

## **Report of independent Consultant – Andrew White**

The purpose of this report is to assure the Police and Crime Panel of the fairness of the recruitment process undertaken for the role of Chief of Staff (Chief Executive and Monitoring Officer) for Avon and Somerset.

I have recently retired from Lincolnshire Police where I served as the Assistant Chief Officer (Resources). In this role I was responsible for and involved in many recruitment processes. In previous roles I have been the Director of Human Resources for Ofsted and a member of the Chartered Institute for Personnel Development.

I was appointed to the role of independent consultant following a competitive tender exercise.

I have been involved at all stages of the recruitment process.

### **Role Profile**

A role profile was developed for the post and the recruitment process used this profile to test candidates at the shortlisting, and final selection stage.

### **Shortlisting**

I observed the shortlisting process as did two members of the Police and Crime Panel. Shortlisting was undertaken by the PCC and Ashley Ayre. The third panel member Alison Hernandez had been called to an urgent meeting at 10 Downing Street and thus was not able to participate. Her absence did not impact on the fairness of the process.

The panel scored all 25 candidates for the role against five set criteria on a rating scale of 1 – excellent to 4 – poor/unsatisfactory. The five best scoring candidates were selected for interview. Both panel members agreed on the five selected candidates.

Both panel members agreed on all scores for all candidates during the shortlisting process. The panel focused on the information provided within the application forms to make their judgements.

In my view, the panel used best practice to select the five candidates to be invited to interview.

### **Final selection process**

The final selection process was undertaken using Microsoft Teams video. This is in line with many recruitment processes that have been undertaken during the pandemic.

Each candidate was required to give a presentation. This presentation question was provided to candidates when they were invited to interview. The same presentation topic was used for each candidate. Each candidate was then asked a set of standard questions, each relating to an element of the role profile. Panel members marked each element and then discussed the process to agree a shared and agreed marking.

Panel members gave each candidate an initial assessment and then these assessments were moderated during discussion. The successful candidate scored highest in the

The final selection process was observed by two members of the Police and Crime Panel.

### **Conclusion**

I can assure the Police and Crime Panel that this process was fair and open and that all candidates were given an equal chance to present their suitability and that, in my view, the panel marked each candidate objectively and fairly.

The process for selecting the approved candidate was rigorous and aligned with good practice.

**Andrew White**

2<sup>nd</sup> September 2021