

# Recruitment and Selection (Authority/Police Staff)

Procedure

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## Overview

### What is this about?

Our ability to attract, recruit and retain the best people is important to our success and long-term future.

This procedure sets out the principles of our approach to the recruitment and selection of authority/police staff. Our approach is in line with our core values and responsibilities under the public sector equality duty.

### Who is this for?

This procedure is for internal and external candidates who may apply for permanent or temporary roles.

It is also for managers and anyone else involved in the recruitment and selection process.

It does not apply to executive level appointments or the hiring of agency staff or contractors.

Managers should contact the Recruitment Team to talk through all other recruitment needs for example executive roles, agency staff or contractors.

### Key information

* Our aim is to identify the skills profile needed to best serve our communities and make sure policing provides value for money to the public.
* Our recruitment strategy must make sure we have the right number of officers and staff with the relevant skills, knowledge, and experience to maintain operational effectiveness.
* Recruitment decisions should be based on merit, making sure the best candidate is selected and any decision is free from discrimination on the grounds of: Age; Disability; Gender reassignment; Marriage or civil partnership; Pregnancy or maternity; Race; Religion or belief; Sex and Sexual orientation.
* Hiring managers are responsible for making sure all recruitment activities that are not managed by a specific department are carried out in line with this procedure.
* We will treat all information confidentially and in line with data protection law and principles. [Our Privacy Notice](https://www.scotland.police.uk/access-to-information/data-protection/privacy-notice-recruitment/) tells you how (and why) we process personal data for recruitment.
* We review and consider equality and diversity data to look for potential barriers to recruitment that stop us from having a workforce that represents the people of Scotland. This also helps us make better decisions about our employment practices.
* We may use positive action initiatives to promote equality of opportunity and encourage people from under-represented groups to apply.
* The Scottish Police Authority/Police Scotland are disability confident employers and guarantee an interview to candidates who tell us that they have a disability (as defined under the Equality Act 2010) and who meet the essential criteria for the post.
* We will make reasonable adjustments to prevent a disabled person being placed at a disadvantage by any practice within the recruitment and selection process.
* We will look at other requests that will prevent any candidate being placed at a disadvantage.
* We reserve the right not to advertise a vacancy or go through a competitive selection process in the following circumstances:
* Where we have a legal duty to give staff priority status and they meet the essential criteria for the role. For example, someone ‘at risk’ because their post has been made redundant in a restructure, or as a reasonable adjustment because of a disability or long-term health condition.
* When a candidate has passed a selection process for a post that was previously advertised and was appointed on a temporary basis.
* A candidate has previously passed the selection process for an identical post in the last twelve months and was advised they would be held on a reserve list.
* There is an urgent need to make sure that a person is in post for business continuity reasons and the appointment is on a temporary basis for no more than six months.

## Staff/Officer

### What you need to do:

* Look out for vacancies that are currently available.
* Sign up for job alerts.
* Follow guidance on how to apply.
* You are encouraged to tell us if you are disabled or have a physical or mental impairment that makes it hard for you to do any part of the recruitment process.
* Check your status and look out for emails that are sent to you after you have applied online.
* Look for updates and provide relevant documents when asked.
* Contact the Recruitment Team if you have any questions.

### Advertising a role

We normally advertise our vacancies on the intranet (for internal adverts) and the SPA or Police Scotland recruitment websites (for external adverts).

You can find our current vacancies in the recruitment section of our [website](https://www.scotland.police.uk/recruitment/police-staff/).

We might use other ways to target a specific or wider pool of candidates for example LinkedIn, X or Facebook.

You can sign up for job alerts, so you know when any new vacancies are posted. You can find details on how to register on the recruitment website.

All vacancies are normally advertised for a minimum period of two weeks.

### Job advert

The job advert tells you everything you need to know about the role and how to apply.

It tells you important information such as: employment status (permanent or temporary); hours per week; location; salary, general information about the job; qualification or experience required; vetting processes; flexible working, benefits, and the closing date.

If there is evidence of under representation of any of the protected characteristic groups, in certain jobs or at certain levels, we may actively promote applications from those groups using Positive Action Statements on adverts.

### Role profile

Role profiles give detailed information about the role.

They cover important information such as: role purpose (a summary of the key functions of the role); key accountabilities (details of the key responsibilities of the role); competency levels required; education, qualification, skills and experience and any other special requirements that are needed.

You will not be asked to have qualifications or experience that are not relevant to the role.

We will only ask for qualifications or experience when they are needed to be able to do the role.

### Application process

Read the job advert and role profile carefully. This will help you to be sure that your skills and experience are suitable for the advertised role.

It is important that you have the essential qualifications, skills, and experience. You must be able to show this in your application form. The initial sift is against the essential and desirable criteria set out in the role profile.

You should use the e-recruitment system to apply for vacancies. You will be taken to the system automatically from the vacancy page on the recruitment website.

If you need any help with your application, please contact our Recruitment Team. This will let you talk over any reasonable adjustments or support that can be put in place. [Our recruitment web page](https://www.scotland.police.uk/recruitment/) has contact details for the Recruitment Teams.

Before you start to fill in the application we recommend you read [Hints and tips for completing an application form](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Recruitment%20and%20Selection%20-%20Hints%20and%20tips%20for%20completing%20an%20application%20form.pdf).

You should use the job advert and role profile, so you know what competencies and values we are looking for in a successful candidate.

Remember to only include information that you have been asked for, or think is relevant. You will get the chance to tell us more if you are selected for interview.

You need to get approval from your manager if you are a permanent member of staff and are applying for a temporary or secondment position. You must get the approval confirmed by email before you complete and submit the application form.

Late applications are not accepted.

We will send you an email to let you know we have received your application.

Remember to check your junk/spam folder just in case the email is delivered there in error.

We will send you emails throughout the recruitment and selection process to let you know what we are doing with your application.

You can look at all the information that has been sent to you by choosing the “View Communications” menu option in the e-recruitment system.

### Shortlisting

After the closing date we will sift all completed application forms against the essential and desirable criteria set out in the role profile.

Applications with the strongest evidence are more likely to be progressed to the next stage.

If you meet the essential criteria and tell us you have a disability you will be invited to interview.

We will email you to let you know if your application is being progressed or not.

### Selection

We will use a fair and consistent approach to select the best candidate for the role.

The selection process will include an interview or assessment. The same selection process will be used to assess all candidates who apply for the same vacancy unless a reasonable adjustment is required.

We sometimes use job-related tests (including psychometric testing) or presentations to look for skills or qualities that are difficult to assess during an interview.

The selection process is considered on a case-by-case basis. This is to make sure it is objectively justified and does not create a barrier to any recruitment opportunities on the grounds of any of the protected characteristics.

An interview panel will assess the suitability of all the candidates.

### Interviews

We will email you to let you know if you have been selected to attend an interview. You will normally receive at least seven days’ notice.

If you are an external candidate, we will ask you to upload ID documents before booking an interview.

You will be asked to book an interview slot using the e-recruitment system. After you have booked your slot, we will email you to let you know the details of the interview.

If the slots available are not suitable you need to contact the Recruitment Team who will try to rearrange. We would encourage you to book one of the slots on offer, if possible.

We may use technology like video conferencing to hold virtual interviews. These are much the same as face-to face interviews but take place remotely.

If you want us to consider a reasonable adjustment, you must contact the Recruitment Team as soon as possible. You only need to do this if you have not already asked for a reasonable adjustment at the application stage.

The Recruitment Team will let the hiring manager know that a reasonable adjustment has been requested. The hiring manager will make the necessary arrangements.

You will be told what documents you need to bring to the interview. We will take a copy of any documents that we need and give the original back to you straight away.

If you have any questions about the role, bring them with you to the interview. The interview panel will ask you at the end of the interview if you have any questions or need any further information.

The interview panel will have at least two members on it. One of these is usually the hiring manager. We will send you details of the panel members along with the invite to interview.

Some hints and tips to help you get ready for the interview can be found in the How to Guides: [Preparing for interview](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Recruitment%20and%20Selection%20-%20Preparing%20for%20interview.pdf).

We will ask you questions on the Competency and Values Framework. You should refer to the role profile to find out what competencies and levels will be assessed.

All candidates will be asked the same set of competency and values questions.

This is your time to let us know who you are and what skills and experience you will bring to the role. Remember to keep it relevant and answer each question you are asked as accurately as you can.

The interview panel will take notes during the interview to help them gather evidence and assess your suitability. After all the candidates have been interviewed the panel members will be able to refer to their notes. This will help remind them how you and the other candidates answered each of the questions that were asked.

We will try to let you know as soon as possible after the interview if you have been successful.

We will send you an email to let you know the outcome of the interview and selection process.

If you show us during the interview and selection process that you have the skills and experience to be able to do the role, but are not made a formal offer of employment, you can be held on a reserve list (for up to 12 months).

### Feedback

You can ask for feedback from the Recruitment Team if you attend for interview but are unsuccessful.

Successful candidates can also ask for constructive feedback for their own personal development.

### Appointment

If you are successful, you will be sent a conditional offer of employment. An offer is only made to an external candidate after we have done a right to work in the UK check.

We will only ask for references after a formal offer of employment has been made and verbally accepted.

References are not needed for internal candidates.

Any offer of employment made to you is conditional until all pre-employment checks have been done.

The pre-employment checks include vetting, medical questionnaires and occupational health appointments, which may be needed to assess your suitability for a role.

The timescales for us to do pre-employment checks, depend on the individual circumstances of a candidate.

### On-boarding

Once everything has been confirmed and all the necessary pre-employment checks have been done, including vetting, we will be in touch.

We will send you a contract of employment. This will have details of the main terms and conditions and a copy of your role profile.

If you are an external candidate, we will send you an email to let you know where to report to on your first day. The email will also tell you the name of the person who will be at the location to meet you. This will usually be your supervisor or manager.

We will also send several important forms. These need to be signed and returned as soon as possible.

If you are an internal candidate your new manager will contact you, and confirm the arrangements for you starting your new role.

If you need any reasonable adjustments let your new manager know as soon as possible.

The manager will make sure all the necessary arrangements are made. This is so that when you attend for work on the first day everything you need is ready for you. For example: a temporary security pass, ICT equipment, chair, desk, or access to computer systems.

Your manager will meet with you and go over information to do with your work location. This will include emergency procedures.

Your manager will introduce you to your new colleagues. The manager will also go through any training and meetings that have been set up for the first week or two. This will help you settle into the role. For further information please refer to the [New employee induction checklist.](https://spi.spnet.local/commonservices/people-and-development/Documents/Recruitment%20and%20Selection%20-%20New%20Employee%20Induction%20Checklist.docx)

### Induction training

Our corporate induction training (online) is mandatory for all new staff. You must complete it within your first week or two of service.

Your manager will also look at the level of support and any other specific training that you need to do your role.

### Further information and support

If you need any further information or support, please refer to the recruitment website.

You will find lots of useful information on it including:

* the vital role staff play;
* recruitment criteria;
* application and selection processes;
* employee benefits;
* frequently asked questions; and
* information on training and induction.

There is also information on how to contact us if you need any further information or support.

## Manager

### What you need to do:

* Identify there is a vacancy or a resourcing need.
* Think about the most effective and efficient way to meet your recruitment needs.
* Confirm you have the budget and authorisation to progress.
* Submit the Recruitment Request Form (120-003).
* Send the role profile to the Recruitment Team.
* Confirm assessment and selection techniques to be used.
* Agree shortlist of candidates for interview.
* Send interview questions, panel information and suitable interview dates to the Recruitment Team.
* Notify the Recruitment Team of successful candidate(s).
* Complete and return (or upload) all recruitment paperwork.
* Once start date has been confirmed make arrangements for on-boarding.
* Make sure induction training for new starts is arranged and completed.

### Vacancy identification

The first thing you must do is assess the need for any new, changed or replacement posts.

You have to think about the skills and experience you are looking for. You need a role profile to detail the skills and experience that are required for a post. Refer to the role profile section for further information.

You must create a new role profile if there is not one already. You will need to update an existing one if the role requirements have changed. [Job Evaluation – Grade Request Form (102-013)](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Job%20Evaluation%20Scheme%20%E2%80%93%20Grade%20Request%20Form%20(102-013).docx) must be completed for all evaluations (new roles, re-evaluations, or organisational change).

If you have any questions about creating or updating the role profile, you can email the Job Evaluation Team at **[REDACTED]**. You may find there is already a similar role profile that you are unaware of.

Other things you need to think about are how much resource is needed, when you need it for, and for how long.

### Authorisation and approval

If you want to recruit for an existing vacancy, then you need to get approval from the relevant budget holder.

The budget holder can also approve an increase of staff hours, additional responsibility payments and the creation of new posts. For example, minor changes to structure within their approved budget.

There are different levels of approval needed for other resource changes. You will need to confirm the level of approval that is needed with your Head of Department.

Any requests for extra resources that are not within budget would need to be approved. You would need approval from either the Force Executive, SPA Corporate or Forensic Services Senior Management Team, or a designated member.

If you are not sure of the correct approval or governance route, email General Recruitment Support at [RecruitmentCentre@scotland.police.uk](mailto:RecruitmentCentre@scotland.police.uk). You can also contact General Recruitment Support to find out what team deals with recruitment for your Department/Division.

As soon as you get the necessary approval you can start to think about the most effective and efficient way to fill the recruitment need.

Contact the Recruitment Team to talk over the best way to fill the gap.

### The need to recruit

There may be better options than just recruiting a replacement or additional resource. For example, you could look at an increase to staff hours, acting up or additional responsibility payments for temporary cover.

You may be able to fill the recruitment need by using the skills and experience of staff in the redeployment pool.

You can find out what skills and experience we currently have in the redeployment pool by emailing **[REDACTED]**.

You may need to fill in a [Redeployee Project Work Request Form (102-003)](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Organisational%20Change%20-%20Redeployee%20Project%20Work%20Request%20(102-003).doc).

You must give staff in the redeployment pool priority if they have the relevant skills and experience.

If you agree there is a match you might be able to fill the role without having to advertise the vacancy. You might not need to go through the full recruitment and selection process.

Any job offer to an individual within the redeployment pool would be subject to vetting, if needed. Staff would also have to successfully complete a trial period.

### Role profile

You must email the Job Evaluation Team to get a role profile, or to confirm you have the most up to date one. This must be done before you send the role profile to the Recruitment Team. Please email requests to **[REDACTED]**.

If it is a new post, you will need to create a role profile. It will need to be evaluated by the Job Evaluation Team before the vacancy can be advertised.

If the role profile has been changed it may need to be evaluated before it can be advertised. It depends on how significant the changes are. Remember changes to the role profile will affect everyone with the same role profile and may invoke an organisational change process.

You must email an up-to-date role profile to the Recruitment Team.

The criteria in the role profile must be relevant and appropriate to the level of the post.

You should only ask for qualifications or relevant skills, knowledge and experience that are needed for the effective performance of the role.

Any and all changes to role profiles should be sent to the Job Evaluation team for version control.

### Request to start recruitment

[You must fill in a Recruitment Request Form (120-003)](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Recruitment%20and%20Selection%20-%20Recruitment%20Request%20Form%20(120-003).docx) and email the Recruitment Team to start the recruitment for authority/police staff roles.

Along with the Recruitment Request Form (RRF) you must provide evidence that the correct approval has been granted. For example, an audit trail of emails from the Head of Department, Finance or Establishment Control Group.

If you are recruiting for a post that already exists, make sure all the information on the RRF is correct. That is, SCoPE number, cost code, location and so on.

All the information on the RRF should be the same as the SCoPE post details. Details on how to find Post attributes can be found using the SCoPE Help Pages.

If you are recruiting for a new post you must complete [SCOPE Post Creation Form (123-006B)](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Recruitment%20and%20Selection%20-%20SCOPE%20Post%20Creation%20(123-006B).docx). The Resource Deployment Unit send you the SCoPE number once it has been generated. This will allow you to add the SCoPE number to the RRF.

If you put down inaccurate or insufficient information on the RRF it will delay the recruitment and selection process.

The information you put down on the RRF is used to create vacancies on the e-recruitment system. You can find information on e-recruitment in the [Oleeo - guidance for hiring managers](https://spi.spnet.local/commonservices/people-and-development/Recruitment%20Support%20Documents/Oleeo%20-%20Guidance%20for%20Hiring%20Managers.pdf).

The information on the RRF is used throughout the recruitment process so it must be correct from the very start.

You need to let the Recruitment Team know who else will need access to the vacancies on the e-recruitment system, for example panel members. This should be done at the same time as you send the RRF. Others will only be able to view applications for vacancies that they have been added to.

### Job advert

The Recruitment Team will copy the role purpose from the role profile to create a short advert.

If you want to add something specific, then email the details to the Recruitment Team. This must be done at the same time as you send the RRF.

When you send the RRF to the Recruitment Team you must add the date you sourced the role profile in the email.

You should use the job advert to promote hybrid and flexible working. This will help to encourage applications from a more diverse and wider audience.

The job advert will give clarity about the vetting process. This will help to reduce some of the anxiety held by potential candidates about vetting.

You should contact the Recruitment Team if you have questions or need support with the job role or advert. This can be done by email.

### Advertising a vacant role

Vacancies are normally advertised for a minimum of two weeks so remember to plan ahead.

If you need to recruit within a certain timescale, then you can add the date of the interviews on the advert. This would let candidates know they must be available on that date.

Vacant roles will normally be advertised on the intranet (for internal adverts) and the SPA or Police Scotland recruitment websites (for external adverts). This is after the Recruitment Team has verified all the information on the RRF.

You can ask for other additional media channels to be used to target a specific or wider pool of candidates.

The Recruitment Team can use focused recruitment campaigns to encourage applications from under-represented groups and help promote our commitment to diversity.

### Application process and e-recruitment

Candidates normally apply for vacancies using the e-recruitment system.

The e-recruitment system is used to manage applications, shortlist, arrange interviews and provide feedback to candidates.

The Recruitment Team will send you login details when they create the new vacancy on the e-recruitment system.

You will be sent a link to access the login page and granted access as the hiring manager.

For help and general information on e-recruitment refer to the [Oleeo - guidance for hiring managers](https://spi.spnet.local/commonservices/people-and-development/Recruitment%20Support%20Documents/Oleeo%20-%20Guidance%20for%20Hiring%20Managers.pdf).

Late applications are not accepted.

### Shortlisting

The Recruitment Team will do the first stage of shortlisting and progress candidates who meet the essential criteria for the role.

You will find the candidates who have been progressed to the next round on the ‘Shortlisting’ tab in the e-recruitment system.

The Recruitment Team will have automatically shortlisted candidates for interview if they met the essential criteria and told us they have a disability.

You need to decide how many candidates you want to shortlist for interview. The second stage of shortlisting will depend on how far away you are from your target shortlist number.

If you have too many candidates, start by shortlisting the ones with the most desirable criteria. When you get nearer your target, score each candidate based on how many of the desirable criteria they meet. You can then compare candidates and keep the best ones on your shortlist.

If you still have more candidates than you need, it is time to prioritise and look at other factors from the role profile (key accountabilities). You should prioritise in the order of how important they are to be able to do the role.

When you have finished the shortlisting, email the Recruitment Team with the date(s) for interviews. Let them know who the other interview panel members are and what questions you plan to ask at interview.

The Recruitment Team will arrange all the interviews and make up interview packs for the selection panel.

You must tell the Recruitment Team if you want to use a computer to do virtual interviews. These are much the same as face-to face interviews but take place remotely. The Recruitment Team will schedule and send an appropriate calendar meeting invite to the candidate, hiring manager and other panel members. The candidate will not be allowed to join the meeting until the chair/interview panel have allowed access.

### Preparing for interview

You need to find at least one other person to help you with the interviews.

At least one of the panel members should have gone through formal recruitment and selection training. It is also accepted however that people may have significant recruitment experience from previous employment. The Recruitment Team will be able to tell you if someone has the relevant experience to be on the interview panel.

As the hiring manager you will be responsible for setting the date for interviews and arranging suitable accommodation.

The Recruitment Team will tell you if any reasonable adjustments are needed for any of the candidates. You must make reasonable adjustments to prevent a candidate being placed at a disadvantage. Please refer to the Disability in Employment Procedure for further information.

You should prepare and finalise the questions that you plan to ask at interview. The Recruitment Team hold a bank of questions and can offer advice if you need any help.

We would normally expect a hiring manager to chair the interview and answer any role specific questions that the candidate may ask.

You should arrange a pre-meet with the other members of the interview panel to prepare for the interview. Go over the role profile together so you all know what to look for in a candidate who would be a good fit. You should agree the format of the interview and who will ask each question.

It is important that all the panel members are familiar with the role and understand the Competency and Values Framework (CVF). Online training for CVF is available.

You should look over the candidate’s application form again before going into the interview. There might be something you are not sure of or want more detail about. You may find you want to ask some additional questions about what they did in a certain role or what they learned. Do not miss the opportunity to ask!

### Interviews

You will be sent a Recruitment Pack that has important instructions. The Recruitment Pack will also include:

* The schedule for interviews;
* Job advert and role profile;
* Applicant Evidence Forms;
* Interview Summary Form;
* Applicant Feedback Form;
* Competency and Values Framework; and
* Vetting ID Form (external candidates only)

Remember that all the candidates will have been asked to bring documentation with them to the interview. You need to check the documents and make arrangements to have the relevant documents copied.

If you are doing virtual interviews the external candidates will have been asked to upload their ID documents before booking an interview. After all the interviews have been done the Recruitment Team will make arrangements to check the documents of the successful candidates. This must be done before successful applications can be progressed for vetting.

The primary aim for you and the selection panel at interview is to select and appoint the best person for the job.

You must assess the suitability of candidates using agreed assessment and selection criteria.

You must take a fair and consistent approach and give each candidate the same opportunity to show they are suitable for the role. This is done by using objective selection criteria based on the role profile and CVF.

You can also use job-related tests or presentations to look for skills or qualities that are difficult to assess during an interview.

[You must use Applicant Evidence Form (120-008)](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Recruitment%20and%20Selection%20-%20Applicant%20Evidence%20Form%20(120-008).docx) to take notes of the evidence provided by candidates.

Keep notes concise and only write down important information relevant to the interview. Do not add subjective or irrelevant comments. Focus on the evidence that will help you decide if a candidate is suitable or not.

You are responsible for making sure all the necessary documentation is completed by panel members.

### After the interview

You must tell the Recruitment Team who the successful candidate is.

When all the interviews are finished, you will need to log back into the e-recruitment system. Complete the interview feedback and outcome for each of the candidates.

You will need to scan and upload the feedback notes from the interview panel.

After you have uploaded the information on to the e-recruitment system the candidates’ status will change to ‘Interview – Decision’. The application will appear on the Dashboard for the Recruitment Team to progress.

The Recruitment Team will contact candidates to let them know if they were successful or not. This will be done as soon as they get notification to confirm that the interviews have been completed and feedback has been uploaded to Oleeo.

The Recruitment Team will also make sure all the documentation is correct and progress the successful candidate(s) for vetting. They will check SCoPE number, tenure, location, cost code and so on.

You can destroy completed paperwork after it has been uploaded to Oleeo or emailed to the Recruitment Team.

You must delete any records (electronic or hard copy) held or created by you if you no longer need them. Please refer to the Record Retention Standard Operating Procedure for further guidance.

The Recruitment Team will be told if candidates have passed or failed vetting and will contact the candidates to let them know.

The Recruitment Team will send the candidates’ details to Shared Services. Shared Services will talk over and agree a start date with the candidate and hiring manager and send out the contract documents.

After the candidate has signed and returned the contract their details will be added to SCoPE.

Shared Services will email the PSI number and induction instructions to the hiring manager.

### Feedback

The Recruitment Team will give individual feedback to candidates who were interviewed but unsuccessful, if asked for.

Successful candidates can also ask for constructive feedback for their own personal development.

### Selection and appointment

Decisions should be explicitly based on evidence. This includes you documenting the objective selection criteria, the reasons for selection decisions and providing feedback for candidates that attended interview.

If a candidate shows during the interview and selection process that they have the skills and experience to be able to do the role, but are not made a formal offer of employment, you can ask the Recruitment Team to see if they would like to be held on a reserve list (for up to 12 months).

Offers of employment are made by the Recruitment Team.

Any offer of employment will be conditional until all pre-employment checks have been completed.

The pre-employment checks include vetting, medical questionnaires, and occupational health appointments, which may be needed to assess suitability for a role.

The timescales for us to do pre-employment checks, depend on the individual circumstances of a candidate.

Job offers can be withdrawn. You would need to contact the Recruitment Team to request this.

### On-boarding

The on-boarding process is different for internal and external candidates.

For internal candidates Shared Services will contact the successful candidate and their current manager to agree a release date. The release date is normally four weeks after contact is made with the manager.

Shared Services will contact you to let you know what start date has been agreed. This will let you raise a request on the IT Connect Portal for ICT equipment. If you need to change permissions to access Outlook mailboxes, SharePoint sites, shared drives, national and local applications, a ‘UA maintenance’ must be raised. Your Business Support Unit or Divisional Admin Team or Local Admin Support should be able to help with this. You may also need to arrange access to buildings and consider any local arrangements that are in place for your team.

For external candidates Shared Services will contact both you and the candidate to confirm an agreeable start date. Shared Services will email you to let you know when the successful candidates’ details are on SCoPE. They will also tell you the PSI for your new staff member. The PSI is needed for you to be able to request ICT equipment and access for them.

You will also be sent a link for the online induction course. You can forward it on to the new staff member so they can self-enrol onto the course.

You need to make sure all the necessary arrangements are made so that everything is in place for the start date. For example, a temporary security pass, ICT equipment, chair, desk or access to computer systems and so on. Please refer to the [On-boarding and induction guidance for managers](https://spi.spnet.local/commonservices/people-and-development/Documents/Recruitment%20and%20Selection%20-%20On-boarding%20and%20induction%20guidance%20for%20managers.docx).

If any reasonable adjustments have been asked for, you must make sure they are in place for the agreed start. Please refer to the Disability in Employment Procedure for further information.

Make sure you schedule time in your calendar for the first day. This is so you can introduce the new member of staff to their colleagues and give them a tour of the workplace. You will need to go through the emergency procedures for the location.

You should go through any training and meetings that you have arranged for the first week or two to help them settle into the role. For further information please refer to the [New employee induction checklist](https://spi.spnet.local/commonservices/people-and-development/Documents/Recruitment%20and%20Selection%20-%20New%20Employee%20Induction%20Checklist.docx).

If the new start does not show up for work on the agreed start date you must tell Shared Services straight away. Shared Services will contact the individual to find out what has happened. Shared Services will liaise with the individual and hiring manager and let payroll know of any changes, if necessary.

### Induction training

Our corporate induction training (online) is mandatory for all new staff. You must make sure it is done within the first week or two of service.

You should also look at the level of support and any other specific training that is needed to help the new staff member to be able to do their role.

For further information please refer to the [On-boarding and induction guidance for managers](https://spi.spnet.local/commonservices/people-and-development/Documents/Recruitment%20and%20Selection%20-%20On-boarding%20and%20induction%20guidance%20for%20managers.docx).

### Further information and support

If you need any further information or support, please contact the Recruitment Team.

Online training in recruitment and selection skills, unconscious bias and CVF are available on Moodle and strongly encouraged.

## Resources

### Forms

* [Applicant Evidence Form (120-008)](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Recruitment%20and%20Selection%20-%20Applicant%20Evidence%20Form%20(120-008).docx)
* [Job Evaluation – Grade Request Form (102-013)](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Job%20Evaluation%20Scheme%20%E2%80%93%20Grade%20Request%20Form%20(102-013).docx)
* [Recruitment Request Form (120-003)](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Recruitment%20and%20Selection%20-%20Recruitment%20Request%20Form%20(120-003).docx)
* [Redeployee Project Work Request Form (102-003)](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Organisational%20Change%20-%20Redeployee%20Project%20Work%20Request%20(102-003).doc)
* [SCOPE Post Creation Form (123-006B)](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Recruitment%20and%20Selection%20-%20SCOPE%20Post%20Creation%20(123-006B).docx)

### How to Guides

* [Hints and tips for completing an application](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Recruitment%20and%20Selection%20-%20Hints%20and%20tips%20for%20completing%20an%20application%20form.pdf)
* [Oleeo – Guidance for Hiring Managers](https://spi.spnet.local/commonservices/people-and-development/Recruitment%20Support%20Documents/Oleeo%20-%20Guidance%20for%20Hiring%20Managers.pdf)
* [Preparing for interview](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Recruitment%20and%20Selection%20-%20Preparing%20for%20interview.pdf)

### Reference Documents

* [Competency and Values Framework](https://spi.spnet.local/policescotland/org-support/Pages/Leadership-and-Talent---Competency-Values-Framework.aspx)
* [New employee induction checklist](https://spi.spnet.local/commonservices/people-and-development/Documents/Recruitment%20and%20Selection%20-%20New%20Employee%20Induction%20Checklist.docx)
* [On-boarding and induction guidance for managers](https://spi.spnet.local/commonservices/people-and-development/Documents/Recruitment%20and%20Selection%20-%20On-boarding%20and%20induction%20guidance%20for%20managers.docx)

### Related Policies

* [Re-engagement of VR/VER Leavers](https://spi.spnet.local/commonservices/people-and-development/policy-hub/Pages/Re-engagement-of-VRVER-Leavers.aspx)
* [Repayment of Public Sector Exit Payments Regulations 2016](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/487519/Draft_Repayment_of_Public_Sector_Exit_Payments_Regulations_for_publication_17_12_15.pdf)
* [Resourcing](https://spi.spnet.local/commonservices/people-and-development/policy-hub/PolicyDocuments/resourcing-policy.pdf)

### Related Procedures

* [Capability – Attendance and Performance (Staff)](https://spi.spnet.local/commonservices/people-and-development/policy-hub/Pages/Capability-(Attendance-and-Performance)-(Staff).aspx)
* [Disability in Employment](https://spi.spnet.local/commonservices/people-and-development/policy-hub/Pages/Disability-in-Employment.aspx)
* [Flexible Working](https://spi.spnet.local/commonservices/people-and-development/policy-hub/Pages/Flexible-Working.aspx)
* [MyCareer](https://spi.spnet.local/commonservices/people-and-development/policy-hub/Pages/MyCareer.aspx)
* [Organisational Change](https://spi.spnet.local/commonservices/people-and-development/policy-hub/Pages/Organisational-Change-.aspx)
* [Pay](https://spi.spnet.local/commonservices/people-and-development/policy-hub/Pages/Pay-(Staff).aspx)
* [Relocation](https://spi.spnet.local/commonservices/people-and-development/policy-hub/Pages/Relocation.aspx)
* [Transitioning at Work](https://spi.spnet.local/commonservices/people-and-development/policy-hub/Pages/Transitioning%20at%20Work.aspx)

### Useful Links

* [Access to Work - Identifying and Funding Reasonable Adjustments](https://spi.spnet.local/policescotland/news/Pages/Access-to-Work.aspx)
* [Intermediaries Legislation (IR35) Internal Guidance](https://spi.spnet.local/commonservices/people-and-development/Documents/Recruitment%20and%20Selection%20-%20Intermediaries%20Legislation%20(IR35)%20Internal%20Guidance.docx)
* [Moodle Online Training](https://spi.spnet.local/policescotland/applications/Pages/Moodle.aspx)
* [Police Scotland – Privacy Notices](https://www.scotland.police.uk/access-to-information/data-protection/privacy-notices/)
* [Police Scotland Website](https://www.scotland.police.uk/recruitment/)
* [SCoPE Help](https://spi.spnet.local/policescotland/applications/n-scope/Pages/default.aspx?refer=QuickLogo)
* [Scottish Police Authority Website](https://www.spa.police.uk/work-with-us/)
* [SPPA Police Pension Schemes – Re-employment](https://pensions.gov.scot/sites/default/files/2022-10/Police_PS_Re_-_employment_factsheet_04102022.pdf)

Compliance Record

EqHRIA completion date: 05/12/2022

Information Management Compliant: Yes

Health and Safety Compliant: Yes

Version Control Table

| Version | History of Amendments | Approval Date |
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| 1.00 | Initial approved version. | 15/11/2023 |

**Feedback**

All People Policies and Procedures are subject to regular reviews. It is important that user feedback is considered when documents are reviewed.

If anyone wants to provide comment or make suggestions for improvements to this or any associated document, please email **[REDACTED]**.

Appendix A

Frequently asked questions

**What is meant by protected characteristics?**

To have the right not to be treated less favourably, or subjected to an unfair disadvantage, because of a characteristic.

**What are the protected characteristics?**

The nine protected characteristics of the Equality Act 2010 are: Age; Disability; Gender reassignment; Marriage or civil partnership; Pregnancy or maternity; Race; Religion or belief; Sex and Sexual orientation.

**What is positive action?**

There may be barriers that stop people with a protected characteristic from achieving their potential. The Equality Act 2010 lets us remove barriers so that we can work together to achieve true equality. Positive action is about levelling the playing field.

**What is positive discrimination?**

This is where, in an attempt to redress historical inequality, discrimination in favour of a protected group occurs. It is illegal and should not be confused with positive action.

**What is the public sector equality duty?**

The public sector equality duty requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. It places an obligation on public authorities to positively promote equality and not just avoid discrimination.

**What is the Armed Forces Covenant?**

Our national Recruitment Teams work with the Careers Transition Partnership and Officers Association. They signpost military personnel who are coming to the end of their military careers towards policing, recognising the skills and experience military service brings.

**I am already an employee - Do I need to apply for a vacant post, or can I request a transfer?**

If you want to transfer, you should ask your manager for the request to be considered as part of the MyCareer discussion. A request will only be considered if it can be accommodated within the owning department and the transfer is at the same temporary or substantive grade. Any transfer would be voluntary and would not include any excess travel or relocation expenses.

**I am due to retire as an officer and want to apply for an authority/police staff role - what do I need to know?**

Officers hold office and are not employees. If you are appointed to a staff role you will be issued with a statement of the main terms and conditions of employment.

There is no continuity of service, and your new terms and conditions will apply from the date of employment.

There may be pension and tax implications if you return as a member of staff. The onus is on you to contact the Scottish Public Pensions Agency (SPPA) or HMRC for advice on the tax implications for your pension(s). The SPPA have a re-employment factsheet that you can refer to: [Police Pension Schemes – Re-employment](https://pensions.gov.scot/sites/default/files/2022-10/Police_PS_Re_-_employment_factsheet_04102022.pdf).

You do not have to stop working for any set period between retiring as an officer and returning as an employee. This would be subject to vetting.

Appendix B

Hints and tips for completing the application

The application has been designed to give us enough information to carry out an assessment of your suitability for the post advertised.

Before completing it you should read this guidance.

* Read the job advert and role profile very carefully (and several times) to make sure you know what the job involves and that you have the suitable skills and knowledge to do it. You might not need experience of the role, but similar or other relevant experience will be useful.
* Make sure you have all the information you need at hand. There will be some information that you might not have looked at for a while. Things like educational qualifications, professional memberships, or previous employment details. If you have that information at hand, it will make it a lot easier when you come to complete the application online.
* Take your time when completing it. You might be better to type up your responses to some of the sections in a Word document before you complete the application. This will let you check things like word counts, spelling, and punctuation. Ask someone to proofread it for you, if possible.
* Make sure you keep the evidence you give relevant to the role applied for. Keep it clear and specific to the role as much as possible. A good application is clear, to the point and written in a style that is engaging but not too long.
* You need to complete all sections.
* It is important that you are open and honest with your answers. Evidence needs to be specific and focused on your personal involvement/experience and actions. The appropriateness of your application will be determined by the extent that your evidence relates to the role and personal qualities.
* You will be asked to make a core values statement about what the SPA/Police Scotland values mean to you and how you apply them in your daily work (in a maximum 300 words). Please read the role profile so you know the level of the Competency and Values Framework for the role you are applying for.
* You will also be asked to make a personal statement in about 750 words that demonstrates you are ready for the role. You also have the option to copy and paste information from your current CV into the work experience field for other roles. Make sure your CV it is up to date if you plan to use any of the information in it.

Remember you can use examples of evidence from your working life. This can include work with a private, public, voluntary or community organisation, and/or other areas of your personal life.

Appendix C

Preparing for interview

You should read this information if you are asked to attend for interview. The information will help you prepare so you know what to expect.

The interview will normally last between 30 minutes and an hour.

Our competencies and values are important to us and will feature a lot in the conversation.

We will ask you to tell us about times when you have thought or acted in a way that is in line with our competencies and values. You can use examples that are work related or from your personal life.

We will also ask questions to help us understand how you work. Our behavioural indicators set out our expectations of how we will assess your ability to demonstrate our core values.

This is your time to impress us so do not be afraid to tell us about your strengths and achievements.

The following information tells you how to make a good impression and includes tips on all aspects of the interview.

**Conduct some research**

Research should be one of the first things you do after accepting an interview. Gathering background information on the business area could prove to be very helpful in your interview preparation.

Knowing as much as possible about an organisation or business unit can also help you tell us how you can add value.

The more information you have, the more comfortable you will feel when you are talking with the interview panel.

**Learn interviewing techniques**

You will be asked about how you would deal with certain situations. Being aware of the Competency and Values Framework (CVF) will help you prepare to choose examples that best evidence the behavioural indictors for the role you are applying for. Make sure you pay close attention to the level of competency indicators required for the grade of post you are being interviewed for e.g. Level 1, Level 2 or Level 3.

The best way to prepare is to make a list of your skills, values, and experience as well as your strengths and weaknesses. For each item on the list, consider a time when you displayed that quality. Take the time to make a list of responses to common behavioural interview questions.

Your interview examples should focus on how you performed or handled a task or situation. Key points to remember:

* Describe how you responded to the situation or task.
* Describe how you carried out the task in relation to the CVF competency indicators.
* Make sure your answer focuses on what behaviours you demonstrated and is reflective of our core values.
* Describe the outcome.
* You may want to think about including what lessons you learned.

**Interview etiquette**

Remember that it is not only the hiring manager who makes the decision on who to hire. Be polite to everyone you meet. The people you meet could be your future colleagues so you want to make the best impression on them that you can.

**Avoid common interview mistakes**

What should you not do when interviewing? Check out the most common mistakes interviewees make before you start getting ready to interview. Some of them are minor. Others can make or break your chances of getting hired.

* Using your phone during the interview – turn it off and leave it off until you are done.
* Not knowing anything about the organisation – at the very least check out the website.
* Not paying attention – make sure you are alert and prepared.
* Talking too much – keep your answers focused and to the point.

**What to bring**

Remember to bring anything that you have been asked to provide, such as ID documents for vetting purposes.

**Try to stay calm**

During the interview try to remain as calm as possible. Ask for clarification if you are not sure what is been asked. Remember that it is ok to take a minute or two to frame your responses so that you can be sure to fully answer the question.

**Ending the interview**

End the interview with a thank you to the interviewer and reiterate your interest in the position.

Appendix D

Useful contacts

Recruitment Team 1 **[REDACTED]**

Recruitment Team 2 **[REDACTED]**

Recruitment Team 3 **[REDACTED]**

General Recruitment Support [RecruitmentCentre@scotland.police.uk](mailto:RecruitmentCentre@scotland.police.uk)

Job Evaluation Team **[REDACTED]**

Appendix E

Workflow – key stages of recruitment and selection

The key stages of recruitment and selection are listed in sequence below. The owning department or person responsible is highlighted by the letter in the box next to each stage.

C = Candidate

H = Hiring manager

I = Interview panel

J = Job evaluation

R = Recruitment

S = Shared Services

V = Vetting

**Key stages**

1. Identify there is a resourcing need This is a box with a letter inside indicating who is responsible for the task. The letter is H.
2. Get authorisation and approval This is a box with a letter inside indicating who is responsible for the task. The letter is H.
3. Look at options (including redeployment) This is a box with a letter inside indicating who is responsible for the task. The letter is H. This is a box with a letter inside indicating who is responsible for the task. The letter is R.
4. Create or request a role profile This is a box with a letter inside indicating who is responsible for the task. The letter is H.
5. Evaluate role profile, if necessary This is a box with a letter inside indicating who is responsible for the task. The letter is J.
6. Request to start recruitment (RRF Form) This is a box with a letter inside indicating who is responsible for the task. The letter is H.
7. Job advert This is a box with a letter inside indicating who is responsible for the task. The letter is R.
8. Application process This is a box with a letter inside indicating who is responsible for the task. The letter is C.
9. Shortlist (first Stage) This is a box with a letter inside indicating who is responsible for the task. The letter is R.
10. Shortlist for Interview This is a box with a letter inside indicating who is responsible for the task. The letter is H.
11. Arrange interviews and send interview packs This is a box with a letter inside indicating who is responsible for the task. The letter is R.
12. Prepare for interview This is a box with a letter inside indicating who is responsible for the task. The letter is H. This is a box with a letter inside indicating who is responsible for the task. The letter is C.
13. Interview and selection This is a box with a letter inside indicating who is responsible for the task. The letter is H. This is a box with a letter inside indicating who is responsible for the task. The letter is I.
14. Pre-employment checks This is a box with a letter inside indicating who is responsible for the task. The letter is R. This is a box with a letter inside indicating who is responsible for the task. The letter is V. This is a box with a letter inside indicating who is responsible for the task. The letter is S.
15. On-boarding This is a box with a letter inside indicating who is responsible for the task. The letter is H. This is a box with a letter inside indicating who is responsible for the task. The letter is S. This is a box with a letter inside indicating who is responsible for the task. The letter is C.
16. Induction Training This is a box with a letter inside indicating who is responsible for the task. The letter is H. This is a box with a letter inside indicating who is responsible for the task. The letter is S. This is a box with a letter inside indicating who is responsible for the task. The letter is C.