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JOINT HR POLICY DOCUMENT

***DEPLOYMENT
(POLICE OFFICERS)***





Deployment Force Policy Document

Policy owner(s)	DCC Norfolk / DCC Suffolk
Policy holder	Senior HR Manager – Establishment (Norfolk & Suffolk)
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Approved by

Legal Services	✓ 7 th August 2014
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Note: *By signing the above you are authorising the policy for publication and are accepting responsibility for the policy on behalf of the Chief Constables.*

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Note: *Please send the original Policy with both signatures on it to the Norfolk CPU for the audit trail.*

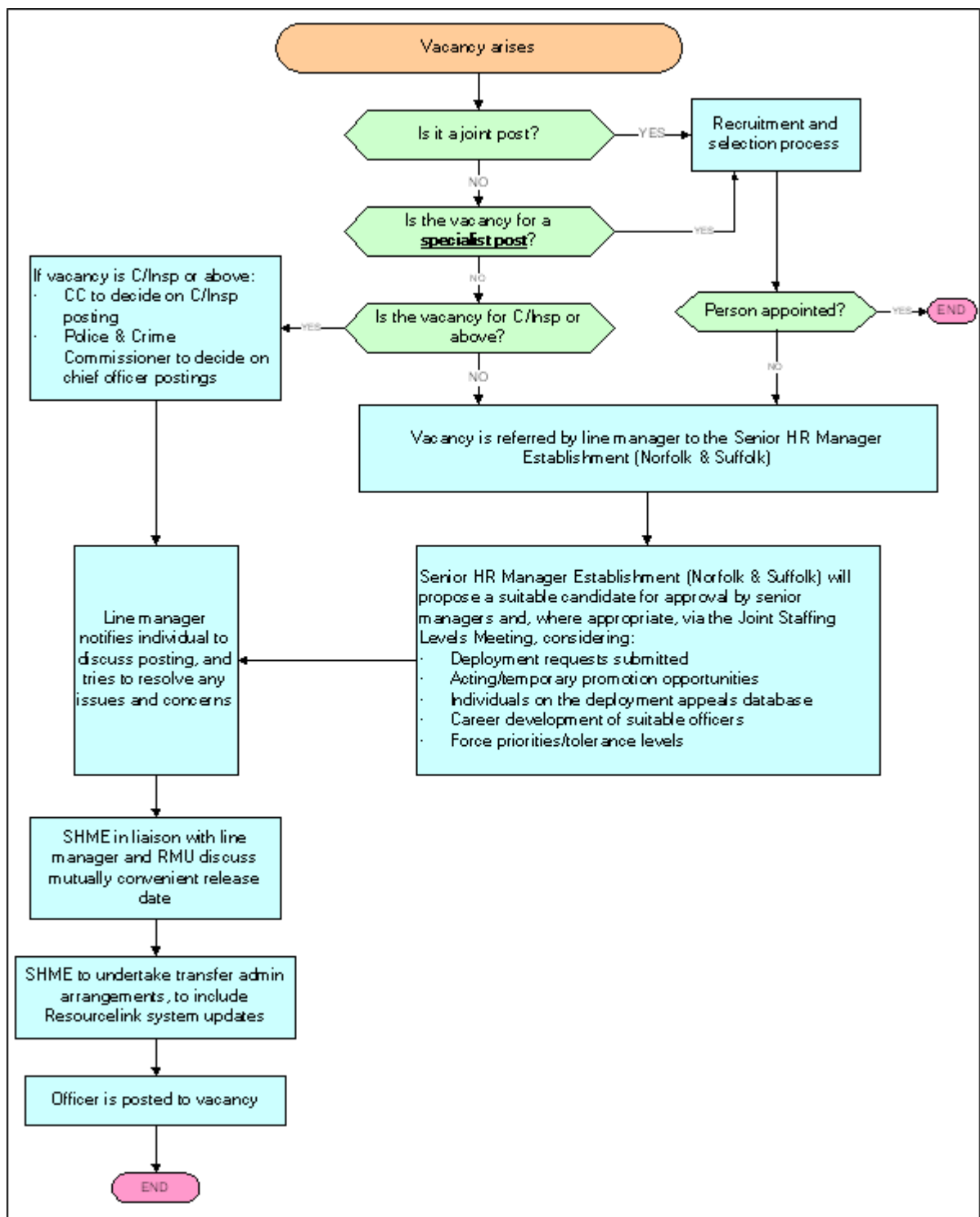
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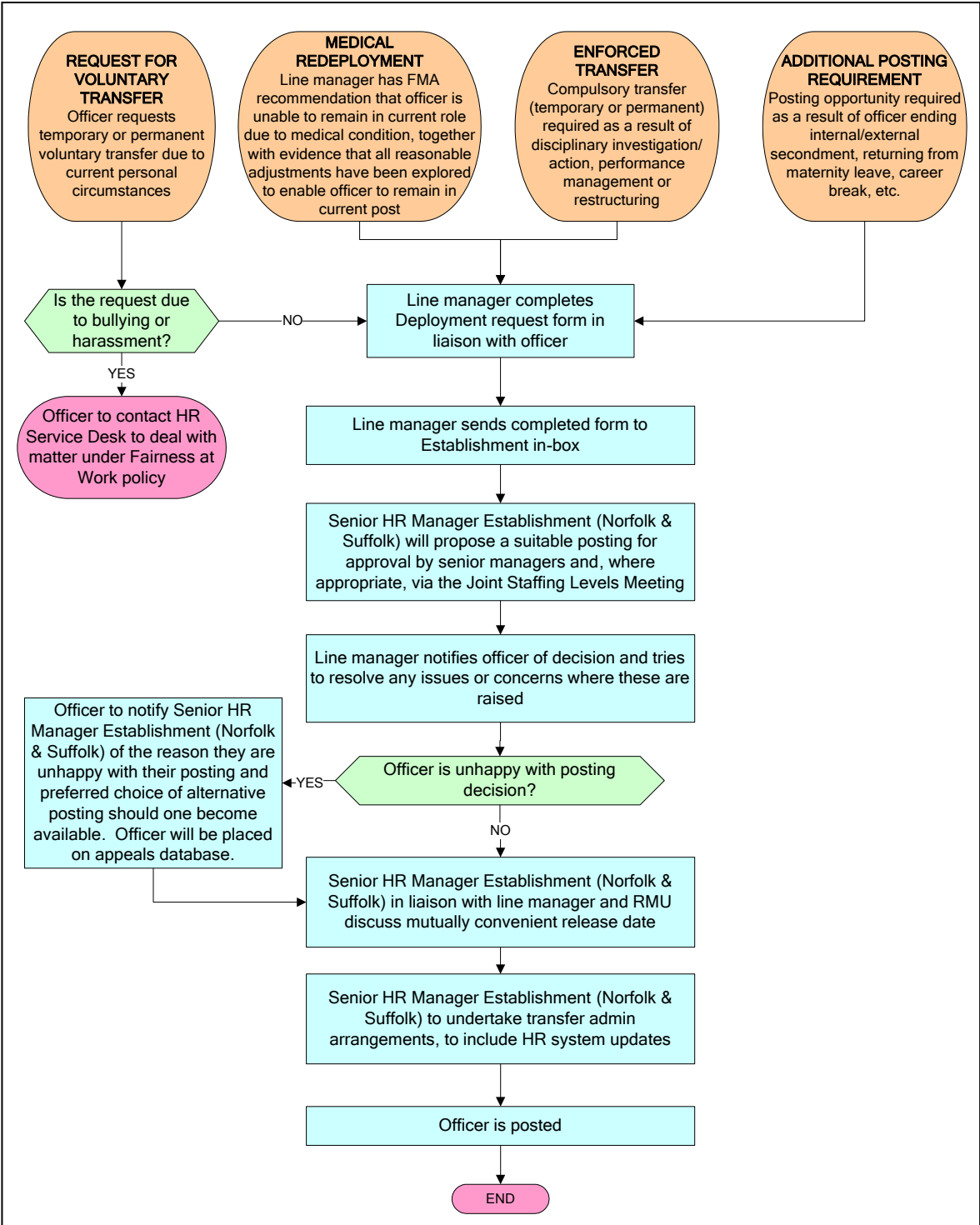
1 General Principles

- 1.1 The purpose of this policy is to provide guidance and information on the deployment of police officers.
- 1.2 Norfolk and Suffolk Constabularies are committed to ensuring this policy complies with relevant legislation and general principles of fairness, and that consultation has been undertaken with all relevant staff groups.
- 1.3 All Norfolk and Suffolk policies are intended to promote equality, eliminate unlawful discrimination and actively promote good relations regardless of a person’s gender, race, ethnic origin, colour, nationality, gender reassignment, sexual orientation, religion or belief, marital or family status, trade union or staff association or support group activity, disability or age.
- 1.4 The deployment of police officers must meet operational need and manage organisational risk.
- 1.5 The Constabularies will aim to spread professional experience and skills widely throughout the organisations to meet strategic objectives.
- 1.6 Procedures will be adopted which aim to provide opportunities for police officers to maximise their effectiveness and job satisfaction. The Constabularies will aim to ensure that career moves, transfers, training and development are planned to meet organisational requirements, in the most cost effective way and insofar as is possible for the benefit of the individual.
- 1.7 The Constabularies will aim to consider officers who require flexible working arrangements to meet caring responsibilities for all postings, particularly where the officer wishes to develop their skills and experience for career progression.

2 Flowchart 1 – Filling a Police Officer Vacancy



3 Flowchart 2 – Dealing with Deployment Requests



4 Filling of Police Officer Vacancies

- 4.1 Vacancies for [specialist posts](#) are normally filled by way of advertisement and selection. All other vacancies will be filled by the deployment process shown at [Flowchart 1](#).
- 4.2 Where the selection process for specialist posts fails to identify a suitable officer, the matter will be referred by the HR Advisor (in liaison with the line manager) to the Senior HR Manager Establishment (Norfolk & Suffolk) to be filled via the deployment process.
- 4.3 The Forces will aim to match officers to roles that make the best use of their knowledge, skills and abilities and, subject to operational requirements, to take into account individual preferences.
- 4.4 Any welfare or other concern, which might affect a posting, should be raised by the officer, with their line manager or HR Advisor as soon as the issue is identified. The decision-making process and outcomes will be clearly documented by the Senior HR Manager Establishment (Norfolk & Suffolk).
- 4.5 For officers with a disability or long term condition, an assessment will take place which will include consideration of reasonable adjustments prior to a decision on posting.
- 4.6 Officers who are unhappy about their posting should notify the Senior HR Manager Establishment (Norfolk & Suffolk) with the reasons for this and their preferred choice of alternative posting should one become available, and the officer will be placed on the appeals database. Where an officer believes that the posting process outlined in this policy has not been followed, they can raise the matter via the [Fairness at Work](#) policy.

Location of Postings

- 4.7 Where a police officer is posted to a role in another location, every effort will be made to ensure that such postings are within the following distance and/or travel time limits:
- Up to 35 miles in distance;
 - Up to 45 minutes in travel time.
- 4.8 The distance and travel time shall be determined from the officer's home address post code to place of work post code using RAC Route Planner. Where the officer's home address is outside of the county, the distance shall be measured from the nearest point on the county border.
- 4.9 Postings in excess of the above distance and/or time limits, for instance cross border postings, will, wherever possible, be on a voluntary basis.
- 4.10 Whilst every effort will be made to adhere to the guidelines above, the Chief Constable reserves the right to post an officer to any location. Regardless of

where the officer is posted, travel to the designated place of work is the responsibility of the officer concerned.

New Posts

4.11 The Constabularies have an authorised police establishment in terms of numbers, ranks and specialisms. No permanent change in the total establishment can be made without reference to the formal procedures in relation to this.

Posting to Critical Roles

4.12 Critical roles are those which must be filled in order to avoid organisational risk. Critical roles will change according to the structure, objectives and skills mix of the Constabularies. The identification of critical roles will be reviewed by the Joint Staffing Levels Meeting as and when issues/vacancies arise.

4.13 A post is defined as critical if the effects of a vacancy on the Constabularies would be a:

- Failure to fulfil a legal requirement or duty of care; and/or
- Failure to comply with the Association of Chief Police Officers (ACPO) guidelines; and/or
- Reduced ability to make an effective operational response;

AND

- Staff are put at immediate risk; and/or
- Members of the public are put at immediate risk.

4.14 Where possible, selection to critical roles should take place three to six months before the required deployment date to allow for training and handover.

4.15 If normal recruitment and selection procedures fail to produce sufficient suitable candidates for a critical role, the Senior HR Manager Establishment (Norfolk & Suffolk) will conduct a search and identify a suitable officer for deployment, taking into account the following factors:

- Comparing the role requirements with the skills profiles of all officers of the right rank and those awaiting promotion if relevant.
- Identifying the most suitable candidates using information from Career Development Plans completed as part of an individual's Performance and Development Review.
- Identifying any welfare issues by consulting with HR Advisors.

5 Specialist Posts

5.1 Specialist posts are specific, stand-alone posts which require a significant amount of additional training and which have skills specific to the position, for example, Firearms Instructor, Holmes II Indexer and Dog Handler.

5.2 Specialist posts are advertised on Force Orders and filled via selection. In cases of doubt as to whether a post is specialist, the Senior HR Manager Establishment (Norfolk & Suffolk) will be consulted before a post is filled.

5.3 Officers will be eligible to apply for any specialist post they are suitable for after completing two years post probation. If interested in applying, officers should discuss the opportunity with their line manager and apply according to the instructions on the advertisement.

5.4 Officers in a specialist role, and their managers, are responsible for ensuring that relevant knowledge and skills are kept up to date for the duration of the officer's deployment to that role. Any required new or refresher training should be identified in the annual Performance and Development Review. ([Performance Development Review FPD](#))

Specialist Skills/Specialisms

5.5 In contrast to specialist posts, specialist skills or specialisms are additional skills which can be acquired by an officer during their career and which may be deployed by the Forces when required. The acquisition of specialist skills is managed through discussion with the line manager in the Performance and Development Review, for example, Firearms Officer, Tachograph Examiners, First Contact Officer.

5.6 Managers considering an officer's application for training in a specialist skill/specialism should take account of the following:

- The performance, conduct and absence record of the officer in their current role.
- The suitability of the skills the individual currently has to the advertised specialist skill/specialism.

And whether it is desirable for the organisation to invest in additional specialist training which may:

- Cause excessive abstraction of the officer from their normal role.
- Not result in best value in terms of the investment in training already made in that officer.
- Result in an officer being trained in a specialist skill/specialism incompatible with one they already hold.
- Limit opportunities for other officers.

6 Duration of Appointments

6.1 The quality of the policing service and the quality of officers' experiences are likely to be enhanced if officers spend time in a variety of different roles and locations in their career.

6.2 Once appointed into any [specialist post](#) and at any rank, officers should expect to remain in post for a minimum of two years to deliver the required performance

objectives, gain meaningful experience and provide a return on any training investment. There is no set maximum duration period.

6.3 When deciding how long an officer should remain in any particular role, the line manager is responsible for continuously reviewing the factors below and discussing them with the individual in their Performance and Development Review:

- Operational and organisational requirements;
- The individual's performance in the current role (any performance issues will be referred to the Performance Improvement Unit);
- The cost of training and ensuring the Forces see a return on the investment;
- Retention of experience gained from working in the current role;
- The officer's career development aspirations and opportunities;
- Balancing stability with rotation in their department to minimise the risk from corruption, and the formation of undesirable sub-cultures which are contrary to the Constabularies' values.
- Ensuring that the health, safety and welfare of the officer is not at risk, for example, in particularly demanding posts such as family or adult protection roles.

7 Voluntary/Welfare Transfers

7.1 Officers who wish to be considered for a voluntary or welfare transfer should contact their line manager or the Establishment Team. The Deployment request form should be completed by the line manager and the officer and sent to the Establishment Team to consider the request. Should the reasons for the request involve bullying or harassment, as a matter of course officers should also contact the HR Service Desk who will deal with the issue under the Fairness at Work Policy.

7.2 If supported, the Senior HR Manager Establishment (Norfolk & Suffolk) will match the request with the current vacancies. The officer's current PDR, skills and attendance record will be taken into account when making a posting decision. Officers will be informed of the outcome and/or details of a transfer, verbally, by their line manager.

- Please find attached links to relevant documents: [Fairness at Work](#) FPD, [Disability Management](#) FPD.

8 Release Dates and Administration

8.1 All posting decisions will be discussed between the officer concerned and their line manager on verbal notification of the posting decision by the line manager (this will be followed up by the Establishment team by email). The line manager will explain the rationale, answer questions and try to resolve any issues surrounding the posting.

- 8.2 All movement of officers will be authorised by the Senior HR Manager Establishment (Norfolk & Suffolk) in discussion with the line manager. The Establishment Team will complete the necessary administration to action the new posting.
- 8.3 A release date should be negotiated as soon as possible between the relevant line managers and the Senior HR Manager Establishment (Norfolk & Suffolk). Where negotiations have failed to agree a mutually convenient release date, the matter will be referred by the Establishment team to the Joint Staffing Levels Meeting to make a decision.