



Candidate and Line Manager Guidance

Chief Superintendent and Superintendent Promotion

September 2017

1.0 Introduction

Applications for Chief Superintendent and Superintendent ranks are being invited nationally. This document aims to provide guidance for line managers and candidates as to what the process will involve.

2.0 Information to Candidates

Candidates are strongly advised to read this guidance and to familiarise themselves with this and the application form prior to starting their application.

For any other questions or queries about the process please contact promotions@herts.pnn.police.uk in the first instance.

3.0 Information Event

Candidates will be given the opportunity to attend an information event facilitated by Deputy Chief Constable Michelle Dunn, covering an overview of each Force, what we are looking for in our leaders as well as how the process will run. This will be followed by a live question and answer session.

The event will be held on Tuesday 19th September 2017 commencing at 15.00 hours at Hertfordshire Police Headquarters in Welwyn Garden City. Skype attendance is also available.

If you would like to attend please send confirmation to promotions@herts.pnn.police.uk and further details will be made available.

4.0 The Application Process

The application process is as follows:

Application Form

The first stage is for applicants to complete an application form.

Please contact promotions@herts.pnn.police.uk who will send you an application form.

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

It is a requirement for candidates to have passed the Job Related Fitness Test prior to at the point of applying for promotion.

Candidates will be asked to make a note of their preferred force, location and business area.

Head of Department Recommendation Form (HOD)

Once candidates have submitted their application, their line manager will be contacted. Applicants should therefore ensure that they discuss their intention to apply with their line manager prior to completing an application. Applicants will be asked to identify their line manager (or relevant alternative line manager) in their application form.

Heads of Department will be required to complete the Head of Department form confirming whether they support the applicant, that the submitted information is correct, and to provide a supporting statement. Any comments they make will be considered as part of the selection process.

Where a line manager does not support an application, this must be clear on the Head of Department form with a supporting rationale. The form should be submitted (for purposes of transparency) and the line manager must meet with the applicant to explain why they have not supported them.

5.0 Disclosure

Candidates and panel members will be asked to disclose any associations / relations / conflicts of interests that they may have in advance of shortlisting and panel sessions. The names of shortlisting panel members will be made available in advance to all candidates on the Promotion intranet page. Candidates must declare at the point of application. Disclosers must be made to promotions@herts.pnn.police.uk.

Names of panel members will be emailed to all candidates who were successful at shortlisting stage. Panel members will be contacted and also asked to declare any associations / relations / conflicts of interests with candidates.

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@herts.pnn.police.uk. Any disclosure will be reviewed by a senior HR 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.

6.0 Candidate Postings Preference Form

Each candidate should also complete a candidate postings preference form and return this to promotions@herts.pnn.police.uk when submitting their application. The information contained within this form will inform future postings in terms of force, role and location. Candidates can, if they wish, apply to more than one force however they should provide an order of preference. Please note, the preferences specified will be considered during the postings decision process which takes place after the Promotion Board and has no impact whatsoever on whether someone is identified suitable for promotion.

7.0 Shortlisting

All applications will be anonymised prior to shortlisting. A representative panel from Bedfordshire, Cambridgeshire and Hertfordshire will review the anonymised applications.

Feedback will be provided to unsuccessful candidates following the shortlisting stage. Successful candidates who continue onto the next stage will receive feedback about their performance across the whole process at the end of the process.

8.0 Occupational Personality Questionnaire (OPQ)

Candidates successful at the shortlisting stage will be invited to complete the Saville & Holdsworth Ltd (SHL) personality profile called the Occupational Personality Questionnaire (OPQ). Candidates who have completed an OPQ in the last two years will not be required to complete a further profile.

The OPQ measures 32 different personality traits and the questionnaire invites candidates to describe their behaviour, preferences and attitudes, in relation to different aspects of their working life, by identifying from four statements the one that is most like them, and the one least like them. No particular OPQ profile is considered as desirable or undesirable.

The OPQ will be used by the interviewing panel to support their questioning; for example, to understand candidates' leadership qualities such as self-awareness, emotional self-management and understanding of their impact on others.

9.0 Interview & Presentation

Candidates shortlisted at the application stage will be invited to undertake a presentation and interview, conducted by a representative panel from Bedfordshire, Cambridgeshire and Hertfordshire.

The interview will be in two parts;

- 1) A presentation where candidates will be briefed on the presentation topic on the day and will be given time to prepare before presenting to the panel. Candidates will be assessed on presentation content in relation to competence at superintending rank as outlined in the Competency Values Framework (CVF) as well as their presentation delivery. Following the presentation the panel will ask questions on the presentation content.
- 2) A structured, competency based interview that explores behaviours and under-pinning values and question areas emerging from the Occupational Personality Questionnaire (OPQ) profile. Candidates should be prepared to talk about examples of how they are currently meeting the required standards for the rank and also have given thought to how they might work once promoted.

Selection

- All interview candidates will be assessed in terms of their suitability using the application form, presentation and interview. Each candidate will be identified as either;
 - ready for promotion now – these candidates will be promoted to Chief Superintendent / Superintendent rank as vacancies allow. Candidates will be given a bespoke development plan for any areas identified as strengths or areas for improvement during the selection process.

- not ready – these candidates will be considered to have development requirements before they are ready to operate at the next rank. They will be given a bespoke feedback report on their performance in the process.

Whilst this is a single aligned process being run on behalf of three forces, the decision on who to substantively promote will be based on local force requirements/candidate fit and preferences. Any organisational posts that remain available after the promotion process has been conducted may be fulfilled by placing individuals who have indicated their desire to achieve promotion but are not ready yet in a temporary rank as appropriate to their development plan.

10.0 Professional Standard Checks

A list of all candidates invited to interview will be subject to a PSD Record Review.

Following review, recommendations will be sent to the Director of HR who will make a determination on advice from PSD on a case by case basis whether the candidate is to continue in the process or exits at this stage. This will be communicated in writing to the candidate.

11.0 Complaints Process

Complaints must be submitted in writing to the Strategic Leads for Workforce Planning and Resourcing (WPR) (paula.waller@cambs.pnn.police.uk & paula.kirkpatrick@cambs.pnn.police.uk) detailing the full grounds and evidence for the complaint. These must be received within 7 working days of the issue occurring. Substantiated complaints will be presented to the SPOC (Director of HR) for a decision. Supporting documents (as appropriate) should be provided with the complaint.

Applicants are strongly advised, where possible, to seek feedback from the panel prior to submitting any complaint as this may answer the query or resolve the concerns. However, if this causes a delay in submitting the complaint to the Strategic Lead for Workforce Planning and Resourcing, the complaint should be submitted with an indication that feedback is awaited from the panel.

Candidates may only make a complaint on the following grounds;

- There is a perception that there has been discriminatory practice
- There is perceived to have been a fundamental procedural error which led to the process not being transparent, open or fair
- The outcome is considered unreasonable due to inconsistency and/or unfairness

The following would not be considered legitimate grounds for a complaint;

- Candidates disagree with the methods of assessment being used
- Candidates did not perform to their best on the day
- Candidates disagree with the score given at any stage (unless falls into the grounds above)

In most cases the nominated SPOC will carry out a paper based review and will consider the candidate written complaint, the process paperwork and any other relevant supporting documents. In some cases the SPOC may include a discussion with the individual raising the complaint and any other parties involved. Once the SPOC has explored the issues raised in full the candidate will receive written communication of the outcome. The decision of the SPOC is final.

12.0 Postings

This process has been designed to assess if a candidate is ready for promotion now and therefore following the selection decision, the successful candidates will be promoted to the rank of Superintendent/Chief Superintendent immediately where vacancies exist, taking the following into account:

- Board pass score
- Fit for role
- Personal preference

Acting list – for internal applicants only

NB: Temporary opportunities can only be offered within an officer's home force, or in a collaborated unit (by DCC agreement).

Temporary opportunities will be filled using the acting list which will be created from supported board passed candidates and supported applicants based on their shortlisting score, in that order. The following additional factors will also be taken into consideration to ensure appropriate temporary posting decisions are made:

- Operational impact
- Personal development
- Fit for role
- Personal preference

External Candidates

External candidates will transfer to the lead force of the area of discipline e.g. Bedfordshire is the lead force for Joint Protective Services.

External candidates who are successful through this process will be provided with a conditional offer to transfer on promotion. This offer will be subject to pre-appointment checks being satisfactory. These checks will include medical, vetting, references, fitness test and biometrics. Only once these checks are complete will a start date be agreed.

Candidates may also be required to provide additional information at this stage including copies of PDR's, training and postings history.

13.0 Equality Act 2010

Bedfordshire, Cambridgeshire and Hertfordshire Police forces are committed to fair and equal treatment of all candidates. Candidates will be asked to provide details of any reasonable adjustments that may be required at any stage of this process.

Candidates should be specific about the arrangements required e.g. how much additional time is requested and they will be asked to provide their formal assessment report detailing the appropriate reasonable adjustments required. Any reasonable adjustments required will be discussed and agreed with each candidate prior to each stage of the process. If you would like to discuss any adjustments please e-mail Promotions@herts.pnn.police.uk in the first instance.

14.0 Exiting the process

Candidates will exit the process at any stage if they do not meet the required standard. In order to be considered again, they would need to re-apply at the next available opportunity.

15.0 Feedback

Candidates unsupported will have 1 to 1 feedback from their line manager.

1 to 1 verbal feedback will be offered by a panel member to candidates following the board stage and after shortlisting for those that exit at this point

16.0 Key Contacts

If you have any further queries, please contact the BCH Resourcing team.

- Laura Mills, Resourcing Manager (Recruitment) laura.mills@cambs.pnn.police.uk
- Kelly Drewrey, Talent Management and Succession Planning Manager
kelly.drewrey@cambs.pnn.police.uk
- Sam Summerfield, Resourcing Manager (Workforce Planning)
sam.summerfield@cambs.pnn.police.uk

17.0 Key Dates

Advert open	Monday 11 th September 2017
Advert closes	Sunday 24 th September 2017
Information Session	Tuesday 19 th September 2017 15.00 hours, WGC & Skype
Completion of Occupational Personality Questionnaire (if required)	Week commencing 01 st October 2017
Notification of shortlisting results	By Wednesday 03 rd October 2017
Interview and presentation boards	Chief Superintendent: 16 th – 17 th October 2017 Superintendent: 11 th , 13 th , 16 th & 17 th October 2017
Notifications of board passes	By 20 th October 2017
Feedback window	2 weeks following boards (subject to change)
Postings	Week commencing 06 th November