

**Promotions Process**

**Assessment Centre Guidance.**

**Sergeant Process**

**April 2023**

**OVERVIEW**

The sergeant promotion process comprises of 3 key assessment steps. The purpose of these is to identify the best possible candidates to be promoted. The details of each step are outlined in this manual.

Throughout the process, you will be assessed against the Competency and Values Framework for policing (CVF) – Level 2 – Supervisor/middle manager. This is a nationally developed competency and values framework for the police force. Each cluster has a heading and a description of why that area is important. Each competency and value include a description and a list of behaviours which indicate that a person is displaying that particular competence/value. ***A copy of the framework has been included in the application pack.***

The key dates for the process are provided in Appendix 1.

The table below summarises the different assessment methods:

|  |  |  |
| --- | --- | --- |
| **Assessment method** | **What is assessed** | **Purpose of the assessment** |
| Written Assessment | CVF competencies (Level 2)  Spelling  Grammar  Evidence | What you **have** done |
| Briefing Exercise | CVF competencies (level 2) | How you prioritise and deal with the issues in the exercise |
| Interview | CVF competencies (level 2) | What you **could** do and what you **have** done |

**Before progressing with your application, you should arrange to meet with a member of your management team to hold a professional discussion about your intention to apply and your readiness for promotion.**

Throughout the process, the assessors will uphold the Code of Ethics. We expect our candidates to do the same. This is essential to the credibility of the process.

**For any queries relating to the promotion process, please contact Helen Brunjes**

[Helen.brunjes@Staffordshire.police.pnn.uk](mailto:Helen.brunjes@Staffordshire.police.pnn.uk)

**Tel: 01785 234077 / 07793389510**

**STAGE 1: APPLICATION FORM**

The first stage of the process is the completion of the application form that includes confirmation that you meet the eligibility criteria to apply for the process.

**CONTACT/ PERSONAL DETAILS**

We will use the preferred email address you provided on your application form to contact you. Please ensure that you check your emails regularly and ensure that you provide appropriate contact details as it is your responsibility to ensure that we can get in touch with you.

It is also important to let us know if you require any reasonable adjustments, and the nature of these adjustments, at any stage of the process.

The key dates are provided in Appendix 1. Please inform us of any date(s) when you may not be available during the process. This information is fundamental to the planning.

**ELIGIBILITY CRITERIA**

All candidates should ensure they meet the eligibility criteria as detailed within this guidance and:

* be willing to serve in any role and at any location in the Force area at the newly promoted rank at the discretion of the Chief Constable
* be willing to undertake additional duties commensurate with the rank applied for as required by force demand. This may include being part of rotas, undertaking PSU duties etc.
* accept that the order of promotion of successful candidates will be at the discretion of the Chief Constable

**Eligibility Criteria**

* You must be NPPF Step 2 Legal exam qualified (previously OSPRE part 1) (within 5 years of the selection date) **OR** OSPRE Part 1 and 2 qualified (no time limit)
* You must meet the Force Attendance Criteria and Code of Conduct Criteria
* If you are subject to UPP or have a live performance improvement plan you will not be eligible
* If you have a live misconduct sanction you will not be eligible

**See Appendix 2 for further details regarding the eligibility criteria**

**STAGE 2: Written Assessment**

You will be required to answer two question against two of the six CVF values:

Within the CVF, each competency has a descriptor and a list of behaviours. The list of behaviours should be used as a guide only and your evidence should be against the descriptor rather than the behaviours listed.

**Evidence criteria:**

* There is a 500-word limit for each Question. Anywords in excess of 500 will be blocked out prior to the assessment being marked.
* There is no time limit on the evidence you provide – but you should use your professional judgement to decide on its relevance.

**Evidence advice:**

When deciding on the evidence to submit you should consider 4 things:

1. The rank you are applying for – does the evidence demonstrate that you could operate successfully at the rank?
2. The values description – does the evidence describe activity relating to that particular value? (The description rather than the list of behaviours).
3. Does your evidence answer the question that has been asked?
4. Quality – is the evidence specific and factual, rather than generalised comment or a list of tasks?
5. Relevance – how relevant is your evidence to the current policing context in Staffordshire?

**Your evidence needs to meet ALL the above points to be considered a pass.**

We also advise that you structure your responses carefully to ensure clarity, allowing the assessors to easily identify the key points and achievements described.

Helpful questions you should ask yourself are:

* So what - why should this piece of evidence interest the assessors?
* What are your key messages? Keep focussed – you only have 550 words
* What was your achievement? Think about why this is quality evidence
* Why should the panel score you top marks?

**Tips:**

* Start by reviewing the values and behaviours contained in the CVF and think about what effective performance at the rank looks like and how it could be demonstrated/evidenced
* Look at all the pieces of evidence you have and choose the ones that best answers the question and demonstrates the values description
* When writing your evidence, refer to the value area and ask yourself if what you have written, demonstrates to the assessor how you meet that value
* The preparation you do at this stage will also help you with the other stages
* Ensure you have used the correct spellings and grammar as this can detract from what you are trying to say.

**Written Assessment**

The evidence from your written assessment form will be anonymised using candidate numbers rather than names so the panel will not be aware of who the candidate is.

The assessors will evaluate the following:

* The quality of the evidence – whether it is specific and factual and demonstrates a level of achievement i.e. an outcome that adds value to the force
* The level of the evidence – does it demonstrate that you could operate at the rank you are applying for?
* The relevance of the evidence – whether it demonstrates your values, clearly aligned to the value description and whether it answers the question that was asked
* The relevance of the evidence – does it relate to the force’s priorities

**The example needs to meet all the above to be considered a pass.**

The assessment will also:

* Check the accuracy of your evidence - if the verifier is contacted and is not aware of the evidence, or cannot verify that what you have recorded is accurate, your application will be withdrawn. It is important that throughout the process we uphold the Code of Ethics. This includes ensuring that you are positive role models and advocates of these ethics.

The panel will assess each piece of evidence and provide a grading. We will use the College of Policing recommended ratings (provided in Appendix 3).

You will be notified of the result of your application form via the preferred email address you provided on your application form. Successful candidates will be invited to the next stage of the process.

**STAGE 3: Interview and Briefing Exercise**

The panel members will consist of:

Interview: Chief Inspector / Senior Police Staff / Independent Panel Member

Briefing: Chief Inspector / Inspector / HR or Senior Police Staff

Candidates can attend in smart plain clothes or in uniform, whichever they prefer. Tunics are not required.

The Briefing Exercise has been designed by a subject matter expert and has been validated by a selection of substantive Sergeants. The Briefing Exercise and Interview questions will be scored using the College of Policing recommended assessment 1-5 rating scale (provided in Appendix 3).

Full details of this step including location, timings and panel members will be provided on the invitation to attend interview email. Please check the details carefully. External candidates will be required to bring proof of identity to the assessment centre where copies will be taken. Candidates who are invited to the assessment centre will be asked to declare any conflict of interest with another candidate who has also been invited to interview e.g. close friend/partner/relative. This is so that we can plan the interviews accordingly. All candidates attending for interview will also be required to sign a confidentiality declaration. This is to protect the integrity/validity of the promotion process.

**Interview**

The questions may refer to topical policing issues, hypothetical questions as well as asking you to provide specific examples. Supplementary questions will be at the discretion of the panel. The panel will not ask you questions based upon your application form.

**Briefing Exercise**

You will be given 30 minutes to prepare a 10-minute briefing in relation to the specific task you are given. Following this there will be 10 minutes of questioning from the panel to ask any follow-up questions.

All materials required for the briefing will be provided on the day and you will not be able to take your own materials/notes into the preparation room.

Results of the process will be by telephone via the preferred contact number you provided on your application form. However, if we cannot reach you we will notify you by email. It is your responsibility to ensure you are contactable.

**Interview / Briefing Exercise Tips:**

* Think about possible models that you could use to structure your briefing. Whilst you will need to be flexible based upon the requirements of the task, it is important that you are able to present the information clearly and concisely in a structured manner.
* Make sure that you focus on completing the task and answering any questions – it’s easy to get caught up in the operational details or in trying to get across your wider knowledge. The panel will only be assessing you against the task that you’ve been set and the points that you were asked to include or cover.
* The same goes for interview questions – listen carefully to the question and make sure you answer the question that has been asked, not the question you expected to be asked or the question you wanted to be asked based upon the competency area.
* Ensure your answers are well structured and concise to assist the panel in understanding what you are trying to say. You do have a limited amount of time to answer each question.
* Try and relax, the panel want to get the best possible answers from you.

**Assessment Scoring**

*Each competency will be measured twice across the interview and briefing exercise. Candidates will be given a total average score for each competency. Scores from the written assessment will then be added.*

*Candidates will be ranked in order of total score, the cut off will be determined by the number of vacancies projected for the next 12 months.*

*Example scoring matrix: (Example matrix only, information below does not necessarily reflect the specific competences that will be measured in each exercise.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| *Candidate A* | *Written assessment* | *Interview* | *Briefing Exercise* | *Total Average Score* |
| *We are collaborative* | *3* | *-* | *-* | *3* |
| *We are innovative and open minded* | *3* | *-* | *-* | *3* |
| *We are emotionally aware* |  | *4* | *2* | *3* |
| *We deliver support and inspire* |  | *2* | *3* | *2.5* |
| *We take ownership* |  | *4* | *5* | *4.5* |
| *We analyse critically* |  | *1* | *4* | *2.5* |
| ***Total Score*** | | | | ***18.5*** |

**FEEDBACK**

The aim of the feedback is to support your development and help you to consider the areas where you might choose to focus your future development.

**Written Assessment** – all unsuccessful and successful candidates will receive their scores and written feedback via email. You will also have the opportunity to receive verbal feedback from the assessment panel if required.

**Interview/ Briefing Exercise** - all candidates will receive written feedback scores and have the opportunity to receive verbal feedback from a member of the assessment panel. Unsuccessful candidates will be prioritised. In line with the NPPF, all unsuccessful candidates should discuss their feedback with their line manager and (if applicable) their coach/mentor and complete a development plan that will assist with your ongoing development.

**POSTINGS/NPPF STAGE 4**

**Posting of successful candidates**

Successful candidates will be offered a place in the promotion pool, subject to final checks of attendance and conduct and medical/vetting for external candidates. Those candidates will be contacted when suitable promotion opportunities present themselves. We will endeavour to promote all those in the pool within 12 months, however, candidates should accept that the timing of promotion is based upon organisational need and may not be immediate.

The postings criteria is as follows:

* Existing and supported transfer requests or approved moves take precedence
* Officers will be posted to a Directorate/Department. Which will be agreed at the Work Force Planning Meeting.
* Individual skills/ experience, match to role
* Team balance of skills/ experience

It is important that successful candidates make the Recruiting Team aware of any personal circumstances which may impact on a promotional decision/ location/ timing. This information will be kept confidential.

Candidates are reminded that they are applying for a rank and not for specific roles/specialist teams. Although consideration will be given to this information, final decisions on posting locations, times etc. are at the discretion of the Chief Constable of Staffordshire Police based on organisational need.

Promotion postings can only be declined in very exceptional circumstances and will be considered on a case by case basis. Therefore, unreasonable refusal of a promotion posting will result in removal from the promotion pool.

**NPPF Work Based Assessment**

Staffordshire Police work to the National Police Promotion Framework (NPFF) 4 stage promotion process. If you are successful you will be expected to complete stage 4, the work-based assessment (WBA) period within your first 12 months of your promotion. We consider this to be an essential factor in your development in the Sergeant rank. This will lead to a level 5 Certificate in Police Management qualification. You will be required to achieve a range of competencies throughout the WBA and will be made a substantive Sergeant when you have satisfactorily completed the WBA. This is a requirement regardless of whether you have previously achieved Part 2 Ospre assessment.

**FAIRNESS AND TRANSPARENCY**

Appeals will not be permitted on the grounds of a promotion decision alone and will only be considered in relation to a failure to uphold the process. Candidates who feel that they have been unfairly disadvantaged should set out their reasons and grounds for appeal in writing. Appeals will be reviewed by the **Head of Resourcing and Recruitment** and **Head of People Services and OD.**

In cases where the appeal is not upheld candidates can consider the force grievance procedure.

**Appeals Process**

* Appeals can not be raised in relation to the scores achieved or promotion decision.
* Appeals can only be raised in relation to the process (If you feel that you have not been treated fairly or equally in relation to other candidates e.g. not given sufficient time or if there was an interruption to your assessment etc)
* Appeals should be raised within 24hrs of attending your assessment.
* Appeals should be sent by email in the first instance to Helen Brunjes [Helen.brunjes@Staffordshire.police.pnn.uk](mailto:Helen.brunjes@Staffordshire.police.pnn.uk)

**APPENDIX 1: Key Dates**

**Please note that these dates may be subject to change due to assessor availability and/or operational matters that are out of our control.**

**We will aim to update candidates throughout the process via email with expected key dates/decisions.**

|  |  |
| --- | --- |
| **Activity** | **Date** |
| Process launch/Application Form Available | 14 April 2023 |
| Workshops / Positive Action Workshop | Written Assessment Workshop – 24 April 2023 1800 -1900 HRS Via MS Teams  Interview / Briefing Exercise/ Positive Action Workshop – 25 May 2023 1700 -1900 HRS Via MS Teams  Positive Action Workshop date to be confirmed |
| **Chief Constables Briefing** | **26 April 2023 1730 -1830 HRS**  **Via Teams** |
| Application Form Close | 0900HRS 28 April 2023 |
| Written Assessment | 2 May 2023 0800 HRS to be returned 1600 HRS 4 May 2023 |
| Interview/Briefing Exercise Dates | 6 – 16 June 2023 |

**APPENDIX 2: Eligibility criteria in more detail**

Applying constitutes a self-declaration that you meet the criteria outlined on page 3 however, at the end of the promotion process, final checks will be carried out for all successful candidates (detailed below). Successful candidates may be disqualified from the process if, at that point, there are any issues in relation to:

* Live conduct issues (will be checked via PSD/relevant Force dept)
* Performance - you must not be undergoing UPP
* Attendance
* Vetting, medical, fitness test and references (external candidates)
* Valid Ospre Part 1 or NPPF Step 2 Legal Exam Qualification. The pass is valid for 5 years up to the selection date. See the NPPF Guidance on the College of Policing Website.
* Valid Ospre Part 1 and Part 2 Qualification – no time limit.

For the purposes of calculating attendance criteria, conduct and valid Ospre Part 1 or NPPF Step 2 Legal Exam qualification, we will count back from the selection date of the promotion process.

If successful, candidates will need to have completed their probationary period.

**Conduct and performance**

This section of the application form concerns your eligibility for promotion based on your conduct and performance history. It requires you to provide details of outstanding or resolved conduct matters and public complaints. Failure to provide accurate information may result in discipline proceedings and you being withdrawn from the promotion process.

If you have a live misconduct sanction then you will not be eligible to take part in the promotion process.

For the purpose of clarity, the periods for which sanctions remain live for the purposes of promotion eligibility are given in the following table:

|  |  |
| --- | --- |
| **Sanction** | **Period that it remains ‘Live’** |
| Management Advice | 12 Months, although discretion may be applied given the particular circumstances |
| Written Warning | 12 Months |
| Final Written Warning | 18 Months |

Where a conduct matter or public complaint is ongoing, you may still be eligible to participate in the promotion process. This decision will be made by HR, PSD and a Chief Officer. Promotion however, will not take place until approved by the Chief Constable.

**Attendance**

Confirmation of promotion will be subject checks on attendance, where attendance levels fall below those required by the force, promotion may be paused or postponed until this has been addressed.

It is your responsibility to ascertain if you meet the required criteria at the point of applying, if you are outside of the attendance criteria and feel there are mitigating circumstances then you are invited to outline these in your application or consult with Career Services for advice and guidance.

If successful for promotion, at the point of a conditional offer being made this will be on the understanding that the information you have provided is a true and accurate reflection. Attendance checks will at this point be verified as within the criteria. Failure to adhere to the process may result in the offer being withdrawn.

**It is your responsibility to ensure that you consider the implications of applying/not applying in line with your attendance, performance and conduct.**

**APPENDIX 3: Stage 2 (Application form) and Stage 3 (Interview and Briefing Guide) Scoring Guide**

|  |  |
| --- | --- |
| **Rating Scale** | **Definition** |
| 5. Exceptional | The candidate has provided evidence that directly relates to the quality / competency area being measured. This evidence clearly explains their role and what they did in relation to many of the behavioural descriptors associated with the area. The example/examples used have direct relevance to the organisation and rank applied for. |
| 4. Very High | The candidate has provided evidence that directly relates to the quality / competency area being measured. This evidence clearly explains their role and what they did in relation to many of the behavioural descriptors associated with the area. The example/examples used have some relevant links to organisation and rank applied for. |
| 3. High | The candidate has provided evidence that relates to some of the quality / competency area being measured. In the main the evidence explains their role and what they did in relation to some of the behavioural descriptors associated with the area. The example/examples used have some relevant links to the organisation and rank applied for. |
| 2. Medium | The candidate has provided some evidence that relates to some of the quality / competency area being measured. In the main evidence clearly explains their role and what they did in relation to some of the behavioural descriptors associated with the area. The example/examples used have some links indirectly to the organisation and rank applied for. |
| 1. Low | The candidate has provided some evidence that relates to the quality / competency area being measured. The evidence does not clearly explain their role and what they did in relation to the behavioural descriptors associated with the area. The example/examples used have no direct relevance to the organisation and rank applied for. |

* The quality of the evidence – whether it is specific and factual and demonstrates a level of achievement i.e. an outcome that adds value to the force.
* The level of the evidence – whether it demonstrates that you could operate at the rank applied for.
* The relevance of the evidence – whether it demonstrates the appropriate value or competency and covers issues relevant to the force now and/or in the future.