



APPOINTMENT OF CHIEF CONSTABLE - SHORTLISTING ASSESSMENT AIDE MEMOIRE

Competency/Behaviour Leadership - Strategic Perspective	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Looks at issues with a broad view to achieve the organisation's goals. Creates a vision for the future and a strategy for how it can be achieved. Understands external expectations and influences on the organisation or unit. Identifies common goals, interests and perspectives with other agencies.</p> <p><u>Question on Application Form</u></p> <p><i>Please provide an example to explain how you took actions within your organisation to ensure that a specific strategic vision of the future became a reality. Please explain what your strategic objective was and how the actions you introduced moved the organisation in this strategic direction.</i></p>	<ul style="list-style-type: none"> ▪ Understands broad political, social, economic and legislative trends, and predicts what effect they will have on the police service. ▪ Understands the views and priorities of outside organisations and government bodies, and their effect on the organisation. ▪ Understands and manages complex political agendas. ▪ Considers the effects of actions on the police service, stakeholders and the community, balancing own needs with theirs. ▪ Works with outside organisations and stakeholders. ▪ Takes a national or international view, thinking beyond the interests of own unit or force. ▪ Looks three to five years ahead to decide where the organisation needs to be. ▪ Compares performance with other forces and centres of excellence to set organisational goals. ▪ Creates effective strategies, vision and values, and establishes them within the organisation. ▪ Develops strategies and ways of working that balance local and organisational needs. ▪ Identifies overlaps in activity in the organisation, and introduces policies that encourage people to think and act more broadly

Competency/Behaviour Leadership – Negotiation and Influencing	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Develops sophisticated strategies for influencing others at all levels in the organisation. Negotiates satisfactory solutions on broad or complicated issues with stakeholders.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a situation when you have sought to progress a specific initiative that demanded the support of others. What was the situation, how did you enlist the support of relevant stakeholders or partners and what were the resource implications? Please be specific about the actions you took personally to negotiate a successful outcome.</i></p>	<ul style="list-style-type: none"> ▪ Identifies important players in a situation. ▪ Achieves a general agreement at all levels. ▪ Develops logical arguments, selling the benefits to everyone involved. ▪ Focuses on important elements of complex issues to sell the viewpoint to others. ▪ Tailors arguments to include the points that will have the most influence on the other person involved. ▪ Assesses the reaction of key players, and adjusts arguments accordingly. ▪ Gets support before presenting proposals. ▪ Creates a vision of the future that others can relate to and find attractive. ▪ Negotiates successful outcomes with stakeholders. ▪ Identifies the real power base in other organisations as a starting point for negotiation. ▪ Understands the culture and views of outside partners to agree solutions.

Competency/Behaviour Leadership – Maximising Potential	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Puts systems and strategies in place that develop people at all levels of the organisation. Creates an environment where staff are motivated to achieve results.</p> <p><u>Question on Application Form</u></p> <p><i>Please explain how you have taken actions within your organisation to ensure that others are actively supported and motivated to achieve organisational goals. In the examples you give please be specific about the systems and strategies you adopted and the results achieved.</i></p>	<ul style="list-style-type: none"> ▪ Encourages managers to develop their leadership skills, giving guidance and support. ▪ Makes sure that all the right people at the right level are given management opportunities. ▪ Introduces systems and structures that support decision-making at the most appropriate level. ▪ Uses training and development in a focused way to improve the organisation's capability. ▪ Encourages managers and senior officers to be effective role models, coaches and mentors. ▪ Creates an environment where staff can learn from their own mistakes. ▪ Sets an example to others by showing they are committed to maintaining and developing own skills. ▪ Promotes a culture throughout the organisation of recognising and rewarding effort. ▪ Shows determination to succeed as a way of motivating others.

Competency/Behaviour Working with others - Respect for Diversity	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Understands other people's views and takes them into account. Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. Understands and is sensitive to social, cultural and racial differences.</p> <p><u>Question on Application Form</u></p> <p><i>Please provide one or more examples to demonstrate how you have sought to promote the needs of under-represented groups within your organisation?</i></p>	<ul style="list-style-type: none"> ▪ Sees issues from other people's viewpoints. ▪ Is polite, tolerant and patient when dealing with people, treating them with respect and dignity. ▪ Respects the needs of everyone involved when sorting out disagreements. ▪ Shows understanding and sensitivity to people's problems, vulnerabilities and needs. ▪ Deals with diversity issues and gives positive practical support to staff who may feel vulnerable. ▪ Makes people feel valued by listening to and supporting their needs and interests. ▪ Uses language in an appropriate way and is sensitive to the way it may affect people. ▪ Identifies and respects other people's values within the law. Acknowledges and respects a broad range of social and cultural customs and beliefs. ▪ Understands what offends others and adapts own actions accordingly. ▪ Respects confidentiality, wherever appropriate. ▪ Delivers difficult messages. ▪ Challenges attitudes and behaviour which are abusive, aggressive and discriminatory.

Competency/Behaviour Working with others - Community & Customer Focus	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Maintains a broad understanding of social trends and identifies what effect they will have on the organisation. Creates processes that make sure stakeholders' and customers' views and needs are clearly identified and responded to. Puts in place strategies for media and community relations.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a situation you managed directly that involved a planned change or the development of a new approach or policy which needed to take account of community and customer views. What was the situation, how did you engage with the community/customers and in what way was the change, approach or policy influenced by that engagement?</i></p>	<ul style="list-style-type: none"> ▪ Emphasises importance of focusing policing plans, objectives and targets on meeting the needs of the community. ▪ Makes sure local objectives are agreed in partnership with local statutory and voluntary agencies. ▪ Understands the complexity and effects of policing a diverse community. ▪ Clearly identifies and acts on the views and needs of stakeholders and customers. ▪ Is sensitive to the needs and interests of other organisations when working with them. ▪ Makes sure the organisation relates to people of all ages, backgrounds and views. ▪ Sets up structures and processes that encourage effective working relationships with the media. ▪ Explains why and how money is being spent in the organisation to stakeholders and the public. ▪ Shows a belief that the organisation is responsible to the local community. ▪ Keeps local communities informed of progress in meeting their needs and dealing with their concerns. ▪ Balances social and political needs with financial restrictions. ▪ Monitors the service delivery to make sure customers' needs are met.

Competency/Behaviour Achieving Results - Resilience	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Shows reliability and resilience in difficult circumstances. Remains calm and confident, and responds logically and decisively in difficult situations.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a time when you needed to make a difficult decision in circumstances where you faced conflict, hostility, challenge or criticism. Please be specific about the difficulties you faced and the strategies you adopted to achieve a successful outcome.</i></p>	<ul style="list-style-type: none"> ▪ Is reliable in a crisis, remains calm and thinks clearly. ▪ Sorts out conflict and deals with hostility and provocation in a calm and restrained way. ▪ Responds to challenges rationally, avoiding inappropriate emotion. ▪ Deals with difficult emotional issues and then moves on. ▪ Manages conflicting pressures and tensions. ▪ Maintains professional ethics when confronted with pressure from others. ▪ Copes with ambiguity and deals with uncertainty and frustration. ▪ Resists pressure to make quick decisions where full consideration is needed. ▪ Remains focused and in control of situations. ▪ Makes and carries through decisions, even if they are unpopular, difficult or controversial. ▪ Stands firmly by a position when it is right to do so.

Competency/Behaviour Managing the Organisation	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Leads the development, implementation, monitoring and review of change programmes.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a time when you have led a significant organisational change. Please be explicit about the nature and purpose of the change and your approach to leading the development, monitoring and review of this particular change programme.</i></p>	<ul style="list-style-type: none"> ▪ Takes account of national and external environmental changes, ensuring adoption within own organisation as appropriate. ▪ Participates in steering groups and committees to contribute to the development of organisational change or policies at a local and national level. ▪ Ensures systems are in place to monitor and evaluate activities at intervals most likely to reveal potential improvements. Ensures the information gathered on trends and developments is relevant, valid, reliable and sufficient to identify potential improvements. ▪ Develops strategies to improve organisational performance that are consistent with the organisational values and objectives, anticipating reactions and obstacles that will impede progress. ▪ Secures and allocates resources, ensure effective consultation with and where appropriate representation by, the Police and Crime commissioner and other partners. Assesses associated risks, to steer corporate direction and improve organisational performance. ▪ Encourages and motivates others through openly demonstrating commitment to the proposed change(s). Where appropriate, confidently drives the strategy forward particularly in times of difficulty, communicating the benefits to the organisation and appropriate outside partners. ▪ Provides systems to document organisational development and change programmes ensuring audit trails are established and the process is recorded and monitored in line with policy and good practice. ▪ Establishes the effectiveness of the change programme and the extent to which the desired outcomes have been achieved. Modifies strategies as required sharing learning with stake holders and other interested parties.

Competency/Behaviour Managing and Developing People	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Monitors and maintains standards of professional conduct within own organisation in consultation with the Police Authority, stakeholders and chief officer colleagues. Develops and implements effective systems to enhance standards and increase customer confidence.</p> <p><u>Question on Application Form</u></p> <p><i>Please give a specific example of a management team you have been responsible for forming or developing. Please be explicit about your own role in the team and the measures or arrangements you consider were important to the team's effectiveness.</i></p>	<ul style="list-style-type: none"> ▪ Ensures all staff are aware of the expected standards of conduct and behaviour. Provides appropriate guidance for senior managers in dealing with persons of concern, within their own area of responsibility. ▪ Ensures resources are directed to intelligence gathering, to obtain evidence and provide an effective deterrent. Encourages all staff to report possible corrupt or unethical practice and ensure information can be given in confidence or anonymously as appropriate. ▪ Ensures organisational professional standards department is properly trained and resourced to effectively resolve or investigate complaints and misconduct issues in accordance with legislation and good practice. ▪ Develops and implements organisational policy for responding to civil action and employment tribunal claims. ▪ Sets a personal example of the high standards of ethical conduct and behaviour expected of an employee within the police service. ▪ Reviews monitoring activity to identify opportunities to further improve standards. Networks to establish good practice adopted by other organisations. Ensures chief officer colleagues and other personnel are aware of the significance of specific cases and underlying trends. ▪ Contributes to ACPO committees to influence the setting of national standards of professional behaviour.

Competency/Behaviour Community Safety	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Manages partnership arrangements which address community and agency needs and contribute to the reduction of crime and disorder.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of how, by working in partnership with other organisations, you have made a substantial and lasting improvement to the safety of communities. Please be specific about the nature of the organisations involved, your methodology and the benefits realised.</i></p>	<ul style="list-style-type: none"> ▪ Identifies, develops and sustains effective working relationships with the community representatives and agency stakeholders. ▪ Consults the representatives and stakeholders to identify specific problems that need addressing. Identifies opportunities to develop partnership agreements. ▪ Develops a clear rationale for the partnership agreement. Identify and negotiate roles within the partnership. Identifies the resources required to implement the agreement, the capability of each partner and the resources that they can therefore contribute. Takes action to secure additional resources as required. ▪ Ensures the agreement incorporates targets and timescales, protocols, accountability mechanisms and performance review systems in drawing up the agreement. Adopts best values principles. ▪ Requests feedback regarding the effectiveness of the agreement and analyse the results at partnership level. Reviews and modifies the agreement in conjunction with partners.

Competency/Behaviour Police Operations	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Evaluates, authorises and reviews proposed operations ensuring that they are ethical, comply with legislation, policy and procedures and meet best practice.</p> <p><u>Question on Application Form</u></p> <p><i>Please describe a major incident that you were responsible for managing. In particular, please be explicit about the legal authorities you gave, how you ensured the effective management resources, and how you set, monitored and reviewed the strategy for this operation.</i></p>	<ul style="list-style-type: none"> ▪ Evaluates the operational plan application prioritising those aimed at contributing to the achievement of the organisational Policing Plan and/or an identified local need. ▪ Ensures that the risk/impact assessment and finance/resource requirements have been properly identified. ▪ Ensures that the police action proposed is proportionate, legal, accountable and necessary, adopts best practice and is in accordance with the relevant legislation, policy, procedures and protocols. ▪ Requests further appropriate action when applications are declined and ensure that necessary advice, guidance and constructive feedback is provided. ▪ Authorises the implementation of the operational plan in accordance with the legislation and policy. ▪ Reviews authorised operations to evaluate their level of success and/or progress. ▪ Maintains, revises or removes authorities based on available information at time of review. ▪ Where appropriate, ensures that a closing report is available and has been fully completed.

Competency/Behaviour Marketing and Communication	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Determines and implements a strategy for dealing with the media during major enquires and incidents.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a major incident or enquiry for which you were responsible that best illustrates your approach to communication, the handling of the media and the provision of information both externally and internally.</i></p>	<ul style="list-style-type: none"> ▪ Determines overall media strategy and set objectives considering the nature of the enquiry or incident and the likely public response. ▪ Appoints a 'Bronze Media' to the Gold Co-ordinating Group, and in large or complex cases, consider appointing a separate media command structure. ▪ Ensures systems are in place to monitor and review the strategy as the enquiry or incident progresses and take appropriate remedial action as required. ▪ Consults with appropriate individuals to determine the messages released to the media and provide support and guidance as required, regarding their involvement with the media. ▪ Considers the likely implications on the enquiry balanced against the need for continued media and public support. ▪ Holds regular press conferences to release identified information and be available to give media interviews. ▪ Where appropriate develops strategies in consultation with the senior investigating officer, to manage appropriate individuals at media conferences considering their antecedents, ability to cope, what they are able to achieve and their potential as witnesses. ▪ Establishes strategies to manage the results of press releases. Ensures that follow up enquiries can be managed and sufficient staff are available to receive calls.

Competency/Behaviour Personal Responsibility	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Assumes overall command of a pre-planned or emerging incident, determining and communicating the strategy for the policing and effective joint agency management of the incident. Ensures that adequate resources are available and appropriate police action is taken to achieve the objectives set.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a situation where you have led the response to a critical incident (e.g. a major incident or significant investigation). Thinking about the example you have given, what were the most important qualities that were required of you and, in leading the response, how did you address the particular needs of victims, witnesses, members of the public and staff?</i></p>	<ul style="list-style-type: none"> ▪ Ensures they obtain all relevant information relating to the incident and are fully briefed regarding the nature and extent of the incident. ▪ Identifies the aims and objectives for policing the incident, and develops an appropriate plan to achieve these. Implement the relevant contingency plan, if available. ▪ Takes action to secure the resources required, requesting assistance from other organisations, agencies and community representatives, as necessary. ▪ Ensures that Silver Commanders are fully aware of their areas of responsibility and the policing objectives for the incident. Obtains and review advice from specialists. Appoints appropriate members of the Gold co-ordinating group as necessary. ▪ Regularly monitors the effects of actions taken during the incident and reviews their objectives accordingly. ▪ Communicates any changes in the strategy promptly to Silver Commanders. ▪ Ensures that the policing response takes into account the impact on the local community. ▪ Ensures that all relevant activity and decisions are recorded using the appropriate documentation. Chairs the Gold Co-ordinating group. Ensure that briefings and de-briefings are recorded to ensure a clear audit trail and information is passed on to relevant parties.