

## Tenure – Initial Contact, Contact Management

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## Policy Statement

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### Summary

Staffing levels in Initial Contact Management fluctuate as they do in many emergency and non-emergency contact centres. Staffing has a direct impact on our ability to meet critical 9s demand as well as the non-emergency demand that, if not handled properly, can impact on Force level confidence and satisfaction. Recruitment and training is also a drain on the unit, as is the inexperience of new staff in their decision making, and so steps to stabilise this fluctuation must be considered if we are to maintain an acceptable service level.

In moving to a position where the Contact Management Centre are able to retain the services of colleagues for longer, tenure is a key element, not only to ensure effective planning, but also to reach a return on investment for the unit and ultimately the Force.

The ultimate aim being we will start to see a step-change improvement in the way demand is dealt with at the first point of contact, resolving it earlier and reducing the demand flowing into the rest of the organisation as well as meeting out critical risk.

This policy details the Tenure requirements, including the responsibilities of those involved in the process. The appeals process is also explained, stating the grounds of appeal.

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### Scope

This policy applies to all Scale 3 New Joiner Initial Contact police staff within Contact Management.

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## Principles

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### General

- This policy applies a minimum tenure period of 2 years to all new joiners into the Initial Contact function with Contact Management effective for those replying to job advertisement from March 2020 onwards.
- West Yorkshire Police's (WYP) Initial Contact function is currently served by police staff who are recruited at Scale 3 and can advance to Scale 4E through achieving competency in role.
- Up to the present day, a large percentage of the workforce have been leaving the role to either undertake a new role within the organisation or leave the organisation completely, and a result caused reduced staffing levels. The Tenure process aims to combat this issue.

- Data from Workforce Planning will be regularly provided to highlight the amount of leavers and therefore the incremental effect of Tenure on stabilising staffing levels within Initial Contact.
  - The policy will effectively lead to the prevention of a recurring scenario of recruitment through to re-recruitment, which means that Initial Contact will:
    - Achieve its budgeted strength;
    - Reduce the need for continual recruitment activity;
    - Avoid placing undue pressure on the People on-boarding team, vetting, IT training, force training school, stores, Contact's Professional Development Unit, Contact Room mentors and Contact supervisors;
    - Reassure colleagues who are committed to the function on a long-term basis by reducing the additional work created by vacancies left by exiting staff on a constant basis;
    - Improve health and wellbeing;
    - Improve the perception of management who are expected to provide stability and the potential to improve performance to the highest possible standard;
    - Avoid regular, adversarial 'churn' into other organisational roles;
    - Maintain improved performance on 999 and 101 call handling;
    - Mitigate against reputational threat in terms of customer dissatisfaction;
    - Provide complete clarity to Contact centre colleagues with future career aspirations;
    - Avoid the need to disrupt student officer and other colleagues' careers by force-posting them back into Contact to deal with resource v demand shortfalls;
    - Allow colleagues to grow into the role, develop experience and improve the function's capacity and capability to resolve more incidents without deployment;
    - Reduce total expenditure incurred on recruitment processes, training, equipment and uniform; and
    - Provide much-needed organisational stability for an identified period of time thereby allowing the force to concentrate on other recruitment and training priorities.
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## Tenure Requirements

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### Requirements

- New Initial Contact police staff will be subject to, on joining the organisation, a 2 year tenure contract. The tenure period will be explicitly detailed within contract of employment.

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- As the recruitment into Initial Contact is now bound by an apprenticeship programme, the new staff are locked into a 12-month apprenticeship process in any case.
  - There is no retrospective application of Tenure for Initial Contact police staff in employment prior to the implementation of this policy.
  - There will be no financial clawback clause for those police staff leaving the organisation for other roles.
  - Any police staff leaving the organisation in breach of tenure in order to try and expedite a move to another organisational role, will be advised that their application for that other role will be subject of sifting out.
  - In such a situation, the employee will be advised that the barring period for new job applications will be two years less the period of time served in the Initial Contact role. This includes applications for Direct Entry Inspector.
  - The wording relating to tenure will be explicit in both recruitment adverts and employment contracts in order to effectively manage staff expectations and negate any challenges and misconceptions.
  - An appeals/escalation process exists and is applicable in respect of case by case basis to release colleagues from the Initial Contact function.
  - The department will implement a structured developmental programme for Initial Contact police staff.
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## Responsibilities

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### **People On-Boarding Team**

The People On-Boarding Team are responsible for:

- Designing and publishing the recruitment advertisements which will clearly include an explanation of the 2 year tenure period.
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### **Employee Relations Advisors**

People Employee Relation Advisers are responsible for:

- Determining (in consultation with OHU) if a medical condition is regarded as a disability under the Equality Act and what reasonable adjustments are appropriate in order to either fulfil the requirements of Tenure, or alternatively, escalate to an appeals process for re-deployment;
  - Determining in consultation with OHU as to whether a medical condition that is not specifically defined as a disability will be managed in accordance with the principles of the Equality Act;
  - Providing advice and guidance to managers and individuals as and when required; and
  - Intervening when line management action may result in the Force failing to meet its statutory and legal obligations.
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<b>Line Managers</b>	<p>Line Managers are responsible for:</p> <ul style="list-style-type: none"><li>• Familiarising themselves with the tenure policy along with the appeals process;</li><li>• Explaining the commitment to the Apprenticeship process, which will have been covered within recruiting also;</li><li>• Welcoming a new joiner Initial Contact police staff member to the team, providing them with a New Starter checklist and clarifying with them, their understanding of their terms of employment;</li><li>• Ascertaining at an early stage, the career ambitions of those colleagues, explaining and clarifying the Tenure policy if required;</li><li>• Explaining the appeals policy should it be required; and</li><li>• Providing advice and guidance to managers and individuals as and when required.</li></ul> <hr/>
<b>Second Line Managers/ Senior Leadership Teams (SLT)</b>	<p>Second Line Managers/SLT are responsible for:</p> <ul style="list-style-type: none"><li>• Ensuring that they understand the tenure policy and the appeals process in order that they are able to deal with any exception cases. The matter will be resolved within Contact Management with the highest level of appeal being the head of department (Superintendent).</li><li>• Ensuring and understanding of the apprenticeship process.</li></ul> <hr/>

## Supportive Measures

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<b>Occupational Health (OH) and Police Treatment Centre (PTC)</b>	<ul style="list-style-type: none"><li>• The intention of any referral is to help colleagues with any health concerns to improve their condition in order that they have the maximum chance of being successful in this role.</li><li>• The purpose of the OH referral is for the manager to gain medical advice on how to support an individual with a health condition in a work context. This is in order to assist their recovery and return to work so that every reasonable and practicable effort can be made to honour the tenured period.</li><li>• The referral must be discussed with the individual and their written consent must be sought.</li><li>• OH are required to record relevant personal information provided to them on the individual's medical record. This constitutes personal data under the Data Protection Act 2018.</li><li>• The individual has a right to view all information recorded on their medical record, but managers are not permitted to view without the consent of the individual.</li><li>• Use of PTC as appropriate for members.</li></ul>
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- Probation periods. This remains the same as per Probationary Procedure Police Staff policy.
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## Appeals Process

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### Principles

- The appeals process is in place for individuals to appeals against the enforcement of tenure should they wish to make an internal transfer request to another Department within West Yorkshire Police, within their first 2 years in role.
  - Consideration must be made to the escalation process itself from initially the individual requesting a break in tenure to the final decision. Including who is involved and their roles and responsibilities in order to make this appeal happen.
  - There is a recognition that the implementation of Tenure to the Initial Contact police staff role within the Contact function, must be applied consistently and fairly.
  - However, there is also a recognition that there may be situations and circumstances in which the enforcement of Tenure may be detrimental to either the individual or business.
  - The appeals process aims to offer a mechanism and defined process that allows such situations and circumstances to be considered on an individual basis and a judgement made as to whether in certain circumstances, there is a case for Tenure to be broken.
  - It is expected that the appeals process, from start to finish will take 30 days.
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### Grounds of Appeal

- It's proposed that the main grounds in which an appeal may be heard are as follows;
    - There is a concern for an individual's welfare and/or wellbeing which is a result, either directly or indirectly, of the role being undertaken; e.g. severe stress, anxiety or depression, formally diagnosed and with OH involvement
    - An unforeseen or exceptional change in an individual's personal circumstances has occurred which makes continuing in role difficult/problematic for the individual. E.g. exceptional caring responsibilities, exceptional change in financial circumstances, (but we also need to stress that all due consideration will first be given to flexible, part-time and job-share working to accommodate such changes in circumstances).
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## Responsibilities

### Individual

The Individual is responsible for:

- Bringing to the attention of their line manager, any request to move to another role internally within WYP, while in their first 2 years in role as an Initial Contact police staff member;
- Should the individual have a documented actual or perceived issue with their line manager which prevents them raising this with their line manager, then this should be brought to the attention of their second line-manager who can consider the grounds themselves.
- Applying for the decision of the Tenure panel to be re-visited if they feel it is appropriate.

### Line Manager

Line managers are responsible for:

- Undertaking a constructive and supportive discussion with any individual who approaches them within their first 2 years in role as an Initial Contact police staff member with a request to move role internally to another department;
- Providing a rationale to the individual and initiating discussions then with the Chief Inspector/Senior Manager Contact, and Employee Relations Advisors for consideration;
- Providing a rationale to the individual, where they decide to not support the individual's decision for an internal move.
- Maintaining timely communication with the individual and other key stakeholders including Contact Senior Management and Employee Relations; and
- Supporting the individual with documenting their rationale for consideration at the Tenure appeals panel.

### Chief Inspector and Senior Manager Contact – Contact Management Centre

The Chief Inspector/Senior Manager Contact is responsible for:

- Being an Integral member of the Tenure appeals panel responsible for giving careful consideration to the cases presented to the panel from members of the team who wish to make an internal move within the Force;
- Ensuring panel hearings take place in a timely manner to not delay the decision making process; and
- Documenting and communicating the decision of the panel to the individual involved and their line manager.

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**Employee  
Relations  
Advisors**

Employee Relations Advisors are responsible for:

- Being integral members of the Tenure appeals panel responsible for giving careful consideration to the cases presented to the panel from members of the team who wish to make an internal move within the Force;
  - Ensuring panel hearings take place in a timely manner to not delay the decision making process; and
  - Documenting and communicating the decision of the panel to the People Services team for consideration at the next Resourcing Meeting.
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**Superintendent  
– Contact  
Management  
Centre**

The Superintendent is responsible for:

- Giving careful consideration to the cases that have been turned down at the Tenure appeals panel hearing, where the individual wishes to challenge the decision of the panel;
  - Ensuring cases are reviewed in a timely manner to not delay the decision making process; and
  - Documenting and communicating the final decision with all relevant stakeholders.
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## Additional Information

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### Compliance

This policy complies with the following legislation and policy:

- Data Protection Act 2018
  - Disability policy
  - Equality Act 2010
  - Recruitment and Selection Policy
  - Probationary Procedure Police Staff
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### Further Information

Further guidance in relation to this policy can be sought from:

- Contact Management Centre
  - People Directorate
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