



Candidate and Line Manager Guidance

Chief Superintendent and Superintendent Promotion Process

September 2018

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.

The Chief Officer lead for this process is Deputy Chief Constable Michelle Dunn.

3.0 Information Event

Candidates will be given the opportunity to attend an information event 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 facilitated by Deputy Chief Constable Michelle Dunn and Laura Mills, Resourcing Manager.

The event will be held on Wednesday 5th September 2018 commencing at 09.00 hours at Hertfordshire Police Headquarters in Conference Room 1, Welwyn Garden City. Skype attendance is also available.

If you would like to attend please send confirmation to the promotions team (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 of the promotion process invites candidates to complete an application form. Along with providing some basic personal information, the form asks candidates to provide evidence against a combination of the personal qualities required at Chief Superintendent and Superintendent rank as specified in the Competency Values Framework at level 3.

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 Hertfordshire candidates to have passed, and have an up to date Job Related Fitness Test license prior to making an application.

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 and second line manager (or relevant alternative) in their application form.

Line managers 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 may be considered as part of the selection process.

The decision of the line manager will be reviewed by the second line manager who is required to quality assure that all applications meet the required standard and a fair and consistent approach is taken. The second line manager may overturn the decision of the first line manager.

Where an application is not supported, 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 Candidate Postings Preference Form

Each candidate will be asked to complete a candidate postings preference form, which has been attached to the vacancy. The information contained within the 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. Please can you return this forms with your completed application to promotions@herts.pnn.police.uk.

6.0 Shortlisting

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

Where the panel cannot determine whether the evidence on the application form meets the required standard because its borderline, the evidence on the Head of Department form may be considered in making the final determination.

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.

7.0 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 within 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.

8.0 Board (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 board 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 rank applied for as outlined in the Competency Values Framework (CVF) at level 3 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 candidates at this stage in the process 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.

Evidence from the Head of Department form will be available to the interview panel and may be used to inform supplementary probing questions for candidates.

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.

9.0 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. Disclosures must be made to the Resourcing Manager via (promotions@herts.pnn.police.uk).

Names of panel members will be emailed to all candidates 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 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.

10.0 Professional Standard Checks

During / at the end of the promotions process final checks (.g. vetting, PSD record review) will be carried out for all successful candidates. Candidates can only be posted on promotion if all checks are successful.

Candidates under investigation (Reg 15), may apply, however, if the candidate is successful through the process they will not be eligible to be posted on promotion until it is confirmed no formal sanction will be applied. The final determination will be made by the local Force DCC who will make a determination on advice from PSD.

11.0 Complaints Process

Complaints must be submitted in writing to the Strategic Leads for Workforce Planning and Resourcing via promotions@herts.pnn.police.uk detailing the full grounds and evidence for the complaint. These must be received within seven days of the issue occurring e.g. within seven days of being notified of the shortlisting outcome. Substantiated complaints will be presented to the Chief Officer 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, 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 as to cause doubt as to whether the result would have been different had there not been such and irregularity.

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)
- The outcome is considered unreasonable due to inconsistency and/or unfairness
- The outcome is unfair

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 Chief Superintendent / 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.

Scores will be shared with the candidate following feedback and will be presented in a quartile position.

Interview notes will be made available following a feedback session with a panel member.

16.0 Key Contacts

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

- Laura Mills, Resourcing Manager laura.mills@cambs.pnn.police.uk
- Kirstie Graney, Assistant Manager (Promotions) kirstie.graney@herts.pnn.police.uk

17.0 Key Dates

Advert open	Monday 03 rd September 2018
Advert closes	Sunday 23 rd September 2018
Information Session	Wednesday 5 th September 2018 at 09.00 hours.
Shortlisting	Chief Superintendent: Friday 05 th October 2018 Superintendent: w/c Monday 01 st October 2018
Interview and presentation boards	Chief Superintendent: Monday 29 th October 2018 & Tuesday 30 th October 2018 Superintendent: Monday 05 th November 2018 – Wednesday 07 th November 2018.