



## Guidance for completing this application

In this application you will be asked to give evidence of working at the standard of a Chief Superintendent in terms of competency level. **You must ensure by the time you have completed the form that you have given an example for each competency area.**

Please ensure evidence contained within your application is specific and focused on your personal involvement/experience and actions. Those who have been successful in previous applications to this rank have briefly outlined the situation, explained their role, what action they took and the outcome of their action. The evidence you present ideally will be from the within the last two years, however, if your best evidence is older then please use in your application.

Each of your responses will be judged on the extent that you have displayed a particular competency area and how appropriate your examples are in relation to the issues facing your force.

Please note all applications will have personal details removed and submitted to a shortlisting panel who have a representative range of operational experiences. They will read the first 500 words of your response to each question so please avoid going over the word limit. There is a word count function in the review ribbon in Word.

Line managers will be asked to confirm whether they feel you are ready to perform at the rank and whether they support your application. You are strongly recommended to discuss your application with them prior to submission.

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.

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 our Promotions team by email to [promotions@herts.pnn.police.uk](mailto:promotions@herts.pnn.police.uk) by no later than Sunday 23<sup>rd</sup> September 2018.

## PART ONE: PERSONAL DETAILS

We will contact you to confirm the results of each stage of your application. If you will not be contactable via your work email or phone during the selection period (for example, you are abroad), please include your personal contact details.

<b>Work Telephone:</b> Click here to enter text.	<b>Personal Telephone:</b> Click here to enter text.
<b>Work E-mail:</b> Click here to enter text.	<b>Personal Email (optional):</b> Click here to enter text.
<b>Current Line Manager:</b> Click here to enter text.	<b>Line Manager's Job Title:</b> Click here to enter text.
<b>Line Manager Work E-mail:</b> Click here to enter text.	<b>Line Manager Work Telephone:</b> Click here to enter text.
<b>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.</b>  <input type="checkbox"/> None <input type="checkbox"/> Yes, please specify  Click here to enter text.	

## PART TWO: EVIDENCE

### **Emotionally Aware**

**Please give a recent example of how you have demonstrated being 'emotionally aware' at the competency level required of a Chief Superintendent (Level 3).**

For your reference, examples of the competency are outlined below:

- I seek to understand the longer-term reasons for organisational behaviour which enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and challenges intolerance.
- I understand internal and external politics and are able to wield influence effectively, tailoring my actions to achieve the impact I need.
- As I am able to see things from a variety of perspectives, I use this knowledge to challenge my own thinking, values and assumptions.
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling

**Please respond in no more than 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.](#)

## **Take Ownership**

**Please give a recent example of how you have ‘taken ownership’ at the competency level required of a Chief Superintendent (Level 3).**

For your reference, examples of the competency are outlined below:

- I act as a role model, enabling 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 over activity.
- I define and enforce the standards and processes that will help this to happen.
- Delegating decision making means that I put in place measures that will allow others to take responsibility effectively, but at the same time helping 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 organisational wide view, acknowledging where improvements can be made and taking responsibility for making these happen

**Please respond in no more than 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 the competency level required of a Chief Superintendent (Level 3).**

For your reference, examples of the competency are outlined below:

- Being politically aware, 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.
- To enable others to take practical steps in building relationships outside of the organisation and in other sectors (public, not for profit, and private), I remove practical barriers to collaboration.
- When appropriate, I take the lead in partnerships, 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.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

**Please respond in no more than 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 the competency level required of a Chief Superintendent (Level 3).**

For your reference, examples of the competency are outlined below:

- I challenge myself and others to bear in mind our vision to provide the best possible police service in every decision we make.
- 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 blockers that stop the Police Service from meeting its goals, putting in place contingencies or removing organisational barriers.
- 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.
- 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.

**Please respond in no more than 500 words**

[Click here to enter text.](#)

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[Click here to enter text.](#)

### **Analyse Critically**

**Please give a recent example of how you have conducted a ‘critical analysis’ at the competency level required of a Chief Superintendent (Level 3).**

For your reference, examples of the competency are outlined below:

- Balancing 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.
- 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 key reasons or incidents for 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.
- Acknowledging that some decisions may represent a significant change, I think about the best way to introduce such decisions and win support.

**Please respond in no more than 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 and Open Minded**

**Please give a recent example of how you have demonstrated being 'innovative and open minded' at the competency level required of a Chief Superintendent (Level 3).**

For your reference, examples of the competency are outlined below:

- 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.

**Please respond in no more than 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.**

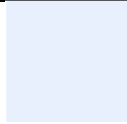
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## DECLARATION

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: [Click here to enter text.](#)

Electronic Signature:



Date: [Click here to enter a date.](#)

Please email to the Promotions team at [promotions@herts.pnn.police.uk](mailto:promotions@herts.pnn.police.uk) by no later than Sunday 23<sup>rd</sup> September 2018.