


# Application Form

## Superintendent

July 2020

# INSTRUCTIONS FOR COMPLETION

Please ensure evidence contained within your application is specific and focused on your personal involvement/experience and actions. The appropriateness of your application will be determined by the extent that your evidence relates to the competency area being asked about, Job Description and Role Requirements.

All sections of the form need to be completed in a concise manner and not exceed 500 words per competency area.

Head of Departments will be asked to confirm whether they feel you are ready to perform at the rank applied for and whether they support your application via the Head of Department section. You are strongly recommended to discuss your application with them prior to submission.

Please refer to the candidate guidance as it contains further information on the process.

Before submitting your application, please check that you have completed all sections of the form and then send your completed application form to your line manager, in order for them to complete the Head of Department Section. They will need to send the form in its entirety directly to the Resourcing team by email to promotions@bch.pnn.police.uk by no later than midday Friday 24th July 2020.

# PARTONE
## *Personal Information*

| | |
|---|---|
| **1. Name of Candidate:** | Click here to enter text. |
| **2. Current Force:** | ☐ Bedfordshire<br>☐ Cambridgeshire<br>☐ Hertfordshire<br>☐ Other, please specify Click here to enter text. |
| **3. Contact Number** | Click here to enter text. |
| **4. E-mail Address** | Work: Click here to enter text.<br>Personal: Click here to enter text. |
| **5. Line Manager Details** | Name: Click here to enter text.<br>Job Title: Click here to enter text.<br>Email: Click here to enter text.<br>Contact number: Click here to enter text. |
| **6. Reasonable Adjustments** | Are there any reasonable adjustments that would need to be made to any stage of the selection process to enable you to participate? Please be specific about the adjustments required.<br>☐ None<br>☐ Yes, please specify<br>Click here to enter text. |

# PART TWO
## *Preferences*

Please complete the below form to provide us with your preferences of force, type of work and location. If you are successful in the current promotion process, this information will be used in order to identify a suitable posting. Please include any information which you would like taken into account.

| | |
|---|---|
| **Name & warrant number** | |
| **Home Force** | |
| **Home Location** | |

With regard to the **Department** you would like to be considered for, please indicate your top three preferences below.

For example, Local Policing, Investigations, Joint Protective Services, Professional Standards, Change, Operational Support. Please provide as much detail and description of the role as possible.

The box will expand as you type.

| | |
|---|---|
| **1st preference** | |
| **2nd preference** | |
| **3rd preference** | |

Please provide as much detail as possible about your motivation/reason for your **preference** (i.e. location close to home, opportunity for development, skill set, qualifications, experience etc.)

The box will expand as you type.

| | |
|---|---|
| **1st preference** | |
| **2nd preference** | |
| **3rd preference** | |

# PART THREE
# *Evidence*

## *Emotionally Aware*

| **Please give a recent example of where you have demonstrated being 'Emotionally Aware' at level three of the Competency Values Framework.** |
|---|
| ***Competency Values Framework Level 3 indicators for Emotionally Aware***<br>• I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.<br>• I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.<br>• I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.<br>• I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.<br>• I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling. |
| **Candidates Response (maximum 500 words)** |
| **If your example is not from within the last two years, please explain why you have chosen to use this particular example.**<br>Click here to enter text. |

## Take Ownership

**Please give a recent example of where you have demonstrated 'Taking Ownership' at level three of the Competency Values Framework.**

***Competency Values Framework Level 3 indicators for Take Ownership***

- I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- I define and enforce the standards and processes that will help this to happen.
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
- I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.I create an environment where partnership working flourishes and creates tangible benefits for all.

**Candidates Response (maximum 500 words)**

Click here to enter text.

**If your example is not from within the last two years, please explain why you have chosen to use this particular example.**

Click here to enter text.

## Collaborative

**Please give a recent example of where you have demonstrated being 'Collaborative' at level three of the Competency Values Framework.**

***Competency Values Framework Level 3 indicators for Collaborative***

- I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

**Candidates Response (maximum 500 words)**

Click here to enter text.

**If your example is not from within the last two years, please explain why you have chosen to use this particular example.**

Click here to enter text.

## Deliver, Support & Inspire

**Please give a recent example of how you have 'Delivered, Supported and Inspired' others at level three of the Competency Values Framework.**

***Competency Values Framework Level 3 indicators for Deliver, Support and Inspire***

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- I ensure that everyone understands their role in helping the police service to achieve this vision.
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
- I motivate and inspire others to deliver challenging goals.

**Candidates Response (maximum 500 words)**

Click here to enter text.

**If your example is not from within the last two years, please explain why you have chosen to use this particular example.**

Click here to enter text.

## Analyse Critically

**Please give a recent example of how you have conducted a 'Critical Analysis' at level three of the Competency Values Framework.**

***Competency Values Framework Level 3 indicators for Analyse Critically***

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.
- I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

**Candidates Response (maximum 500 words)**

Click here to enter text.

**If your example is not from within the last two years, please explain why you have chosen to use this particular example.**

Click here to enter text.

## *Innovative & Open Minded*

**Please give a recent example of how you have demonstrated being 'Innovative and Open minded' at level three of the Competency Values Framework.**

***Competency Values Framework Level 3 indicators for Innovative and Open Minded***

- I implement, test and communicate new and far reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach, and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up-to-date and at the forefront of global Policing.

**Candidates Response (maximum 500 words)**

Click here to enter text.

**If your example is not from within the last two years, please explain why you have chosen to use this particular example.**

Click here to enter text.

# PART FOUR

## *Additional Information*

**Please provide details below of any outstanding criminal investigations or disciplinary proceedings being carried out in relation to your conduct and of any previous disciplinary offences which have not been expunged.**

| |
|---|
| |

**DECLARATION**

| | |
|---|---|
| I confirm that this application is my own work and that the evidence contained within this application is true and accurately demonstrates my own performance and does not include performance evidence of others. | |
| **Name:** | |
| **Signature:** | **Date:** |

**Thank you for completing your application.**

**Please send this directly to your Head of Department so they can complete the next section prior to the deadline of midday on Friday 24th June 2020.**

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# Head of Department Recommendation

# PART FIVE

## *Head of Department Recommendation*

**Please review the following information before completing this form.**

The purpose of this assessment is to give an evidenced appraisal of the candidate's performance against the Competency Values Framework (CVF) and areas of operational competence.

To enable Head of Departments to contribute their views on a candidate's readiness for promotion, you are being asked to evaluate their performance at work. You will be asked to assess whether:

- You support the candidate, that the submitted information is correct, and to provide a supporting statement. Any comments you make may be considered as part of the selection process
- The candidate is ready to operate at level 3 across **all** the competencies within the Competency Values Framework (CVF)
- The candidate is committed to their personal development at the rank being applied for as evidenced through their My Conversation / PDR
- You believe the candidate is ready for promotion and you support them to be evaluated at the promotion board

Where an application is not supported, this must be clear on the Head of Department form with a supporting rationale.

If the candidate is supported and they are not successful in this process, their ongoing development should be supported locally through continuous professional development. If the candidate is not supported, please ensure this form is submitted (for purposes of transparency) and hold a professional discussion with the candidate to outline the reasons why you have made this decision and to agree further development support to help them achieve their career aspirations.

The evidence on this form will be made available to the interview panel and may be used to inform supplementary questions.

Once completed, the form should be sent to the Resourcing team via the following e-mail address Promotions@bch.pnn.police.uk.

## 1.0 Competency Values Framework – Personal Qualities

Please confirm to what extent you feel the candidate has demonstrated the competencies of the rank applied for in the course of their day to day operational work, project work, force-led development or self- development.

Please see the end of this form for detailed description of the required competencies at this rank.

***Please select one option in each row considering the Competency Value Framework at level 3.***

| | **Exceptional standard met** | **Above standard required** | **Meets standard required** | **Shows potential to reach standard** | **Has not met standard required** |
|---|---|---|---|---|---|
| The candidate demonstrates the competency 'Emotional Awareness' at level 3 | ☐ | ☐ | ☐ | ☐ | ☐ |
| The candidate demonstrates the competency 'Taking Ownership' at level 3 | ☐ | ☐ | ☐ | ☐ | ☐ |
| The candidate demonstrates the competency 'Collaborative' at level 3 | ☐ | ☐ | ☐ | ☐ | ☐ |
| The candidate demonstrates the competency 'Delivers, Supports and Inspires' at level 3 | ☐ | ☐ | ☐ | ☐ | ☐ |
| The candidate demonstrates the competency 'Analyses Critically' at level 3 | ☐ | ☐ | ☐ | ☐ | ☐ |
| The candidate demonstrates the competency 'Innovative and Open minded' at level 3 | ☐ | ☐ | ☐ | ☐ | ☐ |

## 2.0 Requirements of Rank

Please confirm to what extent you feel the applicant has demonstrated requirements of rank in your opinion. This could have been through the day to day job, projects, development activities etc.

| Please select one option in each row | Key strength | Good at this | Average at this | Weak at this | Does not do this |
|---|---|---|---|---|---|
| Develop a strategic business plan for your organisation | ☐ | ☐ | ☐ | ☐ | ☐ |
| Plan the workforce | ☐ | ☐ | ☐ | ☐ | ☐ |
| Develop a customer focused organisation | ☐ | ☐ | ☐ | ☐ | ☐ |
| Establish, maintain and use relationships with the media to explain and promote the agency and its work | ☐ | ☐ | ☐ | ☐ | ☐ |
| Provide leadership for your organisation | ☐ | ☐ | ☐ | ☐ | ☐ |
| Manage a budget | ☐ | ☐ | ☐ | ☐ | ☐ |
| Establish and manage links with wider communities | ☐ | ☐ | ☐ | ☐ | ☐ |

## 3.0 Continuous Professional Development (CPD)

Has the candidate had regular conversations about their progression to the next rank and has taken the opportunity to ensure their CPD? **Yes/No**

## 5.0 Other criteria for promotion

Please confirm the following in relation to this candidate.

| ***Please select one option in each row*** | **Yes** | **No** |
|---|---|---|
| Has the candidate demonstrated optional competence in their current rank? | ☐ | ☐ |
| Are you confident the candidate is able to successfully evidence across all six areas of the Competency Values Framework in board conditions? | ☐ | ☐ |

| ***Please select one option in each row*** | **Yes*** | **No** |
|---|---|---|
| Does the candidate have a 'Live' Sanction from formal proceedings? | ☐ | ☐ |
| Does the candidate have a 'Live' Regulation Notice/Letter of Investigation has been given to the individual for public complaint case? | ☐ | ☐ |
| Does the candidate have a 'Live' Regulation Notice/Letter of Investigation has been given to the individual for an internal misconduct/gross misconduct case? | ☐ | ☐ |
| Does the candidate have a 'Live' restriction in place? | ☐ | ☐ |
| Is the candidate subject to a criminal investigation? | ☐ | ☐ |
| Is the candidate subject to Unsatisfactory Performance Procedures (UPP) or have a live performance improvement plan? | ☐ | ☐ |

*** If you have answered yes on any of the above questions you should not support this candidate for promotion. If you have any questions please contact Laura Mills (Resourcing Manager) – laura.mills@cambs.pnn.police.uk**

## 6.0 Support

Based on your assessment above, please indicate to what extent you feel this individual is ready for promotion. **Please consider if the candidate is 'ready now' and could undertake the rank applied for immediately.**

***Please select one option only***

| | |
|---|---|
| Yes I support this person, the candidate is **ready now and exceptional** | |
| Yes I support this person, the candidate is **ready now** | |
| No I do not support this person, this candidate displays potential but **not yet ready** for board | |

**Please evidence your answer above in no more than 250 words, with focus on the six competencies:**

Click here to enter text.

**If not supported, what development priorities would you identify for this applicant?**

Click here to enter text.

**Head of Department name:** Click here to enter text. **Rank/Role**: Click here to enter text.

**Collar Number:** Click here to enter text. **Date:** Click here to enter a date.

**Force:** Bedfordshire ☐ Cambridgeshire ☐ Hertfordshire ☐ Other Click here to enter text.

**E-Signature:**

**Please return to the Resourcing Team (promotions@bch.pnn.police.uk) by no later than midday on Friday 24th July 2020.**

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**Competencies for Senior Rank – Level 3 for Chief Superintendent & Superintendent**

| **Intelligent, creative and informed policing** |
|---|
| **Innovative and Open Minded** |
| • I implement, test and communicate new and far reaching ways of working that can radically change our organisational cultures, attitudes and performance.<br>• I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach, and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.<br>• I work to create an innovative learning culture, recognising and promoting innovative activities.<br>• I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.<br>• I carry accountability for ensuring that the Police Service remains up to date and at the forefront of global Policing. |
| **Analyse Critically** |
| • I balance risks, costs and benefits associated with decisions, my thinking concerns the wider impact, and how actions are seen in that context. I think through 'what if' scenarios.<br>• I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.<br>• I seek to identify key reasons or incidents for issues, even in ambiguous or unclear situations.<br>• I use my knowledge of the wider external environment and long term situations to inform effective decision making.<br>• I acknowledge that some decisions may represent a significant change, I think about the best way to introduce such decisions and win support. |

| **Inclusive, enabling and visionary leadership** |
|---|
| **Deliver, Support and Inspire** |
| • I challenge myself and others to bear in mind our vision to provide the best possible police service in every decision we make.<br>• I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.<br>• I ensure that everyone understands their role in helping the Police Service to achieve this vision.<br>• I anticipate and identify organisational blockers that stop the Police Service from meeting its goals, putting in place contingencies or removing organisational barriers.<br>• I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.<br>• I demonstrate long-term strategic thinking, going beyond personal goals and considering how the Police Service operates in the broader societal and economic environment.<br>• I ensure that my decisions balance the needs of my own Force/Unit with those of the wider Police Service and external partners.<br>• I motivate and inspire others to deliver challenging goals. |

| **Collaborative** |
|---|
| • I am politically aware and I understand formal and informal politics at the national level and what this means for our partners, allowing me to create long term links and work effectively within decision making structures.<br>• I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside of the organisation and in other sectors (public, not for profit, and private).<br>• I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the Police, allowing the Police to play a major role in the delivery of services to communities.<br>• I create an environment where partnership working flourishes and creates tangible benefits for all. |
| **Resolute, compassionate and committed** |
| **Take Ownership** |
| • I act as a role model, enabling the organisation to use instances when things go wrong as an opportunity to learn rather than 'blame'.<br>• I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership over activity.<br>• I define and enforce the standards and processes that will help this to happen.<br>• I put in place measures that will allow others to take responsibility effectively, but at the same time helping them to improve their performance.<br>• I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.<br>• I take an organisational wide view, acknowledging where improvements can be made and taking responsibility for making these happen. |
| **Emotionally Aware** |
| • I seek to understand the longer-term reasons for organisational behaviour which enables me to adapt and change organisational cultures when appropriate.<br>• I actively ensure a supportive organisational culture that recognises and values diversity and challenges intolerance.<br>• I understand internal and external politics and are able to wield influence effectively, tailoring my actions to achieve the impact I need.<br>• I am able to see things from a variety of perspectives, I use this knowledge to challenge my own thinking, values and assumptions.<br>• I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling. |