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Welcome to the virtual promotion briefing session for the Inspectors Promotion Process

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We are really pleased that you are considering applying for promotion to become an Inspector.

This virtual briefing session aims to ensure everyone has access to the same briefing. This will then be supported with the opportunity to ask questions in a supplementary virtual session in January when the promotions application window opens. Any immediate questions you have, after listening to the recording, please go to, either:

- Laura Mills, Resourcing Manager: laura.mills@cambs.pnn.police.uk
- Francesca Mansi, Team Leader: promotions@bch.pnn.police.uk

ACC Bill Jephson will now outline the context for the importance of the Inspector role and what qualities makes a great Inspector.

Laura Johnson will then cover off the details of the promotions process and assessments involved.

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I am going to tell you a bit more about why the Inspector role is so important and highlight some areas that demonstrate what I would expect from an inspector.

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I want to spend a few minutes on the importance and the impact of the Inspector role.

To be a competent Inspector and lead a team, it relies on 3 things:

1). You need to know yourself really well.

Why is that so important? Well let's look at that in practice. To be able to lead and develop others, you start with knowing yourself well. It's important to reflect on your strengths and your weaknesses and how this impacts on those you lead. Knowing your strengths and weaknesses, will give you an awareness of how you may impact on others and when you when might you need to adapt your own style to suit your team. Recognising when you are feeling stressed and what enables you to manage it is really important and feedback from others how you impact on your team

2). You need to know your people really well

To lead a team well and develop them, you need to know your team members well, so think about how will you get to know them as individuals and collectively as a team. Remember, in your role as an Inspector you are delivering through others and you simply can't do everything yourself. There will be a wide range of skills and expertise amongst your people so it's important you take the time to find these out and understand who might need more support and who you can you give more

responsibility to. It's also important to understand what the relationships are like between your team members and where there may be tensions. You need to understand workloads and how you can work with your team to deliver against what the public and service expects.

And then moving to the third point - know your operation

What does your team need to know about the communities they work in? Are there any personal safety issues? Prolific offenders? Crime hotspots? What is the local intelligence? Taking all these together will inform how you manage risks and prioritise the focus of your team

In focussing on these 3 areas, demonstrates good leadership and performing well in the role as an Inspector

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Thinking about the 3 areas just described, this can be further expanded on into some key responsibilities. Some of these are still important as a Sergeant but as you move to Inspector, this is more about being a role model, and being expected to be the face of the force when being the response a critical incident comes in.

It means that setting standards and enforcing them day in day out is critical to the role of a great Inspector.

It's also important to understand the wider context of your work.

- With a bigger team and wider remit, making sure your team is prepared, booked on and briefed with appropriate tasking is important.
- Be clear on your plan for the day – how does your plan enable others to achieve theirs?
- Be diligent in attention to detail and record keeping
- Pay attention to the needs of your team, operationally, personally and consider their welfare appropriately. Show them they matter and you care.
- Adapt your style to enable your team to meet operational needs
- Confidently manage risk and support others to do the same.
- Record your rationale when you need to and encourage decision making at every level.
- Challenge poor and inconsistent decision making and be passionate about what you do.
- Be proud of what you do and congratulate and thank your people regularly.
- Have fun and build a team!

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Having set out what makes a great Inspector and how you can review your achievements and demonstrating the competency values, we will now talk through the application stage and panel stage.

When the application window opens on the 6th January, you will be able to download an application form, to complete and then send to your Line Manager who will either confirm support of your application or note that you are not yet ready to apply.

Applications that are supported by Line Manager, will be then assessed by a shortlisting panel. There are 3 assessors, one from each force, that mark the applications forms, which are anonymised. In your application you will be asked to evidence your readiness for Inspector across 3 specific competency areas. For the January Inspector process these are:

- Take Ownership
- Deliver, Support and inspire
- Analyse Critically

Your examples should evidence how you are demonstrated these 3 competency areas.

You will receive a score for each of the competency areas which will inform whether you are successful in moving to panel.

Panel involves a competency based interview covering each of the 6 competency areas and a presentation. Again, this will involve 3 assessors, who will mark your interview answers and presentation against the competency areas and from this inform whether you are successful in your promotion.

We will now tell you more about the competency areas and how best to prepare for your promotion application.

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Although line manager and SMT support is essential, the examples you provide need to be strong enough to get you through.

It has been recognised candidates may wish to apply for acting opportunities however are not yet at this stage in their development to apply for promotion to a substantive post. Taking this into consideration, the process has been modified to allow candidates who would like to register their interest for a development opportunity to act up into the rank of Inspector rather than completing the full promotions process.

As part of the application, candidates are asked to submit evidence of their experience and achievements as well as development activities towards promotion

Don't tick off indicators, use these holistically

The following tips are relevant to every stage of the process

- Evidence must be specific and factual – consider the personal quality areas but cover the points asked for
- Be cautious over style and structure – is the example easy and clear for the reader

When deciding on the evidence to submit you should consider four things;

1. The rank you are applying for – does the evidence demonstrate that you could operate successfully in the rank?
2. The values description – does the evidence describe activity relating to that particular value (the description rather than the list of behaviours). Does your evidence answer the question which has been asked?
3. Quality – is the evidence specific and factual rather than a generalised comment or list of tasks? Have you demonstrated a successful outcome?
4. Relevance – how relevant is your evidence to the current policing context in your home force?

Shortlisting

- Detective Superintendent Mike Hills (Cambs)
- Superintendent Laura Hunt (Cambs)
- Joanne Walker (Beds)
- Superintendent Jaki Whittred (Beds)
- Superintendent Marc Attwell (Herts)
- Detective Superintendent Stuart Cheek (Herts)

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This may mean the moderated mark is different to the original marks based on their discussion and having reviewed a number of applications.

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Some of you may already be familiar with the Competency Value Framework. This sets out 6 competency areas as defined by the National College of Policing and it summarises values that are inherent in the Code of Ethics and the relationship between values and the competences.

The competency framework informs our promotion processes for each rank as well as our external recruitment processes. As you become a more senior officer rank we look for a broader more strategic demonstration of the 6 competency areas which reflects the size and scope of the role.

In preparation to apply for promotion, the best starting point is to reflect on achievements you are particularly proud of, as they are likely to demonstrate these competency areas. How would your colleagues and manager describe your strengths, what do you love about your job? What professional achievements have you had over the last 12 months that make you proud? Where have you added value, or made the most difference?

This is always the best starting point in preparing rather than getting too focussed on looking to address each of the competency indicators. Then have a fuller read of the competency framework. I suggest doing your preparation in this order as it's important we find out more about you and don't want you to lose sight of your achievements in the competency value indicators.

You may find in considering your key achievements that they don't demonstrate all 6, so this gives you a chance to consider how you might have demonstrated those that an achievement, doesn't immediately come to mind. How might your examples reflect the competencies in the competency framework? It's important to also think about challenging situations and how you handled these situations and what skills and behaviours were important as this may demonstrate one of the competency areas.

For example emotionally aware

Where can you demonstrate how your understanding of the needs of others whether your own team or those we serve, has informed your actions and decisions.

For analyse critically

Where can you demonstrate where you have balanced the risks, costs and benefits that has informed your decision making

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Demonstrating a competence is asking you to describe how you used behaviours, skill and experience to achieve an end result.

We want to hear more about 'how' you achieved the end result and less about what the situation was

Remember your audience – panel members assessing your answers might not know all the specifics of your example, so remember your audience in summarising the situation

We are looking for evidence that demonstrates your capability to operate at Inspector

To keep you succinct in answering a question, briefly describe the Situation, Task, Action and Result (i.e. what actions you took that lead to this result)

As a move from Sergeant to Inspector, your role responsibility will mean your impact is wider and has wider team outcomes, so consider this in your answer.

The assessors will be scoring your answers against Level 2 in the competency framework.

Follow this [link](#) to the competency Value Framework

- Candidates should provide explicit evidence of what they did, how they did it and their rationale for doing it. Avoid spending time describing the actions of other people or only providing a general or vague description of what happened. In any response, either written or verbal. The actions and rationale needs to be clear.
- Whilst there are similarities with PPF, avoid copying examples used in previous processes. The competencies do not map straight across and there is a risk you may miss opportunities to demonstrate competency or the evidence they do provide. Consider the context of the target role to ensure the evidence provided reflects your ability to meet the demands and responsibilities of that rank / role

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For those successful at shortlisting stage, they will be invited to attend a face to face board panel that involves a competency based interview and presentation.

The interview will be on a carousel basis with each panel chaired by a Superintendent with Chief Inspectors. Panel 1 will ask three questions, you then rotate to panel 2 who will ask a further three questions. All six areas of the CVF will be tested.

- If you are following the Detective pathway you will be asked four questions by each panel - 6 CVF then 2 Investigative questions overall.
- The panel want to hear about you so be yourself. Listen carefully to the question and give an authentic response – don't just respond with the example that you wanted to give.
- Please answer the specific question posed rather than offer a very general example of a competency area
- Offer recent examples from your current rank or temporary/acting rank if appropriate
- Offer a clear statement about what you personally actually delivered rather than describe wider team activities
- Offer clear evidence that shows you had a clear impact, demonstrated personal drive or personally changed something
- Offer both depth and breadth to your answer
- The panel are gatekeepers for the public and our people so they need to be reassured that your responses indicate you will make an effective police leader – they will look for professional policing expertise and people leadership capability.

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Following the board, where again each candidate will get a score based on their answers for the interview and presentation, this will inform who has been successful and unsuccessful.

Once the face-to-face board panels have concluded, candidates have the opportunity to receive feedback from one of the panel members about their performance. This conversation is intended to help candidates identify areas for ongoing continual professional development, whether they have been successful or not.

For postings, a separate posting group will discuss successful candidates and suitable postings to offer. This will include those who have been successful for full promotion and those to consider for acting up positions.

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It is accepted that officers of a senior rank involved in selection are likely to have worked closely with applicants. Disclosure should therefore be made where there is a close personal relationship or social association, if the applicant is a direct report or if there has been any other working

relationship that either party feels may be construed to give them an advantage in this process e.g. mentoring.

If you have any disclosures please e-mail Promotions@bch.pnn.police.uk. Any disclosure will be reviewed by the Resourcing Manager with, if necessary, reference to the Director of HR for the process to identify any mitigating action that may be appropriate to ensure all candidates can proceed through the process in a fair and equitable way.

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Timescales for the Inspectors Promotion Process are:

Stage	Date
Advert open	Monday 06 th January 2020 at midday
Advert closes	Sunday 26 th January 2020 at midday
Shortlisting	Week commencing Monday 03 rd February 2020
Interview and presentation boards	Week commencing Monday 23 rd March 2020

Following this virtual briefing recording, a skype FAQ session will be arranged in early January to give you the opportunity to ask any questions not already answered. Any questions in the meantime please refer them to Laura Mills, Resourcing Manager or Francesca Mansi, Promotions Team Leader.

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Good luck with your application!