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Date: 16.12.2013

Dear Member

KENT AND MEDWAY POLICE AND CRIME PANEL - FRIDAY, 20 DECEMBER 2013

I am now able to enclose, for consideration at next Friday, 20 December 2013 meeting of the Kent and Medway Police and Crime Panel, the following reports that were unavailable when the agenda was printed.

Agenda No	Item
B1	<u>Commissioner's Decisions</u> (Pages 3 - 4)
C1	<u>Confirmation Hearing for the Commissioner's Proposed Chief Constable</u> (Pages 5 - 76)

Yours sincerely

A handwritten signature in black ink, appearing to read 'Peter Sass', is written over a light blue horizontal line.

Peter Sass
Head of Democratic Services

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Commissioner's Key Decision – November 2013

Decision:

Further funding has been provided to the Special Constabulary, which is in addition to the amount shown in October's decisions. In total, £250,000 additional funding has been awarded to the Special Constabulary.

Justification:

This funding has been awarded to support the recruitment and training of new special constables and supports delivery against the Police & Crime Plan priority of ensuring visible community policing.

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From: Ann Barnes, Kent Police and Crime Commissioner
 To: Kent and Medway Police and Crime Panel
 Subject: Appointment of Chief Constable

Summary:

This paper provides information on the proposed appointment of a new Chief Constable by the Kent Police and Crime Commissioner. It details the appointment process, information on the nature of the role and details of the nominated candidate.

Background:

1. The Police and Crime Panel has a statutory duty, under the Police Reform and Social Responsibility Act (the Act) to hold a confirmation hearing for the appointment of the Chief Constable.
2. Schedule 8 of the Act, states that the Commissioner must notify the Police and Crime Panel of her proposed appointment of a Chief Constable, and include the following information in the notification:
 - a. The name of the person the Commissioner is proposing to appoint
 - b. The criteria used to assess the suitability of the candidate
 - c. Why the candidate satisfies these criteria
 - d. The terms and conditions upon which the candidate is to be appointed
3. The purpose of the confirmation hearing is to enable the Police and Crime Panel to review the proposed appointment and to make recommendations on the proposed appointment. The Police and Crime Panel has the power to veto the appointment and if this should take place the Commissioner must not appoint the candidate as Chief Constable.
4. Following the confirmation hearing, and where no veto takes place, the Panel must make a report to the Commissioner, including recommendations on the appointment. The Commissioner may accept or reject any recommendations made.

Introduction:

5. This paper provides information on the recruitment process for the Chief Constable. It details the nature of the intended role and the conditions upon which the successful candidate is to be appointed.
6. The following criteria here was used to assess the suitability of candidates, and this paper also details how the successful candidate satisfies these criteria.
 - Serving the Public
 - Leading Strategic Change
 - Managing performance
 - Leading the workforce
 - Delivering Value for Money
 - Effective communication
 - Decision Making
 - Professionalism

7. The nominated candidate will attend the Confirmation hearing on 20 December 2013 to answer questions raised by the Police and Crime Panel members. The offer of employment made to the successful candidate will remain conditional until the Panel provide an initial decision on the appointment at the Confirmation Hearing.

Appointment of Chief Constable:

8. Under the Act, Police and Crime Commissioners are required to appoint '*the chief constable of the police force*'(38, (1)).
9. The Chief Constable post for the Kent Police was advertised late October 2013, with a closing date of Monday 18 November 2013. The job advert was posted on the Commissioner's website, Association of Police and Crime Commissioners (APCC) website and all substantive Deputy Chief Constables serving in England and Wales and equivalent ranks within the Metropolitan Police were informed of the vacancy in writing. A copy of the job advert is attached as Appendix B.
10. The post is for a contract period of 5 years, with a salary of £151,215, as determined by the Secretary of State. Allowances will be paid in line with Regulations and Determinations and Superannuation contributions will be deducted at the rate specified in the Police Pension Regulations. The job description for the role is attached at Appendix C.

Appointment Process:

11. The appointment process for the Chief Constable position was conducted with the support of professional HR advice from Kent Police. The recruitment process was comprehensive, fair and based on merit. The Police and Crime Panel was to send a representative to observe the process invited the Commissioner. The Chair of the Panel, Councillor Hill OBE acted as an independent observer. During decision making Cllr Hill OBE left the room to ensure independence was maintained.
12. The response to the Chief Constable advert was positive, with all applicants shortlisted and invited to interview. An overview of the shortlisting process can be found in paragraph 17 and in appendix E and F of the Independent Member Report (IMR) also circulated to the Panel.
13. Prior to interviews, a briefing day was held for short listed candidates on 4 December 2013. This briefing event consisted of a number of presentations by significant partner agencies, including Kent County Council, Medway Unitary Authority, Local Authorities and Victim Support, plus representatives from Kent Police and the Commissioner's Officer. The Commissioner opened and closed the briefing day. Details of the briefing day attendees can be found in appendix A.
14. Interviews for the post were held on 10 and 11 December 2013. The interview process was extremely comprehensive and included a media task, presentation and a panel interview. Candidates were assessed against the competencies outlined in the Police Professional Framework, which can be found in appendix E of the IMR. The specific competences assessed for the media task and the presentation are outlined in appendices J1, J2 and J3 of the IMR.

15. The interview panel comprised of the Commissioner, Mr Paul West (Policing Adviser, APCC and Former Chief Constable of West Mercia), Mr Michael Bax (Local land owner, Champion of Victim Support and Chair of the Crime Rural Action Group) and Mr Nadeem Aziz (Chief Executive, Dover District Council). Professor Robin Field-Smith (College of Policing) acted as the Independent member for the process. The interview panel were assisted by Ian Drysdale (HR Director, Kent Police), Richard Leicester, (Head of Resourcing, Kent Police), and Ms Laura Steward (OPCC). Councillor Mike Hill OBE, Chair of the Police and Crime Panel observed the process but was not present for the scoring and discussions. The briefing session for the interview panel included an equality and diversity briefing and details can be found in appendix H of the IMR.

Vetting of the Successful Candidate:

16. The candidate has been vetted to the appropriate level for this position and the relevant checks have been carried out.

Proposed Appointment:

17. After a comprehensive selection process, the Commissioner proposes to appoint Mr Alan Pughsley to the post of Chief Constable for Kent Police.
18. The criteria used to assess the suitability of candidates at each stage of the appointment process are set out appendices J1, J2 and J3 of the IMR.
19. Each shortlisted candidate was assessed over a 2 day assessment process which included a media exercise, panel interview and presentation. Each exercise assessed a range of the criteria for the role.
20. The Commissioner considers that Mr Pughsley satisfies the selection criteria set on the following basis:
 - a. The nominated candidate met or in most cases significantly exceeded all the requirements in all three of the exercises.
 - b. The nominated candidate has:
 - Has vast experience of operational policing as the Borough Commander of Lewisham and as Assistant Chief Constable for the Serious Crime Directorate and then as Deputy Chief Constable of Kent.
 - Has significant recent experience of successfully delivering neighbourhood policing against a backdrop of reduced funding
 - Has designed, implemented and lead the Serious Crime Directorate, which is regarded very positively by HMIC, and referred to as a beacon of best practice in crime fighting and collaboration
 - Has introduced the Predictive Policing model to Kent in order tackle crime
 - Is focussed on the needs of victims and witnesses, and has introduced a joint central referral unit for victims of domestic abuse.
 - Is committed to partnership working to drive improvements for the people of Kent
 - Understands, supports and is fully committed to delivering the Police & Crime Plan and working with the Commissioner.

21. The Kent and Medway Police and Crime Panel are required to review the proposed appointment and to make a decision on the proposed appointment to be followed by a report to the Commissioner that includes a recommendations on the.

APPENDIX A – BRIEFING DAY ATTENDEES

- Ian Learmouth, Chief Constable Kent Police
- Mike Stepney, Chief of Staff, Commissioner's, Office
- Mark Gilmartin, Kent & Essex Collaboration and Support Services
- Sean Nolan, Chief Finance Officer, Commissioner's Office
- Barry Spruce, Neighbourhood Watch
- Robin Cooper, Director of Regeneration, Community & Culture, Medway Council
- Amanda Honey, Corporate Director, Kent County Council
- Neil Howlett, Community Safety, Medway Council
- Jyotsna Leney, Community Safety, Shepway Council
- Kultar Nayyar, Divisional Manager, Victim Support
- Andrew Aves, Federation of Small Businesses
- Kulbir Pasricha, Kent Minority Ethnic Police Association

APPENDIX B – JOB ADVERT



Chief Constable of Kent

The capabilities and experience required to be a Chief Constable in an era of immense financial constraints are widely understood, but the people of Kent are looking for something more, for someone truly exceptional.

Kent needs a Chief Constable with the charisma and leadership skills to keep the Force firmly embedded in the community it serves, whatever budgetary pressures appear.

Kent needs a Chief Constable who can deliver the highest standards of operational Policing, combined with the highest levels of public reassurance and community engagement, a Chief Constable who understands not just Policing, but the needs and aspirations of the people they serve.

If you are that person, please contact the office of Ann Barnes, Kent Police and Crime Commissioner, asking for Mike Stepney, the Chief of Staff:

Telephone 01622 677055

APPENDIX C – JOB DESCRIPTION

Chief Constable - Kent Police

ACCOUNTABILITIES

Purpose of the job:

The direction and control of Kent Police in accordance with the Police Act 1996, in order to provide Kent with an effective and efficient police service.

The fulfilment of all statutory and legal obligations of the office of Chief Constable.

Accountability 1

To support the Kent Police and Crime Commissioner in setting the Force's strategic direction, and to be accountable for its implementation.

Accountability 2

To act as the high profile leader of the Force by pro-actively and personally communicating a consistent vision of what must be achieved.

Accountability 3

To lead the Chief Officers of the Force in ensuring the performance of the Force by:-

- Having regard to the Police and Crime Commissioner's strategic Police and Crime Plan and enabling an efficient and professional policing service to the people of Kent;
- The development and implementation of strategies to enable continuous improvement of policing of Kent. In achieving this you will gain support from the Force and from partners and ensure that the people of Kent are at the heart of policing;

- Leading strategic change and improvements to ensure effective and efficient use of resources, especially against a national backdrop of reduced funding;
- Creating and implementing a planning framework which has due regard to the Police & Crime Plan and the Police and Crime Commissioner's Manifesto Promises.
- Evaluating and improving performance.

Accountability 4

To personally engage with the people of Kent, in a spirit of openness and transparency. To use that engagement to learn about communities' needs and expectations and to ensure that this learning is reflected in the Force's approach and actions.

Accountability 5

To foster a culture of positive engagement, throughout the Force, with the diverse communities of Kent, to ensure that the Force understands and is responsive to those communities' needs.

Accountability 6

To ensure the Force is a learning organisation and seeks best practice from the widest possible range of organisations and individuals to encourage innovation and new ideas in policing.

Accountability 7

To harness the full potential of staff to achieve the aims of the Force by creating an atmosphere in which people are encouraged to flourish and give of their best.

Accountability 8

To positively represent the image and interests of the Force both at a local and national level and positively interact with the media.

Accountability 9

To actively encourage and support the involvement of other agencies, such as local government, the wider criminal justice sector and the public at large to work with the Force to fulfil the aims of the Police and Crime Plan, and to do so in collaboration with other police forces and the Office of the Kent Police and Crime Commissioner.

Accountability 10

To personally uphold the highest standards of integrity, professionalism and openness and to ensure those standards are at the core of the Force's ethos.

Person Specification

In addition to demonstrating the Executive Level - Personal Qualities (as detailed below), the successful candidate will:

- Have a significant track record of developing, implementing and leading strategies which have been successful in **cutting crime and catching criminals**;
- Demonstrate a commitment to **visible community policing**;
- Have previous experience of developing, implementing and leading strategies where **victims and witnesses have been placed at the heart of policing**;
- Provide substantial evidence of being innovative and creative in order to effectively **protect the public from serious harm**;
- Demonstrate a proven background of leading complex change programmes where **value for money** has been delivered;
- Successfully completed the Strategic Command Course;
- Be vetted to the level of DV (Developed Vetting).

Chief Constable - Kent Police

POLICE PROFESSIONAL FRAMEWORK

EXECUTIVE LEVEL - PERSONAL QUALITIES

Serving the public

Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

Leading strategic change

Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

Leading the workforce

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

Managing Performance

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

Professionalism

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm

and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

Decision making

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

Working with others

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

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Chief Constable of Kent Police

Appointment Process

Independent Member Report

**Professor R A Field-Smith MBE MA
12 December 2013**

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- C. Letter to potential applicants
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- E. Police Professional Framework (PPF)
- F. Shortlisting process overview
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- H. Slides for HR Director's panel briefing
- I. Assessment rating scale
- J. Selection scoring sheets:
 - J1 – Presentation
 - J2 – Media Interview
 - J3 - Interview

Introduction

1. Home Office Circular (HoC) 20/2012 says that it is for the Police and Crime Commissioner (PCC) to decide how they wish to run their appointment process and which candidate they wish to recommend for appointment, for subsequent confirmation by the Police and Crime Panel.
2. They must, however, involve an independent member during the conduct of the selection process, from initial job and person specification through to final selection.
3. This is the Independent Member's report on the appointment process for the Chief Constable (CC) of Kent Police, which is the responsibility of Mrs Ann Barnes, the PCC for Kent.

Aim

4. The aim of this report is to provide an objective assessment of the extent to which the selection process was conducted fairly, openly and based on merit. It will also detail how the selection panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the role.

Role of the Independent Member (IM)

5. The role of the Independent Member (IM) is set out in Home Office Circular (HOC) 20/2012, and described more fully in the "Guidance on Chief Officer Appointments", produced and maintained by the College of Policing.
6. Full details on the role are contained in **Annex A**, and on myself as the relevant Independent Member at **Annex B**.

Involvement of the IM in the selection process

7. Mr Ian Drysdale, Director of Human Resources, Kent and Essex Police Directorate of Support Services, contacted me on 17 October 2013 on behalf of the PCC to check my availability. On 22 October I received a formal letter from the PCC inviting me to be the IM. I then corresponded with Ian Drysdale by e-mail over the coming days, leading up to a meeting at my home on 4 November, also including Richard Leicester, Head of Resourcing. By this stage the role description and person specification had already been decided, and an advert placed. At the meeting they briefed me on all the plans for the selection process, and sought or received my advice on specific issues. I received a further letter from the PCC on 11 November outlining the arrangements for the shortlisting. Subsequently I had my first contact with the PCC's office on 22 November 2013.

8. From my initial discussions with Ian Drysdale I have been fully involved in the process, and commend the commitment and inclusiveness of the PCC and her team, both from her own staff and the Kent and Essex Police Directorate of Support Services.

Appointments Panel

9. The role of the Appointments Panel is detailed in the College of Policing's Guidance for the Appointment of Chief Officers (section 4.3.2).

10. The Panel selected for this process comprised:

Mrs Ann Barnes, PCC

Mr Paul West, Policing Adviser (from Association of Police and Crime Commissioners (APCC) list)

Mr Michael Bax – local land owner, Champion of Victim Support, and Chair of the Crime Rural Action Group (CRAG)

Mr Nadeem Aziz – CE of Dover District Council

Mr Robin Field-Smith, Independent Member (from College of Policing List) – observing and advising

Assisted and further advised by:

Mr Ian Drysdale, HR Director

Mr Richard Leicester, Head of Resourcing

Ms Laura Steward, PCC's Policy Officer for Professional Standards

Mr Mike Hill, Chair of the PCP, observed the presentations and interviews by each candidate, and watched the video recordings of each media interview, but, on my advice, was not present for the panel scoring and discussion.

11. The make up of the Panel was:

- a. 3 male/1 female
- b. 1 BME
- c. No declared disabled

12. The panel members' experience covered making senior appointments across the public sector, especially in Kent, and they received the following training and briefing:

- a. An explanatory letter from the PCC.
- b. A written briefing surrounding the shortlisting.
- c. Prior circulation of the selection documents, a 60-minute briefing on day 1 of the selection, and a 30-minute briefing on day 2.

This helped ensure that the panel fully understood the processes to be used, and were properly prepared to challenge and test the candidates fairly, while looking to make merit-based judgements.

13. Panel members were involved in the following parts of the process:
 - a. Shortlisting.
 - b. Approval of the selection processes, based on the experience of, and the lessons from, the shortlisting process.
 - c. Selection over 2 days.

Role Profile/Terms and Conditions

14. The role profile, and the terms and conditions for the CC role, were developed by the PCC with advice from the Chief of Staff and Chief Finance Officer. The PCC is providing details of these.

Advert

15. An advert was drafted by the PCC, and developed on the basis of advice from the Directorate of Support Services and the Chief of Staff. It was placed on the APCC website, and subsequently on the Association of Chief Police Officers (ACPO) website, as well as on the force internal system. A reminder was sent out a week before the closing date. The PCC wrote to all those who registered interest, and a copy of her letter is at **Annex C**. This shows a clear intention to be transparent. There were 3 applicants, 1 from within the force, 1 from another force, and 1 from an international appointment, but eligible through all the previous service in an England and Wales police force. A copy of the application form is at **Annex D**.

Assessment Design

16. The HR Director led on the choice and design of the various assessment tools, assisted by the Police Advisor and the Independent Member, and following direction from the PCC. Good use was also made of the "Toolkit for the Selection of Chief Officers" produced by the College of Policing. The HR Director regularly sought my advice on the application of the options available both before and during the shortlisting and selection processes. I was also regularly asked to advise the PCC and the panel on the validity and fairness of the process. The PCC and her team consistently emphasised the importance of having a process which was fair, transparent and merit-based.

Assessment Delivery

17. Shortlisting was conducted initially through Panel members marking individually the applicants' forms, and rating their input against the Executive

section of the Police Professional Framework (PPF) (see **Annex E**). The details of the process are at **Annex F**. The Panel were asked to decide whether each candidate had provided enough positive evidence to merit proceeding to the full selection process. The scores given were then collated and, as all the panel members had recommended that all 3 candidates should go forward to final selection, this was agreed. There was clearly a wish to be transparent and fair in inviting all candidates to the full selection process, as, although the information presented in the written applications did not provide all the evidence of suitability, the panel felt there was insufficient evidence to make a merit-based judgement to deselect any candidate at this stage.

18. The 2-day selection process was run according to the timetable at **Annex G**. It comprised 3 elements:

- a. A 20 minute presentation to the panel on how to handle victims of crime, following 30 minutes preparation, and allowing 25 minutes questioning from the panel.
- b. A 10 minute media interview with a professional journalist.
- c. A 1-hour panel interview.

There was a clear intention to be as transparent as possible with the candidates about the process being used.

19. Day 1 started with an hour's briefing of the panel, comprising a declaration of interests in any of the candidates, the PCC outlining the requirement, and the HR Director describing the process, including equality and diversity, and data protection (the slides used are at **Annex H**)

20. Applicants were marked first individually, against selected competencies from the PPF, and then scores were compared and a final score for each competency agreed. The assessment rating scale is shown at **Annex I**. The scoring sheets, showing in each case the relevant components of the PPF being assessed at each stage, are at:

Annex J1 - Presentation

Annex J2 - Media Interview

Annex J3 - Interview.

The well-planned use of the PPF enabled the panel to seek out evidence to enable a merit-based judgement, and the use of a 4 point rating scale helped the panel members to judge whether there was sufficient evidence or not. The PCC personally volunteered to give her scores last for the internal candidate in order to minimise any influence on panel member colleagues.

21. Only after the panel had viewed (twice for each) and scored the media interview were they given the interviewer's comments on each candidate. This was to ensure that there was no unintentional bias provided to the panel in advance of their own scoring. There was a significant correlation between his views and the scores given, which underscored the judgments made by the panel members on the merits of each interview.

Decision Making

22. The scores for each assessment component were agreed and recorded by the HR Director/Head of Resourcing. After the interviews had been assessed and scored, the scores given for each component by the panel were added up to provide the final scores, and the panel then allocated a score for general suitability for the role.

23. In the light of the final scores the Panel found that on the evidence presented one candidate stood out in front with adequate evidence on all competencies, and higher scores on a significant number. He was the only applicant to score consistently “above the line”.

Final panel and PCC recommendations

24. As the panel scores produced a clear preference in favour of one particular candidate, the panel satisfied themselves that he was appointable. At this point due account was also taken of the written references which had been sent to the PCC but not previously disclosed to the panel members.

25. After a final check of the quality of the process, where the scores allocated showed a fair result based on merit, the panel made a unanimous recommendation to the PCC that DCC Alan Pughsley should be the preferred candidate. The PCC accepted this and has now published her nomination to go to the Police and Crime Panel on 20 December 2013.

Report conclusions

26. Largely due to the careful preparation done by the PCC’s staff and the HR Director’s team, and the professional attention devoted to the process by the panel, the selection of the preferred candidate to be Chief Constable of Kent was:

- a. Fair.
- b. Transparent.
- c. Merit based.

The selection panel robustly and rigorously challenged and tested the candidates against the necessary requirements for the role.

Robin Field-Smith
Independent Member
12 December 2013

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INDEPENDENT MEMBER ROLE DESCRIPTION

1. To be familiar with the Guidance for the Appointment of Chief Officers, the appointment process procedures, and to adhere to the principles of merit, fairness and openness throughout the appointments process.
2. To work collaboratively with the PCC/CC or Commissioner and other appointments panel members to challenge and test whether the candidates meet the necessary requirements to perform the role effectively throughout the appointments process.
3. In providing independent advice during the appointments process, where requested to do so, their responsibilities are likely to include the following:
 - a. To provide independent advice in the shortlisting of applicants against the agreed appointment criteria.
 - b. To play an active role (where required) as part of the appointments panel and provide independent advice in assessing shortlisted candidates against the agreed appointment criteria (this might include through the use of interviews, presentations, psychometric measures, assessment exercises, etc).
 - c. To provide independent advice on which candidate(s) most closely meets the appointment criteria in line with the principles of merit, fairness and openness.
4. To produce a written report on the appointment process which expressly and explicitly addresses the appointment principles of merit, fairness and openness, and the extent to which the panel were able to fulfill their purpose.
5. To provide feedback to the College of Policing on the appointment process and their role. Independent Members will be asked to share copies of their written reports with the College of Policing once released by the PCC/CC or Commissioner to help inform future training and development.

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Professor Robin Field-Smith MBE MA CMgr CCMI FCIPD

Robin Field-Smith has proven experience in selection and appointment, as well as governance and scrutiny of related processes, with published reports. He is also used to providing advice and constructive criticism at a senior level, combined with excellent oral and written communication skills. He has been a senior police assessor at Graduate Entry, High Potential and Senior Police assessment centres since 2009, and also assesses applicants for the highest level of membership of the Chartered Management Institute as Chairman of the Assessment Panel.

From 2000 to 2009 he was one of HM Inspectors of Constabulary for policing in England, Wales and Northern Ireland, with a portfolio for personnel, training and diversity issues. He inspected in every force and published over 70 inspection reports, including those on recruitment, promotion and training. He led inspection activity in response to the “Secret Policeman”, and the CRE Formal Investigation, and advised Ministers on workforce capability and equalities compliance. In NPT, CENTREX and NPIA he observed Board and chief officer appointment processes, was the lead HMI for chief officer appraisal, and contributed to HMI reports on force chief officer appointments. He remains a Vice-President of the National Association of Chaplains to the Police.

He served in the Regular Army from 1971 until 2000, specialising in education and training, and leading the process for the Army to be an Investor in People, as well as being a syndicate chair for 4 years for the first full assessment centre in the Army for late entry officer candidates.

He is now a lay judicial member of the Employment Tribunal (London Central), and of two Bar Standards Board committees. He is also a visiting Professor at Portsmouth University (ICJS), and a trustee of three charities, one of which he chairs. He is a Chartered Manager and Board member of the Chartered Management Institute, a Fellow of the Chartered Institute of Personnel and Development, and a Freeman of the City of London.

He is married and lives in Bushy Park, SW London.

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Ref:

Date:

Dear Candidate

Appointment for Chief Constable, Kent Police

Thank you for your interest in the announcement that we are seeking a new Chief Constable for Kent Police. I am delighted that you have registered an interest in this pivotal role, leading Kent Police through a range of significant policing challenges anticipated over the coming years.

I am seeking an inspirational leader capable of building on recent achievements and I am determined to ensure that the people of Kent receive an exemplary policing service during my tenure as Police and Crime Commissioner. In order to deliver against my expectations I am seeking an individual who:

- Has a significant track record of developing, implementing and leading strategies which have been successful in **cutting crime and catching criminals;**
- Demonstrates a commitment to **visible community policing, despite living in a time of significant austerity;**
- Has previous experience of developing, implementing and leading strategies where **victims and witnesses have been placed at the heart of policing;**
- Provides substantial evidence of being innovative and creative in order to effectively **protect the public from serious harm;**
- Demonstrates a proven background of leading complex change programmes where **value for money** has been delivered.

To assist you with your application you will find the following documents attached to open and where appropriate complete:

- Chief Constable Kent Police Information Pack
- Competency Based Application Form*
- Equal Opportunities Form*
- Job Description
- Policing Professional Framework
- Benefits Statement

*To be returned as part of your application.

You should note the following key dates: closing date for applications to be returned is **08:00 on Monday 18th November**. Shortlisting will be completed by **Friday 22nd November 2013**.

There will be a candidate briefing day on **Wednesday 4th December 2013** and interviews will be held on **Tuesday 10th** and **Wednesday 11th December 2013**.

The appointment will be subject to a Confirmation Hearing of the Police and Crime Panel on **Friday 20th December**.

Completed applications should be marked Private and Confidential and sent by email to:

Contactyourpcc@pcc.kent.pnn.police.uk

The successful candidate will be required to pass both medical and vetting checks.

References will be taken up for those candidates who are successful at the short listing stage.

We look forward to receiving your application.

Yours sincerely

Ann Barnes
Police and Crime Commissioner for Kent



Application for the post of CHIEF CONSTABLE



Kent Police

NAME OF APPLICANT:

FOR OFFICE USE ONLY
APPLICATION NO:
.....
Date Received:
.....

ANNEX D

INSTRUCTIONS FOR COMPLETION

Chief Police Officer – Chief Constable Kent Police

Competency-Based Self Assessment Application Form

Private and Confidential

Before completing this application form you are advised to read the instructions for completion (below).

You are strongly advised to read the job description and personal qualities / competencies, the policing priorities and the statement provided in the covering letter for applicants from the PCC.

- The form should be hand written in black ink or completed in Arial 11 point typeface.
- You are required to complete all sections of the form. You can increase the space for each question if you require more room. Candidates are requested to be concise.
- 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**. The evidence you present must be from within the last three years. The appropriateness of your application will be determined by the extent that your evidence relates to the competency area being asked about, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing Kent Police.
- 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 this person may be contacted to verify the information provided.
- It is your responsibility to ensure the application form is completed and returned by email to contactyourpcc@pcc.kent.pnn.police.uk
- It is your responsibility to ensure the form is returned by **08:00 on Monday 18th November**.
- The successful applicant will be appointed subject to satisfactory references, medical and security vetting.

ANNEX D

PART ONE

Last Name:		Forename(s):	
Current Job Title:		Current Force & Dept/Unit/Division:	
Work Address:		Correspondence Address:	
Telephone:		Telephone:	
E-mail:		E-mail:	
Please provide details of any special arrangements you would require on the day of your assessment (e.g. building access):			
The Police and Crime Commissioner for Kent is committed to equality and diversity and welcomes applications from all suitably qualified candidates			
Current vetting level:		Date of expiry:	
Social Media & Vetting: If you are shortlisted, we will view the social media accounts you use. Please fill in the below with your details, but they will only be viewed if you are shortlisted.			
How often do you use social media?		Daily/Weekly/Monthly/Occasionally/ Never <i>(Please delete as appropriate)</i>	
Which of the following Social Media Sites do you currently use or have used in the past?		Twitter / Facebook / LinkedIn / Pinerest / Google+ / YouTube / Flickr / Instagram / Other (Please state) <i>(Please delete as appropriate)</i>	
<p>I confirm I am happy for the Office of the Kent Police & Crime Commissioner to look at my publicly appearing messages and those images in all of my social media accounts but only if shortlisted for the post. I understand that if I am not shortlisted following receipt of this application form, none of my social media accounts I supply will ever be viewed.</p> <p>Please type full name here to confirm: Date:</p>			
Please list the names of ALL of your Social Media Accounts below:			

ANNEX D

Previous Role Title:		Force:
Start Date:		Finish Date:
Brief description of role and responsibilities, including key achievements:		

ANNEX D

Previous Role Title:		Force:	
Start Date:		Finish Date:	
Brief Description of role and responsibilities, including key achievements:			

ANNEX D

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 list any training courses attended that you consider are relevant to the role for which you are applying.

Course Title	From	To	Summary of course contents

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

Course Title	From	To	Summary of course contents

ANNEX D

PART THREE

Question 1 - Serving the public:

Provide an example of when you have demonstrated a commitment to visible community policing, understanding the needs and aspirations of the people you serve, and the opportunities you see for developing this if appointed as Chief Constable.

Applicant's Response (Max 500 words)	
Date of example(s) provided:	

Referee:	Contact Number and e-mail address
-----------------	--

Official Use – Assessor Notes

	Rating:
--	----------------

ANNEX D

Question 2 – Leading strategic change

How will you support the Kent Police and Crime Commissioner in setting the Force’s strategic direction, and be accountable for its implementation?

Applicant’s Response (Max 500 words)

Date of example(s) provided:

Referee:

Contact Number and e-mail address:

Official Use – Assessor Notes

Rating:

ANNEX D

Question 3 – Managing performance:

Please outline evidence of your experience of evaluating and improving performance, that gives a quality service to local residents, without rigid organisational performance targets.

Applicant’s Response (Max 500 words)

Date of example(s) provided:

Referee:

Contact Number and e-mail address:

Official Use – Assessor Notes

Rating:

ANNEX D

Job related experience 1 – Delivering value for money:

Demonstrate how you have led strategic change and made improvements to ensure effective and efficient use of resources, especially against a national backdrop of reduced funding. Please also outline how you would do so in the coming years in Kent.

Applicant’s Response (Max 500 words)

Date of example(s) provided:

Referee:

Contact Number and e-mail address:

Official Use – Assessor Notes

Rating:

ANNEX D

ANNEX D

Job related experience 2 – Placing victims and witnesses at the heart of policing:

Please provide evidence of your previous experience of developing, implementing and leading strategies where victims and witnesses have been placed at the heart of policing, and outline how you will do so if appointed as the Chief Constable.

Applicant’s Response (Max 500 words)

Date of example(s) provided:

Referee:

Contact Number and e-mail address:

Official Use – Assessor Notes

Rating:



PART FOUR

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

[Empty rectangular box for providing details of criminal investigations, convictions, or disciplinary proceedings.]

Number of days sickness absence over past 12 months.

[Empty rectangular box for providing the number of days sickness absence over the past 12 months.]

Please give details of any relationships to Individuals / Officers of Kent Police or Police and Crime Commissioner. (Answer 'none' if no relationship exists).

[Empty rectangular box for providing details of relationships to Kent Police or the Police and Crime Commissioner.]

DECLARATION

I apply for the appointment of Chief Constable in accordance with the terms of the selection process and I declare that, to the best of my knowledge and belief, all the statements contained in this form are correct.

Signature:..... (Please type full name here)

Date:.....

POLICE PROFESSIONAL FRAMEWORK (Executive)

Serving the public

Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

Leading strategic change

Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

Leading the workforce

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

Managing Performance

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

Professionalism

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

Decision making

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

Working with others

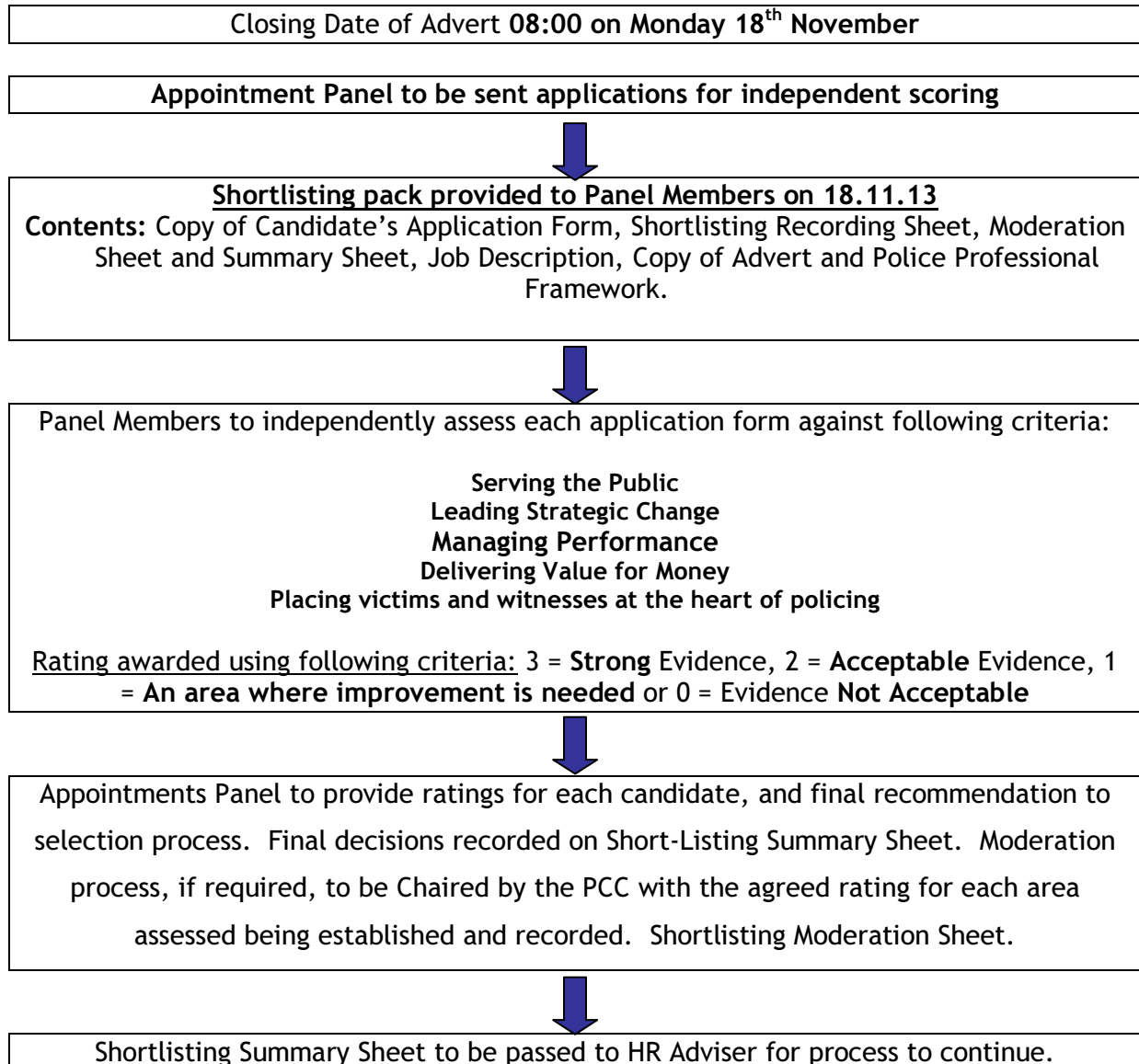
Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

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Chief Constable Kent Police Shortlisting Process

Process Overview



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Day 1: Tuesday

Training session for members from 8.45am

Candidate	Presentation Prep	Presentation	Write Up	Candidate	Media Prep	Media Exercise
1	9am	10am	10.45am		11.00am	11.20am
2	10am	11am	11.45am		12.00pm	12.20pm
Lunch 12.30-1.15pm						
3	12.30pm	1.30pm	2.15pm		2.30pm	2.50pm

Panel then breaks at 2.30pm

Video set up from 2.50pm onwards, and panel score candidates' media presentations 3.30pm onwards

Panel lunch for both days: 12.30pm to 1.15pm

Tea and coffee to be served outside room for panel: 10.45am; 2.30pm

Day 2: Wednesday

Candidate	Interview	Write up
1	9.30am-10.30am	10.30am-11am
2	11am-12pm	12pm-12.30pm
Lunch 12.30-1.15pm		
3	1.15pm-2.15pm	2.15pm-2.45pm

Tea and coffee to
be served outside
room for panel:
10.30am; 2.45pm

Panel to then discuss candidates' performance

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& Crime Commissioner

Chief Constable Selection Process

Assessor Training

Ian Drysdale, Director of HR

Overview:

- Training will be approximately 45 minutes
- Agree Roles
- Clarify Process and Questions
- Agree format and schedule
- Rating Process
- Equality and Diversity
- Data Protection

The Process:

- **3 Exercises over 2 Days**
- **Agreed Timetable - contained within pack**
- **Assessment Exercises:**
 - **Media Exercise**
 - **Presentation**
 - **Competency Based Interview**

Assessment Instruments:

Competencies:

- All assessments will assess specific behaviours
- Rating will be awarded against each behaviour:

Presentation	Media	Interview
<ul style="list-style-type: none"> • Serving the public 	<ul style="list-style-type: none"> • Effective communication 	<ul style="list-style-type: none"> • Serving the public
<ul style="list-style-type: none"> • Decision making 	<ul style="list-style-type: none"> • Serving the public 	<ul style="list-style-type: none"> • Leading strategic change
<ul style="list-style-type: none"> • Working with others 	<ul style="list-style-type: none"> • Leading the workforce 	<ul style="list-style-type: none"> • Managing performance
<ul style="list-style-type: none"> • Leading strategic change 	<ul style="list-style-type: none"> • Professionalism 	<ul style="list-style-type: none"> • Leading the workforce
	<ul style="list-style-type: none"> • Decision making 	<ul style="list-style-type: none"> • Delivering value for money

Questioning of candidates:

- Focus on **past events and evidence**
 - Critical and **specific tangible evidence**
- Require examples that support statements
 - **“When”, “How”, “Outcome”**
- Link probes to competencies and specific area of assessment

Question Techniques:

- Open ended questions
 - “What approach will you take to...”
- Follow on/probing questions
 - “What was the tangible performance outcome?”
- Link questions - where appropriate
- Problem centred questions

Questions to avoid:

- Closed questions
- Leading questions
- Multiple questions
- Complex questions
- Discriminatory questions

Assessors should avoid:

- Making their mind up too early
- Basing decisions on feelings rather than evidence
- Preconceived assumptions about the candidate
- Remember - this is a two way process
- Evidence of selection; Essential

Use ORCE:

- **Observe/Record** - record what is said
- **Classify** - Once the candidate has provided evidence you should classify evidence against the behavioural criteria
- **Evaluate** - Evaluated classified between using scoring key - panel agreement on overall rating awarded

Interview Rating Guide:

A 1 - 4 rating scale will be used for assessing candidate's performance during the Interview Process. A score of 1 represents an area for improvement and 4 represents an area of considerable strength of the candidate.

Rating	Definition
4	<p><u>Strong Evidence</u></p> <p>The candidate provides strong evidence of many descriptions within the area tested at an appropriate level for the role, with direct relevance to the policing priorities as set by the PCC.</p>
3	<p><u>Acceptable Evidence</u></p> <p>The candidate provides some evidence of the area tested at an appropriate level for the role, has acceptable relevance to the policing priorities as set by the PCC.</p>
2	<p><u>Area where improvement is needed</u></p> <p>The candidate provides some, but limited evidence of the area tested at an appropriate level for the role, has gaps in the relevance to the policing priorities as set by the PCC and / or does not respond to all the issues in the question.</p>
1	<p><u>Evidence Not Provided</u></p> <p>The candidate provides no evidence of the quality / competency area, or the evidence is at a level below that required for the role applied for or does not have relevance to the policing priorities as set by the PCC.</p>

Equality Act/Equality Duty:

- **Equality Duty 2011** requires Police Forces to have due regard to:
 - Eliminate **unlawful** discrimination
 - Advance **equal** opportunity
 - Foster **good relations** with individuals who have protected characteristics
 - Guiding principles must give due regard to the need to **promoting equality**

Equality Act (2010):

•Protected characteristics covered by Act:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnerships
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sex
- Sexual Orientation

As assessors it is unlawful to:

- **Directly Discriminate:**

(e.g. treat an applicant worse than another applicant because of a protected characteristic)

- **Indirectly Discriminate:**

(e.g. apply a criteria which will indirectly disadvantage people with a particular protected characteristic)

- **Discriminate by Association:**

(e.g. because they associate with a person who has a protected characteristic)

- **Discriminate by Perception:**

(e.g. direct discrimination against an individual because others 'think' they have a protected characteristic) - Even if they don't

As assessors it is unlawful to (Cont):

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- **Harassment**

- **Third Party Harassment**

- **Victimisation**

(e.g. treat a candidate less favourably due to past actions, (for example due to a Grievance linked to a complaint regarding previous treatment surrounding a protected characteristic))

Data Protection Act (1998):

- Only use data provided for process for a **legitimate business purpose**
- Transparency is key and all records are **disclosable** (including written notes)
- Ensure that data is **used** in a way that the candidate would reasonably expect it to be
- Ensure data is **accurate**
- No data/information from this process should be **shared** with **any** third party

Questions?

Chief Constable Recruitment Process - December 2013

Assessment Rating Mechanism

A 1 - 4 rating scale will be used for assessing candidate's performance during the Interview Process. A score of 1 represents an area where no or very little evidence is provided and 4 represents an area of considerable strength of the candidate.

Rating	Definition
4	<p><u>Strong Evidence</u></p> <p>The candidate provides strong evidence of many descriptions within the area tested at an appropriate level for the role, with direct relevance to the policing priorities as set by the PCC.</p>
3	<p><u>Acceptable Evidence</u></p> <p>The candidate provides some evidence of the area tested at an appropriate level for the role, has acceptable relevance to the policing priorities as set by the PCC.</p>
2	<p><u>Area where improvement is needed</u></p> <p>The candidate provides some, but limited evidence of the area tested at an appropriate level for the role, has gaps in the relevance to the policing priorities as set by the PCC and / or does not respond to all the issues in the question.</p>
1	<p><u>Evidence Not Provided</u></p> <p>The candidate provides no evidence of the quality / competency area, or the evidence is at a level below that required for the role applied for or does not have relevance to the policing priorities as set by the PCC.</p>

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Chief Constable Recruitment Process - December 2013

Presentation Marking Sheet

One marking sheet to be completed on behalf of entire panel by HR Advisor

Presentation Marking Sheet			
Position:	Chief Constable		
Assessors:			
Candidate:			
Location:		Date:	10 th December 2013
<u>Assessment Criteria</u>			
Serving the Public			
<p>Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.</p>			
1	Comments:		
2			
3			
4			
<u>Assessment Criteria</u>			
Decision Making			
<p>Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.</p>			
1	Comments:		
2			
3			
4			

Assessment Criteria

Working with others

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

1	Comments:
2	
3	
4	

Assessment Criteria

Leading Strategic Change

Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

1	Comments:
2	
3	
4	

Assessors Name	Signed	Date	Total Score:

SAMPLE

Chief Constable Recruitment Process - December 2013

Media Exercise Marking Sheet

One marking sheet to be completed on behalf of entire panel by HR Advisor

Media Exercise - Marking Sheet			
Position:	Chief Constable		
Assessors:			
Candidate:			
Location:		Date:	10 th December 2013

<u>Assessment Criteria</u> Effective Communication / Media Skills	
1	Comments:
2	
3	
4	

<u>Assessment Criteria</u> <u>Serving the Public</u> Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.	
1	Comments:
2	
3	
4	

Assessment Criteria
Leading the Workforce

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

1	Comments:
2	
3	
4	

Assessment Criteria
Professionalism

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

1	Comments:
2	
3	
4	

Assessment Criteria
Decision Making

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

1	Comments:
2	
3	
4	

Assessors Name	Signed	Date	Total Score:

SAMPLE

Chief Constable Recruitment Process - December 2013

Interview Marking Sheet

One marking sheet to be completed on behalf of entire panel by HR Advisor

Interview Marking Sheet			
Position:	Chief Constable		
Assessors:			
Candidate:			
Location:		Date:	11 th December 2013

<u>Assessment Criteria</u>	
Generic Questions / Specific Senior Leadership Experience	
1	Comments:
2	
3	
4	

<u>Serving the Public</u>	
1	Comments:
2	
3	
4	

Leading Strategic Change

1	Comments:
2	
3	
4	

Managing Performance

1	Comments:
2	
3	
4	

Leading the Workforce

1	Comments:
2	
3	
4	

Delivering Value for Money

1	Comments:
2	
3	
4	

Assessors Name	Signed	Date	Total Score:

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