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To members of the
Cheshire Police and Crime Panel

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DATE 8 March 2021

Dear members of the Cheshire Police and Crime Panel

**CHESHIRE POLICE AND CRIME PANEL CONFIRMATION HEARING
FRIDAY 12TH MARCH 2021**

I am now able to enclose for consideration at next Friday 12th March 2021 meeting of the Cheshire Police and Crime Panel Confirmation Hearing, the following report that was unavailable when the agenda was printed.

**Item 3 - Confirmation Hearing for the Appointment of Chief Constable -
Proposed appointment of Cheshire Constabulary Chief Constable
(Pages 3 - 156)**

Yours sincerely

Martin Smith
Registration and Civic Services Manager

Encs

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Mr Evan Morris
Chair, Police & Crime Panel for Cheshire
c/o Cheshire East Council
Westfields
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CW11 1HZ

David Keane
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Date: Monday 08 March 2021

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PCC/20210308

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Dear Mr Morris,

Proposed appointment of Cheshire Constabulary Chief Constable

Under the Police Reform and Social Responsibility Act 2011, I am required to notify the Police and Crime Panel of my proposed appointment of Chief Constable.

I am therefore writing to inform you that I propose to appoint Mark Roberts QPM as Chief Constable for Cheshire Constabulary.

I have made this decision following an open, transparent and rigorous recruitment process. A detailed report outlining this in full, along with detailed appendix including the report of the Independent Panel Member is enclosed for information.

I would appreciate if the Police and Crime Panel could review the proposed appointment, including holding a Confirmation Hearing, and subsequently report back to me with its recommendation in relation to my proposed appointment.

Thank you.

Yours sincerely

A handwritten signature in black ink, appearing to be 'D. Keane'.

David Keane
Police & Crime Commissioner



Appointment of Chief Constable

Report to the Police & Crime Panel

1. INTRODUCTION

- 1.1 The purpose of this report is to notify the Police and Crime Panel (“the Panel”) of the Police and Crime Commissioner’s proposed appointment for the position of Chief Constable for Cheshire Constabulary.
- 1.2 The report provides an overview of the appointment process that has been undertaken by the Police and Crime Commissioner for Cheshire (“the Commissioner”) to select the Chief Constable.
- 1.3 The report also provides details of the reasons why the proposed candidate has been selected for consideration by the Police and Crime Panel. This report should be read in conjunction with the Independent Member’s report provided herewith, see Appendix 1.
- 1.4 The proposed candidate is Mark Roberts QPM.

2. BACKGROUND

- 2.1 In December 2020 Chief Constable Darren Martland gave notice to the Police and Crime Commissioner of his decision to retire.
- 2.2 The Commissioner announced his decision to recruit a new Chief Constable on 5th January 2021 by publishing an advertisement to open the recruitment process.
- 2.3 Prior to commencing recruitment, the Commissioner agreed with the Chief Executive of the College of Policing, Mike Cunningham that as in 2018, the College of Policing Senior Leaders Hub would provide ‘expert’ advice and support to the process. This was done to ensure that the process was as objective and robust as possible.
- 2.4 The Police Reform and Social Responsibility Act 2011 (“the Act”) Schedule 8, paragraph 3 requires the Commissioner to notify the Police and Crime Panel of each proposed appointment of a chief constable, and include the following information:
 - a) The name of the person he is proposing to appoint;
 - b) The criteria used to assess the suitability of the candidate for the appointment;
 - c) Why the candidate satisfies those criteria; and
 - d) The terms and conditions on which the candidate is to be appointed.

- 2.5 Schedule 8, paragraph 3 of the Act states that the Police and Crime Panel must review the proposed appointment and make a report to the Commissioner on the proposed appointment, including a recommendation to the Commissioner as to whether or not the candidate should be appointed. This must be done within a period of three weeks beginning with the day on which the Police and Crime Panel receives notification from the Commissioner of the proposed appointment.
- 2.6 Schedule 8, paragraph 6 of the Act states that the Panel must hold a confirmation hearing before making a report and recommendation to the Commissioner in relation to the proposed appointment.
- 2.7 Schedule 8, paragraph 7 and 8 provides information on the Panel's right to veto the Commissioner's proposal for appointment.

3. APPOINTMENT PROCESS AND CRITERIA

3.1 Legislation and Guidance

The relevant legislation and guidance used are:

- a) Police Reform and Social Responsibility Act 2011, Schedule 8
- b) Home Office Circular 013/2018: selection and appointment of Chief Officers
- c) Police Regulations 2003
- d) College of Policing - Guidance for appointing chief officers
- e) Statutory Instruments - The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012

3.2 The Appointment Panel

- 3.2.1 The Commissioner has the discretion to appoint the members of the Appointment Panel. The panel members were selected in order to provide a diverse range of perspective and all have previous experience of selection processes at senior levels.

The Panel Members were:

- David Keane, Police and Crime Commissioner
- Gill Lewis, Independent Member
- Mark Cashin, Chief Fire Officer – Cheshire Fire and Rescue Service
- Alison Stathers-Tracey, Director – Cheshire East Council
- Celvyn Jones, Chief Officer - Cheshire Special Constabulary.

- 3.2.2 The Panel was supported by the following advisors who provided support and advice to the panel but did not have a role in the decision making process:

- Professional Recruitment Advisors – College of Policing
- OPCC Monitoring Officer – Chief of Staff, Peter Astley MBE

- 3.2.3 The Appointment Panel members received a copy of the College of Policing Guidance for

the Appointment of Chief Officers. See Appendix 6. The documents and updates by College of Policing Officers provided the panel members with a full understanding of the recruitment process and what was required of them.

- 3.2.4 The Commissioner included the panel members in the whole process, from development of questions, training, short-listing, feedback from forums and personality questionnaires, and interview.

3.3 Advertisement for Chief Constable

- 3.3.1 The advertisement was drafted in co-ordination with the College of Policing and incorporated the key criteria and information on how to access an application form and information pack. See Appendix 2. Full details of the skills, experience, knowledge and qualifications required were provided in the Role Profile which was included in the information pack.

- 3.3.2 Part Two of Annex B of the Secretary of State's determinations, made under Regulation 11 of the Police Regulations 2003, specifies that vacancies must be advertised on a public website or some other form of publication which deals with police matters circulating throughout England and Wales, and the closing date for applications must be at least three weeks after the date of the publication of the advertisement.

- 3.3.3 The position was advertised from Tuesday 5th January 2021 until Sunday 31st January 2021 as follows:

- Police and Crime Commissioner's website
- Cheshire Constabulary website
- National Police Chiefs' Council website & circulation
- College of Policing jobs board
- Association of Police and Crime Commissioner's website
- APACE – email circulation
- Social media and a press release was also used to highlight the vacancy

3.4 Information Pack and Application Form

- 3.4.1 The information pack consisted of a letter from the Commissioner, role profile, terms and conditions and the timetable and selection process for the appointment. The information pack was developed by the OPCC in consultation with the College of Policing and the Independent Panel Member. See Appendix 3.

- 3.4.2 The self-assessment application form was developed in conjunction with the College of Policing. The Independent Panel Member was also consulted. It was decided that the information required for the application form would focus on candidates providing evidence against the four values within the College of Policing Competency and Values Framework. The competency elements were to be tested during the assessments and interview process. The application form was clear in what information candidates had to provide. See Appendix 4.

3.5 Terms and Conditions

- 3.5.1 The terms and conditions, which can be viewed in the 'Conditions of Service' section of the information pack, were compiled in accordance with Police Regulations and Determinations. The advertisement and terms and conditions stated that the appointment will be for an initial term of up to 4 years. The 'spot rate' salary (as determined by the Secretary of State) is £156,693 was advertised by the Commissioner. There are also annual leave, other benefits and requirements included in the terms and conditions.

3.6 Role Profile

The role profile was developed in collaboration with the College of Policing. It followed the national guidance as well as incorporating Cheshire specific information. The role profile incorporates the primary accountabilities, the competencies required and all the skills, experience and knowledge required from a Chief Constable. It is contained within the information pack at Appendix 3.

3.7 Engagement Support

- 3.7.1 All potential candidates were offered as much support as required in terms of access to information and key stakeholders through the Chief of Staff, ensuring consistency and equal access.
- 3.7.2 Four potential candidates engaged widely with various stakeholders across Cheshire and three subsequently applying for the role. The fourth candidate did not pursue an application purely for personal reasons.

3.8 Applicants

- 3.8.1 The closing date of 31st January 2021 was clearly shown on the advertisement, within the application form and information pack. By the closing day, three application forms were received.
- 3.8.2 Receiving a relatively low number of applications is not unusual as the pool of potential applicants is extremely small. The College of Policing's recent 'Chief Officer Appointments Surveys Results and Analysis Report' showed that forces (who responded to the survey) usually receive small number of applications, with two applications being the average.

3.9 Shortlisting

Shortlisting was undertaken by the Appointment Panel virtually the week following the closure date for the Post¹. The panel unanimously assessed that all three candidates were of the quality and caliber to progress to the next stage of the assessment process.

¹ One Panel Member was unable to attend due to illness. As all applications clearly met the minimum threshold for selection this absence was not deemed to have had a material impact on the process.

3.10 Personality Questionnaire

- 3.10.1 All shortlisted candidates were required to complete a personality questionnaire which was administered by the College of Policing.
- 3.10.2 Upon receipt of confirmation of the shortlisted candidates' contact details the College arranged for each candidate to receive candidate instructions. These explained the process of undertaking the personality inventory and included the purpose of the inventory, how it would be used, how the candidate's information would be managed and who candidate information would be shared with.
- 3.10.3 Within this information, candidates were provided with unique log-in details that enabled them to complete the personality inventory on-line. Once the candidates completed the Questionnaire their responses were analysed and a generic report produced to assist the subsequent stages of the appointment process.
- 3.10.4 A final report and oral briefing regarding each candidate was provided to the appointment panel prior to interview.

3.11 Stakeholder Panels

- 3.11.1 The Stakeholder Panels were undertaken to provide internal and external involvement and input into the appointments process. Due to Covid-19 restrictions, the Stakeholder Panels were held virtually on Thursday 04th March 2021. The Internal Panel was for Cheshire Constabulary officer and staff representatives to participate and the External Panel was for senior external stakeholders, with whom any future Chief Constable would need to work. All attendees were confident in holding people to account and were eminent in their area of expertise. The Chair of the Police & Crime Panel was invited to observe the panels. The Independent Member on the Appointment Panel also attended to observe the panels.
- 3.11.2 The Internal Stakeholder panel was represented by staff and officers from the following:
- Police Federation
 - Unison
 - Superintendents Association
 - Cheshire Women in Policing
 - LGBT Network
 - Cheshire DISNET
 - Cheshire Constabulary Minority Ethnic Group
- 3.11.3 The External Stakeholder panel was represented by individuals from the following organisations, or area of business:
- Cheshire Fire Authority
 - Crown Prosecution Service
 - National Probation Service
 - Cheshire Youth Commission
 - Cheshire Independent Advisory Group

- Voluntary, Community and Faith Sector
- Cheshire West and Chester Council
- Cheshire East Council
- Warrington Borough Council
- Joint Audit & Advisory Committee

- 3.11.4 The Panels were facilitated by the College of Policing. The Chief of Staff and College of Policing provided written and oral briefings to the panel members prior to the stakeholder panels and supported each panel through debriefing and assessment of candidate using an assessment template. The Internal Panel was chaired by the Chair of the Superintendent's Association and Chief Executive of Warrington Borough Council chaired the External Panel.
- 3.11.5 During each panel a core set of questions were asked to each candidate, which were followed by bespoke follow up questions from panel members
- 3.11.6 The questions for the Internal Panel had been developed through consultation with Cheshire Constabulary officers and staff who had been asked to submit questions to the OPCC for consideration. These were analysed and themed by the College of Policing and OPCC, and approved by the Commissioner. The questions for the External Panel were submitted by the attendees. These were analysed and themed by the College of Policing and OPCC, and final questions developed.
- 3.11.7 The outcome of the stakeholder panels for each candidate were reported and presented to advise the Appointment Panel prior to each respective candidate's interview. This supported the final stage of the assessment process.

3.12 Interview

- 3.12.1 Formal interviews were held virtually on Friday 05th March 2021.
- 3.12.2 The interview was assessed against the College of Policing's Competency and Values Framework, see Appendix 5. Each candidate was asked a core set of questions which were then supplemented by bespoke follow up questions. The questions were developed in consultation with the College of Policing and the Appointment Panel. All interviews were conducted virtually without any technological issues.

3.13 Deliberations

Following a comprehensive and rigorous selection process, the Commissioner, with advice and consensus from the Appointment Panel, determined that the preferred candidate is Mark Roberts QPM, and it is the Commissioner's proposal to appoint him as Chief Constable of Cheshire Constabulary.

4. THE PROPOSED APPOINTMENT

- 4.1 The Commissioner considers that Mark Roberts QPM satisfies the selection criteria set on the following basis:

4.2 The preferred candidate:

- Meets the criteria for appointment to the rank of Chief Constable as set out in law
- Has undertaken an open, transparent and rigorous recruitment process which included independent, internal and external scrutiny and met the principles of fairness, openness and merit
- Has a considerable and long-standing career of over 28 years in policing and has a proven operational and strategic background in Greater Manchester Police, Cheshire Constabulary and South Yorkshire Police
- Demonstrated throughout the application and assessment process his unquestionable ability to not only lead Cheshire Constabulary, but to deliver improvements to the policing service in Cheshire
- Was able to demonstrate that he met the values and competencies at senior manager / executive level as set out in the College of Policing Competency and Values Framework (Appendix 5), namely:

Values

- Impartiality
- Integrity
- Public Service
- Transparency

Competency

- Emotionally aware
- Take ownership
- Collaborative (stakeholder panels - advisory)
- Deliver, support and inspire
- Analyse critically
- Innovative and open-minded

4.3 In summary Mark Roberts QPM performed to an excellent standard throughout the application and assessment process, which rigorously challenged and tested the candidates against the necessary requirements for the role, and is the preferred candidate to be Chief Constable of Cheshire Constabulary.

5. REFERENCES, VETTING AND MEDICAL CHECKS

5.1 The Commissioner has received references indicating Mark Roberts QPM has the ability to carry out this role.

5.2 Mark Roberts QPM has been operating as a Chief Officer for South Yorkshire Police and has been vetted to the appropriate level for this position. Further vetting by Cheshire Constabulary will be undertaken to formalize the appointment.

5.3 Cheshire Constabulary Occupational Health Unit is undertaking a medical assessment to confirm that Mark Roberts QPM is medically fit to carry out the role. This will be

concluded by Tuesday 9th March 2021.

6. THE ROLE OF THE POLICE AND CRIME PANEL

- 6.1 The Police and Crime Panel are requested to review the proposed appointment and recommend to the Commissioner whether Mark Roberts QPM should be appointed as the new Chief Constable for Cheshire Constabulary.
- 6.2 The Panel are asked to report their recommendation to the Commissioner in writing.

7. INDEX OF APPENDIX

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**Assessment and selection for the post of
Chief Constable for Cheshire**

**Independent Member's Report
March 2021**

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1. Introduction

Home Office Circular 13/2018 outlines that it is for the Police and Crime Commissioner (PCC) to decide how they wish to run their appointment process for a Chief Constable. It is for them to decide at the end of the process which candidate they wish to appoint, subject to confirmation by the Police and Crime Panel. However, they should involve an Independent Member in the assessment, shortlisting and interviewing of candidates.

This is the Independent Member's report relating to the appointment process for the next Chief Constable for Cheshire. The process is the responsibility of Police and Crime Commissioner David Keane.

The aim of this report is to provide an assessment of the extent to which the appointment process in Cheshire has been conducted fairly, openly and based on merit. It also details the extent to which the panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the role.

2. Independent Member's role

The role of the Independent Member is laid out in Home Office Circular 13/2018. It is described more fully in the Guidance for Chief Officer Appointments produced and maintained by the College of Policing, in consultation with a wide range of stakeholder groups. Those consulted in its preparation have included Her Majesty's Inspectorate of Constabulary, the Association of Police and Crime Commissioners, the National Police Chiefs Council, Senior Police Officers Association, Police Superintendents Association and the Home Office. It was produced under the direction of the Sub-group on Chief Officer Appointments of the Police Advisory Board for England and Wales.

I am an Independent Member from the list originally created by the College of Policing in 2012 and maintained by them until 2018. In order to become a member of this list I was required to undergo a fair, open and merit-based selection process. This process focussed on my suitability as someone skilled in assessment and capable of quality assuring assessment processes. I have undergone an induction to this role from the College of Policing, for whom I have also worked as an External Assessor at senior selection centres.

Further details of my role as Independent Member are set out in the role profile in Appendix A and my background is provided in more detail in Appendix B.

3. Independent Member remit in the Chief Constable appointment process

I was invited by staff of the Office of the Cheshire Police and Crime Commissioner (OPCC) to become involved in this appointment from the advertising stage onwards. Arrangements were made sufficiently well in advance, with my appointment finalised in early January 2021, and selection exercises arranged for 4 and 5 March. Staff of the OPCC are to be commended for involving me from the early stages in the process.

The application pack with the role requirements and person specification was assembled by staff of the OPCC. It adhered closely to the Guidance for Chief Officer Appointments, and was checked in draft by the College of Policing to ensure it met current requirements.

A relatively small pool of candidates is not uncommon at this level. In an attempt to maximise the size of the pool and to demonstrate openness to all who might apply, all forces in the UK were contacted and the eligible group of officers in each force were alerted to the existence of

the vacancy through the advertisement process. The PCC and his staff actively demonstrated from the outset that in the interests of public accountability, they were committed to adhering to the principles of openness, fairness and merit.

4. Appointments panel

The role of the appointments panel is set out in the Guidance for Chief Officer Appointments. This outlines that the panel should be convened by the PCC before any stage of the appointment process takes place. There should be no conflicts of interest between panel members and the applicant pool.

The Guidance states that consideration may be given to involving panel members in helping to define the requirements of the role, as well as in shortlisting and selection. It explains that the purpose of the panel is to challenge and test if the candidates meet the necessary requirements to perform the role, and that the PCC should select a panel capable of discharging this responsibility. The PCC should also ensure that panel members are diverse, suitably experienced and competent in selection practices. They must adhere to the principles of merit, fairness and openness. All members should be provided with a copy of this Guidance to ensure they are familiar with its content prior to the appointment process. In addition, it is the PCC's responsibility to ensure that appropriate briefing/assessor training is undertaken by all panel members. It is suggested that a panel of approximately five members is convened, but this is at the discretion of the PCC.

David Keane, PCC for Cheshire, actively followed this advice. It was acknowledged that this was the most important decision he would make as PCC and the Guidance was taken seriously. Within this appointment process the panel had been agreed at the outset as consisting of the following members:

- David Keane, PCC for Cheshire
- Alison Stathers-Tracey, Director, Early Help and Prevention, Cheshire East Council
- Mark Cashin, Chief Officer and Chief Executive, Cheshire Fire and Rescue
- Celvyn Jones, Chief Officer, Cheshire Police Special Constabulary
- Myself, Gill Lewis, Independent Member

The panel included an appropriate range of stakeholders from the public sector, while Celvyn Jones also brought international business experience from the private sector. Its composition and role mirrored the importance placed on partnership working in the locality. Peter Astley MBE, Chief of Staff of the OPCC, was in attendance as Monitoring Officer.

All panel members were identified to be part of the panel by the PCC. Their senior operational experience was sufficient to allow them to challenge and test others at executive level. All were given a briefing and access to a copy of the Guidance for Chief Officer Appointments, ensuring they were well informed on their duties in this appointments process.

The proposed panel members were white (based on observation), with three men and two women. There were no declared disabilities. The population of the four local authority areas covered by Cheshire Constabulary is on average approximately 94% white British / white Other. In view of the profile of the local population, it was considered that diversity needs were adequately met on this occasion. It is also to be noted in this context that minority groups featured strongly in the stakeholder panels, further details of which are given below.

An individual with professional policing knowledge is not a compulsory component of an appointment panel but, when a Policing Adviser is assigned, the role is defined in the Guidance for Chief Officer Appointments. It includes providing policing advice on the development and

design of the appointment process; advising how each candidate's experience and skills fit policing-specific requirements during shortlisting and selection procedures; playing an active role in assessing performances in exercises and interviews; and supporting the PCC during decision making. In this process, the experience of the PCC and senior staff was considered sufficient to fulfil this function.

The College of Policing Senior Leaders Hub was also appointed as a Professional Recruitment Advisor by the PCC, and the support and advice of the College of Policing was used extensively throughout, including at the interview stage. They did not however have a role in the decision-making process.

The role of the Chief Executive (as defined in College of Policing guidance) is to support the PCC by ensuring the appointment procedure is properly conducted in line with the requirements set out in legislation, meeting the principles of fairness, openness and selection on merit. In addition, the Chief Executive is required to ensure appropriate monitoring of the procedures.

The Chief Executive team in Cheshire was represented by Peter Astley MBE, Chief of Staff. He and his team worked consistently to maintain standards, collaborating openly and helpfully with the Independent Member and other panel members throughout the planning and administration of the appointment process. Staff in Cheshire were noteworthy in the extent to which they carefully followed the College of Policing Guidance.

5. Stakeholder panels

In this process, two stakeholder panels were used the day before the formal interviews. The composition of the internal stakeholder forum included a suitable mix of representatives from Unison, the Police Federation, Superintendents' Association, Women in Policing Network, Disability and Carers Network, Cheshire Constabulary Multicultural Network, and the Lesbian, Gay, Bisexual and Transgender Association. Constabulary staff and officers were invited to suggest questions about what they looked for in their new Chief Constable. These responses were put together by the staff of the OPCC with the support of the College of Policing. A group of seven staff were invited to put the final questions directly to the applicants.

An external panel of stakeholders was also selected from partner agencies, and questions were co-ordinated using a similar approach. This panel consisted of twelve individuals representing Cheshire Fire Authority, the Regional Organised Crime Unit, Local Authorities, BAME third sector, Travellers, Youth Commission, Audit Committee, Crown Prosecution Service and National Probation Service. Members were invited to submit questions in advance and to ask supplementary questions on the day.

A common set of questions was put to each candidate, to ensure consistency and hence fairness. The two stakeholder forums were supported by staff from the College of Policing and were also attended by the Chair of the Police and Crime Panel, by a representative from the OPCC and by myself, to monitor their delivery. Each stakeholder forum spent one hour with each candidate, with timing spread equally between the question areas. Feedback was reported to the selection panel the next day and was used to inform which areas might need further exploration by the selection panel.

The order in which candidates were seen by the panels was varied throughout the process. This was further evidence of how the process sought to be scrupulously fair to all.

Questions asked by stakeholders were well considered, appropriately challenging and probing. The feedback comments collated afterwards were balanced and insightful. The sessions were

well chaired and managed, with good time management, again to ensure consistency and fairness.

It was agreed in advance that the opinions of the forums would not be scored or totalled numerically in such a way as to rank candidates. This was because members participating had not been trained in this and were not making measurable judgements linked to the competency areas. They were to be advisory only, to ensure that all final assessments and decisions were merit based.

Information gained from a personality assessment of each candidate was used in a similar way, to inform questioning, but not to rank candidates, in order to avoid biasing the selection panel.

6. Panel briefing / training

Staff of the OPCC followed College of Policing guidance in offering all members of the selection panel a briefing prior to the interview exercises. This set out the College of Policing guidance, helping to ensure the process would be transparent, objective and based on merit. At a pre-meeting on the final interview day, the optional use of supplementary probing interview questions was discussed, to ensure that all competency areas would be fully tested. This illustrated a willingness to make sure that the selection would be made on a clear evidence base, again demonstrating openness and transparency in the process.

There was discussion in advance around what the minimum acceptable scores might be for each competency, to permit an appointment. The PCC's approach in establishing agreed standards and expectations in advance with all panel members was to ensure decisions would be based on evidence and merit, avoiding bias.

I was able to clarify that consensus decision making by the panel was the preferred approach, but in the event of inability to achieve this, the PCC would be considered as first among equals on the panel. He would make the final recommendation on the preferred candidate, subject to ratification by the Police and Crime Panel.

The PCC and some panel members had met some of the candidates previously in a professional capacity. In order to ensure fairness of the process, it was noted that that judgements would be based only on the evidence available in front of the panel, not on prior knowledge. This was to ensure impartiality, consistency and fairness.

Briefing of the panel prior to the interview was well planned. This helped the panel equip themselves for their role in being able to challenge and test candidates fairly.

7. Role profile

The selection panel received a briefing on the role profile as advertised. This reflected the national guidance, including primary accountabilities, the competencies required and the terms and conditions offered. In discussion with staff of the OPCC prior to the selection exercises, it was emphasised that an emphasis on early intervention and prevention was seen as essential, together with a focus on partnership working, and balancing innovation and risk in order to achieve excellence. This local emphasis was clearly reflected in the design of the process, with a substantial role given to stakeholders involved in prevention and partnership working on both days of the assessment process.

8. Advert

The application pack had been drawn up by staff of the OPCC in line with the national guidance. The post had been advertised for three weeks ending 1 February via the websites for the Cheshire PCC, Cheshire Constabulary, and the College of Policing Senior Leadership Hub. In this way all eligible applicants in the UK pool were made aware of the opportunity. Every effort was made to be transparent about the availability of the post and to encourage all potential applicants to consider it. The aim was to attract the strongest possible field of applicants, demonstrating openness.

The published application pack was comprehensive, with links offering more detail. The pack included terms of appointment and met legal requirements. There was a clear intention to be open and transparent with candidates from the earliest stages of the process being published.

The exercise was successful in that it attracted four initial enquiries, resulting in three applications.

9. Assessment design

The application form used was in line with the College of Policing guidance. It required details of the previous three postings held by the applicant; training, including successful completion of the Strategic Command Course; and evidence of skills and experience within the last three years related to the role profile. In being based on evidence of previous achievements, it was an appropriate tool to support merit-based judgements.

The application form included a balanced mix of questions based both on past experience and on hypothetical future scenarios. This demonstrated that both sound experience and a forward looking strategic approach were expected, evidencing a focus on skills and a merit based approach.

The application form included setting a word limit for each answer, thereby being fair to candidates in giving them clear expectations of the length of response required.

The choice of interview questions was based on demonstration of evidence against the Competency and Values Framework for policing, with a focus on certain competencies. Panel members were asked to rate candidates on a four point scale against each competency. This was designed to give transparent evidence of a fair and equal process for all candidates.

The interview questions produced by staff of the OPCC in liaison with the College of Policing were of good quality in that they were open questions, including opportunities to probe, and were linked to the Competency and Values Framework and to local priorities. They allowed for a combination of hypothetical questions about how to handle future scenarios, together with questions seeking demonstration of evidence of previous achievements.

In discussing the scoring system to be used, it was agreed that the panel would not rely only on a simple arithmetic addition or percentage weighting of scores, noting there was no clear evidence on which to base any weighting. It was agreed in advance that the panel would compare the whole set of scores for each candidate and seek to come to a consensus decision.

The opportunity for a familiarisation process via individual discussions prior to the formal assessment was included in the design of the process. It was confirmed that this was for candidates to inform themselves about the local context. It was not used to gain additional information about them. This was once again to ensure transparency and fairness. The familiarisation process allowed scope for meetings to be conducted virtually rather than face

to face on this occasion, as were the stakeholder and selection panels, due to Covid 19 restrictions.

10. Assessment delivery

It was agreed in advance that the panel would be willing to decide not to appoint at the final selection stage. Standards would not be allowed to fall if the pool of candidates was not of sufficient quality.

Three applications for the post were received, all external, all from male candidates. A survey by the College of Policing has found that on average, adverts for Chief Constable posts attract two applicants. Evidence presented to a Select Committee in Parliament in 2018 found that over half Chief Constable processes only had one applicant for the job. The perceived barriers to applying have been found to be:

- Distance from home
- Whether an internal applicant was applying for the role
- Little financial incentive for promotion.
- The reputation and challenges associated with the PCC

The size of the response represented a success when seen in the national context. This evidenced that appropriate efforts had been made to keep the process as open as possible.

Using the method outlined above at the design stage, it was agreed unanimously to shortlist all three applicants for interview. There was insufficient evidence at this stage to rule any candidate out.

Shortlisting was carried out by the interview panel members, in line with the national guidance. It was agreed to shortlist all three applicants for interview. There was insufficient evidence at this stage to rule any candidate out.

The timetable for the semi-structured stakeholder panels and final interview allowed adequate time for each element. One hour was allowed for each final interview, divided into equal timing for each competency area. The carefully planned timetable helped to ensure that the process would be objective, fair to all candidates who might have applied, and clearly based on merit.

The PCC and the Chief of Staff undertook between them to deliver the final decision to candidates and to co-ordinate feedback as required to any unsuccessful applicants.

11. Assessment decision making

Each panel member first scored separately at the interview stage. Scores were collated and any differences of opinion were discussed, in order to agree a moderated consensus view. This enabled the candidates to be carefully assessed on merit, with reference to evidence throughout.

Overall consensus scores were recorded by the Chief Executive and by me and were endorsed by the PCC. Consensus was reached throughout after objective, evidence-based discussion, leading to a jointly agreed recommendation regarding the preferred candidate. The successful candidate achieved high scores on all the selected areas of the Competency and Value Framework and was considered to be the best fit with local priorities.

The panel made a unanimous recommendation that Deputy Chief Constable Mark Roberts QPM of South Yorkshire Police was the preferred candidate. The PCC concurred with this in

making his own decision to recommend DCC Mark Roberts QPM to the Police and Crime Panel Confirmatory Hearing for appointment as the next Chief Constable of Cheshire.

12. Conclusions

Through the steps outlined above, the PCC fulfilled his responsibility to ensure the selection process was properly put in place in accordance with the responsibilities set out in the national guidance. Well planned use of the Competency and Values Framework throughout the process allowed clear evidence to be recorded and evaluated in order to make objective decisions. The panel rigorously challenged and tested the candidates against the necessary requirements for the role, giving assurance that the recommended appointment was appropriate. There was also carefully considered discussion between panel members before coming to a unanimous decision.

As the Independent Member I found that the decision-making process was demonstrably open and fair, with good efforts applied to seek the best available field of candidates. It was clearly based on merit, with decisions taken on careful analysis of evidence. Adherence to the highest standards throughout was taken seriously.

Thanks to the scrupulous preparation done by staff of the OPCC, notably by Chief of Staff Peter Astley, as well as to the professional attention devoted to the process by the panel, I can confirm that the selection of the preferred candidate to be Chief Constable of Cheshire met the principles of fairness, openness and merit.

Gill Lewis
Independent Member
March 2021

Appendix A: Independent Member role profile

Home Office Circular 13/2018 states that at least one member of the appointment panel should be an Independent Member. It is important that the Independent Member is suitably experienced in selection and assessment practices, so they can determine the extent to which the appointment process is conducted in line with the principles of merit, fairness and openness.

The role as set out in College of Policing Guidance for Appointing Chief Officers requires the independent member to

- be suitably experienced and competent in assessment and selection practices
- undertake appropriate briefing / assessor training
- be aware and have an understanding of the needs and interests of the recruiting force and local community
- in collaboration with the PCC and other panel members, shortlist and assess applicants against the agreed appointment criteria and consider which candidate most closely meets the appointment criteria
- produce a written report on the appointment process, to be submitted to the PCP at the same time as the name of the preferred appointee, expressly and explicitly addressing the appointment principles of merit, fairness and openness and the extent to which the panel was able to fulfil its purpose (eg to challenge and test that the candidate meets the necessary requirements to perform the role).

Appendix B: Independent Member pen picture - Gill Lewis

I have led or advised on senior Police recruitment at Chief Officer level since 2007, firstly to meet Police Authority requirements, and since 2013 under the revised guidance to meet PCC/Chief Constable needs. I have also worked as an independent assessor for the College of Policing and its predecessor at the national senior police recruitment and promotion centres, including at the Senior Police National Assessment Centre; for Fast Track assessment centres for serving Constables and for external graduates; and for the Direct Entry programme at Inspector and Superintendent level.

I have led and monitored numerous appointments at the equivalent of chief executive level in a range of other public sector arenas beyond policing, including in Probation, the NHS, and in the housing and education sectors.

My earlier career spanned senior management roles in local government, in housing and social care, and in the NHS, where latterly I was Director of Service Improvement for Suffolk Primary Care Trust. I have also held a range of public appointments as a Non-executive Director or Chair in a Police Authority, Probation Trust, NHS Trust, housing association and various charities. This has included at both local and national level, for example, as Chair of the National Housing Ombudsman Board and as Chair of Norfolk and Suffolk Probation Trust. I have had wide ranging leadership experience at Board level of managing major change programmes, collaborative arrangements and challenging savings plans, balancing a commitment to excellent public service with shrinking resources, all in a climate where public confidence and political accountability are key.

For the past nine years I have served as a volunteer with a project to support homeless and vulnerable young people. I also work as a volunteer for my local Citizens Advice service.

Chief Constable for Cheshire Constabulary

Fixed Term Agreement for an initial term of 4 years on an annual salary of £156,693



Appendix 2

David Keane

Police & Crime
Commissioner
for Cheshire

As Police and Crime Commissioner for Cheshire, I am looking for an exceptional individual to become Cheshire Constabulary's new Chief Constable.

As Cheshire residents, we are proud of our county and our police service. My role as Police & Crime Commissioner is to not only act as a voice for the public in policing but to also ensure that resources for policing are used in the most effective way to meet the needs of our communities and to deliver a high quality service.

To support me in achieving this, Cheshire needs a dedicated and high performing Chief Officer to become our next Chief Constable.

You will ensure the successful delivery of my Police and Crime Plan, and in particular, have:

- n A commitment to serving the public and building trust and confidence to Cheshire communities
- n An ability to deliver the highest quality policing service for residents
- n An ability to embed a supportive, compassionate and nurturing culture which promotes innovation and personal and professional development

- n An ability to operate effectively in an environment of diminishing resources and increasingly complex challenges
- n An ability to work collaboratively with myself, fellow officers and partners and stakeholders across the county and beyond

The post is subject to a full and open recruitment process and I welcome applications from all eligible applicants. The closing date is 31 January 2021.

Applicants will be required to meet the minimum eligibility criteria as outlined within the College of Policing Guidance for appointing Chief Officers. The appointment will be subject to a Confirmation Hearing of the Police and Crime Panel.

I am fully committed to equality and diversity, and welcome applicants from all underrepresented groups.

The full application pack and supporting information is available on my website at www.cheshire-pcc.gov.uk. In addition, you can contact my Chief of Staff, Peter Astley MBE, for an informal discussion on 01606 364000 or email pcc@cheshire.pnn.police.uk

If you share my vision and have the necessary skills to lead our police service in Cheshire, I look forward to hearing from you.

David Keane
Police & Crime Commissioner for Cheshire

Information Pack for
the appointment of the

Chief Constable for Cheshire Constabulary

Cheshire
Constabulary
Vacancy:
Chief Constable
Salary: £156,693

Office of the Police & Crime Commissioner
Stockton Heath Police Station
Grappenhall Road
Stockton Heath
WA4 2AF



David Keane
Police & Crime
Commissioner
for Cheshire

Letter from the Police & Crime Commissioner	03
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Conditions of Service	08
Selection Process	11
Timetable	12
About Cheshire	13

Dear Applicant,

Thank you for your interest in becoming Cheshire's new Chief Constable.

As Cheshire residents, we are proud of our county and our police service. My role as Police & Crime Commissioner is to not only act as a voice for the public in policing but to also ensure that resources for policing are used in the most effective way to meet the needs of our communities and to deliver a high quality service.

To support me in achieving this, Cheshire needs a dedicated and high performing Chief Officer to become our next Chief Constable.

Cheshire Constabulary is in a strong position, albeit within a very challenging financial environment. We have consistently achieved positive ratings from HMICRFS and have what I believe to be the best group of police officers, staff, specials and volunteers in the country.

However, standing still is not an option. I want to work with our new Chief Constable to build on our strong foundations and tackle head on the complex and challenging environment in which modern day policing is operating.

I want to establish a policing culture which promotes innovation, is compassionate to our people and seeks to make the most out of our highly-valued partnerships.

If you share this ambition and vision and believe you are the right person to lead our police service then I look forward to hearing from you.



David Keane

POLICE AND CRIME COMMISSIONER



ROLE PROFILE

Chief Constable of Cheshire Constabulary - Job description and role requirements

POST

Chief Constable

ACCOUNTABLE TO

The Police and Crime Commissioner for Cheshire.

LOCATION

Cheshire Constabulary
Headquarters
Clemonds Hey, Oakmere Road,
Winsford, CW7 2UA.

RESPONSIBLE FOR

The direction and control of Cheshire Constabulary in accordance with the Police Act 1996, in order to provide Cheshire with an effective and efficient police service, and the fulfilment of all the statutory and legal obligations of the office of Chief Constable.

SALARY

£156,693

Role Purpose

The Chief Constable has overall responsibility for delivering on the vision set out in the Police & Crime Plan, through setting the direction and supporting everyone in the Constabulary, regardless of their role, to deliver the highest possible standards of service to the communities they serve.

The Chief Constable will hold an organisational climate which supports everyone in the force, regardless of their role, to deliver the highest possible standards of service to the communities they serve.

The Chief Constable holds direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The Chief Constable is responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

As a Corporate Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine force governance arrangements.

Key Responsibilities

- Set and ensure the implementation of organisation and operational strategy for Cheshire Constabulary, having due regard to the Police and Crime Commissioner's Police and Crime Plan 2016-21 for Cheshire and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service fit for the future which is connected with, based within and accessible to local communities.
- Develop a mutually productive strategic partnership with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- Develop and maintain governance arrangements and processes within Cheshire Constabulary to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
- Lead Cheshire Constabulary; communicating a clear direction, setting a supportive organisational culture and promoting values, ethics and the highest standards of professional conduct to enable an effective and professional service.
- Lead and inspire the Chief Officer Team; setting and role modelling approaches to a collaborative workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enables the achievement of Cheshire Constabulary's vision and goals.
- Hold accountability for Cheshire Constabulary's financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner to ensure the efficient use of public spending and maximise value for money under the constraints of continued funding challenges.
- Fulfil the authorising responsibilities of Chief Constable, e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop Cheshire Constabulary's operational strategies.
- Lead and command the operational policing responses on occasion, in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response.
- Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Develop and lead strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements in the broader operating context and enable the achievement of Cheshire Constabulary's objectives.
- Represent Cheshire Constabulary at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
- Lead national thinking, policy and guidance within an area of specialism to ensure enhanced productivity, value for money and continuous improvement in evidence based policing.
- Play an active role in national decision making on the development of the Police Service to enable to effective coordination of operations, reform and improvements in policing and the provision of value for money.
- Create and drive a culture of innovation and forward thinking to ensure enhanced effectiveness and value for money resulting in a service fit for the future.

Behaviours

- You are expected to know, understand and act within the ethics and values of the Police Service.
- The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. As Chief Constable you will be operating at Level 3 of the Competency and Values Framework.



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Resolute, compassionate and committed	
We are emotionally aware	Level 3
We take ownership	Level 3
Inclusive, enabling and visionary leadership	
We are collaborative	Level 3
We deliver, support and inspire	Level 3
Intelligent, creative and informed policing	
We analyse critically	Level 3
We are innovative and open minded	Level 3

Skills

- Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.
- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- Able to create strategic organisational and cultural change, to deliver appropriate responses to emerging trends and issues.
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform innovative strategic planning.
- Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively
- Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders.
- Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- Skilled in leading, developing and inspiring people, engaging the constabulary with strategic priorities, values and behaviours.
- Able to develop and nurture talent at all levels of the organisation.
- Able to reflect on and hold themselves, individuals and the Constabulary to account for performance and behaviours in a supportive manner.
- Able to develop a supportive culture which seeks to empower people to learn from mistakes and issues.
- Able to identify, commission and implement new or improved technologies/services that have a transformational impact on service delivery and/or cost.

Qualifications and Experience

- Held rank of Assistant Chief Constable/ Commander or a more senior rank in a UK Police Force (or have held on of the designated roles if appointed from overseas).
- Successful completion of the Senior Police National Assessment Centre and the Strategic Command Course.
- Authorising Officer Training.
- Experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
- Experience of successful proactive leadership across collaborative partners.
- Experience of implementing an effective performance management framework.
- Experience of implementing successful organisational, development, change and innovation.
- Experience of accountability for management of significant budgets.

CHIEF CONSTABLE CONDITIONS OF SERVICE

1. GOVERNING LAWS AND REGULATIONS

This post is offered subject to Police Regulations and any other Laws, Regulations or requirements in force including but not limited to Financial Regulations and the Cheshire Constabulary Scheme of Delegation.

2. TERMS OF APPOINTMENT

The appointment will be for a fixed term of four years and may be extended by agreement between the Commissioner and the Chief Constable. Discussions about any extension will take place not more than one year and a minimum of six months before the term expires.

3. SALARY

The salary will be in accordance with the agreed chief officers' pay and conditions package as provided in regulations. The commencing salary will be £156,693.

4. LEAVE

The Chief Constable is entitled to leave in accordance with Police Regulations and working arrangements will be agreed with the Commissioner.

5. INSURANCE

The Commissioner will pay the Chief Constable's annual CPOSA insurance premium (excluding any element providing personal legal protection cover for employment matters or removal from office).

6. WORKING HOURS/WHOLE-TIME SERVICE

The Chief Constable will work 40 hours per week and be paid on a monthly basis. However, as the Chief Constable will have responsibility relating to heading the service they will be required to be contactable 24 hours per day when not on leave. The role may require the Chief Constable to attend major incidents or other operational events at short notice.

This role will require evening and weekend working including attending meetings and events during these times.

The Commissioner supports the undertaking of national work, such as within National Police Chiefs Council and the College of Policing, subject to the work and time commitment being discussed and approved by the Commissioner.

The Chief Constable will be required to devote their whole-time service to fulfilling the duties of the office of Chief Constable of Cheshire and shall not take up any other additional appointment without the prior written consent of the Commissioner.

7. BUSINESS INTERESTS

No person who has a business interest within the meaning of the Police Regulations, or who has a close relative with a business interest, is eligible for appointment to a police force, unless the Commissioner decides that the nature or extent of the business interest would not be incompatible with membership of the Force. In this context, 'close relative' means a spouse, parent, son, daughter, brother or sister. (Similarly, serving police officers and their close relatives are precluded from having a business interest which, in view of the Commissioner, would be incompatible with membership of the Constabulary).

The terms above apply if:-

- a. The person receives remuneration for any office or employment, or carries on any business.
- b. A shop or similar business is carried on by the person's spouse (unless they are separated) at any premises within the area of the Police Force, or by a close relative at the premises where he/she resides.
- c. The person, spouse (unless they are separated) or a close relative living with him/her holds, or has a financial interest in, any licence or permit relating to liquor licensing, betting or gaming, or the regulation of places of entertainment within the area of the Police Force.

8. RESTRICTIONS ON PRIVATE LIFE

In addition to the prohibition of business interests (see paragraphs 9), there are certain restrictions on the private life of a police officer, including the following:-

- a. He/she must serve wherever he/she is ordered within Cheshire, and his/her place of residence is subject to the approval of the Commissioner.
- b. He/she must avoid at all times any conduct likely to discredit the police service or interfere with the impartial discharge of his/her duties. In particular he/she must not take any active part in politics.
- c. He/she must promptly settle all debts and, in the case of failure to do so, he/she must report the circumstances to the Commissioner.
- d. If he/she occupies accommodation provided by the Police & Crime Commissioner, he/she must not, without the consent of the Commissioner, take a lodger or sub-let any part of the accommodation. In any other case he/she must notify the Commissioner of his/her intention to take a lodger or sub-let part of his accommodation.

9. CODE OF CONDUCT

The Commissioner requires the Chief Constable to exemplify the highest standards of behaviour and adhere to: the Code of Ethics; and Police Misconduct Regulations and internal Constabulary procedures for complaints brought against them.

10. TEMPORARY HOUSING/RELOCATION

The Chief Constable will be required to live within the force area or close proximity, to undertake the full role of Chief Constable in Cheshire.

Assistance with temporary housing may be provided.

Reasonable relocation expenses will be paid as permitted by Police Regulations and in accordance with the Commissioner's policy.

11. BUSINESS TRAVEL

Cheshire Constabulary staff, including Police Officers and those booking travel, are responsible for complying with the Business Travel Guide full details are available on the Force Intranet.

12. UNIFORM AND EQUIPMENT

All articles of uniform and equipment required for the performance of police duty are provided free by the Constabulary. Such articles must be returned to the Constabulary when leaving the Force.

13. PERFORMANCE AND DEVELOPMENT REVIEW

The Chief Constable will be subject to periodic performance related reviews in accordance with Home Office guidance where applicable and will be undertaken by the Commissioner.

14. SICK LEAVE

Regardless of length of service, all ranks will receive 183 days full pay followed by a further 183 days half pay, depending on period of absence, before going out of pay. Their right to Statutory Sick Pay and Social Security benefits are unaffected by the Police Sickness Regulations.

15. NOTICE PERIOD

The appointment may be terminated by three months' written notice on either side. Any termination by the Commissioner will be subject to the provisions of Section 38 and Schedule 8 of the Police Reform and Social Responsibility Act 2011.

16. MEDICAL EXAMINATION

The Chief Constable will be required to undertake periodic medical assessments.

17. SECURITY CLEARANCE

The Chief Constable will be required upon appointment to obtain and maintain security clearance at Developed Vetting level.

18. DRIVING ASSESSMENT

The Chief Constable will be required to complete a basic response driving assessment within a reasonable period of their commencement.

19. OTHER CONDITIONS

These conditions will apply only to the extent that they are compatible with the Police Regulations or Police Staff Council Conditions of Service as appropriate. In the event of conflict between this Addendum and the Police Regulations/Police Staff Council Conditions of Service, the latter will take precedence.

1. CONDITIONS DURING NOTICE PERIOD

- a. The Commissioner reserves the right to require you to undertake modified duties including in exceptional circumstances and if justified in the opinion of the Commissioner take paid leave of absence during your notice period in the event that your presence in the workplace may compromise or conflict with the Commissioner's or Constabulary's interests. During any such period you would be required to adhere to the terms and conditions of your service including those relating to confidentiality. You will also be required not to act against the interests of the Commissioner or the Constabulary by contacting any contractors/suppliers.

2. CONFIDENTIALITY

- a. Both Parties acknowledge that the service relationship is founded on a continuing bond of trust and confidence (duty of fidelity). You are required to serve the Commissioner and the Constabulary faithfully within the requirements of your service. This requirement is not diminished during any period where modified duties are undertaken in accordance with clause 1.
- b. In the course of your duties, you may have knowledge of or access to confidential information. It is implicit in your acceptance of this appointment that you undertake to safeguard such information and do not divulge it to any unauthorised person nor use it for any unofficial purpose, either during or after your service. Confidential information includes trade secrets and commercial information as well as sensitive personal information relating to third parties including members of the public and/or colleagues.
- c. Any documents and information provided by the Commissioner or the Constabulary or otherwise acquired during the course of your service shall to the extent that they are not in the public domain or required to be disclosed by operation of law remain confidential to the Commissioner or the Constabulary and shall not be disclosed, disposed of or used for any purpose without prior written consent of the Commissioner.
- d. All confidential information acquired by you in the course of your service provided by the Commissioner or the Constabulary shall be returned to the Commissioner or the Constabulary (as relevant) at the termination of service.

3. POST SERVICE RESTRICTIONS

- a. The following definitions and rules of interpretation apply in this clause:

“Capacity” means an agent, consultant, director, employee, owner, partner, shareholder or any other capacity.

“Restricted Service” means any service or activity carried on by or contracted out by the Commissioner or the Constabulary with which you were directly involved in the 12 month period prior to Termination.

“Restricted Person” means anyone employed or engaged (either permanently or temporarily including secondment and acting up) by the Commissioner or the Constabulary at Chief Inspector rank or above (or Police Staff equivalent grade) and/

or who could materially damage the interests of the Commissioner or the Constabulary if they were involved in any Capacity in any organisation which competes with any Restricted Service and with whom you had material dealings in the course of this employment in the 12 months prior to Termination.

“Termination” means the termination of your service with the Commissioner / Constabulary howsoever this may arise.

- b. You covenant with the Commissioner that you shall not for 6 months after Termination be involved in any Capacity with any business concern or organisation which is the current provider of Restricted Service, or intends to be through competition or otherwise.
- c. You covenant with the Commissioner that you shall not for 6 months after Termination and whether directly or indirectly offer to employ or engage or otherwise endeavour to entice away from the Commissioner or the Constabulary a Restricted Person.
- d. You covenant with the Commissioner that you shall not at any time after Termination represent yourself as connected with the Commissioner or the Constabulary in any Capacity.
- e. You agree that the restrictions imposed on you by this clause apply to you acting directly or indirectly and on your own behalf or on behalf of or in conjunction with any firm, company, organisation or person.
- f. If you receive an offer to be involved in a business concern during your service with the Commissioner/ Constabulary or prior to the expiry of the last of the covenants in this clause, you agree that you shall give the person making the offer a copy of this clause and shall tell the Commissioner the identity of that person as soon as possible after accepting the offer.
- g. Upon the termination of your service you may be asked to sign a warranty that you have fully complied with the clause and that you will continue to do so.
- h. Each of the covenants and restrictions in this clause is intended to be separate and severable. If any of the covenants or restrictions are held to be void but would be valid if part of their wording were deleted, such covenant or restriction shall apply with such deletion as may be necessary to make it valid or effective.

SELECTION PROCESS

The process of selecting a Chief Constable will be carried out in accordance with the College of Policing Guidance on the appointment of Chief Officers.

The Commissioner has decided to appoint an Appointment Panel as follows:

1. Chair – Police & Crime Commissioner
David Keane
2. Panel Member - Chief Officer
of Cheshire Special Constabulary
3. Panel Member from Local Government
4. Panel Member from Cheshire Fire
& Rescue Service
5. Independent Member – Gill Lewis

The Commissioner has decided to appoint the following advisors:

1. Professional Recruitment Advisors
– College of Policing

The College of Policing will provide support and advice but will not have a role in the decision making process

2. Monitoring Officer – Peter Astley MBE,
Chief of Staff

The shortlisted candidates will be asked to participate in personality profiling, an external stakeholder panel, internal stakeholder panel and a formal interview.

Appointment will be subject to successful completion of a medical assessment undertaken by Cheshire Constabulary Occupational Health provider and a Confirmation Hearing in front of Cheshire Police & Crime Panel.

SELECTION TIMETABLE

Key Dates

Date	Activity
W/c 04.01.21	Recruitment window open
31.01.21 (17:00)	Closing date for applications
W/c 01.02.21	Shortlisting by Appointment Panel
W/c 08.02.21	Shortlisted candidates complete personality questionnaire and participate in a validation interview with the College of Policing
W/c 01.03.21	Assessment Day One - Stakeholder Panels
W/c 01.03.21	Assessment Day Two – Interview
W/c 01.03.21	Successful candidate identified and notified
TBC	Medical appointment
TBC	Commissioner's recommendation to the Police & Crime Panel requesting a Confirmation Hearing – subject to successful medical assessment
TBC	Confirmation Hearing
TBC	Agree start date – subject to Police & Crime Panel recommendations

The Police & Crime Commissioner David Keane will be available to meet with candidates who wish to consider applying for the role of Chief Constable. This will be an opportunity to find out more about the Commissioner's vision for policing in Cheshire and raise any questions candidates may have regarding the process or the role.

For further information about the arrangements please contact Peter Astley MBE, Chief of Staff on 0160 636 4000 or via email pcc@cheshire.pnn.police.uk.

ABOUT CHESHIRE

Cheshire Constabulary was founded in 1857 and serves a population of more than one million people spread across a geographic area measuring 919 square miles.

Cheshire encompasses areas of great diversity, from large rural expanses to areas of extensive heavy industry and urban areas, including Chester and Warrington with their vibrant commercial, retail and leisure facilities.

There are four local authorities, Cheshire East, Cheshire West and Chester, Halton and Warrington which encompass both areas of affluence and of severe deprivation.

Cheshire shares its borders with two major metropolitan areas; Manchester and Liverpool and international airports that serve these cities are within close proximity. The county has extensive transport links with more than 200 miles of motorway and the West Coast Mainline railway running through Cheshire.

Cheshire Constabulary currently has around 2,100 police officers, 270 PCSOs, 1400 police staff and around 350 special constables.

The area has a single fire and rescue service and is part of the North West Ambulance Service area. It encompasses six NHS clinical commissioning groups and numerous NHS trusts.

The county is also home to 53,108 students between the ages of 16 and 74 and the county's main university, the University of Chester, has close partnership links with the Constabulary, running a module specifically for special constables.

Information applicants may find useful:

What are my priorities:

www.cheshire-pcc.gov.uk/what-i-do/making-cheshire-safer/police-and-crime-plan/

Decision Making:

www.cheshire-pcc.gov.uk/what-i-do/making-key-decisions/

Scheme of Corporate Governance:

www.cheshire-pcc.gov.uk/who-i-am/opcc-policies/scheme-of-corporate-governance/

Budget:

www.cheshire-pcc.gov.uk/what-i-do/setting-the-police-budget/

Statement of Accounts:

www.cheshire-pcc.gov.uk/what-i-do/setting-the-police-budget/statement-of-accounts/

Cheshire Constabulary Website

www.cheshire.police.uk

HMICFRS Cheshire Constabulary Section

www.justiceinspectorates.gov.uk/hmicfrs/police-forces/cheshire/



Office of the Police & Crime Commissioner
Stockton Heath Police Station
Grappenhall Road
Stockton Heath
WA4 2AF



David Keane
Police & Crime
Commissioner
for Cheshire

APPLICATION FOR THE POST OF CHIEF CONSTABLE

NAME OF APPLICANT _____

FOR OFFICE USE ONLY

APPLICATION NO:

Date Received:

INSTRUCTIONS FOR COMPLETION

Before completing this application form you are advised to read these instructions carefully.

1. Applicants are strongly advised to read the role profile and the associated documentation provided in your application pack and on the application webpage.
2. The form should be completed in 12pt type-face or hand written black ink. Please answer in the spaces provided. No additional pages are permitted, except where stated otherwise. No attempt should be made to redesign the form.
3. Applicants are required to complete all sections of the form. Do not send a curriculum vitae as this will not be evaluated - only the information contained within this form will be evaluated at short-listing. It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on your personal involvement/experience and actions. Please provide examples in your answers. The evidence you present must be from within the last three years. The appropriateness of your application will be determined by the extent to which your evidence relates to the area being asked about, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing Cheshire Constabulary.
4. At the end of each section in part three, you are required to provide a verifier who can vouch for the accuracy of the information you have provided. As part of the assessment process this person may be contacted to verify the information provided.
5. References will be requested for those candidates shortlisted.
6. It is your responsibility to ensure the forms are returned by 17:00 on 31 January 2021 to Peter Astley MBE, Chief of Staff, Office of Police & Crime Commissioner, Stockton Heath Police Station, Grappenhall Road, Stockton Heath, WA4 2AF or by email: pcc@cheshire.pnn.police.uk

Part 1 Personal Information

Post applied for:			
How did you become aware of the vacancy?			
Last Name:		First Name:	
Previous Name (if applicable):		Title (e.g. Dr, Mr, Mrs, Ms, Miss):	
National Insurance Number:		Preferred Name:	

Date of:		
Joining Police Service	Promotion to Sergeant	Promotion to Inspector
<input type="text"/>	<input type="text"/>	<input type="text"/>
Promotion to Chief Inspector	Promotion to Supt	Promotion to Chief Supt
<input type="text"/>	<input type="text"/>	<input type="text"/>
Promotion to ACC	Promotion to DCC (if applicable)	
<input type="text"/>	<input type="text"/>	<input type="text"/>

Home Address		Work Address	
Postcode		Postcode	
Home telephone number:		Work telephone number:	
Mobile number:		Work email address:	
Personal email address:		Preferred email address	

Please provide details about any special requirements that you may have if called to a selection assessment:	

Nationality:		
What is your nationality?		
If you are a commonwealth citizen or a foreign national, is your stay in the UK free of restrictions?	Yes	No
Have you been continuously resident in the UK for the three year period immediately before this application is made?	Yes	No

Membership of British National Party (BNP) or similar:		
Are you or have you ever been a member of the BNP or similar organisation whose constitution, aims, objectives or pronouncements may contradict the duty to promote equality?	Yes	No

Part 2 Employment History

Details of current and previous two posts – most recent force first:	
Current Role Title:	
Force:	
Start Date:	
Brief description of role and responsibilities, including key achievements (maximum 500 words).	
<div></div>	

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Previous Role Title:	
Force:	
Start Date:	
Brief description of role and responsibilities, including key achievements (maximum 500 words).	

Previous Role Title:	
Force:	
Start Date:	
Brief description of role and responsibilities, including key achievements (maximum 500 words).	

Details of relevant training attended

Please list any educational qualifications you consider are relevant to the role for which you are applying.

Colleges, university attended or correspondence courses taken	From	To	Qualifications and grade attained

Please provide details of any Equality Diversity and Human Rights training you have received.

Colleges, university attended or correspondence courses taken	From	To	Qualifications and grade attained

Please list any training courses attended that you consider are relevant to the role for which you are applying. *(Please note that it is an essential requirement of the role that you have successfully passed Senior PNAC and completed the Strategic Command Course)*

Course Title	From	To	Summary of Course Contents

Part 3 Job Related Evidence

Public Service: As individuals and as part of a wider policing organisation, we have a responsibility to ensure that we act in the best interests of society as a whole. Please describe how you have personally promoted, developed and built confidence in a public service, ensuring that the service provided met the public’s needs and served their best interest (maximum 600 words).

Date of example(s) provided:		Verifier:		Contact Number:	
Official Use – Assessor Notes					<div> Rating </div>

Transparency: Transparency in the policing service is invaluable to gain public confidence, to encourage the reporting of crime and maintain strong engagement with our communities. As Cheshire's Chief Constable, how would you encourage transparency within the organisation (maximum 600 words)?

Date of example(s) provided:		Verifier:		Contact Number:	
Official Use – Assessor Notes				Rating	

Impartiality: As a police service, we must show impartiality throughout all our dealings with colleagues, partners and members of the public. This is achieved by being unprejudiced, fair and objective. Using an example, please describe how in the role of a Chief Officer you assess situations based on their own merits ensuring fairness and consistency in action, whilst communicating a clear rationale for evidence-based decisions or actions (maximum 600 words).

Date of example(s) provided:		Verifier:		Contact Number:	
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Official Use – Assessor Notes		Rating	
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Integrity: The Code of Ethics states that every person providing a policing service is responsible for their own professional behaviour and to ensure that they are able to deliver the highest standards possible, but there's an additional responsibility for chief officers to demonstrate by example the principles and standards of the Code. As Chief Constable how would you do this? Please use examples to support your answer (maximum 600 words).

Date of example(s) provided:		Verifier:		Contact Number:	
Official Use – Assessor Notes				Rating	

Part 4 Criminal Investigations/Disciplinary

- Please enter details of any convictions for any offence (including traffic offences and appearance before a Court Martial) or formal cautions by police for any offences (including cautions as a juvenile) or any bind-overs imposed by any Court. This includes any spent convictions.
- Please provide details of any disciplinary proceedings being carried out in relation to your conduct and any previous disciplinary offences which have not been expunged.

Offence(s):		
Date(s):		
Court/Police Station which dealt with the matter:		
Result(s):		
Date of Alleged Offence(s):		
Court/Police Station dealing with the matter:		
Please give details of any charge or summons at present outstanding against you.		
Please give details of disciplinary proceedings being carried out or have not been expunged		

Please continue on a separate sheet if necessary. Please remember full details of all convictions or cautions by the police for any offence should be disclosed.

Part 5 Other Personal Information

Business Interests

Do you currently have, or propose to have any business interest (as defined in the Police Regulations) which you intend to continue should you become Chief Constable for Cheshire Constabulary :

YES

NO

If YES please state the nature of this job or business and the extent of your involvement (e.g. actively involved, non-executive director). Include hours spent on it. Please also reference any interests that a relative may have which fall within the meaning of business interests under the Police Regulations.

Please advise of any memberships of any professional association or any body whose principal purpose include the influence of public opinion or policy.

Driving Licence:

Do you hold a current valid driving licence?

YES

NO

Number of days sickness absence over past 12 months:

Please give details of any relationships to Members/Officers of the Cheshire Constabulary or Police and Crime Commissioner. (Answer 'NONE' if no relationship exists).

Referees

Please provide names, addresses and occupations of two persons willing to give you a reference. One should be your Chief Constable or equivalent from your current employing Force. **References will be requested for those candidates shortlisted.**

Referee 1:		Referee 2:	
Name		Name	
Home Address		Home Address	
Postcode		Postcode	
Telephone Number		Telephone Number	
Occupation		Occupation	

PLEASE ENSURE YOU SIGN THIS DECLARATION BEFORE RETURNING YOUR APPLICATION FORM

DATA PROTECTION ACT DECLARATION

The information provided on this application form will be entered onto a computer system and as such is covered by the rules set out by the Data Protection Act 2018 and General Data Protection Regulations.

DECLARATION

I declare that the information given on this application form is to the best of my knowledge and belief is true. I understand that if it is subsequently discovered that any statement is false or misleading, an offer of employment may be withdrawn or I may be dismissed from service by the Police and Crime Commissioner.

Signed:	
Date:	

After completion please return application by Recorded Delivery marked 'Private & Confidential' to Peter Astley MBE, Chief of Staff, Office of the Police and Crime Commissioner, Stockton Heath Police Station, Grappenhall Road, Stockton Heath, WA4 2AF or by e-mail to pcc@cheshire.pnn.police.uk

CLOSING DATE FOR COMPLETED APPLICATIONS: 17:00 on 31 January 2021



College of
Policing

Competency and Values Framework for policing

Overview of framework

BetterProfessionalsTM
for **Better**Policing

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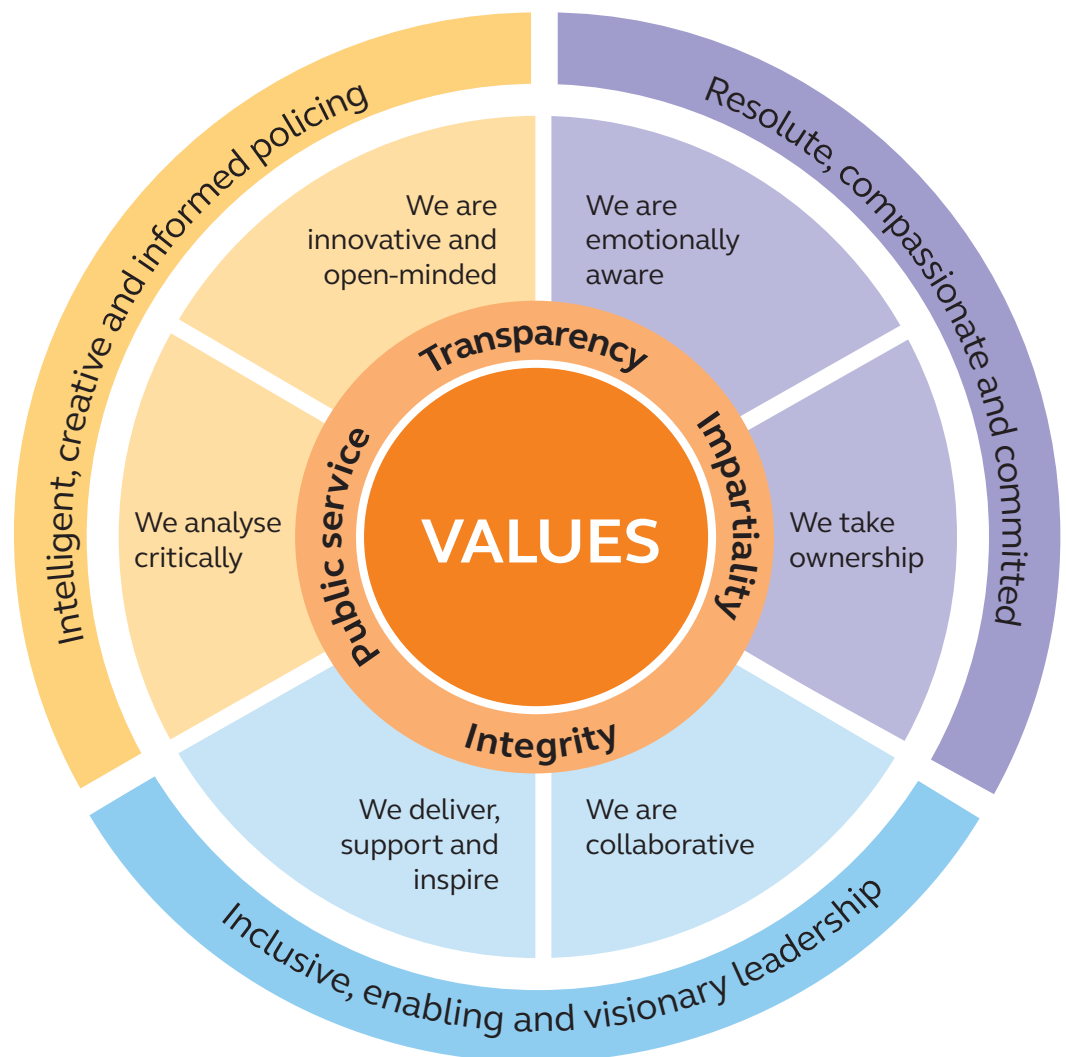
For enquires about this document, or to request an alternative format, please email **contactus@college.pnn.police.uk**

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Introduction

The Competency and Values Framework (CVF) aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public.



The framework has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All of the competencies are underpinned by four values that should support everything we do as a police service.

Each cluster has a heading and a description of why that area is important. Each competency includes a description and a list of behaviours which indicate that a person is displaying that particular competence. Each competency is split into three levels which are intended to be used flexibly to allow for a better fit with frontline and non-frontline policing roles rather than ranks or work levels. The levels are designed to be cumulative, so those working at higher levels should also demonstrate each preceding level's behaviours. The competency levels can broadly be matched to work levels as:

- level 1 – practitioner
- level 2 – supervisor/middle manager
- level 3 – senior manager/executive.

A number of national role profiles show how the competency levels align to common roles within policing. These can be used as a basis for developing further role profiles within each local police force.

The following sections of this document explain each value and competency and show the behaviours for each.

Values

Impartiality

This value links to the principles of fairness and objectivity from the Code of Ethics.

As a police service, we must show impartiality throughout all our dealings with colleagues, partners and members of the public. This is achieved by being unprejudiced, fair and objective. We consider different sides of a situation and ensure that each side is given equal consideration. We do not favour one person or group over another, acknowledging that discrimination increases feelings of unfairness and makes our jobs harder to do. We must not allow personal feelings, beliefs or opinions to unfairly influence our actions in any situation.

We assess each situation based on its own merits ensuring we are fair and consistent in our actions. We are clear in our rationale for the decisions or actions we take ensuring they are clear and evidence-based.

Behaviours

- I take into account individual needs and requirements in all of my actions.
- I understand that treating everyone fairly does not mean everyone is treated the same.
- I always give people an equal opportunity to express their views.
- I communicate with everyone, making sure the most relevant message is provided to all.
- I value everyone's views and opinions by actively listening to understand their perspective.
- I make fair and objective decisions using the best available evidence.
- I enable everyone to have equal access to services and information, where appropriate.

Integrity

This value links to the principle of integrity from the Code of Ethics.

We understand and reinforce expectations of professional behaviour and openly recognise good and bad performance. We maintain the highest levels of professionalism, making sure that we always uphold the values and ethical standards of the police service.

We need to build and maintain confidence with the public, colleagues and partners if we are to deliver a modern and effective police service. Doing the right thing is about becoming a role model and upholding public trust.

Behaviours

- I always act in line with the values of the police service and the Code of Ethics for the benefit of the public.
- I demonstrate courage in doing the right thing, even in challenging situations.
- I enhance the reputation of my organisation and the wider police service through my actions and behaviours.
- I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations.
- I am open and responsive to challenge about my actions and words.
- I declare any conflicts of interest at the earliest opportunity.
- I am respectful of the authority and influence my position gives me.
- I use resources effectively and efficiently and not for personal benefit.

Public Service

This value links to the principles of respect and selflessness from the Code of Ethics.

As individuals and as part of a wider organisation, we have a responsibility to ensure that we act in the best interests of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We constantly think about how to create the best possible outcomes for those we serve and we take personal responsibility for delivering these. We show resilience and determination to overcome barriers and to provide the best outcome.

We are dedicated to work in the public interest, engaging and listening to their needs and concerns. We work to make sure that the public feel valued and engaged, which helps to build confidence in the police service. We are respectful to the needs and concerns of different individuals and groups.

Behaviours

- I act in the interest of the public, first and foremost.
- I am motivated by serving the public, ensuring that I provide the best service possible at all times.
- I seek to understand the needs of others to act in their best interests.
- I adapt to address the needs and concerns of different communities.
- I tailor my communication to be appropriate and respectful to my audience.
- I take into consideration how others want to be treated when interacting with them.
- I treat people respectfully regardless of the circumstances.
- I share credit with everyone involved in delivering services.

Transparency

This value links to the principles of honesty and openness from the Code of Ethics.

We are transparent in our actions, decisions and communications with both the people we work with and those we serve. This ensures that we are honest and open in our interactions and decision making. We are genuine with those we communicate with and endeavour to create trusting relationships. We accept feedback and are comfortable in responding to criticism and finding ways to improve.

We build trust with our colleagues, partners and communities by being open about what we have done and why we have done it and by keeping our promises so communities can rely on us when needed.

Behaviours

- I ensure that my decision-making rationale is clear and considered so that it is easily understood by others.
- I am clear and comprehensive when communicating with others.
- I am open and honest about my areas for development and I strive to improve.
- I give an accurate representation of my actions and records.
- I recognise the value of feedback and act on it.
- I give constructive and accurate feedback.
- I represent the opinions of others accurately and consistently.
- I am consistent and truthful in my communications.
- I maintain confidentiality appropriately.

Cluster

Resolute, compassionate and committed

How we conduct ourselves in our service and the values that underpin our behaviour are a key part of our thought processes and relationships. Empathy means listening to the public, colleagues and partners, responding directly and quickly, and having a genuine interest in ourselves and others. We are always focused on doing our best for the public and our customers.

By understanding our thoughts and the values behind our behaviour, we can maintain a professional and resolute stance, demonstrate accountability and stand by the police service's established values to maintain the service's professional legitimacy.

Competency

We are emotionally aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.

We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

Why is it important? The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to drive and maintain public trust.

Empathy is particularly important, especially if we are to engage and involve some of the most vulnerable individuals we encounter who may not be able to fully express or articulate their thoughts or feelings.

Understanding ourselves means that we are able to improve our own resilience and therefore cope effectively during challenging and emotionally charged situations.

We are emotionally aware

Level 1

- I treat others with respect, tolerance and compassion.
- I acknowledge and respect a range of different perspectives, values and beliefs within the remit of the law.
- I remain calm and think about how to best manage the situation when faced with provocation.
- I understand my own emotions and I know which situations might affect my ability to deal with stress and pressure.
- I ask for help and support when I need it.
- I understand the value that diversity offers.
- I communicate in clear and simple language so that I can be easily understood by others.
- I seek to understand the thoughts and concerns of others even when they are unable to express themselves clearly.

Level 2

- I consider the perspectives of people from a wide range of backgrounds before taking action.
- I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome.
- I promote a culture that values diversity and encourages challenge.
- I encourage reflective practice among others and take the time to support others to understand reactions and behaviours.
- I take responsibility for helping to ensure the emotional wellbeing of those in my teams.
- I take the responsibility to deal with any inappropriate behaviours.

Level 3

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- I am able to see things from a variety of perspectives and 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.

Competency

We take ownership

We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks.

We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making. We take responsibility for ensuring that support or development is sought to minimise any risks.

Why is it important? Not all decisions need senior leader approval, meaning that, where necessary, we can respond more swiftly to challenges while still ensuring we provide a full rationale for our response. Because we all face different kinds of challenges that are not always within our comfort zone, every one of us needs to feel confident and able to take responsibility.

These behaviours mean that we are empowered, effective and able to learn from our mistakes. Doing so allows us to own and see successes through our delivery of results, and not just whether a particular process has been followed.

We take ownership

Level 1

- I actively identify and respond to problems.
- I approach tasks with enthusiasm, focusing on public service excellence.
- I regularly seek feedback to understand the quality of my work and the impact of my behaviour.
- I recognise where I can help others and willingly take on additional tasks to support them, where appropriate.
- I give feedback to others that I make sure is understandable and constructive.
- I take responsibility for my own actions, I fulfil my promises and do what I say I will.
- I will admit if I have made a mistake and take action to rectify this.
- I demonstrate pride in representing the police service.
- I understand my own strengths and areas for development and take responsibility for my own learning to address gaps.

Level 2

- I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.
- I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas.
- I am accountable for the decisions my team make and the activities within our teams.
- I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and openly.
- I actively encourage and support learning within my teams and colleagues.

Level 3

- 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.

Cluster

Inclusive, enabling and visionary leadership

We are all able to work together independently and recognise the need to act as leaders, whether in a formal line management capacity or when engaging and motivating colleagues and the public to get involved or have their voices heard.

Whether we are setting a vision, planning ahead to optimise resources for the best possible outcomes or leading a cross-sector partnership, we work across organisations and sectors to achieve excellence in public service.

Competency

We are collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes.

We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.

We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

Why is it important? Demands on the police come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries. We must work together regardless of differing cultures, priorities and needs.

This means that we need to influence and negotiate in order to achieve outcomes for everyone and not just focus efforts on our own immediate environment. Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers.

It is critical for us to build and retain our partners' trust and confidence in us and a key part of achieving this is through the way in which we work with others.

We are collaborative

Level 1

- I work cooperatively with others to get things done, willingly giving help and support to colleagues.
- I am approachable, and explain things well so that I generate a common understanding.
- I take the time to get to know others and their perspective in order to build rapport.
- I treat people with respect as individuals and address their specific needs and concerns.
- I am open and transparent in my relationships with others.
- I ensure I am clear and appropriate in my communications.

Level 2

- I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions.
- I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve.
- I understand the local partnership context, helping me to use a range of tailored steps to build support.
- I work with our partners to decide who is best placed to take the lead on initiatives.
- I try to anticipate our partners' needs and take action to address these.
- I do not make assumptions. I check that our partners are getting what they need from the police service.
- I build commitment from others (including the public) to work together to deliver agreed outcomes.

Level 3

- 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.

Competency

We deliver, support and inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

Why is it important? To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service and individually. We can all help to support and motivate each other to ensure that we are working as effectively as we can, enabling us and those around us to perform at our best. We should all act as organisational role models.

We deliver, support and inspire

Level 1

- I take on challenging tasks to help to improve the service continuously and support my colleagues.
- I understand how my work contributes to the wider police service.
- I understand it is part of my collective responsibility to deliver efficient services. I take personal responsibility for making sure that I am working effectively to deliver the best service, both individually and with others.
- I am conscientious in my approach, working hard to provide the best service and to overcome any obstacles that could prevent or hinder delivery.
- I support the efficient use of resources to create the most value and to deliver the right impact.
- I keep up to date with changes in internal and external environments.
- I am a role model for the behaviours I expect to see in others and I act in the best interests of the public and the police service.

Level 2

- I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context.
- I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform.
- I lead the public and/or my colleagues, where appropriate, during incidents or through the provision of advice and support.
- I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas.
- I keep track of changes in the external environment, anticipating both the short- and long-term implications for the police service.
- I motivate and inspire others to achieve their best.

Level 3

- 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.

Cluster

Intelligent, creative and informed policing

We are open to new sources of information, continuously developing our own knowledge to help the police service to grow and change in line with new challenges and stay at the forefront of public service.

Informed analysis and creativity are critical to what we do. They sit at the heart of our thinking and our decisions, meaning that effective and critical problem solving is second nature to us. Balancing our decisiveness with consideration and evidence-based approaches, we are able to challenge our thinking and draw on multiple diverse sources of information for new ways of thinking and working.

Competency

We analyse critically

We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.

Why is it important? Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors.

If we are able to analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.

We analyse critically

Level 1

- I recognise the need to think critically about issues. I value the use of analysis and testing in policing.
- I take in information quickly and accurately.
- I am able to separate information and decide whether it is irrelevant or relevant and its importance.
- I solve problems proactively by understanding the reasons behind them, using learning from evidence and my experiences to take action.
- I refer to procedures and precedents as necessary before making decisions.
- I weigh up the pros and cons of possible actions, thinking about potential risks and using this thinking to inform our decisions.
- I recognise gaps and inconsistencies in information and think about the potential implications.
- I make decisions in alignment with our mission, values and the Code of Ethics.

Level 2

- I ensure that the best available evidence from a wide range of sources is taken into account when making decisions.
- I think about different perspectives and motivations when reviewing information and how this may influence key points.
- I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.
- I understand when to balance decisive action with due consideration.
- I recognise patterns, themes and connections between several and diverse sources of information and best available evidence.
- I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in so doing.
- I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.

Level 3

- 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.

Competency

We are innovative and open-minded

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.

We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors.

Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.

Why is it important? New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions, be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce demand.

Being open-minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.

We are innovative and open-minded

Level 1

- I demonstrate an openness to changing ideas, perceptions and ways of working.
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices.
- I constantly reflect on my own way of working and periodically review processes and procedures to make continuous improvements.
- I adapt to change and am flexible as the need arises while encouraging others to do the same.
- I learn from my experiences and do not let myself be unduly influenced by preconceptions.

Level 2

- I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing.
- I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population.
- I am flexible in my approach, changing my plans to make sure that I have the best impact.
- I encourage others to be creative and take appropriate risks.
- I share my explorations and understanding of the wider internal and external environment.

Level 3

- 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.
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Guidance for appointing chief officers

January 2021



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Introduction

This guidance equips those responsible for appointing chief officers with the skills and knowledge to deliver an appointment process based on merit, fairness and openness and confidently appoint the right candidate to the vacant position.

The guidance describes the principles, processes and responsibilities required for appointing chief constables (CCs), deputy chief constables (DCCs) and assistant chief constables (ACCs). It also describes the requirements for appointing the commissioner, deputy commissioner (DC), assistant commissioners (ACs), deputy assistant commissioners (DACs) and commanders in the Metropolitan Police Service (MPS).

Appointing the commissioner and AC of the City of London Police continues to be governed by the City of London Police Act 1839. The requirements to have successfully passed the Senior Police National Assessment Centre (SPNAC) and the Strategic Command Course (SCC) and the principles highlighted in this guidance still apply, however.

This guidance can be used:

- by police and crime commissioners (PCCs) and CCs to follow, while recognising that ultimately they have responsibility for managing their appointment processes in accordance with the law
- to provide advice and guidance to PCCs and CCs on how to design and deliver an appointment process based on the principles of merit, fairness and openness that would withstand scrutiny
- to provide guidance on how to confirm the appointment and what post-appointment activities they may wish to undertake
- to advise PCCs and CCs when to seek additional advice from legal or HR professionals as required.

All those employed by the police, including police staff and those from non-Home Office forces, should follow the guiding principles outlined in this document. While these principles may not directly apply to non-Home Office forces, they may be a helpful guide where appropriate.

The guidance is a non-prescriptive reference for those making chief officer appointments. PCCs and CCs should review this document to identify their specific roles and responsibilities, as well as the essential

stages involved in designing and delivering an appointments process.

This guidance has been developed and will be maintained by the College of Policing.

For all the reports, publications and frameworks referred to in this guidance, see:

- **Code of Ethics**
- **Competency and Values Framework (CVF)**
- **Leadership Review**
- **Chief Officer Appointments Survey – Results and Analysis Report**
- **Chief Officer Appointments Survey – Executive Summary**
- **Policing and Educational Qualifications Framework.**

Home Office circulars:

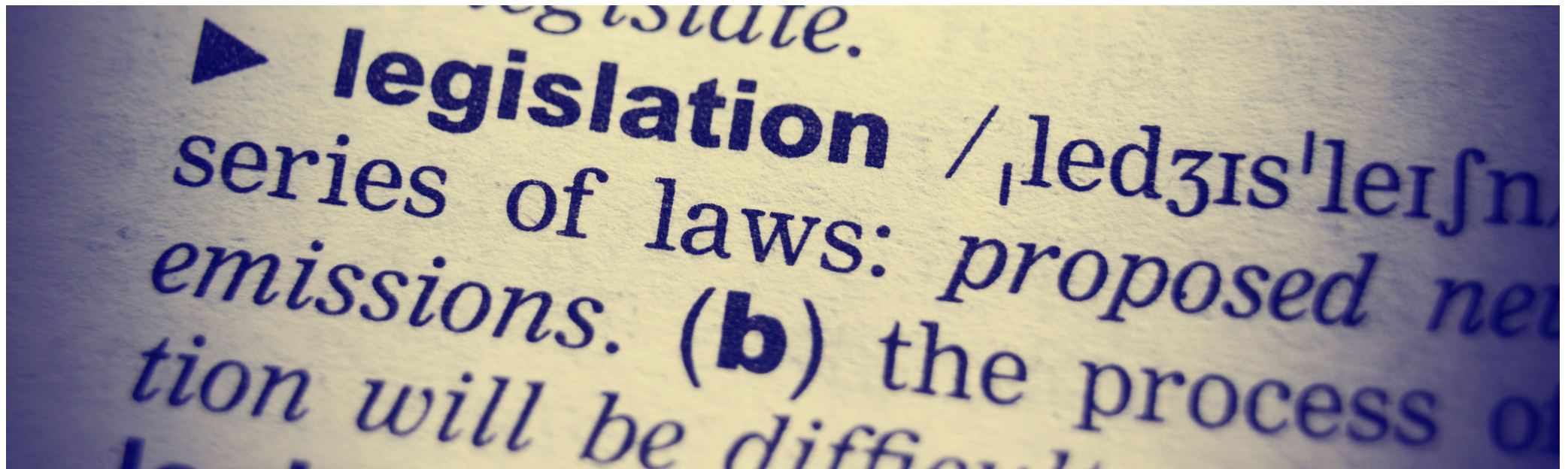
- **HO Circular 013/2018**
- **HO Circular 004/2017**

1. Legal

This section outlines the eligibility for promotion to a chief officer rank in a UK police force, as well as the legal requirements a PCC/CC must adhere to during the appointment process. There is additional legislation that PCCs need to be aware of in terms of confirming the appointment of their preferred candidate, outlined in **The appointment** section of this guidance.

1.1. Eligibility

The table on the following page outlines the eligibility requirements for promotion to chief officer, including CC rank, for all potential applicants in a UK police force. The specific legislation behind each requirement has been noted, should the reader wish to review this further.



Rank	UK or overseas applicants	Eligibility requirements	Legislation	Dated
Chief officers (ACC, AC, DCC, DC)	All applicants	<p>All applicants must have successfully completed the Senior PNAC and the SCC</p> <p>Police Scotland</p> <p>(i) To be eligible for appointment to the office of DCC in Police Scotland, an applicant must have held the rank of ACC or above in a relevant police force for for at least two years</p> <p>(ii) To be eligible for appointment to the office of ACC in Police Scotland, an applicant must have held the rank of superintendent or above in a relevant police force for at least two years</p>	<p>Police Regulations 2003 (SI 2003/537) Regulation 11 (Annex B – Appointment of Senior Officers)</p> <p>Police Service of Northern Ireland Police Service of Northern Ireland Regulations 2005 Regulation 11</p> <p>Police Scotland Police Service of Scotland Regulations 2013 Regulation 7, Annex 2</p> <p>HO Circular 013/2018</p> <p>HO Circular 004/2017</p>	4 January 2017
	Overseas	Overseas applicants must meet the immigration requirements to live and work in the UK	<p>Tier 2 immigration law</p> <p>It is the employer's responsibility to show that the vacancy cannot be filled by a suitably qualified or skilled settled worker</p>	
Chief constable/ commissioner	UK	Applicants must have served at the rank of constable in a UK police force	<p>For chief constables Police Reform and Social Responsibility Act 2011 (the 2011 Act) Section 38 of and Schedule 8 to the 2011 Act, paragraph 2(1A) (a)</p> <p>For commissioner The 2011 Act Section 42 (3A) to (3C), the eligibility criteria replicates those for CCs in paragraph 2 of Schedule 8 to the 2011 Act</p>	

Rank	UK or overseas applicants	Eligibility requirements	Legislation	Dated
Chief constable/commissioner	UK	<p>Applicants must have held the rank of ACC, commander, or a more senior rank in a UK police force</p> <p>Police Scotland and the Police Service of Northern Ireland</p> <p>To be eligible to be appointed to the office of CC, an applicant must have held the rank of ACC in a relevant police force for at least two years</p>	<p>Police Regulations 2003 (SI 2003/527) Regulation 11 (Annex B), (1A)</p> <p>Police Service of Northern Ireland Police Service of Northern Ireland Regulations 2005 Regulation 11 (Annex A)</p> <p>Police Scotland Police Service of Scotland Regulations 2013 Regulation 7, Annex 2</p> <p>HO Circular 013/2018</p> <p>HO Circular 004/2017</p>	4 January 2017
	Overseas	Applicants must have served in an approved overseas police force at an approved rank – a list of the approved forces and ranks are listed in appendix A	<p>The 2011 Act Paragraph 2(1A)(b), (1B) and (1C) of Schedule 8</p> <p>HO Circular 050/2015</p>	
	Overseas	Overseas applicants must meet the immigration requirements to live and work in the UK	<p>Tier 2 immigration law</p> <p>It is the employer's responsibility to evidence that the vacancy cannot be filled by a suitably qualified or skilled settled worker</p>	
	Fire and rescue service applicants	<p>In forces where the PCC of the recruiting force has adopted the single employer model, those who have held a senior position in the fire and rescue service are eligible to be appointed to the position of CC</p> <p>Exemptions</p> <p>The single employer model does not apply to Wales, the MPS and the City of London Police</p>	<p>The 2011 Act</p> <p>(i) Paragraph 2 of Schedule 8 to the 2011 Act</p> <p>(ii) Paragraph 2(1AA) of Schedule 8 to the 2011</p> <p>Exemptions</p> <p>Section 4A Fire and Rescue Services Act 2004</p>	Published April 2017

1.2. Conduct

This section aims to provide PCCs and CCs with guidance on ensuring that their potential appointee has an appropriate record of conduct. When appointing a chief officer the PCC/CC should consider the applicant's disciplinary record and be aware of any outstanding allegations or ongoing investigations. A disciplinary record is a record of incidents where an officer has been found to have breached standards of professional behaviour. The PCC/CC must review the Barred and Advisory list to confirm that their potential appointment is eligible for the vacancy (Police and Crime Act 2017, section 30). If a potential appointee is named on the Barred list, the PCC/CC is prohibited from appointing that individual (The Police Barred and Police Advisory List Regulations 2017). (**Policing and Crime Act 2017, section 30**).

An investigation into an applicant's disciplinary record should be reviewed as part of the appointment process and carried out with the applicant's consent. This can be achieved through including a self-disclosure of any disciplinary matters on the application form and by the recruiting force contacting an applicant's CC or the professional standards department (PSD). The process by which an applicant's disciplinary record will be reviewed should be clearly outlined on the application form.

All parties involved (home, recruiting force and PSD) should consider the purpose and relevancy of the information to be shared. There should also be an explanation either on the application form or pack that outlines how information shared will be used, who will have sight of this information and how it will be stored.

It is the responsibility of the PCC/CC to decide whether to appoint a candidate with evidence of a disciplinary record that is live (a written warning is live for 12 months and a final written warning for 18 months) or concluded and in circumstances where an individual is subject to ongoing investigation. They should complete a risk-based assessment which considers the circumstances of the disciplinary, the potential effect on the applicant's role within the police service and the wider impact this appointment may have on their force, region and community. The PCC/CC should focus on making a balanced and proportionate decision which is based on the evidence available. Furthermore a Chief Constable should inform the PCC if they appoint a chief officer with a disciplinary record that is live or concluded. Consideration should be given to when, in an appointment process, investigations regarding an applicants conduct and disciplinary record are undertaken.

A new code for police vetting was given the authority of Parliament on Thursday 12 October 2017 to improve consistency across the Police Service. Further information on the code and the accompanying Authorised Professional Practice (APP) are available on the [College website](#).

1.3. Roles and responsibilities

This section provides a detailed overview of the specific roles and responsibilities of a PCC appointing a CC (1.3.1) and a CC/ commissioner appointing an ACC/AC and DCC/DC respectively (1.3.2).

There are similarities and repetition between the roles and responsibilities for a PCC and CC. As some distinct differences occur, however, these have been considered separately for ease of access and understanding.

This section refers to a number of stages involved in developing an appointment process. An explanation of what these are and the why/how they should be undertaken has been considered in the **Good practice in assessment and selection** section of this guidance.

1.3.1. Police and crime commissioners' roles and responsibilities in appointing **chief constables**

It is for the PCC to decide how they wish to run their appointment process.

Outside London

Section 38 of and **Schedule 8** to the Police Reform and Social Responsibility Act 2011 (the Act) requires the appointment of CCs to be made by PCCs subject to a confirmation hearing held in accordance with the **Police and Crime Panels** (Precepts and Chief Constable Appointments) Regulations 2012.

London

City of London Police

The appointment of the commissioner of the City of London Police is governed by the City of London Police Act 1839.

Metropolitan Police Service

In the context of the MPS, the mayor of London is the holder of the Major's Office for Policing and Crime (MOPAC) and although they may delegate the day-to-day discharge of their policing and crime functions to a deputy mayor for policing and crime. The commissioner is appointed by Royal Warrant based on the recommendation of the secretary of state. The secretary of state is required to have regard to any of the MOPAC's recommendations.

The Police and Crime Panel (PCP) is required to review the information submitted by the PCC regarding the appointment process and the preferred candidate. The PCP has the option to veto the first candidate the PCC proposes.

There is a series of processes which the PCC will need to consider putting in place. The PCC's chief executive officer holds the position of statutory monitoring officer during the appointment process. While they may be responsible for putting these processes in place, the PCC should maintain oversight and hold responsibility for ensuring these are done. These processes have been considered in terms of the requirements a PCC must undertake and best practice processes, eg, what a PCC is advised to consider in order to achieve the principles of merit, fairness and openness in their selection process.

The table below outlines the PCCs roles and responsibilities in appointing chief constables:

Requirements	Good practice
<ul style="list-style-type: none"> Ensure the appointment process is based on the principles of merit, fairness and openness and is in accordance with the public sector equality duty (public sector equality duty). Convene an appointments panel including at least one independent panel member (HO Circular 013/2018). Ensure the vacancy is advertised for no less than three weeks. Review recommendations by the PCP (Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012). Confirm the appointment (Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012). Ensure the appointment process is undertaken in accordance with relevant legislation. Ensure the appointment process adheres to the Equality Act 2010 and the Data Protection Act 2018. 	<ul style="list-style-type: none"> Ensure the appointment process considers the Code of Ethics and organisational competencies and values. Agree the content of the advert and where this should be placed. Ensure that the vacancy is publicised widely to all potential applicants. Consider the composition of the chief officer team in terms of existing skills and experience. Take steps to address any gaps in skills and experience that are identified. For further information on this please go to page 39. Ensure those involved in assessing candidates have undertaken appropriate training in selection and assessment practices. Direct the appointment panel to this guidance. Develop an application and assessment process which includes a robust decision-making model. In collaboration with the appointment panel, assess, shortlist and appoint applicants against the agreed assessment criteria. Confirm that the potential appointee's conduct is satisfactory. Submit the independent panel member's report to the PCP and inform them of the preferred candidate. Provide feedback to all candidates.

Appointment panel's role

The PCC should convene the appointment panel before any stage of the appointment process takes place (eg, sifting applications). They may consider involving panel members in defining role requirements.

It is the PCC's and panel members' responsibility to confirm, prior to shortlisting that no conflict of interest exists between panel members and the applicant pool. Panel members should declare if a conflict does exist and the PCC will need to determine whether it is appropriate for them to remain as a member of the appointment panel.

An appointment panel should:

- consist of three to five panel members from a diverse range of backgrounds with experience in the assessment and selection of candidates, for example:
 - PCCs from other regions
 - senior managers from private sector organisations
 - leaders from the fire and ambulance service
 - leaders from the local authority

- include an independent member – see below for more information
- remain the same throughout the selection process to ensure consistency of assessment and approach.
- be informed of the time commitment involved.

All appointment panel members must adhere to the principles of merit, fairness and openness and read this guidance to ensure they are familiar with its content prior to starting the appointment process.

The panel's purpose is to challenge and test that the candidate meets the necessary requirements to perform the role. It supports the PCC in making the appointment by:

- helping develop the assessment criteria (0.5 to 1 day)
- undertaking appropriate briefing/assessor training (0.5 to 1 day, depending on the experience of the panel members chosen)
- in collaboration with the PCC, shortlisting applicants against the agreed appointment criteria (1 day – this will depend on the number of applicants)

- in collaboration with the PCC, assessing all shortlisted candidates against the agreed appointment criteria (this will depend on what and how many selection tools are chosen and if the assessment process is delivered across a single or multiple days)
- in collaboration with the PCC, considering which candidates most closely meet the appointment criteria (0.5 to 1 day, depending on the number of candidates assessed).

(The information in brackets outlines the likely time commitment of each task.)

The PCC should take steps to ensure the panel they select has the necessary skills to make fair assessments of candidates and is capable of undertaking the responsibilities listed above.

Independent member's role

HO Circular 013/2018 states that at least one member of the appointment panel should be an independent member. It is important that the independent member is suitably experienced in selection and assessment practices in order so they can determine the extent to which the appointment process is conducted in line with the principles of merit, fairness and openness.

The role requires them to:

- be suitably experienced and competent in assessment and selection practices
- undertake appropriate briefing/assessor training
- be aware and have an understanding of the needs and interests of the recruiting force and local community
- in collaboration with the PCC and other panel members, shortlist and assess applicants against the agreed appointment criteria and consider which candidates most closely meet the appointment criteria
- produce a written report on the appointment process, to be submitted to the PCP at the same time as the name of the preferred appointee, expressly and explicitly addressing the appointment principles of merit, fairness and openness and the extent to which the panel was able to fulfil its purpose (eg, to challenge and test that the candidate meets the necessary requirements to perform the role).

The PCC is encouraged to identify an independent member who has an understanding of local, national and strategic needs and interests, for example:

- magistrates
- chief executives of local authorities
- representatives of community organisations
- local business leaders
- key stakeholders from existing partnership arrangements.

The independent panel member should not be the PCC, a member of the PCC's staff, a PCP member, a member of Parliament or member of European Parliament, local councillor, serving or retired police officer or member of police staff, civil servant, member of the National Assembly for Wales, Northern Ireland Assembly or the Scottish Government, HMICFRS staff, IOPC commissioner/staff or College of Policing staff.

Although the Home Office circular specifies certain roles that are not eligible to be an independent member, this does not preclude those in these roles being part of the appointments process and/or the wider appointment panel in other roles. This involvement would be at the PCC's discretion.

When a PCC appoints an independent member, they should base their decision on who to appoint on the principles of merit, fairness and openness. For instance, the PCC should consider the skills/experience required

and the responsibilities and time commitment involved in being an independent member. When an independent member is appointed, it is important to clearly outline their role and responsibilities throughout the selection process, the purpose of having an independent member in terms of ensuring the appointment is based on the principles of merit, fairness and openness and the time commitment involved.

There are a number of ways a PCC can identify and appoint an independent member:

- Outline the position on the force website.
- Promote the position on public sector job websites, local business groups and at networking events.
- Promote the position with existing partners.
- Discuss the position at stakeholder meetings/boards.

If there is more than one independent member, they should seek to agree a single report for submission to the PCP.

Policing adviser's role

There is no requirement for an individual with professional policing knowledge to act either as a member of the appointments panel or in an advisory capacity during any stage of the appointment process. Should a PCC choose to include such an individual in the process, however, the policing adviser's role is to provide the PCC with professional advice at an appropriate level from a policing perspective. Responsibilities may include one or more of the following in an advisory capacity to be determined by the PCC responsible for the appointment process:

- Provide professional policing advice in developing and designing the appointment process, including the assessment criteria and selection tools.
- Provide professional policing advice on how well each candidate's experience and skills fit with the policing-specific requirements of the role during shortlisting and the appointment process.
- Play an active role (where required) as part of the appointment panel in reviewing the documented procedures and related assessment material, conducting interviews/assessment exercises and making an independent assessment of the candidate's performance against the required criteria.

- Support the PCC during their decision-making process prior to making an appointment.

Role of the chief executive of the Office of the PCC

The role of the chief executive is to support the PCC in undertaking their responsibilities. In supporting the PCC in the appointments process, the chief executive should:

- ensure the principles of merit, fairness and openness are adhered to throughout the design and delivery of the appointment process
- advise and assist the PCC throughout the appointment process
- ensure that the appointment process is properly conducted and in line with responsibilities and requirements outlined in legislation
- ensure appropriate monitoring of the appointment process.

Applicant's role

The applicant's role is to comply with the requirements of the appointment process. They should:

- complete and submit an application within the published deadlines

- ensure that all information requested as part of the application process is accurate and complete
- disclose any record of disciplinary or conduct issues, regardless of whether these are ongoing or concluded
- attend assessment stage(s)
- if successful, participate in the confirmation hearing held by the PCP.

Police and Crime Panel's role

The PCP's role is to review the information and decision submitted by the PCC. The PCP is required to adhere to the guidelines set out in the Police Reform and Social Responsibility Act 2011. In line with this responsibility, it has specific responsibilities within the appointment process as set out in Schedule 8 of the Act. These responsibilities state that the PCP is required to consider recommendations made by the PCC in terms of the appointment. The PCP should satisfy itself that the process was properly conducted and adhered to the principles of merit, fairness and openness and that the preferred candidate meets the requirements of the role by:

- considering the report submitted by the independent member
- reviewing the PCC's proposed appointment
- holding a public confirmation meeting
- making a report to the PCC on the proposed appointment, including a recommendation as to whether or not the candidate should be appointed

- the PCP must produce their report within three weeks of being notified by the PCC of the proposed appointment
- the PCP must ensure that the report is made available to the public.

The PCP can veto the appointment if agreed by at least two thirds of PCP members within three weeks of being notified of the proposed appointment (see guidance on vetoing appointments in [The Appointment](#) section).

1.3.2. Chief constables' roles and responsibilities in appointing assistant chief constables, deputy chief constables and equivalent chief officer ranks in the Metropolitan Police Service

CCs are ultimately responsible for deciding how to design and deliver their appointment process.

Appointments must be made in accordance with Regulation 11 of the Police Regulations 2003 and the relevant parts of the Police Reform and Social Responsibility Act 2011.

Outside London

It is the CC's responsibility to make the decision about which candidate to appoint. In line with the Police Reform and Social Responsibility Act 2011, however, the CC must consult the PCC on any proposed increase in numbers of DCCs or ACCs and may wish to consult on any decrease. Before appointing a DCC or an ACC, the CC is required to consult the PCC on their proposed appointment. The legislation outlining this requirement can be found in [section 39](#) (DCC), and [section 40](#) (ACC) of the Police Reform and Social Responsibility Act 2011.

London

City of London

The appointment of the assistant commissioner of the City of London Police is governed by the City of London Police Act 1839

Metropolitan Police Service

The DC is appointed by Royal Warrant based on the recommendation of the secretary of state. The secretary of state must have regard to any recommendations made by the commissioner and any representations from the Major's Office.

The Commissioner of Police of the Metropolis must consult the Mayor's Office for Policing and Crime before appointing a person as AC or DAC. The legislation outlining this requirement can be found in [section 45](#) (AC) and [section 46](#) (DAC) of the Police Reform and Social Responsibility Act 2011.

There are a series of processes which the CC will need to consider putting in place prior to the decision-making stage. Although the CC may not put all these processes in place personally, they should have oversight and hold responsibility for ensuring these are done.

These processes have been considered in terms of the requirements a CC must undertake and best practice processes, eg, what a CC is advised to consider in order to achieve the principles of merit, fairness and openness.

The table below outlines the chief constables roles and responsibilities in appointing assistant chief constables, deputy chief constables and equivalent chief officer ranks in the Metropolitan Police Service:

Requirements	Good practice
<ul style="list-style-type: none"> Ensure the appointment process is based on the principles of merit, fairness and openness and is in accordance with the public sector equality duty (public sector equality duty). Convene an appointments panel including at least one independent panel member (HO Circular 013/2018). Ensure the vacancy is advertised for no less than three weeks. Ensure a discussion with the PCC is undertaken regarding the proposed appointee prior to confirmation of the appointment. Ensure the appointment process is undertaken in accordance with relevant legislation. <p>Ensure the appointment process adheres to the Equality Act 2010 and the Data Protection Act 2018.</p>	<ul style="list-style-type: none"> Ensure the appointment process considers the Code of Ethics and organisational competencies and values. Agree the content of the advert and where this should be placed. Ensure that the vacancy is publicised widely to all potential applicants. Consider the composition of the chief officer team in terms of existing skills and experience. Take steps to address any gaps in skills and experience that are identified. For further information on this please go to page 39. Ensure those involved in assessing candidates have undertaken appropriate training in selection and assessment practices. Direct the appointment panel to this guidance. Develop an application and assessment process which includes a robust decision-making model. In collaboration with the appointment panel, assess, shortlist and appoint applicants against the agreed assessment criteria. Confirm that the potential appointee's conduct is satisfactory. Submit the independent panel member's report to the PCP and inform them of the preferred candidate. Provide feedback to all candidates.

Appointment panel's role

The CC should convene the appointment panel before any stage of the appointment process takes place (eg, sifting applications). Consideration may be given to having panel members involved in helping to define the requirements of the role.

It is the CC and panel members' responsibility to confirm, prior to shortlisting that no conflict of interest exists between panel members and the applicant pool. Panel members should declare if a conflict does exist and the CC will need to determine whether it is appropriate for them to remain as a member of the appointment panel.

An appointment panel should:

- consist of three to five panel members from a diverse range of backgrounds with experience of selection and assessment, for example:
 - the PCC
 - deputy PCC
 - officers or staff from a suitable rank/level from the appointing or other forces

- professionals from the College of Policing
- senior individuals from private sector organisations
- members of community groups
- local authority leaders
- representatives from existing partnerships
- include an independent member
- be maintained throughout the appointment process to ensure consistency of assessment and approach.
- be made aware of the time commitment involved.

All appointment panel members must adhere to the principles of merit, fairness and openness and read this guidance to ensure they are familiar with its content prior to starting the appointment process.

The panel's purpose is to challenge and test that the candidate meets the necessary requirements to perform the role. It supports the CC in making the appointment by:

- helping develop the assessment criteria (0.5 to 1 day)
- undertaking appropriate briefing/assessor training

(0.5 to 1 day depending on the experience of the panel members chosen)

- in collaboration with the CC, shortlisting applicants against the agreed appointment criteria (1 day – this will depend on the number of applicants)
- in collaboration with the CC, assessing all shortlisted candidates against the agreed appointment criteria (this will depend on what and how many selection tools are chosen and if the assessment process is delivered across a single or multiple days)
- in collaboration with the CC, considering which candidates most closely meet the appointment criteria (0.5 to 1 day, depending on the number of candidates assessed).

(The information in brackets outlines the likely time commitment of each task.)

CCs or the MPS commissioner may also consider including policing advisers where the role contains areas of policing with which they are less familiar.

The CC should take steps to ensure the panel they select has the necessary skills to make fair assessments of candidate and is capable of undertaking the responsibilities listed above.

Independent member's role

HO Circular 013/2018 states that at least one of the appointment panel members should be an independent member. Principles governing the selection of an independent member, the restrictions on appointment and their role in the appointment process outlined in 1.3.1 also apply in this context.

While the independent member in a CC appointment process produces a report for consideration by the PCP, here they should submit this to the PCC at the same time as the CC consults the PCC about the proposed appointee. This report should specifically address the appointment principles of merit, fairness and openness, and the extent to which the panel was able to fulfil its purpose (eg, to challenge and test that the candidate meets the necessary requirements to perform the role).

Applicant's role

The applicant's role is to comply with the requirements of the appointment process. They should:

- complete and submit an application within the published deadlines

- ensure that all information requested as part of the appointment process is accurate and complete
- disclose any record of disciplinary or conduct issues regardless of whether these are ongoing or concluded
- attend assessment stage(s).

PCC's role

In a chief officer appointment process, the PCC is required to review the report submitted by the independent member and engage in a discussion with the CC regarding their proposed appointee.

1.4.1. The Equality Act 2010

Those involved in appointing chief officers must ensure that they comply with provisions of the Equality Act 2010. The Act prohibits discrimination, harassment and other unlawful conduct because of the following protected characteristics:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

The Equality Act 2010 sets out the different ways in which it is unlawful to treat someone, such as direct and indirect discrimination, harassment, victimisation and failing to make a reasonable adjustment for a disabled person.

A key measure in the Equality Act 2010 is **section 149** of the public sector equality duty, which came into force on 5 April 2011 and places a legal duty on public authorities to take account of the need to eliminate unlawful discrimination, harassment and victimisation as well as to promote equal opportunities and encourage good relations between persons who share a relevant

protected characteristic and those who do not. The Police Reform and Social Responsibility Act 2011 amends the Equality Act to make the public-sector equality duty apply to PCCs and MOPAC.

The equality duty has three aims. It requires public bodies to have due regard to the need to:

- **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act
- **advance equality of opportunity** between people who share a protected characteristic and people who do not
- **foster good relations** between people who share a protected characteristic and people who do not.

In order to meet the aims of the equality duty, PCCs and CCs should ensure that:

- they are aware and have an understanding of the requirements of the equality duty
- considerations and mitigations for any concerns arising, can be explored and documented in an equality impact assessment
- they consider the equality duty at every stage of the appointment process from planning to delivery and the final decision-making process – a public body cannot satisfy the equality duty by justifying a decision after it has been taken

- the three aims of the equality duty form an integral part of the decision-making process and are applied with rigour
- they have sufficient information to give proper consideration to the equality duty
- any third parties involved in the appointment process are capable of complying with the equality duty and that they do so in practice (it is a duty that cannot be delegated)
- refer to the Equality Duty in recording the process of consideration (there is no explicit requirement for this but it is good practice to do so)
- a record is kept of how appointment decisions were reached in order for PCCs/CCs to demonstrate that they considered the aims of the equality duty.

Section 159 of the Equality Act 2010 refers to positive action in the context of recruitment and promotion processes. It states that in certain circumstances an employer can treat one candidate more favourably than another if they suffer a disadvantage, or if there is under-representation in certain activities, in connection with a protected characteristic. An employer can treat the candidate more favourably if they are equally qualified to the other candidates. It is recommended that chief officers seek legal guidance before implementing any initiative under section 159.

1.4.2. The Data Protection Act 2018

The individual responsible for the appointment process must be familiar with their responsibilities in relation to the Data Protection Act 2018 (DPA), the General Data Protection Regulation and other associated information laws. The DPA regulates all personal data processing activity.

Information covered by the DPA includes computerised records, health records and manual records. The DPA states that information must be:

- processed fairly, lawfully and in a transparent manner
- collected for specified, explicit and legitimate purposes
- adequate, relevant and not excessive
- accurate and up to date
- retained for no longer than necessary
- processed in a manner that ensures appropriate security.

The DPA entitles individuals to certain **rights** with regard to their personal data, including the right of access and the right to be informed. Candidates who have records kept with their details on are entitled to formal access to those records as well as the reasons why they are being used. In relation to the appointment process, this refers to all notes taken during the process, either in relation to candidates' verbatim comments or notes on appointment decisions.

Data controllers should also be mindful of other DPA considerations such as retention, security and sharing of personal data. Review of ICO guidance and consultation with a data protection officer is recommended.

For further information on the DPA and the GDPR, please click [here](#).

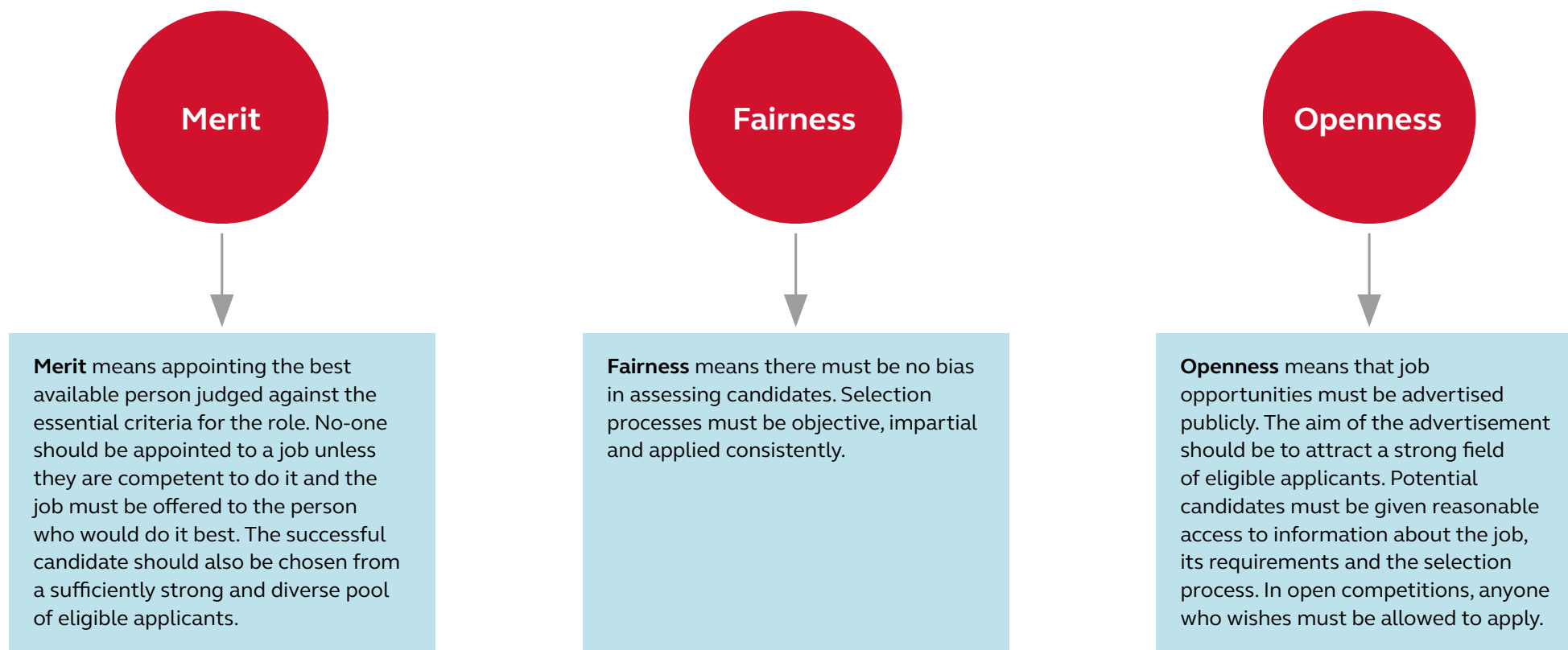
2. Good practice in assessment and selection

PCCs and CCs must adhere to legal requirements relating to appointments they make. In addition to this, there are a number of principles which underpin designing and delivering fair and effective appointment processes which are robust and transparent in response to scrutiny. This section outlines what these principles are and how they can be embedded from the start and throughout an appointment process in order to ensure the right candidate is appointed.

2.1. Merit, fairness and openness

Home Office circular 2018 on the Selection and Appointment of Chief Officers states that those responsible for selecting and assessing chief officers must observe the three principles of merit, fairness and openness.

The definition of these principles outlined below are based on those contained in the **Civil Service Recruitment Principles 2018**.



2.2. The Code of Ethics and values-based recruitment

The **Code of Ethics** outlines the principles and standards of behaviour expected of officers and staff in policing. In order to ensure that the workforce reflects these principles and standards of behaviour, it is important to take steps to embed the **Code of Ethics** in local and national selection and promotion processes. A means of achieving this would be using values-based recruitment (VBR).

Values based recruitment

Values are beliefs which are important to an individual and which guide behaviours and actions. VBR is centred on ensuring that values are considered and assessed at every stage of a selection process, from attraction through to developing an application and assessment process and inducting the appointed candidate into the new organisation.

There are a number of benefits to employing VBR, alongside assessing for competencies, as there is a wealth of research which suggests that assessing and selecting a candidate on the basis of their personal values and the extent to which these fit with the values of the organisation can lead to improved person-organisation fit. In turn, appointing an individual with high person-organisation fit can lead to improvements in:

- perceived organisational support
- trust in managers
- performance
- organisational commitment
- job satisfaction
- co-worker satisfaction
- engagement.

The **first** and **most important** step when introducing values into an appointment process is to clearly define the organisation's values. It is then essential to identify the behaviours that demonstrates these values so they can be measured.

2.3. Competency and Values Framework

The College of Policing has developed a Competency and Values Framework (CVF) which outlines the behaviours associated with effective and ethical performance in the police service. The CVF aims to support officers and staff and provides a consistent foundation on which all local and national selection and promotion processes can be based.

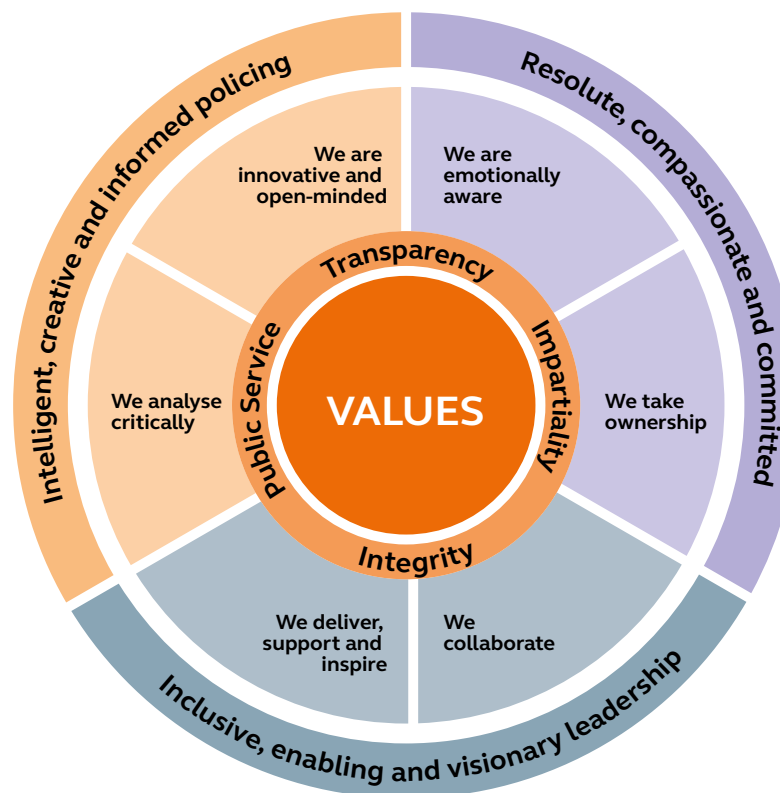


The Competency and Values Framework

The framework consists of six competencies that have been clustered into three groups. Each competency includes a description and a list of behaviours which indicate whether a person is displaying that particular competency. Each competency is split into three levels, which are intended to be used flexibly to allow for a better fit with frontline and non-frontline policing roles, rather than ranks or work levels. The levels are designed to be cumulative, so those working at higher levels should also demonstrate each preceding level's behaviours. The competency levels can broadly be matched to work levels as:

- level 1 – practitioner
- level 2 – supervisor/middle manager
- level 3 – senior manager/executive.

The framework is underpinned by four values. These four values reflect the **Code of Ethics** and represent measurable behaviours. The diagram depicts the College's CVF. View the full framework [here](#).



2.4. Assessment principles

Assessment principles address how an appointment process is designed and delivered and how candidates are assessed and overall grades/results are agreed. The assessment principles outlined here are important as they ensure that the appointment process delivered is fair and effective. These principles also enable PCCs and CCs to have confidence in what they are measuring, that each candidate is being assessed in the same way and that they have transparent and justifiable reasons why the appointed candidate is the right candidate for the position. These principles can also help a PCC/CC ensure that their appointment process adheres to the requirements outlined in the **Equality Act 2010**.

2.4.1. Reliability and validity

The main assessment principles that any appointment process must adhere to in order to fairly compare candidates and confidently select the right person for the role are:

Reliability

Reliability is the extent to which an assessment, delivered in a standardised manner (see 2.4.2) can consistently produce the same result or behaviour. To achieve reliability in an appointment process, it is important to consider:

- **Inter-rater reliability**

The extent to which assessors assess candidates in the same way, use the same framework and method to ensure consistent and fair assessments are made. This can be achieved by assessors benchmarking performance prior to beginning the assessment of candidates, eg, discussing and confirming as an assessor panel what performance looks like at each point of the rating scale. In addition the assessor panel could complete a trial run of the exercise to identify the spread of scores and ensure consistency during the live assessments of candidates

- **Test-retest reliability**

The extent to which the measure itself (interview, media exercise, presentation etc.) can consistently measure the construct (competency or value) it has been designed to measure each time it is delivered.

Validity

The validity of an appointment process is the accuracy of the selection tools used. Do they measure what you think they are measuring? In order for a PCC/CC to ensure that their appointment process is valid, they must first know what it is they want to measure, then choose selection tools that provide the opportunity for candidates to display the evidence they have defined as being required for effective performance in the role. There are many types of validity. PCCs/CCs should consider the following examples when developing their appointment process:

- **Face validity**

The extent to which the assessment looks like it measures what it says it is measuring. Another way of looking at this is: will candidates feel they have been given a realistic opportunity to demonstrate evidence of the construct being measured?

- **Content validity**

The extent to which an assessment measures the different aspects of the specific construct being measured. For example, to what extent is the interview question assessing the competency of 'take ownership' and how much of the candidate's response relates to something else?

- **Predictive validity**

The extent to which an assessment is able to accurately predict the likelihood of future job performance. For example, are those candidates who performed well in the assessment process now performing well in the role?

2.4.2. Standardisation

Standardisation addresses the consistency with which the process itself is delivered and is a key way of achieving reliability. A standardised selection process is one which ensures that:

- all applicants undertake the same assessment in terms of instructions, information provided, preparation materials and environment
- the same assessment criteria are applied consistently across all candidates
- the same decision-making model is applied consistently across all candidates.

2.4.3. Barriers to objective assessment

Steps can be taken to standardise the design and delivery of an appointment process and ensure it is reliable, however, no assessment system is perfect. Human and environmental factors can and do influence the consistency with which assessors apply the assessment criteria and the objectivity of their decision making.

At least twenty barriers to accurate assessment have been highlighted in research literature. Almost all of these exist within everyone to some extent, either conscious or unconscious. The important point, however, is for an assessor is to understand them, to be able to identify when they may be starting to influence decisions and to take steps to remain as objective as possible.

During candidate assessment, assessors listen to and observe a high level of information, causing an increase in demand on their cognitive processes. In order to manage these demands, assessors can begin to rely on short cuts and snap judgements to make decisions regarding a candidate's performance. It is in these circumstances where biases, conscious or unconscious, can begin to affect an assessor's ability to remain objective in their decision making.

The table below provides an overview and definition of some of the most common barriers to accurate assessment:

Unconscious bias	Definition
Expectancy effect	Tendency for assessors to generate either a positive or negative expectation from pre-assessment information (eg, application form, word-of-mouth opinion, appraisal document) and for their evaluation and decisions to follow these expectations.
Confirmatory information	Assessors actively seek information to confirm their initial impressions. This is closely linked to the expectancy effect. Interviewers tend to ask questions designed to elicit information confirming their initial impressions or may ignore evidence which goes against their initial impression.
Similar-to-me effect	Also known as the 'clone syndrome', the similar-to-me effect is where assessors' views are biased in favour of candidates similar to themselves, based on personal characteristics or even based on how they would complete the exercise or the style of presentation they would use. They could then give more favourable ratings to candidates who complete the exercise in a similar way, rather than those who score highly on an objective marking guide.
Fundamental attribution error	The tendency for an assessor to erroneously ascribe or attribute candidate behaviour to facets of their personality, rather than to the actual cause of their behaviour.
Halo/horns effect	Assessors assume that if a candidate scores well or is viewed favourably in a particular exercise/situation, they will also do well throughout and is scored accordingly (halo). Alternatively, candidates who score poorly or are viewed negatively in a particular exercise/situation are assumed to do poorly throughout and are scored accordingly (horns).

Unconscious bias	Definition
Central tendency, leniency and stringency	The assessor gives many applicants similar ratings, rather than using the full rating scale to evaluate differences in performance. It is the assessor's task to highlight the differences using the full extent of the rating scale. Leniency is similar to central tendency but refers to assessors rating every candidate very favourably across all dimensions. Stringency refers to assessors rating every candidate unfavourably across all dimensions.
Fatigue	When assessors become tired, this often results in cognitive overload, where the mental demands of the task outweigh the attention available. When this state occurs, the assessor will intentionally or unintentionally only select what they consider the salient or pertinent points from the candidates' performance, ie, selective attention.
Contrast and quota effects	Contrast effect refers to when the assessor's evaluation of the present candidate's performance is influenced by the quality of previous candidates' performances. Quota effects are seen when candidates are only selected because they are from a group that is under-represented in the organisation, eg, women, people with disabilities or members of minority ethnic groups.
Negative information	Assessors' decisions are influenced significantly more by negative information than by positive information. Assessors can be affected by negative information bias when evaluating candidates' performances in most types of exercise. Sometimes this bias can be so strong that the assessors do not discuss the candidate's positive behaviours at all.
Rushing	The assessment and decision-making processes are rushed in order to meet logistical arrangements, rather than giving each candidate fair consideration. Effort should be made to ensure that sufficient time is set aside to evaluate candidate performance and to discuss each candidate individually in detail about their performance.

2.4.4. Assessment methodology

The approach used to assess candidates must be consistent between candidates and throughout the assessment process, from assessing and shortlisting the written application to the live assessment of candidates' behaviour. A way of avoiding biases and ensuring decisions made remain objective throughout the process is to follow a structured evidence-based assessment method.

The assessment method used must consider each individual stage involved in assessing the evidence a candidate has provided. By breaking down the assessment of candidates and their evidence into individual stages, a transparent audit trail is created which can identify where the evidence has come from and why and how the final decision has been made.

The stages involved in a structured evidence-based assessment method can include:

- understanding the evidence
 - reading (application form) or observing (live assessment, eg, interviews) the evidence a candidate provides in response to the question/task they have been presented with
- reviewing the evidence
 - reviewing the evidence provided in terms of the extent to which it answered the question or task the candidate has been presented with
 - considering whether the evidence provided meets the assessment criteria
- evaluating the evidence
 - considering the quantity and quality of evidence provided in relation to the assessment criteria
 - considering whether the evidence was at the required level and relevant to the question/task presented
 - considering anything the candidate did that detracted from their performance or anything they omitted
 - using a rating scale to determine the mark awarded to a candidate and to ensure that marking across all candidates is standardised
 - making a record of the individual and overall mark awarded to each candidate.

ORCE assessment model

A well-known example of a structured evidence-based method of assessment is the **Observe, Record, Classify and Evaluate (ORCE)** assessment model. The ORCE model is based on research into the role of the assessor and the cognitive processes assessors use that may help or hinder the decisions they make. The ORCE model has four distinct sequential stages of assessment. This is effective in supporting objective decision making as assessors are not required to undertake multiple tasks at once, which requires greater cognitive effort and therefore presents a greater risk of decisions being influenced by unconscious biases.

The four stages of ORCE are:

Observe

Assessors watch and listen to what the candidate says and does. They carry out the Record stage at the same time.

Record

Assessors write down the candidate's response, recording what they say and do. Assessors do not provide any interpretation or link this to a competency or value being assessed.

Classify

Assessors classify the behavioural evidence into the specific competencies or values being assessed. A piece of evidence must only be recorded in one competency/value area.

Evaluate

Assessors consider the quality of evidence provided and whether the candidate did/said anything that detracted from their performance.

Assessors complete each stage independently from any other assessors present and do not discuss the behaviour recorded before they have awarded their independent ratings.

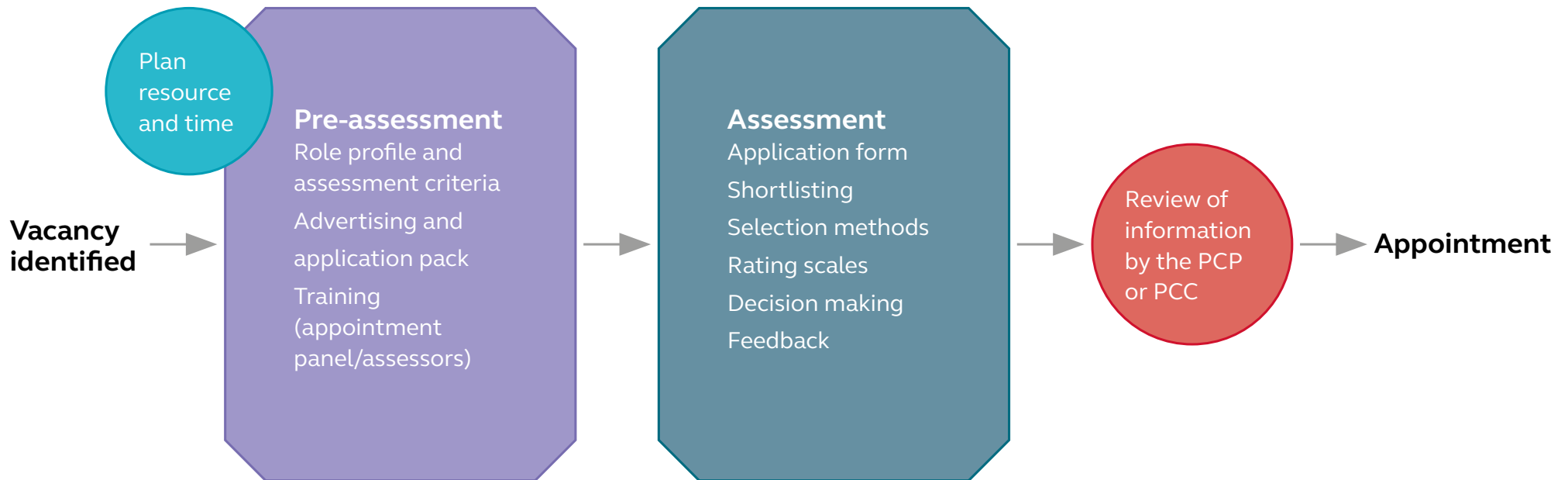
2.5. Key selection stages

The main objective of any appointment process is to identify the right candidate for the position. The content of a process can vary as there are a number of selection techniques that can be used, depending on the needs and interests of the organisation, as well as the competencies and values being assessed.

Planning

In order for a fair and reliable appointment process to develop, sufficient time must be allocated for planning and delivery. Forces should avoid confirming an ideal appointment date and working backwards from this before they have determined what they want their selection process to involve. This is important when you consider that an appointment panel needs to be selected and then all members to be available at the same time to undertake training, attend shortlisting and potentially assess as an interview panel.

The diagram below highlights the key stages of selection considering pre-assessment and assessment activities:



2.5.1. Pre-assessment

Police professional profiles

The College of Policing has engaged with key stakeholders to develop police professional profiles for all ranks (policing roles and policing-specific staff roles). The role profiles define the skills and professional standards, competencies and behaviours required for policing on a national basis. All professional profiles will indicate the required minimum CVF competency level from 1-3.

The role profiles are intended to capture the primary and nationally consistent elements of the specific role. However, the role profiles also provide an opportunity for a PCC/force to define what it is they want from prospective candidates and to reflect the needs and values specific to their organisation. It is therefore expected that the role profile will be used to develop a job description where locally specific requirements can be included. In doing so it is advisable to liaise with key stakeholders such as the PCC (unless it is a CC process), the outgoing chief officer, remaining chief officers, chief executive, officers and staff, local community safety partners, criminal justice bodies and community interest groups to determine what specific or desirable requirements may need to be included and therefore reflected throughout the appointment process.

Assessment criteria

These are the criteria against which candidate assessments will be made and on which applicants will base their evidence of suitability. The assessment criteria detail what is required for effective performance in the role and provide a benchmark for what candidates will be assessed against during the appointment process. The assessment criteria are usually developed from the role profile highlighting the key aspects required.

It is important that the assessment criteria:

- reflects the level of the vacancy
- considers the current and future demands of the force, enabling the appointment process to identify a candidate who meets the short, medium and long-term requirements of the force and community.

Forces should refer to the **CVF** when identifying the assessment criteria to be used in the appointment process. Support is available from the College of Policing to assist forces in doing this, however, forces should also take into consideration the perspective of key stakeholders when developing the assessment criteria. Appendix B outlines a template questionnaire that can be sent to stakeholders as a means of identifying the most important and relevant

competencies or values from the CVF that are to be assessed during the appointment process.

It is **essential** that the recruiting PCC/CC confirms the assessment criteria before progressing with the appointment process.

The relationship between the PCC and CC (and the CC and their chief officers) is important and, while this may be something a PCC/CC considers during the appointment process, it is important that the relationship dynamic does not become part of the assessment criteria. Decisions need to remain objective and be made based only on the evidence a candidate has provided during the appointment process.

2.5.1 Pre-assessment (continued)

When developing a role profile and confirming the assessment criteria the PCC/CC should consider the composition of the chief officer team in terms of the skills and experience that the team already has, and whether there are any specific skills or experiences not currently reflected which a new chief officer could provide.

Force priorities will vary according to local needs however there will be key national issues that should also be considered. The areas suggested below are not a complete list but represent the views of chief officers in a recent survey conducted by the College of Policing. There may be other priorities identified locally by the PCC/CC, or recommended by local and national oversight bodies.

- Countering terrorism.
- Tackling child sexual exploitation and abuse.
- Recruiting and developing a workforce with the skill set required to respond and deal with all future demands (including social and technological change).
- Safeguarding and supporting vulnerable people.
- Tackling domestic abuse.
- Tackling serious and organised crime.
- Tackling sexual violence.
- Tackling cybercrime.
- Understanding and managing physical and psychological health amongst workforce.

Opportunities should be taken to address any skill or experience gaps identified within a chief officer team in relation to these priority areas.

Attraction: advertising

The advert is the first contact between the PCC/CC and the potential applicant pool. It is an opportunity to promote the fairness and transparency of the selection process by ensuring it clearly states what the PCC or CC want (key requirements and eligibility), how they are going to assess for this (selection tools) and why an applicant would want to work for them (promotion of the role, force and community). The advert may include the following information:

- Remuneration, eg, salary and relocation support available.
- Post location.
- Direct force contact name and details.
- Dates outlining the main stages in the selection process, eg, application deadline.
- Key skills and attributes required or information outlining where an applicant can find further information about the role and key requirements (link to the application pack).

Where or how the advert is published also needs to be considered in order to ensure all eligible applicants are aware of the vacancy. In accordance with Police Regulations, the advert must specify the date by which

applications must be made, which should not be less than three weeks after the date of the advert. The advert must be published through a public website or some other form of publication that deals with policing matters. Vacancies for promotion should be advertised nationally, so all potential opportunities within policing are open to the widest pool of eligible candidates.

A PCC/CC may also want to consider promoting their vacancy via:

- the College of Policing website
- police organisations (CPOSA, PSAEW and ChiefsNet, run by the NPCC, which includes a regular newsletter)
- LinkedIn
- the force website
- a vlog post
- another channel of communication.

In order to encourage applications from external candidates, a force may want to consider holding an open day or familiarisation event to promote access to the force and demonstrate the commitment that will be shown to applications received from external candidates.

Attraction: application pack

Forces should develop an application pack which can be sent to the candidate alongside the application form. The application pack should include additional detail regarding the role and is a further opportunity to promote the force and community as a place to live and work. It can also highlight the benefits and experience the successful applicant can expect to gain. The application pack could be developed in partnership with the recruiting force's corporate communications team and may include:

- a letter from the PCC/CC promoting an open and transparent process and expressing an interest in applications from all eligible candidates
- key responsibilities, demands and challenges involved in the role – what portfolio will the new chief officer be undertaking
- priorities and ambitions for the force
- the PCC's Police and Crime Plan
- learning and development opportunities
- organisational values
- full details of salary and benefits, including any relocation support that is offered

- financial information
- details of the location of the post, including information on local schools, houses, activities and other benefits of the region
- details of what the assessment process will involve, eg, timeframes, who will be involved and by when the appointed candidate is likely to be in post
- links to testimonials from current members of the chief officer team and/or comments from members of the public.

Biases can influence an appointment process at various points. The perception of bias, possibly of a candidate who has been 'acting up' in the rank being preferred, needs to be addressed during the pre-assessment stage and through attraction activities. The PCC/CC should take steps to promote to potential applicants that they recognise and value the effort and commitment involved in applying. This could be achieved through engaging with corporate communication teams to develop an attractive advert and application pack, promoting the presence of a neutral adviser on the appointment panel and holding a force open day.

Training the appointment panel (assessor training)

A PCC/CC should ensure that those involved in the appointment process have recently undertaken appropriate briefing/training in selection and assessment practices. Ideally, the appointment panel chosen will also have some prior experience within selection and assessment. If these two criteria are met, then a PCC/CC may decide not include this stage in their appointment process. As each appointment process is likely to assess different criteria and use different selection tools, however, all those involved should participate in a briefing to ensure the reliability and fairness of their appointment process.

Training can be completed in person or remotely. The time required to undertake appropriate training will depend on the assessors' experience. This stage can be provided by HR professionals based in a force or by the College of Policing. Regardless of provider, a first step for those involved in assessing candidates will be to review this guidance. Following that, there are a number of key areas the appointment panel and assessors will need to be briefed on:

- assessment principles
 - merit, fairness and openness
 - standardisation
 - barriers to objective assessment

- assessment methodology
 - overview of the structured assessment method being used to shortlist candidates and assess performance
- assessment criteria and rating scales
 - overview of the assessment criteria – training is an opportunity for the appointment panel to discuss what this criteria means and to confirm consistency in their understanding and application
 - training should involve a discussion with the appointment panel on what effective and ineffective performance looks like for each assessment criteria
 - training should also involve a discussion on the rating scales to be used and the standard required to progress to the next stage of the assessment process
- practicalities and logistics
 - confirm the time commitment required of the appointment panel for the whole process, from shortlisting to identifying the preferred candidate.

2.5.2. Assessment

Application form

The application form is usually a written application, however, forces may want to consider alternative means of beginning their appointment process, such as requesting expressions of interest. The aim of an application form is to obtain information about the candidate relevant to the requirements set out in the role profile, eg, eligibility and assessment criteria. The information gained is then used to determine the extent to which the applicant meets these requirements, to confirm their eligibility for the promotion opportunity and whether they will progress to the next stage of the appointment process.

The application is a further opportunity to reflect the force's values and create greater transparency in the process. To achieve this, it is important to consider the purpose of the questions asked and how the information gained will be used. It is important that unnecessary, intrusive or inappropriate information is not asked for. The application should therefore only include questions relevant to the role requirements and provide the applicant with the opportunity to represent their eligibility, the extent to which they meet the assessment criteria and their experience and skills. A PCC/CC can sometimes request additional

information from applicants, such as previous performance reviews or feedback received from attending the SPNAC and the SCC. Any additional information should be considered carefully in relation to the variety of reporting methods and how up-to-date this information is. Applicants will usually have gained further experience and abilities since completing SPNAC and the SCC and this should be considered when requesting such information, especially if not all applicants are able to produce this information.

Shortlisting

The appointment panel, led by the PCC or CC, should review the application forms against the eligibility requirements and predefined assessment criteria and identify suitable candidates to take forward to the next stage of the assessment process.

The appointment panel should use a structured assessment method to ensure standardisation at the shortlisting stage. For example, ORCE can be applied here. The observe and record stages have already been completed by the candidate, so the appointments panel would begin at the classification stage and identify information recorded on the application form

that is evidence of the assessment criteria. They would then evaluate the quality of the evidence provided using the rating scale discussed during training. Once completed, the appointment panel members should discuss their individual marks and agree on which applicants to shortlist. An example of an individual and overall shortlisting scoring sheet can be found in appendix C and appendix D respectively.

All candidates should be informed of the shortlisting outcome. Applicants who are not shortlisted should be informed as soon as possible and provided with feedback in a timely manner about where they did and did not meet the requirements of the role and any development needs arising from their application.

Timing

The time needed for shortlisting will depend on the number of applicants and how familiar/experienced in selection and assessment members of the appointment panel are. If sufficient time is not allocated to this stage, shortlisting assessments can be rushed. This can lead to biases affecting the objectivity and fairness of decisions.

Selection methods

The selection tools chosen must be able to consistently identify and measure the assessment criteria required for effective performance in the role. This is especially important to consider when the exercise chosen needs to withstand the scrutiny placed on the appointment process by the PCP. In choosing relevant and valid selection tools it is important to consider that they:

- reflect the role profile and assessment criteria
- provide the candidate with an opportunity to demonstrate the competencies and values which have been identified as important for the role
- mirror as much as possible the activities that are critical to the role
- provide new information to the appointment panel in addition to what is known from the written application
- provide all candidates equality of opportunity to perform
- are not vulnerable to subjective bias, eg, informal or social meetings can be vulnerable to subjective biases, making comparisons between candidates unreliable
- allow assessors to differentiate across candidates in terms of performance.

(The **British Psychological Society**: The Design and Delivery of Assessment Centres (2015)).

The table below outlines several selection techniques with a description of what they are and how they can be tailored to assess the specific needs and interests of the role and organisation.

Selection technique	Description
Presentation exercise	Bespoke presentation topics can be developed which relate specifically to current and future challenges/priorities the force is likely to experience, ethical decision making as well as criteria that have been defined as essential to the role and outlined on the advertisement. The topic can also include an ethical dilemma or focus on the rationale for why a decision or action is undertaken, thereby providing an opportunity to assess the extent to which the candidate's values meet those required by the organisation and role.
Structured and semi-structured interviews	A structured interview ensures that all candidates are asked the same questions in the same order, while a semi-structured interview allows for further exploration of a candidate's response by the interview panel. Questions can focus on past and future behaviour, enabling information to be gathered regarding a candidate's current ability and future potential.
Stakeholder panel	This is an opportunity for candidates to interact with stakeholders they will most likely be working with if appointed. The aim or task involved in a panel exercise can be focused on a key issue or challenge the force is experiencing or related to PCC priorities. For example, if there is a concern regarding workforce engagement, then a police officer/staff panel may be appropriate. If the PCC has a priority to develop opportunities for young people, a youth community panel may be beneficial. Additional stakeholder panels may include local authority and community group panels.

Selection technique	Description
Work sample exercises	A work sample exercise is an assessment that reflects the task and role the candidate will actually be performing. A work sample exercise can be an interactive roleplay involving the use of role actors to mirror a real situation a candidate would be likely to work in. Another work sample exercise can have a media focus, with the use of a journalist and set in a studio, as well as being completed as a written task. The advantage of this technique is that an assessment can be made not only of what a candidate would do and how, but also how effectively they communicate this message and how they engage with the media and stakeholders verbally and in written format.
Personality questionnaires	Assessments of personality in a workplace context can be used to determine a candidate's preference to how they approach their work. Assessments can indicate how an individual may respond or manage in a specific situation and environment, as well as how they are likely to communicate or support others in their team. There are several types of personality assessment, so research regarding what each aims to assess is needed to ensure the results gained are worthwhile and provide additional information to the appointments panel. The information gained from a personality questionnaire can be used to inform the interview questions a candidate may be asked. Personality questionnaires should never be used in isolation, however, and should always sit alongside another form of assessment.

2.5.2. Assessment (continued)

It is worthwhile spending time fully considering what selection techniques to use, as they provide a number of beneficial opportunities for the candidate and the organisation to learn more about each other. For instance, when appropriate and effective selection techniques are chosen, benefits can be derived, such as the opportunity to:

- assess and differentiate between candidates and identify the right candidate in terms of competencies, values and person-organisation fit
- further attract a candidate as they learn more about the role and organisation
- assess candidates by what they would actually be doing in the role
- thoroughly assess of the candidate and gain detailed, reliable and relevant information.

The standards set by the **British Psychological Society** in The Design and Delivery of Assessment Centres regarding designing and delivering assessments state that more than one selection tool should be used within a single assessment process.

As noted previously, if the selection tool(s) are confirmed early in the process, then this information should be highlighted in the application pack sent to prospective applicants.

Rating scales

The aim of a rating scale is to provide a means by which a candidate's performance can be evaluated objectively. This creates a consistent, fair, transparent and merit-based means of differentiating between candidate performances.

Each point on the rating scale must differentiate between different levels of performance in order to enable assessors to distinguish between effective and ineffective performance. Rating scales vary on the number of rating points used. Too few points and all of the candidates tend to be rated similarly, with no differentiation possible. With too many rating points, it becomes difficult to meaningfully describe the difference between a rating of '10' and '11' in observable terms. Generally, a rating scale should not exceed a maximum of nine points, but often between five and seven is sufficient to allow for fair and reliable differentiation.

An example of a five-point rating scale has been provided in appendix E. The number of points on the rating scale should remain consistent throughout the

assessment process, however, the definition of each point on the scale should be reviewed and relate to what is being assessed, especially if multiple types of selection tools are used within a single selection process.

Decision making

A PCC/CC needs to confirm the point on the rating scale which distinguishes between a candidate who has met the standard and a candidate who has not met the standard. If multiple selection tools are used, a way of collating the ratings from each assessment into an overall rating will be needed. The PCC/CC and the appointment panel should discuss these two points and confirm them prior to shortlisting.

Once the individual ratings have been discussed and a final mark has been agreed, the appointment panel should be in a position to identify the candidate who most closely meets the requirements of the post.

The decision on who to appoint is ultimately the responsibility of the PCC/CC, however, they must base this decision on the final marks that have been agreed by the appointment panel and all the information that has been gained throughout the appointment process. This is to ensure that the decision made is based on merit as identified by the information gained through a fair and open selection process.

Feedback

Feedback should be provided to all successful and unsuccessful candidates. This can be completed either face-to-face, by telephone or in a written report format. Feedback should be provided in a clear and timely manner within a reasonable timeframe following the conclusion of the selection process. This is an important stage to consider in the selection process, as providing feedback can influence the reputation of the organisation, regardless of whether a candidate was successful or not.

All those involved in the selection process, ie, members of the appointments panel, assessors or stakeholder panel members, must be informed that the observations they have recorded and the feedback/grades they have provided may be discussed directly with the candidate if requested.

The purpose of feedback is to enable the candidate to understand how they performed against the assessment criteria and the selection decision made. Therefore, the content of the feedback must accurately reflect only what a candidate said or did.

3. The appointment

This section outlines the legal processes PCCs and CCs are required to undertake in order to confirm the appointment of their preferred candidate. While there is some overlap between what is required of a PCC and CC, there are also differences and, as such, these processes have been outlined separately.

3.1. PCC – appointing and confirming a new chief constable

In line with **Schedule 8 of the Police Reform and Social Responsibility Act 2011**, the PCC should identify the candidate who most closely meets the role requirements, incorporating the recommendations of the appointment panel members.

The PCC must notify the PCP of:

the name of the person whom the PCC is proposing to appoint (the preferred candidate)
the report completed by the independent member detailing the criteria used to assess the candidate's suitability for the appointment
why the candidate satisfies the assessment criteria
the terms and conditions on which the preferred candidate is to be appointed.
In the event that the PCP vetoes the preferred candidate (see section 3.2), the PCC must notify the PCP of:

- the name of the reserve appointee (the reserve candidate)
- the report completed by the independent member detailing the criteria used to assess the suitability of the candidate for the appointment

- why the reserve candidate satisfies those criteria
- the terms and conditions on which the reserve candidate would be appointed.

Once the PCC has notified the PCP of their preferred candidate, the PCP must review the proposed appointment and hold a confirmation hearing. A confirmation hearing is a meeting of the PCP, held in public, at which the preferred candidate is requested to appear for the purpose of answering questions relating to the appointment from members of the PCP.

The candidate does not need to attend in person, but can participate in the proceedings by any means that enable the person to hear and be heard in those proceedings as they happen.

After the confirmation hearing, the PCP must make a report to the PCC on the proposed appointment which includes a recommendation as to whether or not the candidate should be appointed. This report must be submitted to the PCC within a three-week period from the date the PCP receives notification from the PCC of the proposed appointment. The PCP is required to publish its report.

3.2. Veto the appointment of a chief constable

There is no statutory list of reasons why the PCP may veto the appointment of a CC, however, the requirements and process that must be followed are set out in the Police and Crime Panels (**Precepts and Chief Constable Appointments Regulations 2012 Part 3 Regulations 9 and 10.**)

Vetoing the appointment of a CC can only occur when the following two criteria apply:

- at least two thirds of the PCP at the time the decision is made must vote to veto the appointment
- the power of veto only applies during the period of three weeks, beginning with the day on which the PCP receives notification from the PCC of the proposed appointment.

The stages and actions involved should the PCP veto the PCC's preferred candidate are:

- the PCP must include in their report a statement explaining that the preferred candidate has been vetoed and the PCC cannot appoint the candidate
- the PCC is then required to inform the PCP of their reserve candidate (see 3.1 above)

- the PCP must then undertake a further confirmation hearing to consider the PCC's proposed reserve candidate – the same process for considering this candidate and reporting to the PCC applies in these instances
- the subsequent report produced by the PCP should include a recommendation as to whether or not the candidate should be appointed – the PCP is required to publish this report
- the PCP has no power to veto the reserve candidate and the PCC can appoint them, regardless of the recommendation.

The PCP's power to veto a candidate only applies to one particular appointment process. Therefore, should the same candidate apply again for a subsequent position, this would be a fresh appointment process and, if the PCC put forward the same candidate again, the PCP would have the option to deploy their veto again, if that was their decision.

Once the appointment and confirmation is finalised, the PCC should publicise the details.

3.3. Chief constable – appointing chief officers

The CC should identify the candidate who most closely meets the agreed assessment criteria, incorporating the recommendations of the appointments panel. In line with the Police Reform and Social Responsibility Act 2011, the CC must consult the PCC regarding the proposed appointment.

The relationship between the PCC and CC is collaborative and where differences in opinion occur regarding the proposed chief officer appointment these should be discussed and resolved locally between the PCC and CC. Professional advice may be offered by HMICFRS. However the CC is ultimately responsible for the appointment of chief officers and the PCC does not have the power to veto the candidate the chief constable proposes. The guidance for this is set out in the Policing Protocol Order 2011.

3.4. Exercising the functions of a chief constable

Outside London

Section 41 of the Police Reform and Social Responsibility Act 2011 provides:

- a DCC may exercise or perform any or all of the functions of the CC during any period when the CC is unable to exercise functions, or at any time with the consent of the CC
- the CC must designate an ACC to exercise the functions of the CC, in circumstances where the CC and DCC are unable to do so

There may be circumstances in which these provisions cannot be applied; in these instances it is advised that further advice and guidance is sought from the College of Policing and the Home Office.

London

City of London Police

Please refer to the City of London Police Act 1839 regarding exercising the functions of the commissioner of the City of London Police.

Metropolitan Police Service

Section 44 and **section 45** of the Police Reform and Social Responsibility Act 2011 provides:

- the DC may exercise any or all of the powers and duties of the Commissioner during any absence, incapacity, suspension or vacancy, or with consent, of the Commissioner. Any period exceeding three months will require the consent of the Home Secretary.
- an AC may exercise any of the powers and duties of the Commissioner with the consent of the Commissioner. The Commissioner should give this consent to an AC as part of routine MPS leadership contingency planning.

Guidance on temporary DCC and ACC appointments

There is no requirement for an individual to have satisfactorily completed Senior PNAC or the SCC before being temporarily promoted or otherwise required to perform the duties at a rank higher than that of Chief Superintendent, but below that of CC. There are also no similar provisions in legislation on the exercising of functions at DCC or ACC level.

In cases where it may be operationally appropriate (e.g. due to a DCC exercising the functions of a CC) to temporarily promote an individual to a DCC or ACC position forces should be fairly and openly selecting appropriately qualified individuals from the widest possible talent pool.

Therefore, although temporary appointments may sometimes be required, the substantive position should be made subject to open competition at the earliest opportunity.

4. Post-appointment

The College of Policing is responsible for supporting the development of its members and, in view of this, has introduced the **PEQF** as a means of providing officers and staff at all ranks the opportunity to gain academic recognition for their skills, police training and practical experience. This section considers the immediate and long-term post-appointment activities that can be undertaken to promote and support the ongoing professional and personal development of chief officers in the UK police service.

4.1. Overview

With regards to a newly appointed chief officer, the PCC/CC can begin promoting professional development immediately by engaging with key post-appointment activities such as providing a formal induction program and planning continuing professional development (CPD) activities. The aim of this section is not to suggest a one size fits all approach to induction and CPD. Every force should take the lead in designing and delivering the post-appointment activities that reflect the challenges and needs of their force and community.

The purpose of undertaking post-appointment activities is to provide the newly appointed chief officer with early and ongoing support, guidance and learning required to embed them into their new role, force and region. This will also help officers and staff identify what learning and training they have completed that can be accredited and contribute to progress in the PEQF.

The College of Policing has developed a standardised national framework for the accreditation of prior learning gained from experience and training thereby providing a minimum credit level and value for specific skills and training. The Recognition of Prior Experience and Learning (RPL) process is a way of recognising the learning an individual has gained through skills and experience and helping them to access academic qualifications. The process could be used by forces and individuals. Further information on how to use RPL can be found on the [College of Policing website](#).

There are a variety of ways a PCC/CC can promote ongoing learning and development. For the purpose of this guidance, however, a focus has been given to planning induction and CPD activities. This is because induction planning should happen immediately following appointment and may be something a PCC/CC could consider when designing and delivering their selection process.

4.2. Induction planning

An induction process ensures that any appointee is able to successfully engage with the team and force and effectively fulfil the role requirements. There are benefits to this for employer and employee. For the employer, an effective induction may help improve the organisation-person fit and productivity. For the employee, an effective induction is likely to assist in developing new working relationships and clearly define their role and responsibilities, allowing a new chief officer to reach their full potential in their new position.

An induction programme should focus on the role, force and local region and could include:

- a clear outline of the job role, core responsibilities and an explanation of force specific policies and strategies
- organisational overview outlining to the new chief officer where they fit in the existing chief officer team and wider force, as well as informing them of how they and their role are expected to align with the organisation's strategies and goals – this could be achieved through one-to-one meetings with senior colleagues and group meetings with the teams they will be leading
- meeting officers from current force collaborations
- meeting external/local stakeholders such as fire and ambulance service representatives, community group leaders, local politicians and government officials
- an awareness of learning and development opportunities available in the organisation and how to access these
- engaging with a learning and development or HR professional to begin creating a personalised development plan – the PCC or CC should be involved in the initial development and undertake regular reviews to ensure that appropriate time and opportunity has been given to the new chief officer
- an understanding of the organisation's culture and values – this would need to consider an outline of how the culture and values were developed and if/how they are to develop, how these are promoted throughout the organisation.

4.3. Continuing professional development

The College of Policing defines CPD as ‘a range of learning activities through which you can maintain or enhance your capacity to practice legally, safely, ethically and effectively’.

The College has developed a CPD model and toolkit which aim to support everyone in policing in making the best possible decisions and gaining recognition for their skills and knowledge so that they can provide the best service to the public. While this section focusses on CPD, there are multiple ways in which a chief officer can engage with professional development throughout their career. Further information outlining how to plan, manage and review professional development throughout an individual’s career is available on the [College of Policing website](#).

Newly appointed chief officers must understand the importance of their part in promoting CPD by acting as a role model for the rest of the force. This can start with an initial CPD planning session to identify their personal and professional goals and consider how these can support delivering force objectives. The newly appointed chief officer should also be made aware of and provided with the opportunity to engage with the following activities throughout their appointment:

- e-learning
- placement and secondments opportunities
- input from senior police leaders
- peer reviews
- building effective collaborations
- attendance at formal training courses and conferences
- 360 feedback.

During the initial CPD planning meeting, additional queries should be discussed and confirmed, including:

- how an officer’s CPD will be monitored and by who
- how their achievements and progress will be advertised to the wider force
- how the newly appointed chief officer will engage the teams they are leading in similar CPD and professional development activities during their appointment.

The College has also developed a toolkit of resources including CPD recording tools, case studies and research. A newly appointed chief officer should have access to this information in order to effectively monitor and build on CPD activity undertaken throughout their appointment. This toolkit and further information and guidance relating specifically to CPD for chief officers can be found on the [College of Policing website](#).

4.4. Overseas appointments

If an applicant from an approved overseas force and rank is appointed to the position of CC in a UK police force, this would be on the basis that they have the relevant experience and competence to perform at the rank. There is learning specific to UK policing, however, that an overseas candidate may be required to undertake – what specific learning is required is likely to vary between candidates.

The PCC is required to ensure that a tailored development plan is established to support an overseas CC during the initial stages of their appointment. A development plan should be confirmed prior to the appointee taking up the position as CC.

The College is currently undertaking work to identify the knowledge and learning specific to UK policing which will inform the content of the development plan, should an overseas applicant be appointed as CC in a UK police force. An amendment to this guidance will be made once the learning specific to UK policing has been confirmed.

4.5. Home Office post-service standards

The standards outlined below are to be considered for inclusion when appointing a chief officer and recruiting PCCs/CCs may wish to discuss them with a new appointee to ensure all aspects of the appointment process are open and transparent to all those involved.

The Home Office has provided the following background and advice regarding the post-service standards currently being developed:

“Lord Leveson’s Report into the ‘Culture, Practices and Ethics of the Press recommended that consideration be given to whether limits should be placed upon the nature of any employment of chief officers within or by the media post-service (Recommendation 80).

In response to a request from the Minister for Policing, the National Police Chiefs Council (NPCC),

the Chief Police Officers Staff Association (CPOSA), the Association of Police and Crime Commissioners (APPC) and the Association of Policing and Crime Chief Executives (APACE) have worked with Home Office officials to develop and consult on a new system for approving any post-service employment for chief officers, which is akin to the Business Appointment Rules used by the Civil Service. The new system supports integrity and transparency, by capturing information on all post-service employment taken up by chief officers, within 12 months of them leaving the force. When former chief officers make a notification of post-service employment, the PCC (in the case of chief constables) or chief constable (for other chief officer ranks) will make a recommendation on whether the proposed employment is suitable and whether any conditions should be attached.”

Guidance on chief officers’ post employment standards can be found [here](#)

Appendix A – Approved overseas police forces and ranks

Approved overseas police force	Approved ranks
Australia	
Australian Federal Police	Commissioner Deputy Commissioner Assistant Commissioner
New South Wales Police	Commissioner Deputy Commissioner Senior Assistant Commissioner Assistant Commissioner
Northern Territory Police	Commissioner Deputy Commissioner Assistant Commissioner
Queensland Police	Commissioner Deputy Commissioner Assistant Commissioner
South Australia Police	Commissioner Deputy Commissioner Assistant Commissioner

Approved overseas police force	Approved ranks
Tasmania Police	Commissioner Deputy Commissioner Assistant Commissioner
Victoria Police	Chief Commissioner Deputy Commissioner Assistant Commissioner
Western Australia Police	Commissioner Deputy Commissioner Assistant Commissioner
Canada	
Royal Canadian Mounted Police	Commissioner Deputy Commissioner Assistant Commissioner
Ontario Provincial Police Force	Commissioner Deputy Commissioner
Calgary Police	Chief of Police Deputy Chief
Durham Regional Police	Chief of Police Deputy Chief
Edmonton Police	Chief of Police Deputy Chief

Approved overseas police force	Approved ranks
Hamilton Police	Chief of Police Deputy Chief
Ottawa Police	Chief of Police Deputy Chief
Peel Regional Police	Chief of Police Deputy Chief
Toronto Police	Chief of Police Deputy Chief
Vancouver Police	Chief Constable Deputy Chief Constable
Winnipeg Police	Chief of Police Deputy Chief
Waterloo Regional Police	Chief of Police Deputy Chief
York Regional Police	Chief of Police Deputy Chief
New Zealand	
New Zealand Police	Commissioner Deputy Commissioner Assistant Commissioner

Approved overseas police force	Approved ranks
United States of America (USA) – USA State Police	
Alabama Dept. of Public Safety	Colonel/Director Lieutenant Colonel/Assistant Director
Arizona Dept. of Public Safety	Colonel/Director Lieutenant Colonel/Deputy Director/Lieutenant Colonel/Assistant Director.
California Highway Patrol	Commissioner Deputy Commissioner Assistant Commissioner
Connecticut State Police	Colonel/Commander Lieutenant Colonel.
Florida Highway Patrol	Colonel Lieutenant Colonel/Deputy Superintendent.
Georgia Dept. of Public Safety	Colonel/Commissioner Lieutenant Colonel/Deputy Commissioner.
Illinois State Police	Director First Deputy Director Colonel
Indiana State Police	Superintendent Colonel Lieutenant Colonel

Approved overseas police force	Approved ranks
Kentucky State Police	Colonel/Commissioner Lieutenant Colonel/Deputy Commissioner
Maryland State Police	Colonel/Superintendent Lieutenant Colonel
Massachusetts State Police	Colonel/Superintendent Lieutenant Colonel/Deputy Superintendent.
Michigan State Police	Colonel/Director Lieutenant Colonel
Missouri State Highway Patrol	Colonel/Superintendent Lieutenant Colonel / Assistant Superintendent
New Jersey State Police	Colonel/Superintendent Lieutenant Colonel
New York State Police	Superintendent First Deputy Deputy Superintendent/Colonel Assistant Deputy Superintendent/ Lieutenant Colonel
North Carolina State Highway Patrol	Colonel Lieutenant Colonel
Ohio State Highway Patrol	Commissioner Assistant Commissioner

Approved overseas police force	Approved ranks
Oklahoma Dept. of Public Safety	Colonel/Commissioner Lieutenant Colonel/Deputy Commissioner
Pennsylvania State Police	Colonel/Commander Lieutenant Colonel
South Carolina Highway Patrol	Commissioner Deputy/Assistant Commissioner Colonel of Tennessee Highway Patrol, Lieutenant Colonel
Tennessee Dept. of Safety	Colonel/Director Lieutenant Colonel/Dep Director Assistant Director
Texas Department of Public Safety	Colonel/Superintendent Lieutenant Colonel/Deputy Superintendent.
Virginia State Police	Colonel/Superintendent Lieutenant Colonel/Deputy Superintendent.
Washington State	Patrol Chief Deputy Chief Assistant Chief
USA Local Police	
Albuquerque Police Department (NM)	Chief of Police Deputy Chief

Approved overseas police force	Approved ranks
Atlanta Police Department (GA)	Chief of Police, Deputy Chief
Austin Police Department (TX)	Police Chief Assistant Chief
Baltimore County Police Department (MD)	Chief of Police Colonel
Baltimore Police Department (MD)	Police Commissioner Deputy Police Commissioner Colonel
Birmingham Police Department (AL)	Chief of Police Deputy Chief
Boston Police Department (MA)	Commissioner Superintendent in Chief Superintendent
Buffalo Police Department (NY)	Chief of Police Deputy Chief
Charlotte - Mecklenburg Police Department (NC)	Chief of Police Deputy Chief
Chicago Police Department (IL)	Superintendent First Deputy Superintendent Chief (Assistant Superintendent) Deputy Chief

Approved overseas police force	Approved ranks
Cincinnati Police Department (OH)	Police Chief Executive Assistant Chief Assistant Chief (Lieutenant Colonel)
Cleveland Police Department (OH)	Chief Deputy Chief
Columbus Police Department (OH)	Chief of Police Deputy Chief
Dallas Police Department (TX)	Chief of Police First Assistant Chief of Police Assistant Chief Deputy Chief
DeKalb County Police Department (GA)	Chief Deputy Chief Assistant Chief
Denver Police Department (CO)	Chief of Police Deputy Chief
Detroit Police Department (MI)	Chief of Police Assistant Chief Deputy Chief
El Paso Police Department (TX)	Chief Assistant Chief

Approved overseas police force	Approved ranks
Fairfax County Police Department (VA)	Chief of Police Deputy Chief of Police
Fresno Police Department (CA)	Chief of Police Deputy Chief
Fort Worth Police Department (TX)	Chief of Police Assistant Chief Deputy Chief
Honolulu Police Department (HI)	Chief of Police Deputy Chief Assistant Chief
Houston Police Department (TX)	Chief Executive Assistant Chief Assistant Chief
Indianapolis Metropolitan Police Department (IN)	Chief of Police Assistant Chief Deputy Chief
Jersey City Police Department (NJ)	Chief of Police Deputy Chief
Kansas City Police Department (MO)	Chief of Police Deputy Chief

Approved overseas police force	Approved ranks
Las Vegas Metropolitan Police Department (NV)	Sheriff Under Sheriff Assistant Sheriff
Long Beach Police Department (CA)	Chief Assistant Chief Deputy Chief
Los Angeles Police Department (CA)	Chief of Police Assistant Chief (Police Deputy Chief II) Deputy Chief I
Louisville Metropolitan Police Department (KY)	Chief of Police Deputy Chief of Police Assistant Chief of Police
Memphis Police Department (TN)	Director Deputy Director Deputy Chief
Mesa Police Department (AZ)	Chief Assistant Chief Deputy Chief
Miami-Dade County Police Department (FL)	Director/Sheriff Assistant Director

Approved overseas police force	Approved ranks
Miami Police Department (FL)	Chief of Police Deputy Chief of Police Assistant Chief of Police
Milwaukee Police Department (WI)	Chief of Police Assistant Chief of Police
Minneapolis Police Department (MN)	Chief of Police Assistant Chief Deputy Chief
Montgomery County Police Department (MD)	Chief of Police Assistant Chief of Police
Nashville Metro Police Department (TN)	Chief of Police Deputy Chief
Nassau County Police Department (NY)	Police Commissioner Deputy Commissioner Assistant Commissioner Chief of Department
Newark Police Department (NJ)	Police Director Chief of Police Deputy Director Deputy Chief

Approved overseas police force	Approved ranks
New York City Police Department (NY)	Police Commissioner First Deputy Commissioner Deputy Commissioner Chief of Department
Norfolk Police Department (VA)	Chief Senior Assistant Chief Assistant Chief
Oakland Police Department (CA)	Chief of Police Assistant Chief of Police Deputy Chief
Oklahoma City Police Department (OK)	Chief of Police Deputy Chief
Orlando Police Department (FL)	Chief of Police Deputy Chief of Police
Philadelphia Police Department (PA)	Commissioner First Deputy Commissioner Deputy Commissioner
Phoenix Police Department (AZ)	Chief of Police Executive Assistant Chief Assistant Chief

Approved overseas police force	Approved ranks
Pittsburgh Police Department (PA)	Chief of Department Deputy Chief Assistant Chief
Portland Police Bureau (OR)	Chief of Police Assistant Chief
Prince George's County Police Department (MD)	Chief of Police Assistant Chief of Police Deputy Chief
Richmond Police Department (VA)	Chief of Police Deputy Chief
San Antonio Police Department (TX)	Chief of Police Assistant Chief Deputy Chief
San Diego Police Department (CA)	Chief Executive Assistant Chief Assistant Chief
San Francisco Police Department (CA)	Chief Deputy Chief
San Jose Police Department (CA)	Chief of Police Assistant Chief of Police Deputy Chief

Approved overseas police force	Approved ranks
Seattle Police Department (WA)	Chief of Police Deputy Chief Assistant Chief
St. Louis County Police Department (MO)	Chief of Police Deputy Chief
St. Louis Metropolitan Police Department (MO)	Chief of Police Lieutenant Colonel
Suffolk County Police Department (NY)	Police Commissioner Chief of Department
Tampa Police Department (FL)	Chief of Police, Assistant Chief
Tucson Police Department (AZ)	Chief of Police Deputy Chief Assistant Chief
Tulsa Police Department (OK)	Chief of Police Deputy Chief
Virginia Beach Police Department (VA)	Chief of Police Deputy Chief
Washington Metropolitan Police Department (DC)	Chief of Police Assistant Chief

Approved overseas police force	Approved ranks
USA Sheriff's Offices	
Alameda County (CA)	Sheriff Under Sheriff Assistant Sheriff
Broward County (FL)	Sheriff Under Sheriff
Cook County (IL)	Sheriff/Chief of Police First Deputy Chief Deputy Chief
Harris County (TX)	Sheriff Chief Deputy
Hillsborough County (FL)	Sheriff Chief Deputy
Jacksonville-Duval County (FL)	Sheriff Under Sheriff Director
Los Angeles County (CA)	Sheriff Under Sheriff Assistant Sheriff

Approved overseas police force	Approved ranks
Maricopa County (AZ)	Sheriff Deputy Chief Chief Deputy
Oakland County (MI)	Sheriff Under Sheriff
Orange County (CA)	Sheriff Under Sheriff Assistant Sheriff
Orange County (FL)	Sheriff Under Sheriff Chief Deputy
Palm Beach County (FL)	Sheriff Chief Deputy
Pinellas County (FL)	Sheriff Chief Deputy
Riverside County (CA)	Sheriff Under Sheriff Assistant Sheriff
Sacramento County (CA)	Sheriff Under Sheriff Chief Deputy

Approved overseas police force	Approved ranks
San Bernardino County (CA)	Sheriff Under Sheriff Assistant Sheriff
San Diego County (CA)	Sheriff Under Sheriff Assistant Sheriff
San Francisco (CA)	Sheriff Under Sheriff Assistant Sheriff
Ventura County (CA)	Sheriff Assistant Sheriff
Wayne County (MI)	Sheriff Under Sheriff

Appendix B – Assessment criteria questionnaire

When developing the role profile and assessment criteria, it is preferable to meet with subject matter experts and stakeholders in person. An alternative, however, is to use a questionnaire that can be completed independently and returned for consideration. This template provides an explanation of the benefits and aims of undertaking this type of activity and considers the content/design of the questionnaire. PCCs and CCs are encouraged to consider questions relevant to their force and role when developing their own questionnaire. The questionnaire can also be used as an introductory task when meeting with stakeholders face-to-face.

Aims and benefits (this explanation can be used as an introduction to the questionnaire when forwarded to the relevant subject matter experts and stakeholders) In order to develop a selection process that accurately reflects local needs and priorities and can identify the right candidate for the promotion, it is essential to thoroughly research the role.

The aim of this questionnaire is to enable all stakeholders to have an input into the selection process and to assist in prioritising the skills, competencies and values that are more and less critical for effective performance in this particular chief officer vacancy. The information gained will be used to develop the assessment criteria but can also contribute to the development of a role profile as responses will be analysed to identify the common and unique tasks and responsibilities a chief officer is expected to undertake. In addition, the information gained can also be used to inform the development of assessment materials that accurately reflect what the successful candidate will be doing in the role.

Design

The questionnaire should consider the competencies, values, experience and responsibilities of a chief officer. Respondents can then be asked to rate each of these in terms of importance and frequency to identify what are the essential requirements. Examples of these rating scales are:

Importance

Very important	Important	Neither	Unimportant	Very unimportant
5	4	3	2	1

Frequency

Very frequent	Frequent	Neither frequent nor infrequent	Infrequent	Very infrequent
5	4	3	2	1

An example of a question considering the importance and frequency of the competencies and values identified in the CVF is:

You will require a copy of the Competency and Values Framework to refer to when completing the next two sections. You should read the full definitions of each competency and value before rating them in terms of their importance and the frequency with which they will be required in the role:

Competencies	Importance	Frequency
Emotionally aware		
Take ownership		
Collaborative		
Deliver, support, inspire		
Analyse critically		
Innovative and open-minded		

Values	Importance	Frequency
Impartiality		
Integrity		
Public service		
Transparency		

Learning and professional development	Importance	Frequency
Lead on learning and development for the organisation across all levels/ranks		
Create a culture of empowerment and motivation to support staff in achieving their full potential and organisational goals.		

The following are example questions only that consider possible activities and skills likely to be required of a chief officer. A force is encouraged to amend these questions to reflect their specific organisational needs, challenges and priorities:

Strategic objectives	Importance	Frequency
Delivering financial savings		
Managing rapid and ongoing change programmes		
Sustaining collaborations and identifying opportunities for new partnerships		

Leadership	Importance	Frequency
Communicating a clear strategic direction for the organisation		
Setting the standards and values of the organisation		
Developing and motivating the chief officer team		
Developing wellbeing initiatives		
Engaging in coaching and mentoring		
Overview of recruitment and promotion processes		

Appendix C – Shortlisting – individual scoring sheet

You should complete this stage independently from other assessors present. You should read the candidate's application form and, using the assessment method and rating scale applied, award a rating against each assessment criterion. Then, in view of this evidence, make a recommendation regarding each candidate's eligibility to progress in the selection process.

Assessor name:						Date:		
Candidate name	Application form – questions marks					Overall score	Recommended	Comments
	1	2	3	4	5			

Appendix D – Shortlisting panel agreed scores

This should be completed as the appointment panel members are discussing their individual ratings to record the agreed ratings and decisions reached. This creates a clear audit of all the ratings and decisions made and how the final decision has been reached.

Panel's agreed rating								
Candidate name	Application form – questions agreed marks					Overall agreed score	Panel's agreed final recommendation – progress to assessment (yes/no)	
	1	2	3	4	5			

Appendix E – Rating scale

The example below is a five-point rating scale. PCCs/CCs should consider the number of points to include on a rating scale in view of their assessment criteria and the activity the scale will be used to assess. Using a standardised rating scale enables transparent and consistent assessment of all candidates throughout a selection process.

Rating	Definition
1	Exceptional The candidate has provided substantial evidence that directly relates to the criteria being assessed. The evidence clearly explains their role and what they did in relation to the questions asked/aim of the task.
2	Very high The candidate has provided evidence that relates to the criteria being assessed. The evidence explains their role and what they did in relation to the questions asked/aim of the task.
3	High The candidate has provided evidence that mostly relates to the criteria being assessed. In the main the evidence explains their role and what they did in relation to some of the questions asked/they have met some of the aims of the task.
4	Medium The candidate has provided acceptable evidence that relates to some of the criteria being assessed. The evidence may explain their role and what they did in relation to some of the questions asked/aim of the task, but this may not be clear.
5	Low The candidate has provided little or no evidence that relates to the criteria being assessed. The evidence does not clearly explain their role and what they did in relation to the questions asked/aim of the task.

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