

## NATIONAL CRIME AGENCY

**POLICY:** Resource Management  
**Reference:** HR01 (v11)

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### Introduction

This policy supports the NCA's vision to have a multi-skilled, resilient and flexible workforce. It relates to the selection and appointment, deployment and movement of all new and existing graded officers, grade 6 to grade 1 and trainees. Deputy Director and above posts will be governed by the Civil Service Commission. All external appointments may be subject to appropriate approval. This policy and associated operating procedures excludes NCA Specials unless specifically mentioned.

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### Aim of the Policy

The NCA is committed to ensuring that resourcing is conducted in a fair, open and transparent manner that is effective, efficient and responsive and that appoints on merit. The policy supports the NCA in leading the UK's fight to cut serious and organised crime.

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## **Policy Statement(s)**

### **1 Procedures**

- 1.1 This policy document is supported by the following procedures which provide officers with detailed guidance on selection and appointment, deployment and movement in the NCA. These procedures have the force of policy and are to be complied with at all levels of the organisation.

[HR01 OP01 Job Evaluation](#)

[HR01 OP02 Workforce Management](#)

[HR01 OP03 Restructuring](#)

[HR01 OP05 Recruitment and Selection](#)

[HR01 OP06 Temporary Appointments](#)

[HR01 OP07 Secondments and Attachments](#)

[HR01 OP09 NCA Specials](#)

[HR01 OP10 Retention of Specialist Skills Scheme](#)

[HR01 OP12 Designation and Use of Powers](#)

### **2 Policy Compliance**

- 2.1 The NCA fully supports and upholds the principles enshrined in the Equality Act 2010 and any subsequent amendments and, in Northern Ireland, the Equal Pay Act (NI) 1970, Sex Discrimination (NI) Order 1976, Fair Employment and Treatment (NI) Order 1998, Disability Discrimination Act 1995, Race Relations (NI) Order 1997, Employment Equality (Age) Regulations (NI) 2006, Employment Equality (Sexual Orientation) Regulations (Northern Ireland) 2003, Employment Act (Sexual Orientation) Regulations (NI) 2006, all as amended, and s75 of Northern Ireland Act 1998.
- 2.2 Its procedures are compliant with relevant employment legislation, and the Civil Service Management Code.

### **3 Job Evaluation**

- 3.1 The NCA will ensure that the evaluation and subsequent grading of jobs is done so in a fair and objective way. The job evaluation scheme in place enables a fair and systematic comparison of jobs against a set of factors that reflect NCA values, needs and priorities. See Procedure [HR01 OP01 Job Evaluation](#) for details.

## **4 Workforce Management**

- 4.1 The Director General (NCA) has overall responsibility for workforce planning, recruitment and development within the NCA. The DD Human Resources has delegated responsibility for formulating and overseeing the NCA's resource management policy and associated procedures, and for ensuring that the agreed workforce figures are adhered to.
- 4.2 The NCA will have a three year strategic workforce plan in place which will be reviewed no less than annually in the light of budget settlements and other requirements.
- 4.3 NCA resourcing needs and plans will be reviewed and prioritised on a regular basis. See procedure [HR01 OP02 Workforce Management](#) for details.

## **5 Internal Movement and Redeployment**

- 5.1 The NCA has the flexibility to restructure organisationally or departmentally to meet the business needs and priorities. See Procedure [HR01 OP03 Restructuring](#) for details.
- 5.2 The NCA may offer the opportunity for posts to be filled on a temporary promotion basis. Other posts may be filled through managed moves on a lateral basis. HR Business Partner (HRBP) and Deputy Director approval is required for a managed move to take place.
- 5.3 The NCA will make all reasonable efforts to redeploy officers, who for a variety of reasons, become 'surplus' and no longer hold a substantive post subject to organisational requirements.

## **6 Recruitment and Selection**

- 6.1 The NCA will identify and use appropriate, fair and transparent processes and tools for all internal and external vacancies. The NCA will normally fill vacant posts on the basis of suitability through objective selection methods in line with civil service success profiles. Managers and applicants must follow Procedure [HR01 OP05 Recruitment and Selection](#) and guidance whenever recruitment and selection takes place in the NCA.
- 6.2 The recruitment of all NCA officers will comply with the Civil Service nationality rules and the NCA's residency requirements.

- 6.3 NCA is a Disability Confident Employer. It has a policy of inviting people who have a disability, and who meet the minimum behavioural, experience, technical and essential qualifications/accreditations to interview/assessment.
- 6.4 Applicants who are civil servants from other Civil Service departments and agencies will have their service taken into consideration for the purpose of salary matching, the calculation of annual leave, parenting and sickness.
- 6.5 All employees who are on Civil Service modernised terms and conditions as a result of entrance or promotion where applicable will retain their modernised terms and conditions when transferring to the NCA.
- 6.6 All new externally recruited officers to the NCA will successfully complete pre-employment checks. They will undertake a probationary period which includes the achievement of the appropriate level of security clearance and; to ensure that they meet the required standard of the role, and demonstrate NCA values and behaviours.
- 6.7 All internal applications will be subject to line management confirmation that there are no performance, tenure or other issues that would preclude their application being processed.
- 6.8 The NCA has a 12 month minimum time in post expectation when an individual is applying for a lateral opportunity. Specialist roles may require a different tenure to ensure the NCA's return on investment in training.
- 6.9 All recruitment activity will be approved by, and may be facilitated by, the recruitment team and will be subject to monitoring and evaluation.
- 6.10 All documentation and records resulting from recruitment, assessment and selection activity must be completed and electronically returned to the recruitment team for secure storage. See procedure [HR01 OP05 Recruitment and Selection](#) for details.

## **7 Promotion**

- 7.1 The NCA supports internal development through promotion. Promotion will be subject to an assessment process in line with civil service success profiles.

- 7.2 Officers may not apply for posts on promotion if there are any disciplinary or other sanctions in place until these have been lifted.
- 7.3 Officers that are successful for a promotion to a role will be required to move to modernised Civil Service terms and conditions. In addition, where moving to a role on the spot rate pay framework they will be required to move to a 40 hour week.
- 7.4 The NCA may offer the opportunity for posts to be filled on a temporary promotion basis.
- 7.5 See Procedure [HR01 OP05 Recruitment and Selection](#) for details on promotion and temporary promotion.

## **8 NCA Apprentices and Trainees**

- 8.1 The NCA has its own (IOTP) training programmes for Investigators and Intelligence Officers normally lasting up to a period of 2 years. Upon satisfactory completion of the programme trainees will be employed as permanent NCA officers. Other apprenticeships in a variety of areas are available and last for between 2-4 years. In most cases there is not a guarantee of a permanent job at the end of the scheme but the expectation is that officers will be able to successfully apply for vacancies, at which point they will be offered a permanent contract of employment. Please contact the [Apprenticeship inbox](#), Learning and Development Department for further information, see [Learning and Development site](#) for details.

## **9 Loans, Secondments and Attachments**

- 9.1 The NCA recognises the benefits of interchange between partners and other organisations and may facilitate temporary movement of staff. See Procedure [HR01 OP07 Loans, Secondments and Attachments](#) for details.

## **10 Students and Placements**

- 10.1 The NCA allows short placements from authorised partners and educational establishments. Student workers are not NCA officers. Work experience students are not normally remunerated but may be eligible to receive authorised expenses. Other students such as interns, year in industry placements, research placements may be eligible to be paid an allowance as agreed by the Board and in line with the recommendations of appropriate Civil Service schemes and

other law enforcement partners. Please contact the Apprentice Inbox, Learning and Development Department for further information.

## **11 NCA Specials**

- 11.1 The NCA will use NCA Specials to support business activity. NCA Specials are volunteers with specialist knowledge and experience that will add value to the NCA's fight against serious, organised and complex crime. See procedure [HR01 OP09 NCA Specials](#) for details.

## **12 Retention of Skills**

- 12.1 Officers that have been granted a career break of 12 months or less, or five years or less if taken for caring purposes and/or for a spouse/partner to accompany an NCA ILO who has been posted abroad, have the right to return to paid work if they comply with the relevant notification process. See procedure [HR02 OP10 Career Breaks](#) for details.
- 12.2 The NCA has processes to exceptionally allow business critical skills and experience to be retained amongst retiring officers who retained membership of the Police Pension Scheme (PPS). This is known as the retention of specialist skills and referred to as ROSS. See procedure [HR01 OP10 Retention of Specialist Skills](#) for details.
- 12.3 Decisions relating to the retention of skills are wholly governed by operational requirements at any one time.

## **13 Temporary Workers**

- 13.1 The NCA may appoint, on a short term basis, temporary workers to fill administrative or specialist skills on a short term basis, such as administration staff, interim managers, specialist contractors, and legal advisers. Temporary workers are not NCA officers. See [FC01 OP02 Consultancy and Contingent Labour](#) for details.

## **14 Designation of Powers**

- 14.1 The NCA procedures identify the framework to manage the designation of powers under the Crime and Courts Act 2013. The framework provides standard training and assessment necessary for the designation of powers to relevant officers. See Procedure [HR01](#)

[OP12 Designation of Powers](#) for details.

## **15 Recruitment and Selection of Senior Management**

- 15.1 The recruitment and selection of Deputy Director and above posts will be governed by the Civil Service Commission. Please refer to the Procedure [HR01 OP05 Recruitment and Selection](#).

## **16 Records and Storage of Documentation**

- 16.1 The Recruitment Team work within the principle that all records are kept electronically, and in accordance with the NCA's Retention Schedule and Policy [IM01 OP04 Review, Retention and Disposal of NCA Information](#)

## **17 Personal Data**

- 17.1 Personal data collected as part of this policy will be processed in accordance with the department's Data Protection Policy and Privacy Notice. The Privacy Notice explains what personal data the Department holds about you, how we collect it, and how we will use and may share information about you. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the department's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the Department's disciplinary procedure.

## METADATA

### Policy Ownership:

Director Level Policy Holder:	Director General (Capabilities)
Policy Owner:	Deputy Director Human Resources
Responsible Team:	HR Expert Services

### Version Control:

Version Number and Date Issued	
v1.0	07/10/13
v2.0	03/02/2014 - DDG Review
v3.0	10/04/2014 – GSC
v4.0	20/11/2014
v5.0	20/11/2015
v6.0	21/02/2017 (renamed from Resourcing)
v7.0	13/07/2018
v8.0	22/07/2020
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