standards, are anecdotal and based on perception. As of March 2004:
- two forces have not implemented the eyesight standards;
 - 84 per cent of forces consider the eyesight standards to be useful and easy to administer;
 - 7 per cent do not consider the standards to be cost effective; and
 - 23 per cent of forces believe the standards not to be effective in selecting people with appropriate skills and attributes to be effective police officers.

Home Office Circular 7/1998

6.5 As of March 2004:

- one force was not using the medical criteria;
- 81 per cent consider the initial medical criteria on receipt of the medical questionnaire;
- 52 per cent of forces conduct the medical examinations after the assessment centre, 19 per cent after the JRFT, 7 per cent after the security vetting and 23 per cent at some other stage in the pre-appointment process; and
- occupational health doctors or force medical officers conduct the medical examination in 58 per cent of forces that replied.

Job-Related Fitness Test

6.6 The interim JRFT has been widely adopted and implemented. As of March 2004, only one force reported that they had not implemented the interim JRFT. There are a small number of forces that are not using the JRFT or where it has been locally adjusted. Forces continue to have significant concerns over the fairness of this test. Forces can quote 100 per cent success rates for male applicants using the interim JRFT. Women generally have lower pass rates. In particular, women are less likely to pass the interim JRFT grip test. However, performance can be improved by targeting of women and giving advice on how to prepare for the interim JRFT. Some forces stated that the majority of women pass on the second or third attempt after such an approach.

Evidence from Questionnaires

- 6.7
- 32 per cent of forces do not consider the JRFT to be useful;
 - the majority (over 70 per cent) of forces consider the JRFT to be easy to implement, use, administer and to be cost effective;
 - 48 per cent of forces do not consider the JRFT to be effective in selecting people with appropriate skills and attributes to be effective police officers; and
 - 29 per cent of forces do not believe the JRFT to be fair to applicants.
- 6.8 From the detailed interviews, many forces remain unconvinced over the effectiveness of any test. Many recognise that there will have to be a significant change both in attitude and approach to ensure compliance with Disability Discrimination Act 1995. The acid test will be whether any adjustment (for example, of facilities or procedures) to enable an applicant to be operationally effective is reasonable. If it is not an applicant will not be able to be accepted.

- 6.9 Forces have concerns that issues of equality have led to a considerable lowering of fitness standards. Several forces consider that, by designing a fitness test that treats people as all being the same, there has been a lowering of the fitness standards.
- 6.10 Forces consider that the police service is building up long-term health and fitness problems with its interim JRFT. New recruits are less likely to see health and fitness as important to the operational role as existing police officers, since very few forces conduct regular health and fitness testing other than for specialist roles, such as armed response and dog handlers.
- 6.11 Some forces will want to conduct their own evaluation and validation before adopting and implementing a new test, which runs directly counter to the agreed concept of national standards.
- 6.12 This issue of JRFT continues to be a challenge. Forces are unconvinced that one test will meet the need for fairness, equality and diversity. Forces want robust, compelling evidence of validation and evaluation of any new test before it is launched. There is deep cynicism and scepticism of the new test even before it has been adopted and implemented. It is fortunate, therefore, that the Police Advisory Board for England and Wales (PABEW) has the issue of fitness testing high on its current agenda, and is seeking to secure an agreed national position, both on the initial fitness test, and on the options for through-career testing.

Recommendation 6.1

HM Inspector recommends that, by 31 December 2004, the Job-Related Fitness Test should be fully validated and piloted before national adoption and implementation

Waiting Lists and Waiting Time

- 7.1 For the first time in many years, a large number of forces have a surplus of successful applicants. This is causing pressure on neighbouring forces and the force itself. Whilst much is now being done to inform new applicants of likely time delays, many new officers felt that more could have been done to keep them informed of what was happening. Some forces maintain interest and contact by running open events and sending literature to successful applicants.
- 7.2 Forces have offered applicants who have been waiting six months the opportunity to transfer their application to other forces. However, some forces will not consider applicants who transfer their applications. In some cases this is due to a surplus of applicants, in others it is simply that they do not wish to consider applicants who did not choose their force first. Forces are often not even allowing these applicants to go on their waiting list. In some cases forces which accept the candidate transfer are unsure or unclear where these people should be placed on the waiting list. The protocols provide guidance on this area and forces must not seek to usurp the nationally agreed approach.
- 7.3 Forces would welcome guidance at a national level on the order in which applicants should be appointed. Some forces are choosing to target under-represented groups ahead of other successful applicants. Some forces are appointing according to date attendance at the assessment centre. Some forces are applying further selection criteria, such as a second interview. Other forces are choosing to appoint the highest graded people from the assessment centre, therefore deciding to appoint 'the best'. Surprisingly, forces are often aware of the potential discrimination claims that they may face from any of these actions, but have chosen to manage the risk involved. Forces which have chosen to use positive targeting or use some other form of appointment practice have generally not recorded their reasons for doing so. Elements of the police service may well be breaking the law by indulging in positive discrimination. Data so far tells us that females are more likely to be successful at assessment centre than males and white candidates are more likely to be successful than black candidates. It is not possible to say on the available evidence that the assessment centre discriminates against black candidates. More work needs to be done around this area to determine why any category of candidates are less or more successful. There are significant quality assurance measures built into the assessment centre to ensure opportunities for discrimination are minimised.

- 7.4 Some forces, which are using the second interview as a further de-selector, are happy to reject their unsuccessful applicants but continue to offer them to other forces. This is an approach that clearly lacks integrity.

Recommendation 7.1

HM Inspector recommends that, with immediate effect, the Advisory Group on National Recruitment Standards (AGNRS) review the protocol on the use of waiting lists and offering candidates to other forces. Practical advice should be issued by 31 December 2004 to forces, which should henceforth routinely follow national guidance on these matters

Partnerships and Resources

Service from Centrex and Relationship

- 8.1 On a whole there was very positive feedback on the role of Centrex. The enthusiasm of key Centrex staff was evident throughout the inspection.
- 8.2 There were a few minor problems at the start of the process. Forces found it hard to obtain answers, often having no central point of contact. On other occasions, forces found themselves being passed from one Centrex person to another. Centrex staff did not own the problem and did not ensure calls were returned. However, in the main this has improved.
- 8.3 Forces feel that the timescales set for informing Centrex of running a centre, individual clearance and changing names of applicants is too prescriptive. This is an issue that the Project Board is now addressing. Forces feel that Centrex staff could be more flexible. Centrex has constantly met its service level agreements. The material and supporting documentation is thorough, timely and accurate.
- 8.4 A vocal minority has concerns that Centrex has designed and delivered the training, has sole development rights, and monitors, validates, reviews and evaluates the assessment centre. It is acknowledged, however, that they consulted widely with forces, individuals and teams. Forces are allowed to run the centre for themselves or in collaboration.
- 8.5 There are some excellent examples of forces working in collaboration with other forces and external partners. Whilst some forces want to operate independently others have seen the benefit of working with other forces.
- 8.6 Forces are almost equally divided between those who consider the charges made by Centrex to be high, and those who feel the rate is reasonable. Centrex confirmed the inclusion of the following within the fee charged:
- exercise design and extensive validation and trialling work;
 - production of materials each year;
 - manual of guidance for forces and subsequent updates;
 - review and updating papers for Candidate Briefing Pack and Westshire Pack annually;
 - exercise trainer re-training for all forces each September and October;
 - standard reports;
 - Quality Assurance manual; and
 - provision of Quality Assurance co-ordinator at 25 per cent of national assessment centres.

- 8.7 Forces confirm that they need all assessment centre exercises to be reviewed at least annually. Forces are concerned that material is already being published on the Internet, which could compromise the assessment centre. Forces who have already been running the assessment centre for at least one year feel that a further seven months is too long to wait for the new exercises. Some forces would like a bank of exercises so that they can ensure no candidate has previously sat any element of the assessment centre.

Recommendation 8.1

HM Inspector recommends that, by 30 November 2004, Centrex replaces the existing assessment centre exercises, and gives due consideration to the creation of an exercise bank

- 8.8 The quality, delivery and effectiveness of the assessment centre training were considered to be very good. The staff were considered to be friendly and approachable. There were some concerns that the timing of training did not always meet organisational need.
- 8.9 Of the forces that completed the proforma, one force remains dissatisfied with the relationship with Centrex.

Service from Home Office and Relationship

- 8.10 Two of the forces visited expressed concern that when any aspect of the NRS becomes out dated they will be forced locally, to review the standards. Forces will then be forced to introduce their own schemes and mechanisms. These will once again result in many different schemes being applied nationally. Forces are concerned that this issue will slip from the Home Office priority agenda.
- 8.11 Forces that have been involved in the AGNRS, appear well informed and have worked through problems with the NRS. Forces who are not on AGNRS feel less well informed. They feel that the NRS consultation was presented as a series of options rather than true consultation. Key stakeholders would have welcomed earlier or greater involvement in AGNRS. Many feel that the membership of AGNRS would benefit from a review.

Recommendation 8.2

HM Inspector recommends that, by 31 December 2004, the membership, role and responsibilities of Advisory Group on National Recruitment Standards (AGNRS) should be reviewed in full consultation with key stakeholders

- 8.12 On occasion there has been a conflict of attitude and approach between key stakeholders. The system has not always been seen as fair and equitable. Difficulties have arisen when individuals have challenged or been challenged. Key stakeholders have attributed some of the barriers to personalities, lack of clarity, lack of understanding for NRS need and a low confidence in the research.
- 8.13 Forces are not mandated to use the assessment centres and could stop using them at any time. The Home Office believes that a full evaluation of the use of the NRS is needed, for all 43 forces, before any proposal is taken to the PABEW. The current predictive validity study being conducted by Centrex (due to report in March 2005) will contribute to the debate. There is a perception that conflicting approaches may have acted as a barrier to implementation.

Recommendation 8.3

HM Inspector recommends that, the Advisory Group on National Recruitment Standards (AGNRS) constituents, AGNRS members and all key stakeholders should reflect on their consultation style and approach over the period of development and implementation of the AGNRS process. The evaluation process should check in future whether effective communication is given sufficient importance

- 8.14 A key Home Office stakeholder is to ask Centrex to undertake a study of the on-going performance of officers against the assessment centre. There are no plans to conduct a national study of on-going performance against the entire NRS process. This means that a key opportunity is being missed to relate future performance as a police officer both during the probationer phase and afterwards to the whole recruitment process.

Recommendation 8.4

HM Inspector recommends that, by 31 March 2005, the Home Office, with the support of Association of Chief Police Officers (ACPO) and Association of Police Authorities (APA), ensures that performance of police officers through probation and beyond is nationally monitored, evaluated and reviewed, with a report annually by end April each year. National learning should be fed back into the National Recruitment Standards (NRS) process

Resources and Costs

- 8.15 No forces can yet provide detailed costing of the entire recruitment activity. Some forces can provide elements of the cost, such as assessment centre. Some forces can provide actual costs but do not detail opportunity costs. As few forces can provide detailed costings of their entire old scheme it is difficult to be prescriptive about pre- and post-implementation costs. But 42 per cent of forces do not feel that the NRS has increased labour costs in resource departments. A table with available data is included at Appendix I.

Recommendation 8.5

HM Inspector recommends that, with immediate effect, forces fully cost the National Recruitment Standards (NRS) process, in support of their human resource strategy and costed human resources plan for 2005/06. Collaboration in delivery should be actively pursued

- 8.16 However, given the resources needed to sift CBQ and run assessment centres it is very likely that the cost of the NRS is greater than former schemes. The estimated recruitment cost per head is at least £350 (including opportunity and buildings). There will be on going costs, which have yet to be fully determined.
- 8.17 Forces have identified opportunities for savings by doubling-up certain roles at the assessment centre. Forces which are running 48 applicants per day/192 applicants per week find that there are greater savings. However, some forces prefer not to run block recruitment events. They feel that the assessment centre process, and not the force, is dictating the number of people brought to assessment centre. Some forces would prefer to have smaller and more frequently held assessment centres to reflect assessor availability. Staff are more willing to be assessors when they can influence their own duty roster/have senior management support/are in dedicated HR roles with assessment centre portfolios.
- 8.18 For many forces the cost of running the NRS is not an issue. Several forces do consider the cost to be high, but they are still willing to go to the further expense of running second interviews.
- 8.19 Some assessors did identify that there were continuous professional development benefits from undertaking the assessor role. However, this benefit could be better marketed.

The Future

The Future

- 9.1 Many opinions concerning the NRS, and voiced in forces, have been based on perception. However, experienced HR staff, operational officers and senior chief officers have also voiced these opinions. Whilst Centrex and Home Office can produce evidence of validation and consultation many forces feel that the NRS process could be improved.
- 9.2 It is encouraging that many forces see the NRS as a model for other national recruitment schemes, such as the recruitment of special constables, police community support officers (PCSO) and communication room operators.

Recommendation 9.1

HM Inspector recommends that, by 30 April 2005, the Advisory Group on National Recruitment Standards (AGNRS) investigate the use of the National Recruitment Standards with other key police officer and police staff roles. A report to Police Advisory Board for England and Wales (PABEW) in 2005 is envisaged

- 9.3 In the longer term, some key stakeholders would like the NRS to be enshrined in national regulations or otherwise mandated. There is a concern that otherwise forces may opt out of the national scheme. However, this is not the majority view. Many consider effective consultation, regular monitoring, evaluation and review will ensure forces continue to support the NRS, and be held to account through HMIC's annual baseline assessment.

Recommendation 9.2

HM Inspector recommends that, from 1 April 2005, monitoring, evaluation and review should be conducted annually for each step of the recruitment and selection process not just the assessment centre. Initial applications and performance of applicants should be monitored by: minority ethnic group; gender; disability and sexual orientation. Plans should be developed by the Advisory Group on National Recruitment Standards (AGNRS) for implementation

- 9.4 It should be noted that these findings express the position within the NRS at a single moment in time. Whilst the inspection team are confident that this report reflects the position during the period January 2004 to June 2004, increased knowledge, understanding and implementation of the NRS will mean that these findings will continue to evolve and may change. Whilst the performance of new officers can be monitored over the forthcoming year, it is likely that a full evaluation of the effectiveness of NRS will take three to four years.

Recommendations: Impact and Investment Implications

Chapter

10

10.1 This chapter contains all of the recommendations made within this report and an assessment of what benefits the NRS process will gain from adopting each of them, as well as the possible penalties of failing to do so. The likely investment implications involved in embracing these proposals are also indicated, as is an assessment of their immediacy.

Benefit/Penalty Assessment Framework

10.2 The framework provides an uncomplicated method of estimating the level of benefit to be gained from the adoption of each recommendation. Conversely, it also contains an appraisal of the penalty of failing to do so. This is a subjective process and is not a guarantee that the results will occur.

Benefit:

- High gain – The NRS process will gain the greatest qualitative benefit in terms of effectiveness and/or public reassurance and/or human resource efficiency
- Medium gain – The NRS process will gain measurable benefit in terms of effectiveness and/or public reassurance and/or human resource efficiency
- Low gain – The NRS process will gain perceptible benefit in terms of organisational effectiveness and/or public reassurance and/or human resource efficiency.

Penalty:

- High risk – The NRS process faces the greatest risk in terms of ineffectiveness and/or loss of public confidence and/or human resource inefficiency
- Medium risk – The NRS process faces measurable risk in terms of ineffectiveness and/or loss of public confidence and/or human resource inefficiency
- Low risk – The NRS process faces perceptible risk in terms of ineffectiveness and/or loss of public confidence and/or human resource inefficiency.

Investment Implication Criteria

10.3 Each recommendation has been analysed for its likely financial impact and broad bands are used to categorise the criterion. The calculations are only based on starting up costs. Many will not result in a requirement for extra funding as they only involve the improvement of existing processes and others may result in financial gains. HM Inspector believes that delivering appropriate recruitment standards should be considered an investment and this section viewed in that context.

Criteria:

- Substantial investment – in excess of £5 million
- Intermediate investment – between £1 million and £5 million
- Nominal investment – up to £1 million
- Cost neutral – no additional funding
- Possible gain – likely savings in excess of £1 million.

Immediacy

Immediacy is defined, in relation to the timing of the publication of this report, as being either an immediate, short-term or long-term consideration for each recommendation.

- Immediate to be adopted immediately
- Short-term to be achieved within one to two years
- Long-term to be achieved within two or more years.

Summary of Recommendations

10.4 Highlighted recommendations are those that have both a high benefit if adopted, and a perceived high penalty if not implemented.

Recommendation	Impact and Investment Implications
RECOMMENDATION 4.1 <i>HM Inspector recommends that, by 1 April 2005, the Advisory Group on National Recruitment Standards (AGNRS) arrange for the application form to be amended so that there is adequate provision to record family details. A clear rationale for the requirement should also be included on the form</i>	Benefit: High Penalty: Medium Investment: Nominal Immediacy: Immediate
RECOMMENDATION 4.2 <i>HM Inspector recommends that the Advisory Group on National Recruitment Standards (AGNRS) commissions a review, to report by 31 December 2004 and be implemented by 1 April 2005, of the language and wording within the application process, in particular clarity on the words diversity, resilience and challenge</i>	Benefit: High Penalty: High Investment: Nominal Immediacy: Immediate
RECOMMENDATION 4.3 <i>HM Inspector recommends that, by 1 December 2004, the Advisory Group on National Recruitment Standards (AGNRS) ensures that all forces are sifting and screening in accordance with national criteria, supported by guidance and appropriate training</i>	Benefit: High Penalty: High Investment: Cost neutral Immediacy: Immediate
RECOMMENDATION 4.4 <i>HM Inspector recommends that, by 31 May 2005, the Advisory Group on National Recruitment Standards (AGNRS) makes eligibility criteria a priority for monitoring, evaluation and review</i>	Benefit: High Penalty: High Investment: Nominal Immediacy: Short-term

Recommendations

Recommendation	Impact and Investment Implications
<p>RECOMMENDATION 5.1</p> <p><i>HM Inspector recommends that, with immediate effect, the Advisory Group on National Recruitment Standards (AGNRS) commissions work to establish the reasons behind particular levels of success and failure in the assessment centre</i></p>	<p>Benefit: High</p> <p>Penalty: High</p> <p>Investment: Nominal</p> <p>Immediacy: Immediate</p>
<p>RECOMMENDATION 5.2</p> <p><i>HM Inspector recommends that, by 31 April 2005, the Advisory Group on National Recruitment Standards (AGNRS) allows a pilot group of forces to use in-depth probing in the interview. Additional probing should be based around a series of semi-structured questions, and should be subject to rigorous monitoring and evaluation</i></p>	<p>Benefit: High</p> <p>Penalty: Medium</p> <p>Investment: Nominal</p> <p>Immediacy: Immediate</p>
<p>RECOMMENDATION 5.3</p> <p><i>HM Inspector recommends that, by 31 April 2005, Skills for Justice, in conjunction with Association of Chief Police Officers (ACPO), Personnel Management Business Area (PMBA), reviews the current role profile(s) and competencies that underpin the National Recruitment Standards (NRS) process to ensure that they reflect the current and future operational requirement for IT skills. From any date of an agreed change, Centrex should amend the assessment centre process and applicants should be made aware for the need to use information technology</i></p>	<p>Benefit: Medium</p> <p>Penalty: Low</p> <p>Investment: Nominal</p> <p>Immediacy: Short-term</p>

Recommendation	Impact and Investment Implications
<p>RECOMMENDATION 5.4</p> <p><i>HM Inspector recommends that, Centrex, considers making available to applicants who request under the terms of the Welsh Language Act, part of the assessment centre to be conducted in Welsh</i></p>	<p>Benefit: Medium</p> <p>Penalty: Low</p> <p>Investment: Intermediate</p> <p>Immediacy: Immediate</p>
<p>RECOMMENDATION 5.5</p> <p><i>HM Inspector recommends that, by 31 March 2005, forces that have not already done so actively recruit community assessors who reflect the local community. Forces should produce action plans to maintain the vitality, enthusiasm and objectivity of community assessors</i></p>	<p>Benefit: High</p> <p>Penalty: High</p> <p>Investment: Nominal</p> <p>Immediacy: Immediate</p>
<p>RECOMMENDATION 5.6</p> <p><i>HM Inspector recommends that, by 1 April 2005, Centrex and local forces ensure that all community assessors are paid for their training time. The Association of Police Authorities (APA) should consider expanding their guidance on payment of community contributors to training to include these assessors</i></p>	<p>Benefit: High</p> <p>Penalty: Medium</p> <p>Investment: Intermediate</p> <p>Immediacy: Immediate</p>
<p>RECOMMENDATION 6.1</p> <p><i>HM Inspector recommends that, by 31 December 2004, the Job-Related Fitness Test (JRFT) should be fully validated and piloted before national adoption and implementation</i></p>	<p>Benefit: High</p> <p>Penalty: High</p> <p>Investment: Intermediate</p> <p>Immediacy: Immediate</p>

Recommendations

Recommendation	Impact and Investment Implications
<p>RECOMMENDATION 7.1</p> <p><i>HM Inspector recommends that, with immediate effect, the Advisory Group on National Recruitment Standards (AGNRS) review the protocol on the use of waiting lists and offering candidates to other forces. Practical advice should be issued by 31 December 2004 to forces, which should henceforth routinely follow national guidance on these matters</i></p>	<p>Benefit: High</p> <p>Penalty: High</p> <p>Investment: Possible gain</p> <p>Immediacy: Immediate</p>
<p>RECOMMENDATION 8.1</p> <p><i>HM Inspector recommends that, by November 2004, Centrex replaces the existing assessment centre exercises, and gives due consideration to the creation of an exercise bank</i></p>	<p>Benefit: High</p> <p>Penalty: High</p> <p>Investment: Nominal</p> <p>Immediacy: Immediate</p>
<p>RECOMMENDATION 8.2</p> <p><i>HM Inspector recommends that, by 31 December 2004, the membership, role and responsibilities of Advisory Group on National Recruitment Standards (AGNRS) should be reviewed in full consultation with key stakeholders</i></p>	<p>Benefit: Medium</p> <p>Penalty: Low risk</p> <p>Investment: Cost neutral</p> <p>Immediacy: Short-term</p>
<p>RECOMMENDATION 8.3</p> <p><i>HM Inspector recommends that the Advisory Group on National Recruitment Standards (AGNRS) constituents, AGNRS members and all key stakeholders should reflect on their consultation style and approach over the period of development and implementation of the AGNRS process. The evaluation process should check in future whether effective communication is given sufficient importance</i></p>	<p>Benefit: High</p> <p>Penalty: High</p> <p>Investment: Cost neutral</p> <p>Immediacy: Immediate</p>

Recommendation	Impact and Investment Implications
<p>RECOMMENDATION 8.4</p> <p><i>HM Inspector recommends that, by 31 March 2005, the Home Office, with the support of Association of Chief Police Officers (ACPO) and Association of Police Authorities (APA), ensures that performance of police officers through probation and beyond is nationally monitored, evaluated and reviewed, with a report annually by end April each year. National learning should be fed back into the National Recruitment Standards (NRS) process</i></p>	<p>Benefit: High</p> <p>Penalty: High</p> <p>Investment: Nominal</p> <p>Immediacy: Immediate to short-term</p>
<p>RECOMMENDATION 8.5</p> <p><i>HM Inspector recommends that, with immediate effect forces fully cost the National Recruitment Standards (NRS) process, in support of their human resource strategy and costed human resources plan for 2005/06. Collaboration in delivery should be actively pursued</i></p>	<p>Benefit: High</p> <p>Penalty: High</p> <p>Investment: Possible gain</p> <p>Immediacy: Immediate</p>
<p>RECOMMENDATION 9.1</p> <p><i>HM Inspector recommends that, by 30 April 2005, the Advisory Group on National Recruitment Standards (AGNRS) investigates the use of the NRS with other key police officer and police staff roles. A report to Police Advisory Board for England and Wales (PABEW) in 2005 is envisaged</i></p>	<p>Benefit: High</p> <p>Penalty: High</p> <p>Investment: Nominal</p> <p>Immediacy: High</p>
<p>RECOMMENDATION 9.2</p> <p><i>HM Inspector recommends that, from April 2005, monitoring, evaluation and review should be conducted annually for each step of the recruitment and selection process not just the assessment centre. Initial applications and performance of applicants should be monitored by minority ethnic group, gender, disability and sexual orientation. Plans should be developed by the AGNRS for implementation</i></p>	<p>Benefit: High</p> <p>Penalty: High</p> <p>Investment: Intermediate</p> <p>Immediacy: Short-term</p>



Inspection Team and Stakeholders

Inspection Team

Name	Organisation	Role
Mandy Wynn	HMIC	Lead Staff Officer for inspection
Ceiwen Thompson	PPU	Team Member and Key Contributor
Russell Todd	PPU	Team Member and Key Contributor
Julie Avenell	R+ DS	Team Member and Key Contributor
Rachel Tupling	Centrex	Team Member and Key Contributor
Regional Staff Officers	HMIC	Team Member and Key Contributor
Everett Henry/Robyn Williams	HMI Race & Diversity	AIC and staff officer

Stakeholders

Chief Constables

Heads of Human Resources – Police forces

Managers of Constabulary Recruitment

Association of Police Authorities

Association of Chief Police Officers

Personnel Management Business Area (PMBA)

Police Personnel Unit

Police Leadership and Powers Unit (PLPU)

Centrex

Centrex

Stephen Lawrence Steering Group

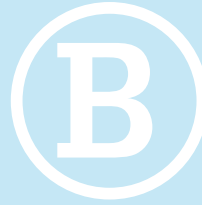
Police Federation

Superintendent's Association

National Black Police Association

British Association of Women in Policing

Gay Police Association



Letter sent to forces not visited



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HM INSPECTOR OF CONSTABULARY

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5 February 2004

To All Chief Constables, England, Wales and Northern Ireland
Commissioner for Metropolis
Commissioner of Police of the City of London
All Managers of Human Resources

Dear Colleague

HMIC INSPECTION OF FORCES AGAINST THE NATIONAL RECRUITMENT STANDARDS

I am writing in connection with the inspection of forces that will be conducted between March and May 2004. You will recall that new national standards have been designed for national implementation by Spring 2004. This was on the basis that all forces would adopt and implement them. A copy of the inspection brief is enclosed for your information.

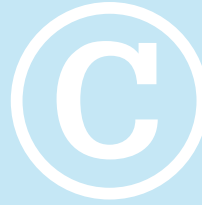
As part of the inspection process I will be seeking the views of a number of key individuals and organisations that are able to provide an external perspective. I would now like to seek your views, positive or otherwise, concerning the quality and state of the implementation of the National Recruitment Standards. I am particularly interested in issues such as:

- timescales for implementation
- the effectiveness of the NRS process in selecting people with appropriate skills and attributes to be an effective police officer
- screening out people with inappropriate skills, attitudes and behaviour
- identifying any barriers to implementation
- feedback on the NRS process
- examples of noteworthy practice

Letter sent to forces not visited

To ensure we obtain information in a consistent format and to assist you in this process we have supplied a proforma, which we have asked you to complete. If there is anything, which I have not covered, please feel free to include additional comments. In addition we will be visiting a representative sample of forces to ask more detailed questions. If your force is to be visited we will be contacting you separately.

My staff are currently gathering information and a response by 29 February 2004 would be most helpful. Please respond via post, to my Inspection Support Manager, Miss Teresa Sears at the above address.



Proforma completed by forces not visited

HMIC Review of National Recruitment Standards

Dear colleague,

Thank you for taking the time to complete this questionnaire. Below are some instructions on how to complete it.

Please complete Section 1, which contains introductory questions about your recruitment and selection procedures and general questions about the National Recruitment Standards (NRS).

The following sections relate to each stage of the NRS process. If the force has implemented the stage you are asked about please complete the questions in that section. If the force does not have experience of using/implementing that stage please answer any questions which you feel you have knowledge of and move to the next section. On the last page of the questionnaire is space in which to record any additional comments, or to explain what the force is doing differently if it is not using any of stages, and what led to the decision to do that.

An electronic scanner will be used to read the information on the questionnaire response sheets, so please complete the questionnaire in accordance with the instructions outlined below:

If completing the questionnaire by hand please print off the questionnaire

Use black ink or press hard with a dark lead pencil

When marking your responses in the circles, fill the circle in completely with ink as illustrated below:

•	Correct
✓	Incorrect
X	Incorrect

When writing your responses in the boxes, please do not write outside the boxed area

If you make a mistake, put a X through the circle you wish to change and fill in your alternative selection

Do not bend or fold the questionnaire, as this will effect the scanning

Proforma completed by forces not visited

If you have to complete the questionnaire electronically please do not allow your responses to adjust the page layout, if necessary please use additional sheets at the end of the questionnaire to record your comments.

If you cannot fit your response to any of the open box questions into the space provided please feel free to continue on the last page of the questionnaire in the additional comments section.

In providing further details or any additional comments please ensure that you specify which element of the NRS your comment is referring to, and similarly specify if comments relating to the NRS refer to the relationship with/service provided by the Home Office or Centrex.

Thank you for your assistance and co-operation.

HMIC Review of National Recruitment Standards

Force:

Role of person completing questionnaire:

SECTION 1

Which elements of the National Recruitment Standards (NRS) has the force implemented:

	Not implemented	In last 6 mths	7 – 12 mths ago	13 – 18 mths ago	19 mths – 2 yrs ago
Nationality Criteria (HOC 6/2003)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eligibility Criteria (HOC 54/2003)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
'Police Could You?' website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self Selection Pack	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application form and Competency-Based Questionnaire (CBQ)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eyesight standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Initial Medical criteria (HOC 7/98) & Medical Examination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recruit Assessment Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job-related Fitness Test	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vetting criteria (HOC 54/2003) (not part of NRS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How has the force assured police officer recruits are at a sufficient level of competence for the force?

By monitoring performance of recruits during probation ☐

By monitoring number of performance issues identified ☐

By comparing performance of recruits selected in line with NRS
with those selected previously using force-specific recruitment process ☐

By seeking feedback from Trainers/Tutor Constables ☐

By seeking feedback from the community ☐

By seeking feedback from recruits ☐

By monitoring force recruitment targets ☐

By monitoring turnover rates ☐

Other (please give details below) ☐

Is the force on target to meet its recruitment target for 2003-04 for:

Training places provided by Centrex? Yes ☐ No ☐

Home Office targets for recruits from ethnic minority backgrounds? Yes ☐ No ☐

If you have answered 'no' to either question please explain why below

What is the impact of the whole NRS process? (please indicate what direction, if any, of change overall has been identified in the following aspects of recruitment)

	Increased	No change	Decreased	Don't know/ no data
Attrition rates during recruitment process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost per candidate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If known, please state amounts the cost per candidate has changed:	From <input type="text"/>		To <input type="text"/>	
Labour costs for resourcing department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data available on recruitment (e.g. pass rates)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pass rates for all applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pass rates for females applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pass rates for applicants from minority ethnic backgrounds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Efficiencies of scale (number of candidates assessed through process)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time from initial application to appointment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance of recruits during probation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turnover after appointment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Proforma completed by forces not visited

Other (please give details below)

What are the attrition rates (%) for applicants at each stage of the NRS
(please write % in boxes or fill in the circle if it is too early to gather data):

	Female applicants		Male applicants		Too early to gather data
	White	Minority ethnic back-grounds	White	Minority ethnic back-grounds	
Nationality criteria (HOC 6/2003)					<input type="radio"/>
Eligibility criteria (HOC 54/2003)					<input type="radio"/>
Competency-Based Questionnaire					<input type="radio"/>
'Police Could You?' website					<input type="radio"/>
Application form and CBQ					<input type="radio"/>
Eyesight standards					<input type="radio"/>
Recruit Assessment Centre					<input type="radio"/>
Initial Medical criteria (HOC 7/98)					<input type="radio"/>
Medical Examination					<input type="radio"/>
Job-related Fitness Test					<input type="radio"/>
Second in-force interview (if used, not part of NRS)					<input type="radio"/>

Please provide any other details/comments below

How satisfactory would you rate the relationship between the force and:

	Very	Somewhat	Not very	Not at all
Home Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Centrex	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION 2 – Nationality Criteria (HOC 6/2003)

Please rate the Nationality Criteria in terms of the following (if the force has no experience of this stage of the NRS please answer any questions you have knowledge of and move to the next section):

	Very	Somewhat	Not very	Not at all	Too early to gather data
How useful for force?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy to implement into recruitment process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy for force to use/administer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How cost effective is this process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in selecting people with appropriate skills and attributes to be an effective police officer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How fair for applicants?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What elements could be improved?

What could be done to make the process of implementation of this stage easier?

SECTION 3 – Eligibility Criteria (HOC 54/2003)

Please rate the Eligibility Criteria in terms of the following (if the force has no experience of this stage of the NRS please answer any questions you have knowledge of and move to the next section):

	Very	Somewhat	Not very	Not at all	Too early to gather data
How useful for force?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy to implement into recruitment process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy for force to use/administer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How cost effective is this process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in selecting people with appropriate skills and attributes to be an effective police officer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in screening out people with inappropriate skills, attitudes and behaviours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How fair for applicants?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What elements could be improved?

What could be done to make the process of implementation of this stage easier?

SECTION 4 – Self-Selection Pack

Please rate the Self-Selection Pack in terms of the following: (if the force has no experience of this stage of the NRS please answer any questions you have knowledge of and move to the next section):

	Very	Somewhat	Not very	Not at all	Too early to gather data
How useful for force?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy to implement into recruitment process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy for candidates to use?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How cost effective is this process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in selecting people with appropriate skills and attributes to be an effective police officer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in screening out people with inappropriate skills, attitudes and behaviours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What elements could be improved?

What could be done to make the process of implementation of this stage easier?

SECTION 5 – Application Pack

Please rate the Application **Pack** in terms of the following (if the force has no experience of this stage of the NRS please answer any questions you have knowledge of and move to the next section):

	Very	Somewhat	Not very	Not at all	Too early to gather data
How useful for force?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy to implement into recruitment process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy for force to use/administer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How cost effective is this process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in selecting people with appropriate skills and attributes to be an effective police officer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in screening out people with inappropriate skills, attitudes and behaviours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How fair for applicants?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What elements could be improved?

What could be done to make the process of implementation of this stage easier?

SECTION 6 – Application Form

Please rate the Application **Form** in terms of the following (if the force has no experience of this stage of the NRS please answer any questions you have knowledge of and move to the next section):

	Very	Somewhat	Not very	Not at all	Too early to gather data
How useful for force?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy to implement into recruitment process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy for force to use/administer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How cost effective is this process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in selecting people with appropriate skills and attributes to be an effective police officer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in screening out people with inappropriate skills, attitudes and behaviours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How fair for applicants?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What elements could be improved?

What could be done to make the process of implementation of this stage easier?

SECTION 7 – Competency Based Questionnaire (CBQ)

Please rate the CBQ in terms of the following (if the force has no experience of this stage of the NRS please answer any questions you have knowledge of and move to the next section):

	Very	Somewhat	Not very	Not at all	Too early to gather data
How useful for force?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy to implement into recruitment process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy for force to use/administer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How cost effective is this process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in selecting people with appropriate skills and attributes to be an effective police officer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in screening out people with inappropriate skills, attitudes and behaviours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How fair for applicants?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What elements could be improved?

What could be done to make the process of implementation of this stage easier?

SECTION 8 – ‘Police Could You?’ Website

Please rate the ‘Police Could You?’ website in terms of the following (if the force has no experience of this stage of the NRS please answer any questions you have knowledge of and move to the next section):

	Very	Somewhat	Not very	Not at all	Too early to gather data
How useful for force?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy to implement into recruitment process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy for force to use/administer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How cost effective is this process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in selecting people with appropriate skills and attributes to be an effective police officer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in screening out people with inappropriate skills, attitudes and behaviours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What elements could be improved?

What could be done to make the process of implementation of this stage easier?

How many applications is your force downloading each week from the ‘Police Could You? Website

	Under 20	21 – 40	41 – 60	61 – 80	81 – 100	Over 100
o	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION 9 – Eyesight standards

Please rate the Eyesight standards in terms of the following (if the force has no experience of this stage of the NRS please answer any questions you have knowledge of and move to the next section):

	Very	Somewhat	Not very	Not at all	Too early to gather data
How useful for force?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy for force to use/administer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How cost effective is this process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in selecting people with appropriate skills and attributes to be an effective police officer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How fair for applicants?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Are there any problems/issues around these?

What elements could be improved?

SECTION 10 – Recruit Assessment Centre

Please rate the Recruit Assessment Centre in terms of the following (if the force has no experience of this stage of the NRS please answer any questions you have knowledge of and move to the next section):

	Very	Somewhat	Not very	Not at all	Too early to gather data
How useful for force?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy to implement into recruitment process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy for force to use/administer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How cost effective is this process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in selecting people with appropriate skills and attributes to be an effective police officer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in screening out people with inappropriate skills, attitudes and behaviours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How fair for applicants?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfactory is the candidate pre-information?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfactory is the candidate results feedback?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfactory are the force management reports?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What elements could be improved?

What could be done to make the process of implementation of this stage easier?

SECTION 11 – Medical criteria (currently HOC 7/98 criteria, to be replaced with new medical criteria due to extension of DDA in 2004) & Medical Examination

	Yes	No
Does the force currently use HOC 7/98?	<input type="radio"/>	<input type="radio"/>
Does the force consider initial medical criteria on receipt of Medical Questionnaire?	<input type="radio"/>	<input type="radio"/>

If it considers initial medical criteria, how is it used?

At what stage of the selection process does the force conduct a Medical Examination on applicants?

After CBQ sift	After recruit assessment centre	After Job-Related Fitness Test	After security vetting	Other (please state)	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Who conducts this Medical Examination?

OH nurse	OH Doctor/Force Medical Officer	External healthcare provider	Other (Please state)	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

SECTION 12 – Job-Related Fitness Test

Please rate the Job-Related Fitness Test in terms of the following (if the force has no experience of this stage of the NRS please answer any questions you have knowledge of and move to the next section):

	Very	Somewhat	Not very	Not at all	Too early to gather data
How useful for force?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy to implement into recruitment process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy for force to use/administer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How cost effective is this process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in selecting people with appropriate skills and attributes to be an effective police officer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How fair for applicants?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What elements could be improved?

What could be done to make the process of implementation easier?

	Yes	No
Does the force test fitness during probation?	<input type="radio"/>	<input type="radio"/>

SECTION 13 – Vetting Criteria (HOC 54/2003 – ACPO guidance on vetting) (not part of NRS but related issue)

Please rate the Vetting Criteria in terms of the following (if the force has no experience of this stage please answer any questions you have knowledge of and move to the next section):

	Very	Somewhat	Not very	Not at all	Too early to gather data
How useful for force?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy to implement into recruitment process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How easy for force to use/administer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How cost effective is this process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in selecting people with appropriate skills and attributes to be an effective police officer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How effective in screening out people with inappropriate skills, attitudes and behaviours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How fair for applicants?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What elements could be improved?

What could be done to make the process of implementation easier?

SECTION 14 – Other comments/Why is force not using a stage

Please provide any other comments regarding the NRS in the space below. If the force is not using any of the stages of the NRS please state which it is not using and explain what led to this decision (please continue on a separate sheet if necessary).

Thank you for your time and patience in completing this questionnaire



Letter sent to forces visited



RA Field-Smith MBE MA Chartered FCIPD FCMI

HM INSPECTOR OF CONSTABULARY

Personnel and Training

White Rose Court, Oriental Road, Woking, Surrey, GU22 7PJ

Tel: 01483 215331 Fax: 01483 215347

Email: Robin.Field-Smith@homeoffice.gsi.gov.uk

5 February 2004

Director of Personnel

Address

Dear,

HMIC INSPECTION OF FORCES AGAINST THE NATIONAL RECRUITMENT STANDARDS

I am writing in connection with the inspection of forces that will be conducted between March and May 2004. You will recall that new national standards have been designed for national implementation by Spring 2004. This was on the basis that all forces would adopt and implement them. A copy of the inspection brief is enclosed for your information.

As part of the inspection process I will be seeking the views of a number of key individuals and organisations that are able to provide an external perspective. I would now like to seek your views, positive or otherwise, concerning the quality and state of the implementation of the National Recruitment Standards. I am particularly interested in issues such as:

- timescales for implementation
- the effectiveness of the NRS process in selecting people with appropriate skills and attributes to be an effective police officer
- screening out people with inappropriate skills, attitudes and behaviour
- identifying any barriers to implementation
- feedback on the NRS process
- examples of noteworthy practice

To ensure we obtain information in a consistent format and to assist you in this process we have supplied a proforma, which we have asked you to complete. If there is anything, which I have not covered, please feel free to include additional comments.

Once your views have been obtained a member of my inspection team will arrange to visit your force for a more detailed inspection.

My staff are currently gathering information and a response by 29 February 2004 would be most helpful. Please respond via e-mail to my Inspection Support Manager, Miss Teresa Sears (teresa.sears@homeoffice.gsi.gov.uk)

Yours sincerely

A handwritten signature in black ink, appearing to be 'R. Allen', with a long horizontal stroke underneath.

Enclosures



Proforma sent to forces who were visited

Question	Sub-questions	Force response	HMIC comment
The inspection will determine the quality and state of implementation of the NRS			
1. Is there a Chief Officer lead for the NRS?	N/A		
2. What is your recruitment and selection strategy/ policy? Please provide copy and flow diagram of recruitment process.	2.1 How is it monitored and evaluated?		
	2.2 When was it last reviewed?		
	2.3 Who "owns" this document?		
	2.4 What was been your involvement with these documents?		
	2.5 How were these documents communicated/consulted upon?		
	2.6 Have you experienced any difficulties in using the NRS system?		
	2.7 How do you identify your recruitment needs?		
	2.8 Who manages and delivers recruitment? ie. Outsourcing application distribution or collaboration on assessment centres		
3. Have you been consulted about the detail of each component of NRS?	3.1 How well are you kept informed of developments within the NRS?		
	Excellent/Good/Average/ Below average/Poor		
	3.2 Where do you go for advice and guidance on the NRS?		
	3.3 How would you describe the relationship between: a) the force & Centrex		
	Excellent/Good/Average/ Below average/Poor		
	b) the force & Home Office		
	Excellent/Good/Average/ Below average/Poor		
	3.4 How accessible are: a) Centrex? b) Home Office?		
	3.5 How would you describe the quality of service provided by: Centrex Home Office		
	Excellent/good/average/below average/poor		

Question	Sub-questions	Force response	HMIC comment
4. Have there been any formal expressions of dissatisfaction with any aspect of the NRS process?	4.1 What has been the outcome?		
5. What is the average time from application to appointment (the date they start their appointment)?	N/A		
6. How does the force monitor the efficiency, effectiveness and quality of the recruitment process?	6.1 How does the process deliver Best Value?		
7. What elements of NRS are currently in place within the force?	<p>Elements:</p> <ul style="list-style-type: none"> – Eligibility Criteria (HOC 54/2003) and HOC 6/2003 on Nationality Criteria – Self Selection Pack and Application Pack – Application Form & Competency Based Questionnaire (CBQ) – ‘Could You’ Website – Eyesight Standards – Assessment Centre – Medical Criteria & imminent extension of DDA (medical criteria has been in place since 1998, new criteria is currently being consulted; likely to be in place in 2004) – Job Related Fitness Test (JRFT) 		
8. What are your attrition rates (%) before and post NRS implementation, for each stage of the selection process? By VMEG, gender, plus female VMEG's. Please detail and provide evidence by:	<p>Eligibility Criteria (HOC 54/2003)</p> <p>Nationality Criteria (HOC 6/2003)</p> <p>Application Form & Competency Based Questionnaire (CBQ)</p> <p>Eyesight Standards</p> <p>Assessment Centre/process</p> <p>Medical Criteria & imminent extension of DDA (Linked to Question 11)</p> <p>Job Related Fitness Test (JRFT) (Linked to Question 12)</p>		
9 Who champions recruitment diversity matters?	N/A		
10. Will the force meet its recruitment target for 2003-04, for:	<p>– Training places provided by Centrex for 2003/04?</p> <p>– Diversity target for 2003/04?</p> <p>10.1 What are the recruitment targets set for 2004-05 for:</p> <ul style="list-style-type: none"> – Training places bid for, from Centrex/other Stage 2 training provision – Annual diversity target set by the force in conjunction with the Dismantling Barriers Target Milestone measure for 2009? 		

Proforma sent to forces who were visited

Question	Sub-questions	Force response	HMIC comment
NRS QUESTIONING AREAS			
11. Eligibility Criteria (HOC 54/2003)	11.1 Is the force applying HOC 54/2003?		
	11.2 To what extent has it been useful for your force?		
	11.3 Are there elements that could be improved? Please detail these elements.		
	11.4 If your force is not following this circular, please explain reasons behind this decision. What is the force doing instead?		
12. Self Selection Pack and Application Pack	12.1 Self-Selection Pack: To what extent is the force using the self-selection pack or its contents in some way (ie telephone screening)		
	12.2 Self-Selection Pack: To what extent has it been useful for your force?		
	12.3 Self-Selection Pack: Are there elements that could be improved? Please detail these elements.		
	12.4 Self-Selection Pack: If the force is not using it, What lead to this decision? What is the force doing instead?		
	12.5 Application Pack: Is the force using the Application Pack?		
	12.6 Application Pack: What feedback have they had from applicants? NB in some cases it be too early to respond		
	12.7 Application Pack: Has your force distribution rates been affected since the introduction of the pack? If so, how? What are your thoughts as to why?		
	12.8 Application Pack: Are there elements that could be improved? Please detail these elements.		
13. Application Form & Competency Based Questionnaire (CBQ)	13.1 Is the force using the Application Form?		
	13.2 Is the force using the Competency Based Questionnaire as the initial paper sifting process?		

Question	Sub-questions	Force response	HMIC comment
13 cont.	13.3 How has the Application Form & CBQ been received by your applicants?		
	13.4 How straightforward have you found the Form & CBQ to consider and assess?		
	13.5 How has the design of the Application Form assisted the administration process for your recruitment team?		
	13.6 Are there elements that could be improved to the Application Form or CBQ? Please detail these elements.		
14. 'Could You' Website	14.1 Is your website page up to date regarding your recruiting status & vacancy numbers? (Please provide a print out.) How does data held on the force website compare with national website?		
	14.2 How many applications is the force downloading from the "Police Could You" website each week?		
	14.3 Are there elements that could be improved with the "Could You" website? For example are there aspects such as the administration of force details and downloading of application forms etc. Please detail these elements		
15. Eyesight Standards	15.1 Are you applying the national eye sight standards?		
	15.2 Are there any problems/issues around these? Are they effective?		
	15.3 If the force is not using the eyesight standards, please explain why you have decided not to use the eye sight standards b) What is your force doing instead?		
16. Assessment Centre (AC)	16.1 Have you already implemented the NRS AC?		

Proforma sent to forces who were visited

Question	Sub-questions	Force response	HMIC comment
Cont... 16 Assessment Centre (AC)	<p>16.2 <i>Does the force consider AC to be An effective selection process?</i></p> <ul style="list-style-type: none"> – Cost effective (what is the cost per candidate you assess pre and post NRS assessment centres)? – Any efficiencies of scale achieved? (How many candidates are placed on the AC each day?) – Did the force provide candidates with pre-assessment briefing packs on their pre NRS assessment centre process? – With NRS assessment centres, forces can run an assessment centre with six weeks notice if running the centre themselves. If the force run the assessment centre collaboratively it would take 12 weeks notice if they ask Centrex to run it for them. How do these timelines compare with their former assessment process? Are these time scales satisfactory? – Timeliness between deciding to hold and running an AC? – Ease of changeover between former process and NRS AC? – Ease of implementation for your recruitment team? – Exercises: Are the exercises sufficient? – Is the marking process useful? How could it be improved? – Are the results and feedback procedure useful or are there ways they could be improved? – Are communications between force and Centrex on the administration pre and post assessment centre satisfactory? How could they be improved? – How satisfactory are the assessment centre and analysis reports provided by Centrex to the force? How could they be improved? – How many local members of the community have the force trained as assessors? 		

Question	Sub-questions	Force response	HMIC comment
Cont... 16 Assessment Centre (AC)	<p>16.3 If you are currently implementing in the training stages, how have you found:</p> <p>Information from the Home Office and Centrex (timelines, accuracy, support, helpfulness etc)</p> <p>Your Home Office funded allocation of up to 10 days Assessor training whether split into two full five-day courses or split in other ways. How did this meet their needs?</p> <p>Other training provision e.g. Exercise Trainer/Quality Assurer, AC Management Team Hand over Training. AC Administration process between the force and Centrex.</p> <p>Are there any elements in the above that could be improved? Please detail.</p>		
	<p>16.4 How does your force's former selection process compare? In terms of:</p> <p>(a) Competencies assessed</p> <p>(b) Exercises used</p> <p>(c) Number of times each competency was assessed during the process</p> <p>16.4a) How was Respect for Race and Diversity tested in your former selection process? How many applicants and what percentage of the total applicants were de-selected for failing to demonstrate this competence area (to a satisfactory level?)</p> <p>April 2002 – March 2003.</p>		
16. Previous force selection process:	16.5 <i>Previous force selection process:</i> How were your former exercises validated?		
	16.6 <i>Previous force selection process:</i> How was candidate performance marked and assessed?		
	16.7 <i>Previous force selection process:</i> How was the process quality assured/moderated?		
	16.8 <i>Previous force selection process:</i> What feedback arrangements were available to candidates?		
	16.9 <i>Previous force selection process:</i> What appeals procedures were candidates able to utilise? (Please provide force policy/details)		

Proforma sent to forces who were visited

Question	Sub-questions	Force response	HMIC comment
Cont... 16 Assessment Centre (AC)	16.10 <i>Previous force selection process:</i> How did you monitor performance across each of the competencies? How was this presented, and to whom? How did the monitoring, evaluation and review change the assessment process? (Please see link to Question 5 – Recruitment targets)		
	16.11 <i>Previous force selection process:</i> What was the cost per candidate assessed? Proportion of Community Lay Assessor representation in the assessment process?		
	16.12 <i>Previous force selection process:</i> Proportion of Community Lay Assessor representation in the assessment process?		
NRS	16.13 How have you collaborated with other force and/or forces on applying the NRS and how does this work? (eg. Sharing assessors or candidate co-ordinators etc)		
	16.14 What feedback have you received on the £100 payment to community assessors?		
	16.15 What is the cost to the force of meeting on-going training needs? (This question refers to new assessors)		
	16.16 a) What is the force view on “regretting” and/or “rejecting” candidates who do not meet the Respect for Race and Diversity protocol? b) Are you content with the assessment of Respect for Race and Diversity in the assessment centre?		
17. Medical Criteria & imminent extension of DDA	17.1 a) Does your force consider initial medical criteria on receipt of the medical questionnaire (currently with the application form)? b) Please explain how it is used. c) If so, what proportion of your applicants fail on initial medical criteria? (by gender and VMEG)?		

Question	Sub-questions	Force response	HMIC comment
Cont... 17	17.2 a) Does your force conduct a medical examination on its applicants? If so, at what stage of your selection process? b) Who conducts this medical examination?		
	17.3 Is your force applying HOC 7/98?		
	17.4 What proportion of your applicant's fail the Medical Examination stage? (by gender and VMEG)		
18. Job Related Fitness Test (JRFT) NB: research results due (Spring 2004)	18.1 a) Is your force using the Interim JRFT as outlined in HOC 31/2003? b) If the force is not following it, what lead to this decision? What is the force doing instead?		
	18.2 What familiarisation facilities does the force extend to applicants about the JRFT? (ie Open days/evenings/video/CD/guidance on force Internet site etc)?		
	18.3 Does the force experience difficulties with any specific element(s) of the JRFT?		
	18.4 What proportion of applicants pass & fail (on the 1st, 2nd & 3rd potential testing occasion), by gender and VMEG?		
	18.5 Do you test fitness during probation?		
	18.6 Do you test fitness after probation?		
	18.7 What proportion of officers (beyond probation) pass Officer Safety Training? ie where commonly there are no fitness tests or level required for general police work		
	18.8 What happens to officers who fail their safety training? ie What is the link to the requirement for fitness standards to ensure they are job related and set to an appropriate level?		
	18.9 Are there elements of the JRFT that your force feel could be improved?		

Proforma sent to forces who were visited

Question	Sub-questions	Force response	HMIC comment
19. Vetting Criteria	19.1 a) Is the force applying HOC 54/2003, containing ACPO guidance on vetting? b) To what extent has it been useful for forces?		
	19.2 Are there any problems/issues being experienced?		
	19.3 Are there any elements that could be improved?		
	19.4 If the force is not using it, please detail rationale behind this decision? What is the force doing instead?		
20. Second in-force Interview – <i>Only relevant to a small proportion of forces</i>	20.1 Does the force plan to run a second in-force interview after the AC? If so, why? Please detail any gaps identified in current NRS process, together with evidence.		
	20.2 What do you anticipate the cost per candidate assessed will be for this additional process?		
	20.3 Who does the force plan to use as interviewers?		
	20.4 Will there be community representation within this process? If so, what role will they take?		
	20.5 If the AC could be modified to address these concerns, would your force still wish to conduct a further interview?		
CONCLUDING QUESTIONS			
21. How would you summarise any barriers or difficulties you are facing/faced in implementing National Recruitment Standards? How did you overcome them/are you overcoming them?			
22. What are the other key issues relating to NRS/police officer recruitment which have not been raised?			

Copy of letter sent to key stakeholders



HM INSPECTORATE OF CONSTABULARY

Personnel and Training

White Rose Court, Oriental Road, Woking, Surrey, GU22 7PJ

Tel: 01483 215331 Fax: 01483 215347

Email: mandy.wynn@homeoffice.gsi.gov.uk

19 January 2004

Name/Address

Dear,

HMIC INSPECTION OF FORCES AGAINST THE NATIONAL RECRUITMENT STANDARDS

I am writing in connection with the inspection of forces that will be conducted between January and March 2004. You may recall that new a new national standard was planned for introduction by all police constabularies in England and Wales. The new standards were designed for national implementation by 1 April 2004. This was on the basis that all forces would adopt and implement them.

As part of the inspection process we seek the views of a number of key individuals and organisations that are able to provide an external perspective. HMIC would like to seek your views, positive or otherwise, concerning the National Recruitment Standards.

HMIC are particularly interested in issues such as:

- Timescales for implementation
- The effectiveness of the NRS process in selecting people with appropriate skills and attributes to be an effective police officer
- Screening out people with inappropriate skills, attitudes and behaviour
- Identifying any barriers to implementation
- Feedback on the NRS process
- Examples of noteworthy practice
- Any additional comments.

In addition we will be visiting a representative sample of Forces, Home Office (Police Personnel Unit) and Centrex to ask more detailed questions. A copy of the inspection brief has been supplied for your convenience.

HMIC staff are currently gathering information and a response by 18 February 2004 would be most helpful. Please respond via e-mail to my Inspection Support Manager Teresa Sears (teresa.sears@homeoffice.gsi.gov.uk).



Generic and additional questions

- Selection Team (Internal and Community Assessors) Focus Group
- Tell us how the process is going
- How were you selected to become an assessor?
- What are your experiences/roles?
- Where was the “vacancy” advertised?
- What were the selection criteria?
- When did you receive your pre-read book?
- What was the quality of the pre-read material?
- Were you given paid time to do your pre course work?
- What feedback do you have on the training?
- Community assessors: Were you paid for the training time?
- Are the applicants aware that you are not force staff or employees?
- What impression do you think applicants have of the police service as a result of this process?
- Tell us about the running of the assessment centre/ what is the reality?
- What is your perception of the respect for diversity competence?
- What is your perception of the interview?
- What are your reasons for doing this work?
- What can be done to improve applicants’ perception of the assessment centre?
- How has your commitment to the assessment centre process effected you ability/availability to do you day to day job?
- How has the collaboration worked with community assessors/other forces/national community assessors (where appropriate)?
- What feedback have you had on the process from the force/Centrex?
- How can it be improved?

Positive Action Teams

- What was the positive action teams involvement in developing the recruitment strategy or policy?

- How is your role linked to the diversity and recruitment teams?
- Which “groups” do you assist?
- What is this assistance?
- What are your recruitment/diversity targets for 2003/04. Are you on course to achieve your target?
- What are your recruitment/diversity targets for 2004/05?
- Has there been any feedback from members of the community, including, under-represented groups, concerning the application, on-line, assessment centre, medical, JRFT processes?
- What monitoring have you undertaken of performance for each competence within the assessment centre?
- What monitoring have you undertaken of performance at assessment centre and on-going performance at training and beyond?
- How does performance for each element of the selection process compare for VMEG/white and male/ female?
- What use do you make of the Centrex data? How have you used this data?
- What feedback have you had from community assessors on the NRS and specifically the assessment centre?
- How can the assessment for respect for diversity be enhanced?

Directors of HR

- What is your overall view of the NRS?
- What feedback have you had on the NRS?
- Are there any areas, which give you, cause for concern?
- Are you involving community assessors?
- What has been the community feedback on the NRS?
- How are you planning to keep the community assessors fresh and independent?
- Have you any observations around:
 - Vetting procedure
 - CBQ
 - Assessment centre
 - JRFT
 - Medical

Generic and additional questions

What has been the main consideration in implementing the NRS?

Head of Recruiting

- What is your overall view of the NRS?
- What feedback have you had on the NRS?
- Are there any areas, which give you, cause for concern?
- Are you involving community assessors?
- How did you recruit community assessors (adverts and selection criteria)?
- Did you pay for community assessor training time?
- What has been the community feedback on the NRS?
- During the briefing for the assessment centre, are the applicants aware that the community assessors are not your employees or staff?
- How are you planning to keep the community assessors fresh and independent?
- Have you any observations around:
 - Vetting procedure
 - CBQ
 - Assessment centre
 - JRFT
 - Medical
- How much does the NRS (assessment centre) cost per head compared with your old process?
- Do you monitor competence performance at assessment centre compared with performance at training?
- What collaboration is taking place? What is planned?

Tutor unit

- How does the performance of pre NRS and post NRS officers' compare?
- Do you monitor competence performance at assessment centre compared with performance at training?
- Where officers are under performing, which competency is the greatest cause for concern?
- Are officers adequately knowledgeable about the role when they start?
- Where officers resign, what are their reasons for leaving?
- Where officers are served reg. 15 or required to resign under which competence were they under performing?

- In your opinion are there any “competencies” which are not being adequately tested amongst new probationers
- What is the attitude, and behaviour of new officers post secret policemen and post NRS compared with before?
- Are there any skills which new officers are continually failing to display?

Police Authority

- What has been your involvement in the development of the recruitment strategy?
- Were you fully briefed on the changes to recruitment as a result of the NRS?
- Were you involved in the decision of when to introduce NRS assessment centre?
- Have you had any feedback from the community on the NRS processes?
- Have you had any feedback from the community assessors?
- What is your understanding on the cost/resources need to run the assessment centre compared with the old process?
- Is this a concern or issue for the force?
- What was your involvement in agreeing recruitment targets (including under-represented groups)?
- How are you kept informed of performance against recruitment targets?
- Are there any areas amongst performance of new probationer’s pre and post NRS, which is giving you, concern?
- Are there any skills or competencies amongst police officer, pre and post NRS that need more pre “employment” screening?



Copy of inspection brief



INSPECTION ASSIGNMENT BRIEF:

NATIONAL RECRUITMENT STANDARDS

1 Background, Scope and Objectives

1.1 Background

During 2003 a national recruitment standards (NRS) process was planned for introduction by all police constabularies in England and Wales. The new standards were designed for national implementation by 1 April 2004. This was on the basis that all forces would adopt and implement.

The new standards require potential police officers to first complete and return an application form and medical questionnaire. Their application form is then assessed against the entrance requirements and scored by authorised and trained staff. If successful, they are invited to the next stage of the selection process. If the application is not successful they are informed and provided with reasons. The next stage involves assessment tests and interview. Centrex designed the assessment centre, which was approved by ACPO on 10 September 2003. The centre can be run either by an individual force, a collaboration of forces, or by Centrex. Typically these include written tests, ability tests, interactive role-play exercises and an interview. Trained assessors assess the candidate. Assessors can be members of staff or can be lay assessors. If successful at assessment, the candidate is invited for a medical examination. Applicants are subject to security checks and references. Some Forces have opted to use a second interview. This is not part of the national recruitment standards process and is not universally used.

There have been concerns voiced about the implementation of the NRS process. These concerns have been voiced through "Summer Splash" (a review of force position, summer 2003) and through Home Office monitoring of the implementation.

The BBC programme, "The Secret Policeman" raised questions of discriminatory behaviour and attitude amongst new police officers recruited through forces' bespoke recruitment processes. The NRS process is designed to eliminate such tendencies as far as is possible.

Ministers have publicly stated that all forces will be expected to have fully adopted National Recruitment Standards by the end of April 2004. ACPO, the APA and staff associations including the NBPA support for the implementation of the NRS. HMIC have decided that there needs to be engagement with key contributors and forces to determine the current position and to identify the key issues through a tightly focused, short inspection.

1.2 Scope

This inspection will cover the design, implementation and delivery of the new NRS. It will include obtaining the views, observations and comments of key contributors and forces. Data will be collected by quantitative and qualitative methods. Local “facilitators” will be identified from within the inspection team. Data collection will seek to minimise disruption to operational activity. The data will be validated and evaluated. Recommendations will be made with due consideration to the implementation process. There will be inspection feedback in force(s) who have not yet implemented NRS and a selection of those who have implemented NRS.

1.3 Goals

- to assess the quality and state of implementation of the NRS process particularly in respect of:
- selecting people with appropriate skills and attributes to be an effective police officer
- the timescales for implementation
- the effectiveness of the NRS process
- screening out people with inappropriate skills, attitudes and behaviour
- identifying any barriers to implementation
- validating the delivery of the NRS at all levels
- identifying noteworthy practice and, following full evaluation, good practice

2 Benefits

The benefits for police recruiting are:

- all contributors, forces and police authorities will have a greater understanding of NRS
- centrex and Home Office to have a greater understanding of current NRS views, opinions and position
- each contributor will be aware of issues effecting the implementation of the NRS
- the Home Office and Centrex will be able to demonstrate how effectively they are providing support to operational policing needs
- solutions can be considered and recommendations made to forces (this may include alterations to NRS, which can in turn be adopted by all forces)
- a greater understanding of issues affecting the NRS

3 Activities

- design the method of data gathering (NB Responsibility for running and gathering the data will rest with the “facilitator” – Staff Officers, HMIC)
- planning of fieldwork visits
- obtaining data from key contributors, especially Home Office and Centrex
- obtaining data from forces:
- those who have implemented NRS
- those who are in the planning stage, or have not begun implementation
- validating/evaluating data collection
- fieldwork with selected forces
- analysis of data and evidence, and consultation of conclusions and recommendations
- writing report

Copy of inspection brief

- publication of report
- implementation, on-going inspection and evaluation

4 Assumptions

All forces are willing and understand the need to adopt, implement and deliver a national recruitment standard

Contributors will keep their respective teams informed and will consult as appropriate

Not all forces will be visited; a sample group will be selected of 20%–25% of forces for face-to-face interviews

The main gathering of data will be led by regional staff officers (part time) and lead staff officer (Personnel). They will be supported, as appropriate, by Centrex and Home Office staff.

5 Constraints

The scale of the abstraction from day to day activity may cause some planning difficulties with contributors and forces.

6 Deliverables and Timescales

Deliverables	Dates
Establishment of inspection team	5 December 2003
Approval of inspection assignment brief	17 December 2003
Desk research and obtain data from key contributors	13–14 January 2004
Presentation from HMIC, Centrex and Home Office	19 January 2004
Design method of data gathering	13–21 January 2004
Memo to key forces	21 January 2004
Obtain data from forces:	
Obtain data from Centrex, Home Office, APA and Staff Associations	
Obtain data from non-adopted forces	
Obtain data from adopted but non-implemented forces	
Obtain data from implemented forces	22 January– 18 February 2004
Validate/evaluate data collection	25 February 2004
Report on data gathered	26–27 February 2004
Recommendations/solutions proposed by contributors and inspection team	1–3 March 2004
Consultation with key forces	4–11 March 2004
Approval of recommendations	12 March 2004
Report determining findings, conclusions and recommendations	22–26 March 2004
Implementation, on-going inspection and evaluation	29 March 2004

7 Communication Strategy

Initial Communication

- Obtain Inspection team support
- Obtain approval from HMIC as defined in section 11
- Communicate inspection to forces, contributors and key stakeholders

Copy of inspection assignment brief to forces

Insert in Reform Bulletin

Detailed correspondence to forces/associations involved with in-depth data collection

8 Estimated Effort and Cost

Effort

	Days
Establishment of inspection team	2
Approval of inspection assignment brief	2
Desk research and obtain data from key contributors	5
Presentation from HMIC, Centrex and Home Office	2
Design method of data gathering	3
Memo to key forces	2
Obtain data from forces:	
Obtain data from Centrex, Home Office, APA and Staff Associations	2
Obtain data from non-adopted forces	2
Obtain data from adopted but non-implemented forces	11
Obtain data from implemented forces	12
Validate/evaluate data collection	3
Report on data gathered	4
Recommendations/solutions proposed by contributors and inspection team	5
Consultation with key forces	3
Approval of recommendations	1
Report determining findings, conclusions and recommendations	5
Implementation, on-going inspection and evaluation	14
	78
10% contingency	8
	86
+ 20% Inspection Management	18
Total	104

9 Effort (to be held by originating department)

	£
Establishment of inspection team	314
Approval of inspection assignment brief	314
Desk research and obtain data from key contributors	785
Presentation from HMIC, Centrex and Home Office	314
Design method of data gathering	785
Memo to key stakeholders	314
Obtain data from forces:	
Obtain data from Centrex, Home Office, APA and Staff Associations	425
Obtain data from non-adopted forces	425
Obtain data from adopted but non-implemented forces	2,338
Obtain data from implemented forces	2,551
Validate/evaluate data collection	471
Report on data gathered	878
Recommendations/solutions proposed by contributors and inspection team	785
Consultation with key forces	471
Approval of recommendations	157
Report determining findings, conclusions and recommendations	878
Implementation, on-going inspection and evaluation	2,698
	14,903
10% contingency	1,490
	16,393
+ 20% Inspection Management	3,279
Total	19,672
This is made up as follows:	
HMIC Lead Staff Officer(s) (Regions) Staff	3,000
Centrex Staff	3,000
Research and Data Services	249
Police Personnel Unit (Home Office) Staff	3,000
HMIC Lead Staff Officer (HR) Staff	3,000
	12,249
+ 10% Contingency	1,225
	13,474
+ 20% Inspection Management	2,694
	15,703

Revenue Costs (to be held by originating department)		£
Stationery		199
Subsistence and mileage		2,805
Administration		500
		3,555

10 Success Criteria of Planned Outcome

A clear understanding of the current NRS situation

That any barriers to implementation with the current NRS have been identified and solutions proposed

NRS evolves into an efficient, effective and economic (with quality at the heart) recruitment tool

Any strengths or weakness with the existing NRS are identified

Forces are able to meet their recruitment needs

Probationary constables with appropriate skills, behaviour and attitude are appointed with the potential to be fully competent police officers

11 Approval

HMIs 17 December 2003



Supporting Statistical Data

	number Post Graduate (PG)	156
	Percentage Postgraduate successful	76.3%
	number PG successful	119
	number grad	1835
Academic	Percentage Graduate successful	76.1%
	number grad successful	1397
	number A level	2999
Attainment	Percentage 'A' Level successful	59.1%
	number 'A' Level successful	1773
	number GCSE	3271
	Percentage GCSE successful	49.7%
	number GCSE successful	1626
	Number no qualifications	290
	Percentage No Qualification successful	28.6%
	Number no qualifications successful	83

	Total number applying for HPDS	1810
HPDS	Percentage HPDS successful	73.1%
	number HPDS successful	1323
	Total number not applying for HPDS	6687
	Percentage not HPDS successful	54.5%
	Number non HPDS successful	3645

	Total number specials	522
Specials	Percentage specials successful	66.5%
	Number specials successful	347
	Total number non specials	8041
	Percentage non-specials successful	58.0%
	Number non specials successful	4662

Competency Areas	Number reaching standard overall (White)	1943
	% reaching standard overall (white)	85.0%
	Number reaching standard overall (Minority Ethnic Group)	104
	% reaching standard overall (Minority Ethnic Group)	67.1%
	Number reaching standard in RFRD	1906

	% reaching standard in RFRD (White)	83.4%
	Number reaching standard in RFRD (Minority Ethnic Group)	122
	% reaching standard in RFRD (Minority Ethnic Group)	78.7%
	Number reaching standard in Oral Communication (White)	2225
	% reaching standard in Oral Communication (White)	97.4%
	Number reaching standard in Oral Communication (Minority Ethnic Group)	140
	% reaching standard in Oral Communication (Minority Ethnic Group)	90.3%
	Number reaching standard in Written Communication (White)	2050
	% reaching standard in Written Communication (White)	89.7%
	Number reaching standard in Written Communication (Minority Ethnic Group)	111
	% reaching standard in Written Communication (Minority Ethnic Group)	71.6%

Respect for Race Diversity	Number of applicants failing on Respect for Race and Diversity (RFRD) evidence	31
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Abbreviations and Acronyms

ACPO	Association of Chief Police Officers
ADR	Annual Data Return
AGNRS	Advisory Group for National Recruitment Standards
APA	Association of Police Authorities
BCU	Basis Command Unit
BPA	Black Police Association
CBQ	Competency Based Questionnaire
CID	Criminal Investigation Department
CRE	Commission for Racial Equality
GPA	Gay Police Association
HMI	Her Majesty's Inspector
HMIC	Her Majesty's Inspectorate of Constabulary
HOC	Home Office Circular
HPDS	High Performance Development
HR	Human Resources
ICF	Integrated Competency Framework
JRFT	Job-related Fitness Test
MEG	Minority Ethnic Group
NBPA	National Black Police Association
NOS	National Occupational Standards
NRS	National Recruitment Standards
PABEW	Police Advisory Board of England and Wales
PCSO	Police Community Support Officer
PDPs	Personal Development Portfolios
PMBA	Personnel Management Business Area
PPU	Police Personnel Unit
VMEG	Visible Minority Ethnic Group