


Approved By:  Chief Officer	Classification of Paper:
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Report to PCC <i>(delete as appropriate)</i>	Report reference number <i>Police Sift Tool STA</i> PC/0025/13
Date of Decision Date of Report 16 th April 2013	Area of County/Stakeholders affected Countywide
Title of report SIFT Police Officer Pre-Screen tool	
Report by <i>Max Hubbard</i>	
Enquiries to <i>Max Hubbard</i>	

1. Purpose of report

- 1.1. To ensure that the force is well prepared to maintain the current projected police officer establishment required by March 2014, recruitment will be opened up externally. Due to the tight deadlines and the fact that recruitment has not opened up externally since 2008 it is anticipated that applications will be significantly higher than our current process and people resources we have available.
- 1.2. The procurement of a pre-screen SIFT tool would broaden the pool of potential applicants and increase the talent pool for recruiting Police Officers whilst also reducing the resource burden when recruiting externally at a significant saving to the force.

2. Recommendations

[NOT PROTECTIVELY MARKED]

2.1. Agree to award a contract for the SIFT Police Officer Pre-Screen tool to Assessment & Development Consultants Limited (a&dc).

3. Benefits of Proposal

3.1. Early indications are that the system will typically reduce the numbers of applicants to be processed by 50% at a Behaviour Style Questionnaire and a further 50% at the Situational Judgement assessment (stage 3 and 4).

3.2. The procurement of the product as outlined would allow a higher number of candidates from a wider pool to enter the recruitment process, producing a saving over 4 campaigns of approximately £25k compared to a traditional method of releasing 4000 full applications each campaign.

3.3. The risk of not procuring this product is that with the current levels and projections the force may not be in a position to maintain the strength target for officers and would not be able to manage high volumes of applications potentially received due to the significant time that recruitment has not opened externally.

4. Background and proposal

4.1 At the Chief Officer Strategic Meeting on 9th April 2013 the decision was taken to make plans for opening police officer recruitment externally from June 2013 with a view of selecting candidates to join the force from January 2014.

4.2 With an estimated lead time of six months from recruitment to hire and the fact that police officer recruitment has not opened externally since 2008 it is anticipated that there will be a significant number of applicants which will outweigh the current process and people resources available.

4.3 The South West 1 Consortium of Police Forces have worked with assessment consultants a&dc to develop a Police Specific online Sifting tool to reduce the resource burden when opening recruitment externally.

4.4 There are no known other police specific tools on the market at the current time and the only alternative option would be to engage with a consultant to develop a specific tool for the purposes outlined and this would be impracticable in terms of cost and time required to develop a specific tool in line with the deadlines which are required.

4.5 The system has been used in both Wiltshire and Avon and Somerset and, whilst demand was extremely high it has in the early stages, served well to appropriately manage the high volumes. It has the potential to increase the talent pool for recruiting Police Officers whilst also reducing the resource burden when recruiting externally.

4.6 The tool is designed to sift candidates out at four key stages before they are deemed eligible to receive the national application form. The online process provides

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the force with candidate ranked performance to appropriately screen the number of applications released to candidates.

4.7 The risk of not procuring this product is that with the current levels and projections the force may not be in a position to maintain the strength target for officers and would not be able to manage high volumes of applications potentially received due to the significant time that recruitment has not opened externally.

4.8 Recruitment to be done in mid-June with a four week implementation period so this is now of utmost urgency.

4.9 On the basis that the decision is taken to open external recruitment, it is recommended that Chief Officers agree to commence the procurement process of a tool such as SIFT to support the widening of the talent pool to the maximum.

5. Police and Crime Plan

5.1 This is in line with the Essex Reform Programme.

6. Police Operational Implications

6.1 The proposal will increase the talent pool of potential recruits.

7. Financial Implications

7.1 The procurement of the product as outlined would allow a higher number of candidates from a wider pool to enter the recruitment process, producing a saving over 4 campaigns of approximately £25k compared to a traditional method of releasing 4000 full applications each campaign.

8. Legal Implications

8.1 There are no legal implications

9. Staffing and other resource implications

9.1 The proposal relates to recruitment of police officers

10. Equality and Diversity implications

10.1 The SIFT tool has been designed by a&cd who have previous experience of developing a range of online forms and assessments. The tool was assessed by a diversity expert as part of the development and implementation within the South West consortium and it is not believed that the tool would have any significant adverse impact on any particular group or individual with protected characteristics.

10.2 A comparison of the differences in performance between White and ethnic

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minority participants was conducted by a&dc in the trialling process. The participants consisted of officers who participated in the trialling the Behaviour Style Questionnaire (BSQ) and Situational Judgement Assessment (SJA). Unfortunately, as the sample of officers available from ethnic minorities was extremely small (11 for BSQ and 7 for SJA), no firm conclusions can be drawn from the trialling. However, these ethnic minority officers did score higher on average for both the BSQ and SJA compared to White officers. This would be an area that the Force would continue to review and Equality impact assess as more data becomes available.

11. Background papers

11.1 Single Tender Action Report

Report Approval

The report will be signed off by the Chief Executive and CFO and the PCC Solicitor where legal implications arise.

Chief Executive/M.O



Chief Financial Officer

PCC Legal Advisor

(As necessary)

Decision

I agree the recommendations to this report

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PCC/Deputy PCC

I do not agree the recommendations to this report because

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PCC/Deputy PCC

[NOT PROTECTIVELY MARKED]

[NOT PROTECTIVELY MARKED]

Publication

Reasons for non-publication (state 'None' if applicable)

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Signed/Print name

Report for publication	YES	<input type="checkbox"/>
	NO	<input type="checkbox"/>

If the report is not for publication, the Chief Executive will decide if and how the public can be informed of the decision.

[NOT PROTECTIVELY MARKED]

Support Services



Supporting policing
in Kent and Essex

Request for Single Tender

Area/ Department: Human Resources, Kent & Essex (Essex Police)
Officer:
Service/ Purchase: SIFT Police Officer Pre-Screen tool
File Ref:
Date: 16 th April 2013

Application is hereby made for the following Goods/Services/Works to be awarded by way of a single tender Essex Police Financial Regulations/ Kent Police Financial Regulations. *(Please delete Regulations that do not apply)*

Brief Overview of Goods/Services/Works (including how this is essential for policing needs):

At the Chief Officer Strategic Meeting on 9th April 2013 the decision was taken to make plans for opening police officer recruitment externally from June 2013 with a view of selecting candidates to join the force from January 2014. With a lead in time of six months from recruitment to hire and based on the fact that police officer recruitment has not opened externally since 2008 it is anticipated that there will be significant demand and numbers of potential applicants which will far outweigh the current process and people resources available.

The South West 1 Consortium of Police Forces have worked with assessment consultants a&dc to develop a Police Specific online Sifting tool to reduce the resource burden when opening recruitment externally.

The tool is an online system designed to SIFT candidates at four key stages before they are deemed eligible to receive the National application form. The online process provides the force with candidate ranked performance to appropriately screen the number of applications released to candidates. The system has been used in both Wiltshire and Avon and Somerset and, whilst demand was extremely high it has in the early stages, served well to appropriately manage high volumes.

The one off license fee for the system (including set-up) is £13k and in addition to this the system has a 'pay as you go charge attached' to the license which is £650 per week that each campaign is open for pre-application screening. Therefore, with a typical campaign lasting approximately 4 weeks this represents a total additional

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cost per campaign of £2,600.

Early indications are that the system will typically reduce the numbers of applicants to be processed by 50% at a Behaviour Style Questionnaire and a further 50% at the Situational Judgment assessment (stage 3 and 4). Therefore, on the basis that up to 4000 applicants were able to register on the system and a maximum of 1000 applications were released the cost of this method would be:

- Set up cost (Campaign 1 only – licence/set up) = £13,000
 - 'Pay as you go SIFT' cost for 1 x Campaign = £2,600
- Total cost of Campaign 1 = £15,600

To continue to use the service Total cost of subsequent campaigns = **£2,600 per campaign**

At the current time there is not believed to be an alternative Police specific developed tool and therefore if this option was approved a single tender process would be necessary.

Total Contract Value:

Set up (one off license fee/customisation and training)	= £13,000
Approximate cost per campaign	= £2,600
Approximate campaigns per year	= 2/3
Campaign 1 cost (include set-up)	= £15,600
Costs per year (2/3 campaigns)	= £7,800

Contract Period:

Initially 3 years (To be agreed) – However, as PAYG Service can cease at any time.

Supplier/Service Provider:

Assessment & Development Consultants Limited (a&dc), Accolade House, The Guildway, Old Portsmouth Road, Guildford, Surrey, GU3 1LR

Terms and Conditions:

As attached

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Credit Check completed (>£20,000) Y/N, Date & Outcome:

Evidence of Value for Money:

On the basis that the most recent experience of Avon & Somerset is replicated a total of 4000 registrations of interest were received within 5 days. Whilst Avon and Somerset utilised the bespoke pre-screen tool (as detailed), if a similar number of applications were requested from external candidates to Essex Police and a 100% return rate the costs of short-listing candidates using the National standard sifting process alone would be:

- 25 Applications assessed per assessor, per day
- Assessor fees for short-listing = £100 per day
- Total assessor days required for 4000 applications = 160 days
- Total cost of short-listing = £16,000

Cost of using the SIFT tool as outlined:

- Set up cost (Campaign 1 only - licence/set up) = £13,000
- 'Pay as you go SIFT' cost for 1 x Campaign = £2,600
- National short-listing costs of 1000 completed forms = £4,000

Total cost of Campaign 1 = £19,600

Total cost of subsequent campaigns = £6,600 per campaign

The procurement of the product as outlined would allow a higher number of candidates from a wider pool to enter the recruitment process, producing a saving over 4 campaigns of approximately £25k compared to a traditional method of releasing 4000 full applications each campaign as above.

Savings (Cashable & Non Cashable):

The procurement of the product as outlined would allow a higher number of candidates from a wider pool to enter the recruitment process, producing a saving over 4 campaigns of approximately £25k compared to a traditional method of releasing 4000 full applications each campaign as above.

Force: Essex Police

Budget Type (Capital / Revenue):

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Reason to support Exemption:

It is requested that approval be given to deal with this requirement under a Single Tender Action for the following reason;

- The contract is required so urgently that competition is impractical. And failure to award could result in loss, injury or damage.
- The value is below the minimum level set out in Financial Regulations
- There are other reasons why there would be no genuine competition

Risks of not approving Single Tender Action

The product has been developed as a police specific tool by the South West 1 consortium of Police Forces. The system has been developed with assessment consultants a&dc and the tool is a specific online Sifting tool to reduce the resource burden when opening recruitment externally.

There are no known other police specific tools on the market at the current time and the only alternative option would be to engage with a consultant to develop a specific tool for the purposes outlined and this would be impracticable in terms of cost and time required to develop a specific tool in line with the deadlines which are required.

The risk of not procuring this product is that with the current levels and projections the force may not be in a position to maintain the strength target for officers and would not be able to manage high volumes of applications potentially received due to the significant time that recruitment has not opened externally.

Details of this application have been recorded on the Single Tender Action Log for the purposes of reporting to the Police Authority.

Other Considerations:

Policing Plan and performance:	<i>Specifically highlighting and referencing (page no's, section etc) the relevant part of the policing plan.</i>
Collaboration	<i>Yes – However, each force needs to purchase independent license and single tender action will be required for Kent independently at the appropriate time.</i>
Considerations under the Equality Act 2010	<i>The product would be subject to a full Equality Impact Assessment</i>
Children's Duty (Every Child Matters) implications:	<i>N/a</i>
Environmental Impact:	<i>N/a</i>
Background documents:	<i>COMG Paper</i>
Summary or reference to relevant legislative provisions:	
Summary of relevant consultation findings:	<i>Agreed with Chief Officers</i>
Impact on or links to collaboration:	<i>Once procured in Kent also (subject to Chief Officer agreement) the system will be used as and when external recruitment goes live.</i>
Human Rights Act:	<i>N/a</i>

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Submitted to contracts manager by Customer

Signed customer:

Date:.....

Procurement Officer / Contracts Manager Comments

Signed customer *[Signature]*

Date *30/4/2013*

Comment from Head of Joint Procurement (Kent Police & Essex Police)

There appears to be other assessment tools in the market but not for Police. There appears to be real urgency for this Application for a Single Tender Action in this instance is approved / declined product. One paid the fees are not refundable.

Signed *[Signature]*

Head of Procurement

Date *30/4/2013*

The value of this contract reaches tender thresholds and should be advertised but in view of the urgency and lack of supply the Director of Support should consider this application.

Application for a Single Tender Action in this instance is approved / declined

IN MIND OF THE COMMENTS ABOVE IS RELUCTANT TO SANCTION STAs ON A REGULAR BASIS. HOWEVER, ON BALANCE, THE ARGUMENTS FOR RADIO STA ARE PERSUASIVE AND SERVE THE WIDER PUBLIC INTEREST. THERE MAY BE A NEED TO RESOLVE IT SECURITY ISSUES CONCURRENTLY AT THE STA IS CONCLUDED.

Signed *MV Gilmart*

Director of Kent & Essex Support Services

Date *16/5/13*

Application for a Single Tender Action in this instance is approved / declined

Signed

Chief Executive / Treasurer to the Office of the Kent Police and Crime Commissioner

Date

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Application for a single Tender in this Instance is approved / declined

Signed

Chief Executive/Treasurer to the Office Of the Essex Police and Crime Commissioner

Date

Procurement Services
North Kent Police Station
Thames Way
Northfleet
Gravesend
Kent
DA11 8BD
Tel: 01474 366650
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Human Resources Department



ESSEX POLICE



Putting people first

Police Officer Recruitment - Essex Police

1. Introduction

This paper provides Chief Officers with an overview of the current and predicted strength of Police Officers, taking into consideration general attrition and projected progress against plans for recruitment during the coming financial year (2013/14).

Based on the projections outlined, Chief Officers are asked to consider recruitment options detailed to ensure that the force is well prepared to maintain the current projected police officer establishment required by March 2014. Clearly, any decision may be subject to change pending any announcement for CSR 2, however, whilst there are no short-term pressures, early planning will ensure that establishment targets can be maintained in the medium term.

2. Current Police Officer Establishment/Strength Projections

- The current provisional establishment for Officers is to reach 3232.4 fte by 31st March 2014.
- As at 28th February 2013, the total strength of Officers was 3302 fte (excluding officers on secondment; total of 22 fte). Therefore, at this time the force was 69.6 fte over the target officer establishment for March 2014 (91.6 over establishment including those on secondment).
- Previous pools of new recruit candidates have now been allocated for intakes until June 2013 and a further internal recruitment campaign for student constables is on-going and will resource for planned intakes until October/November 2013.
- With the current attrition rate and existing planned intakes continuing it is projected that additional officer intakes will be required from January 2014 in order to maintain the March 2014 target establishment. It is currently projected that there will not be sufficient recruits from the current internal recruitment campaign to fill intakes from January 2014.
- There are clearly unknowns in terms of the future recruitment requirements due to the potential for the Police Officer establishment to reduce further during 2014 - 15. However, with lead in time taking approximately 5-6 months from application to hire, activity would need to commence by June 2013 at the latest to fill courses from January 2014.

3. Recruitment options

Chief Officers are therefore asked to formally consider the following options in preparation for vacancies which may exist from early 2014:

- a. Take no action and await the results of announcements for CSR 2 before considering a strategy to ensure the target strength is maintained in 2104. If no action is taken before June there is a risk that there will not be sufficient time to instigate the National Recruitment process for courses from January 2014 and it is most likely that the end of year strength (excluding those on career breaks and secondments) will be below the establishment target.
- b. Open recruitment externally to increase the recruitment pool to ensure that sufficient numbers of new recruits are available from January 2014. As internal candidates have recently

been considered this would ensure that a wider pool of candidates is targeted and better talent attracted. However, there is a risk that the decisions of CSR 2 could impact on this and recruitment would need to be opened externally by early June 2013 at the latest. As recruitment has not been open externally since 2008 it is likely several thousand application pack requests will be made (see additional considerations below).

Recommended option: Whilst uncertainty remains around future establishment targets, to ensure that that minimum officer numbers can be maintained it is recommended that option b should be progressed.

Additional considerations:

Based on the assumption that recommendation b is agreed, there are additional issues in terms of attracting the most talented recruits whilst ensuring that volumes of applicants can be managed with the limited people and financial resources available.

On the basis that the most recent experience of Avon & Somerset is replicated a total of 4000 registrations of interest were received within 5 days. Whilst Avon and Somerset utilised a bespoke pre-screen tool (as detailed below), if a similar number of applications were requested from external candidates with a 100 % return rate the costs of short-listing candidates to the National standard alone would be:

- 25 Applications assessed per assessor, per day
- Assessor fees for short-listing = £100 per day
- Total assessor days required for 4000 applications = 160 days
- Total cost of short-listing = £16,000

The above excludes the assessment centre costs of £17k to assess 150 of the top performing applicants from short-list (already budgeted)

If the decision is taken to open recruitment externally, it is recommended that consideration is given to one of the following alternative methods of managing the application process:

1. **Limit applications released to potential candidates** - whilst this option would reduce the amount of applications received, it will not guarantee the most talented pool of recruits are able to access applications and the demand for applications would quickly outweigh supply.

This option has the potential to cause significant negative feedback as well as bringing criticism in terms of those who cannot obtain an application. However, using this option, on the basis of needing to shortlist just 1000 forms, the investment in shortlisting alone would reduce from £16,000 to £4,000.

Whilst this option would be low cost, the restricting applications to such low numbers would be resource intensive, unpopular with candidates and the media offering limited options to influence the quality of applications received (simply the quickest candidates to access/complete an application).

2. **Procure a bespoke pre-screen tool** - this option would broaden the pool of potential applicants and increase talent pool. The South West 1 Consortium of Police Forces have worked with consultants a&dc to develop a Police Constable Sifting tool to reduce the resource burden when opening recruitment externally.

The tool is an online system designed to sift candidates out at four key stages before they are deemed eligible to receive the National application form. The online process provides the force with candidate ranked performance to appropriately screen the number of applications released to candidates. The system has been used in both Wiltshire and Avon and Somerset and, whilst demand was extremely high it has in the early stages, served well to appropriately manage high volumes.

The one off license fee for the system (including set-up) is £13k and in addition to this the system has a 'pay as you go charge attached' to the license which is £650 per week that each campaign is open for pre-application screening. Therefore, with a typical campaign lasting approximately 4 weeks this represents a total additional cost per campaign of £2,600.

Early indications are that the system will typically reduce the numbers of applicants by 50% at the Behaviour Style Questionnaire and a further 50% at the Situational Judgement assessment (stage 3 and 4). Therefore, on the basis that up to 4000 applicants were able to register on the system and a maximum of 1000 applications were released the cost of this method would be:

• Set up cost (Campaign 1 only - licence/set up)	= £13,000
• 'Pay as you go SIFT' cost for 1 x Campaign	= £2,600
• National short-listing costs of 1000 completed forms	= £4,000
Total cost of Campaign 1	= £19,600
Total cost of subsequent campaigns	= £6,600 per campaign

The above excludes the assessment centre costs of £17k to assess 150 of the top performing applicants from short-list (already budgeted)

This option would allow a higher number of candidates from a wider pool to enter the process, and produce a saving over 4 campaigns of approximately £25k compared to a traditional method of only releasing 4000 full applications each campaign.

At the current time there is not believed to be an alternative Police specific developed tool and therefore if this option was approved a single tender process would be necessary.

- 3. Introduce additional entry criteria** - Whilst a national position has not been agreed on this (as the proposals are still in consultation) Avon and Somerset have recently introduced the requirement for all candidates to have at least a Level 3 qualification, for example, an A Level or L3 NVQ or equivalent to be eligible to apply. Wiltshire Police introduced the requirement for all candidates to have at least 5 GCSEs (or equivalent) including English and Maths at grade A* - C.

Recommended Option:

On the basis that the decision is taken to open external recruitment (option b), it is recommended that Chief Officers agree to commence the procurement process of a tool such as SIFT (option 2) to support the widening of the talent pool to the maximum.

There remain risks that demand will be greater than the 4000 agreed limit and therefore it is also recommended that option 3 above is also implemented to act as a method to further reduce candidate numbers.

Decision Required

Which, if any, of the above options are appropriate