



External Information Pack
Chief Superintendent Selection Process
November 2019

NEW
SCOTLAND
YARD



**METROPOLITAN
POLICE**

NEW
SCOTLAND
YARD

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**METROPOLITAN
POLICE**

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INTRODUCTION

Thank you for downloading this information pack and for your interest in the chief superintendent role. This pack is intended for officers thinking about applying for the Chief Superintendent Selection Process.

The Met is going through the most significant period of change it has ever experienced, alongside the unique and ever evolving challenge of policing London. Against this backdrop, the future of the Met is exciting but not without challenge. This is a really exciting opportunity to join the Met and lead people through the change we are facing, to engage and inspire communities, and to build trust with partners.

We are looking to identify candidates with a proven operational track record, as well as the ability to work at a strategic level, and work effectively across the diverse communities of London with a range of stakeholders. We are looking for applicants who will instill confidence that they can deliver strong outcomes across their command, regardless of the context in which they are operating.

Naturally, this will be an extremely competitive process where we are seeking to identify the best leaders for the Met and the communities we serve. To be successful in this process, individuals will need to demonstrate the behaviours as set out in the Competency and Values Framework (Level 3: senior manager / executive) and also have a commitment to our Met values.

Deputy Commissioner, Sir Steve House will be the Assessment Director for this process, overseeing the selection process, and is looking forward to the part he will play in ensuring the best candidates are selected as future chief superintendents.

We spoke with him about the Assessment Director role:

"I am really delighted to take on the role of Assessment Director for this process. London is both an incredible and challenging place to serve as a police officer. I want to play my part in ensuring that we have the best possible pool of people to take on the role of Chief Superintendent. Whether you work on a BCU or in an OCU, the role is complex and demanding but also extremely rewarding. It is also a critical rank for the organisation and I want our most talented people to fill it. This will, quite rightly, be a competitive process and the decision to apply is an important and personal one. I encourage you to think about it carefully and you must discuss with your line manager whether you are ready. If you do decide to apply, I wish you the very best of luck."

We view diversity as fundamental to our success, in enabling us to tackle the complex policing challenges we face. For this reason applications from across our communities are essential.

If this sounds like you, and you also fulfil the eligibility criteria listed on Page 13, we look forward to hearing from you.

ABOUT THE MET

Founded by Sir Robert Peel in 1829, the Metropolitan Police Service (the Met) is one of the oldest police services in the world. From the beginning, the purpose of the Met has been to serve and protect the people of London by providing a professional police service. This remains our purpose.

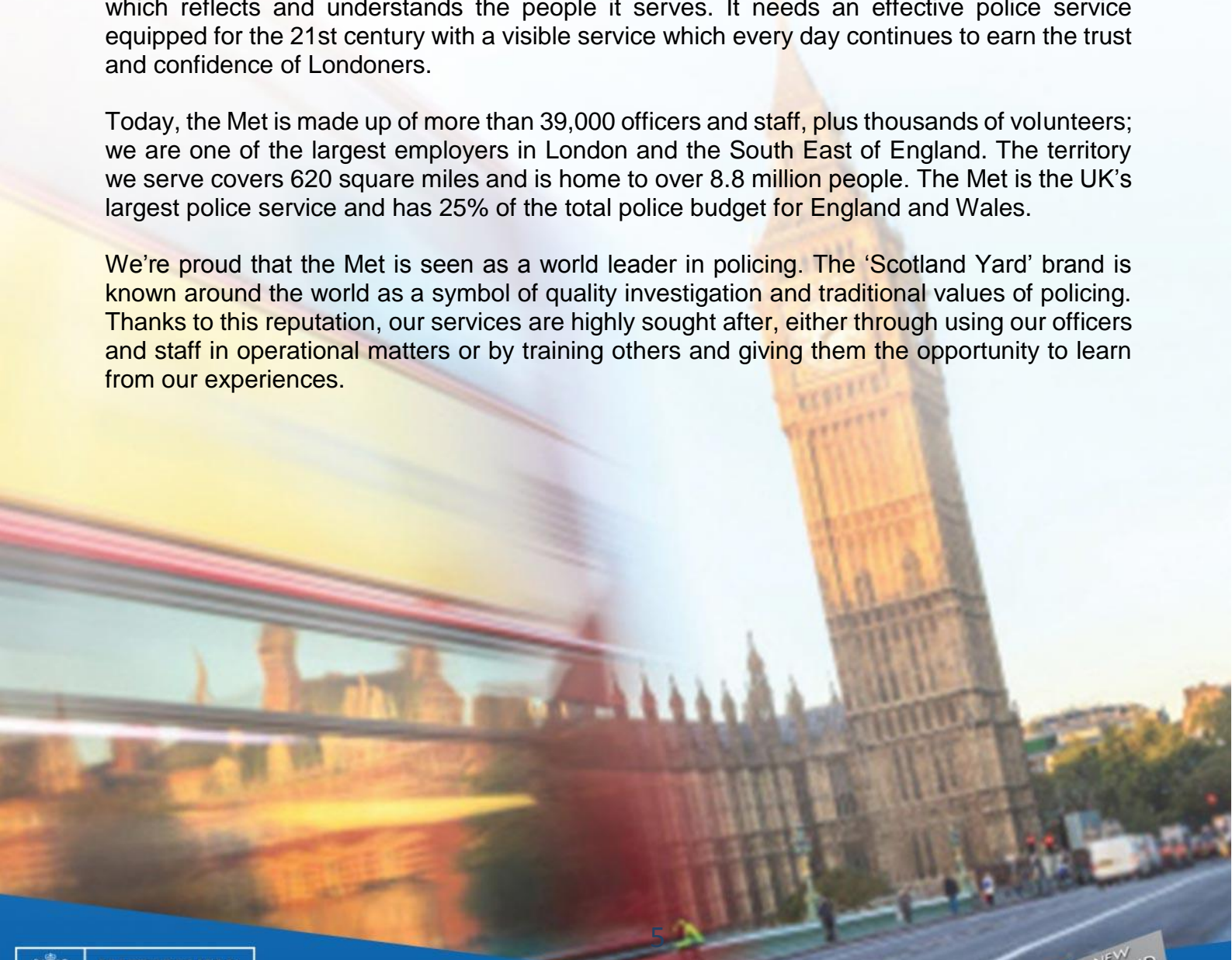
Our vision is to make London the safest global city, a city in which people are free to be themselves, express themselves and flourish. We strive to earn the trust and confidence of every community and take pride in the quality of our service so that people love, respect and are proud of London's Metropolitan Police.

The Met is responsible for maintaining the peace and is accountable in law for the exercise of policing powers, and to the Mayor's Office for Policing and Crime (MOPAC) for the delivery of efficient and effective policing, management of resources and expenditure. At all times the Commissioner and her officers remain operationally independent, in the service of the public.

The Met 'New Scotland Yard' is internationally recognised for its history, law enforcement and skills in fighting crime, however, a constantly changing city needs an accessible police service which reflects and understands the people it serves. It needs an effective police service equipped for the 21st century with a visible service which every day continues to earn the trust and confidence of Londoners.

Today, the Met is made up of more than 39,000 officers and staff, plus thousands of volunteers; we are one of the largest employers in London and the South East of England. The territory we serve covers 620 square miles and is home to over 8.8 million people. The Met is the UK's largest police service and has 25% of the total police budget for England and Wales.

We're proud that the Met is seen as a world leader in policing. The 'Scotland Yard' brand is known around the world as a symbol of quality investigation and traditional values of policing. Thanks to this reputation, our services are highly sought after, either through using our officers and staff in operational matters or by training others and giving them the opportunity to learn from our experiences.



ABOUT THE MET

LONDON: THE AMAZING GLOBAL CITY WE POLICE

London is unique: 'the world under one roof'.

Its ever-changing population is set to grow towards 9.2 million by 2020 and exceed 10 million the following decade. It is probably one of the most diverse cities in the world. The complexities of policing a city on this scale are huge. A seat of Parliamentary, Royal and Diplomatic power, London is a centre for protest, for criminality, for transport.

Londoners tend to be younger than the rest of the UK, more than three million of us were born abroad, just under half of which arrived in the UK less than 10 years ago.

London is also the world's most popular business and travel destination, receiving 31.5 million Visits in 2015, 12.9 million from the UK. It is a global city, recognised around the world, economically, politically, financially and creatively. London's greatness comes from its openness to the world, and this in turn has helped build world-renowned institutions which have preserved its safety and stability.

There are over 200 languages spoken in London, and around 40% of the population is Black, Asian or Minority Ethnic (BAME). These numbers are predicted to grow further as the city expands and develops as an international centre.

Of the six largest world faiths, almost four million Christians and one million Muslims live in London, and Buddhism, Hinduism, Judaism and Sikhism each have more than 80,000 followers in the capital.

London's population swells due to an influx of commuters during the day and tourists throughout the year - in greater volumes than anywhere else in the UK.

London is one of the safest global cities in the world already. Nevertheless, criminality within London is on a more prevalent and serious level than other cities and communities across England & Wales. Crime in the capital is often connected to organised criminality and national and international networks of offending. London has, throughout our lifetime, been a place that terrorists want to attack.

This creates a unique policing environment. Everyone joining us needs the ability to deliver outstanding policing to the communities of London.

WE HAVE A HIGHLY AMBITIOUS TRANSFORMATION AGENDA

Our transformation programme

Like many public bodies, we work with constrained resources, increasing demand and a changing environment that require us to make policing in London ever more effective. Recognising the challenges and the opportunities to improve our services, we are currently in the midst of one of the biggest transformation programmes of any public sector organisation.

Our **Transformation Portfolio** aims to deliver transformation right across our functions and departments, to modernise the force as a whole, and keep our resources focused on priority areas, providing an effective and efficient service to all Londoners.

In the past twelve months we have delivered:

ABOUT THE MET

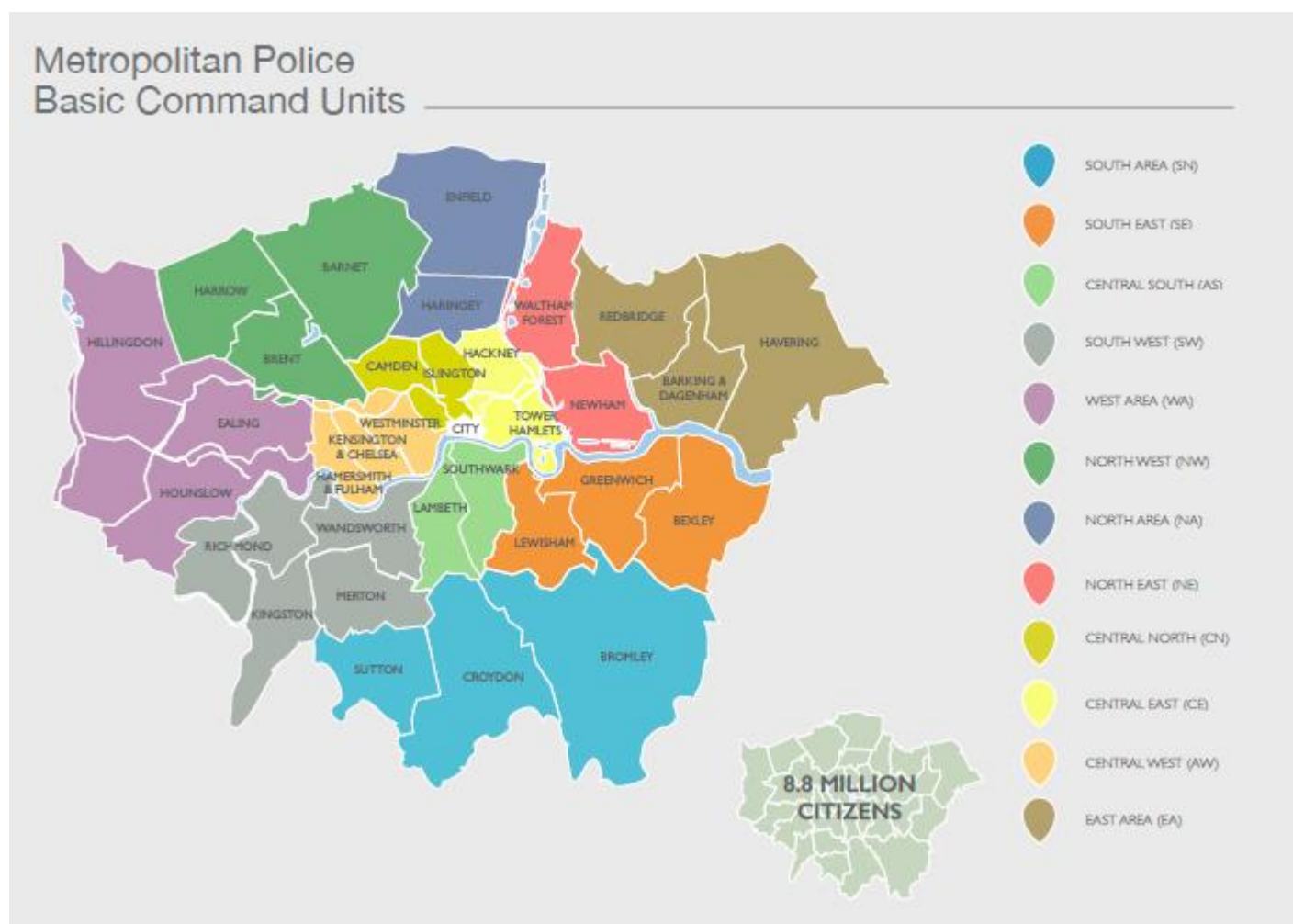
- **A more visible neighbourhood presence**, with about 1,700 dedicated officers whose sole focus is to respond to the issues that matter to local communities (two police constables (PCs) as Dedicated Ward Officers (DWOs), and one Police Community Support Officer (PCSO) in all 629 London wards). These officers are tackling local priorities and anti-social behaviour, identifying people vulnerable to, or at risk of becoming involved in crime, and solving local issues.
- **A strengthened local police**. By regrouping a small number of boroughs to deliver core local policing functions (neighbourhoods, safeguarding, response and investigation) across borough boundaries, we can integrate and enhance our capability, and improve the safeguarding of vulnerable people with more officers dedicated to prevention. Management costs will reduce, which means we can maximise the availability of officers on the frontline. People, buildings, technology and fleet currently in one borough will be shared across a Basic Command Unit (BCU), making it easier to provide resources in line with each local area's peaks in demand. In addition, we have opened up access to a police career through direct entry superintendents, inspectors and detectives, attracting a diverse pool of applicants who may not have otherwise considered a career in policing.
- **Significant enhancements to our service**. Our new website offers relevant local information and prevention advice. It includes online crime reporting capability: 11 per cent of crimes are now reported online. A new Telephone and Digital Investigation Unit complements this, reducing demand on our response teams, allowing them to focus their efforts more effectively. Body Worn Video (BWV) cameras were rolled out to over 22,000 officers, more than any other police service in the world. By being the first British police service to share footage digitally with the criminal justice service, we have improved security, reduced the demand on officer time and saved £3.5 million per year in operating costs. Complaints and investigations can become more evidence-based with supporting BWV material.
- **Smarter Working** bringing a significant range of savings and qualitative benefits, including improved morale, officer visibility and service effectiveness and efficiency. As a result of the rollout of 30,000 tablet and mobile devices, we have the ability over time to support our officers with better applications so they spend more time visibly assisting the public and less time in our buildings; we also expect to be able to better serve the public, with our officers having access to the right information at the time when they need it.

We have a clear roadmap that sets out our transformation plans to 2020. We have reviewed our processes and capabilities, our organisational, technological and digital strengths and weaknesses; and are constantly assessing future demand and current gaps to identify where change is necessary, where investments are required, and where benefits can be realised.

We need to make further savings, whilst continuing to improve our operational effectiveness and efficiency in the face of increasing overall demand, higher expectations from the public and the added complexity of a digital age. Technology and estate transformation are some of the key enablers of that change, but organisational culture and learning, and good information management are also vital to make it a success.

ABOUT THE MET

The roll-out of our work to brigade local policing from 32 boroughs into 12 basic command units (BCUs) has now completed. BCUs allow us to boost proactive capability and preventative ward-based policing, with increased roles in each ward and in schools. It also provides a revised investigative model, with most crimes being investigated by first responders, leading to improved victim care and a more joined-up approach to safeguarding. Bringing together all the parties involved in these services into the BCU builds professionalism and ways of working with partners.



For London...

A **modern, transformed** and **more efficient Met** will **Protect London** by investing more of its time on the areas of greatest threat, risk and harm;

We will make **every community safer** through our new neighbourhood policing service and a stronger focus on safeguarding to protect the most vulnerable.

For our People...

We will provide **real time information** to keep them safe and manage risk, and provide **professional support** so they can concentrate on their job;

We will deliver a **digital service** from **contact** to **court** to help meet demand, and **trust in them** to do their job well and have good professional judgement so their time is spent on activities that have the most impact.

ABOUT THE MET

Corporate Priorities

Our mission is to keep London safe for everyone

To achieve this, we will:

Focus on what matters most to Londoners

Violent crime tops the public's concerns and tackling it is our top priority. This includes terrorism, knife and gun crime, sexual offending, domestic abuse and safeguarding vulnerable people from predatory behaviour.

Mobilise partners and the public

We know that safety requires action and intervention beyond the police service. We will work with partners and communities to help keep them safe and support them in preventing crime. We will work harder to earn the trust of more young people and ethnic minority communities.

Achieve the best outcomes in the pursuit of justice and in the support of victims

We have a fundamental responsibility to uphold the rule of law and to ensure that victims receive the best possible outcome. We will do this by catching offenders and by ensuring victims of crime receive both justice and the support they need from us and our partners.

As an organisation, we want to lead 21st century policing and:

Seize the opportunities of data and digital tech to become a world leader in policing

We want to harness data and use advanced technologies to our advantage in the pursuit of criminals, rising to the challenge of a fast-moving data-driven digital age. We will make information and insight more accessible internally, and externally, to support evidence-based decisions and promote public confidence. We will strive to enhance our global reputation for excellence and expertise in policing.

The following chart shows how the MPS is structured



Your Reward

Terms of appointment

You will be appointed to the office and rank of chief superintendent / detective chief superintendent.

Duties and responsibilities

You may be posted into appropriate roles or directed or required to undertake additional or other duties by the Commissioner, appropriate to your rank, to meet the needs of the business of the Met.

Salary and allowances

Basic Pay:

Officers newly promoted to chief superintendents after 1st June 2019 will join the pay scale at the minimum of the pay point for this rank, from the date of their promotion.

Pay point	Salary (from 01/06/2019)
1	£84,849
2	£87,717
3	£89,511

Plus

- London weighting £2,505 p.a.
- London Allowance £1,011 p.a.
- Rent or Housing Allowance or London Allowance 2 (£3,327 p.a.), depending on personal circumstances and eligibility.

Should you be selected for appointment through this process, any increase to the above basic pay and allowance amounts that become effective after the launch of the selection process will be notified to you at the point of provisional offer being made.

For those applying who are already chief superintendents, you should seek clarification of your starting salary before applying.

Place of Work and Hours

Your normal place of work will depend upon your posting. However, you may be required to travel to such places as may be reasonably necessary for the proper performance of your duties, both inside and outside the UK.

Working hours are a notional 40 per week, but you are expected to work flexibly in order to ensure you fulfil the requirements of the post. Duties may include shift working, including weekends, as part of the on-duty cadre arrangement, or managing operations or participation in an on-call roster including nights and weekends.

Your Reward

Annual Leave

You will be entitled to 31 days paid leave per year.

Travel

You will be entitled to free travel on Transport for London buses, rail and tram services both on and off duty. You are also eligible to join the Rail Delivery Group (RDG) rail travel scheme under the terms and conditions which apply. The RDG travel scheme will allow you to travel on National Rail Services within a radius of 35 miles of London, for a monthly contribution.

Reasonable travel and subsistence costs necessarily incurred in the performance of duty will be reimbursed in accordance with the Regulations and MPS policies.

Pension

If you are a member of the Police Pension Scheme, all matters concerning your pension will be governed by the Police Pension Regulations 1987 and any subsequent amendments to them.

Business Interests

The expectation is that you will devote your working time to your duties and office. In accordance with Regulation 7 of the Regulations as amended by the Police (Amendment) (no. 2) Regulations 2006 you must obtain the written permission of the Commissioner before commencing any Business Interest.

Indemnity Insurance

The Met continues to meet the cost of the legal indemnity cover arranged by the Superintendents' Association.

Other Benefits

The Met provides a range of voluntary benefits through which officers can access goods and services at discounted or preferential rates.

The Selection Process

1. ENTRY TO THE PROCESS

Expressions of interest are invited during the period of Thursday 7th November till Wednesday 20th November 2019. You will be able to complete your full application as soon as you have submitted your expression of interest. Once you have completed the eligibility section including personal details you will have expressed an interest in this process and you can continue with your application up until Monday 2nd December 2019. You will receive an email confirming your expression of interest has been successfully submitted to the email address you entered in the Oleeo system.

The following timeline applies in respect of the application window:

- You will need to complete your expression of interest by 23:55 on Wednesday 20th November 2019;
- You should submit your full application as soon as possible after submitting your expression of interest, with the deadline being 23:55 on Monday 2nd December 2019;
- Applicants who have been unsuccessful for promotion in their own force within the previous 12 months will need to provide the Met with the specific feedback and development plan that demonstrates they have addressed the development areas. In addition, applicants must be supported to apply for these roles by their current management team.
- Your line manager and chief officer will be asked to complete a short questionnaire in respect of your application, asking them to confirm eligibility, verify your examples, along with providing supporting detail in respect of your key strengths and development areas. This short questionnaire will need to be completed and returned to Enquiries.PoliceJobs@sscl.gse.gov.uk by Wednesday 11th December. You should therefore make them aware that you have applied for this opportunity.
- Supported applications will go to a paper sift in December.

All expressions of interest and applications will need to be completed and submitted online, via the Met's recruitment system Oleeo. You will be able to access the Oleeo system, and complete your application, via devices with an internet connection. This means that you can complete your application online at any time and place that is convenient to you, be that from the office, home or even on your smart phone as you go about your day. You will have instant access to your application, which you can save as you go, and any communications regarding the progress of your application will be available via the system.

Before applying, we recommend that you read through this pack carefully.

To view and apply for the promotion opportunity via Oleeo, please click [here](#) to view the Promotions Job Board.

You will need to click 'Apply' at the bottom of the advert to complete your expression of interest. On clicking 'Apply', you will be prompted to register for a new user account if you haven't already done so, and you will just need to follow the instructions.

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To be eligible to apply for this process, you must:

1. Be a current substantive superintendent / detective superintendent applying on promotion as of the 7th November 2019, or chief superintendent / detective chief superintendent applying to transfer;
2. Meet the MPS attendance management criteria;
3. Be free of any bar to promotion as a result of discipline outcomes;
4. Meet with management to confirm you are ready for this promotion opportunity, providing development plans that address any development areas for selection processes applied for within the last 12 months.

The Met's attendance management policy requires that applications will normally be rejected where an individual has been absent from duty through sickness over the previous three years:

- For an average of more than 6 days per year or;
- Where the individual has been absent from duty on eleven or more separate occasions during those three years or;
- When the individual's sickness record during the period displays a pattern of absence which would cause the line manager to feel unable to rely on a regular pattern of attendance or performance.

Disability and health queries

We welcome all applications to this selection process.

If you consider yourself to have access or reasonable adjustment requirements that need to be accommodated should you be invited to an assessment centre, we would ask that you contact us at the earliest opportunity to request consideration of your needs. When submitting your application form online, you will be asked if you wish to request consideration of a reasonable adjustment should you be invited to an assessment centre.

Should you indicate that you wish for us to consider a reasonable adjustment or access request, we will contact you to discuss your request further and will seek receipt of a medical report from you to inform assessment of your request.

The Met Recruitment Team will work with you and your Line Manager where necessary, in consultation with a medical/specialist/professional advisor to develop suitable adjustments where appropriate, to enable equality of opportunity for success in this selection process.

Professional advice (medical or otherwise) related to a request for access/adjustment needs will be sought in all cases. All matters will be treated in strict confidence.

To ensure that you are assessed in line with other candidates and within the assessment window we will require your medical report to be sent to us by Monday 2nd December 2019. If the report is received after this date there may be a delay in you being assessed.

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ONLINE APPLICATION FORM – CANDIDATE ACTION

The online application form will contain four competency or value based questions, asking you to provide examples of your experience which reflects the skills and competencies required at the chief superintendent level.

For each question asked, you will have 1,600 characters (including spaces), which equates to approximately 250 words. The number of words you will be able to include in your answer will depend on the length of the words used, as the limit to length is based on the overall character count. The online application form will prevent you from entering more characters than is permitted, so you should structure your answer within the space provided.

You may find it helpful to formulate your answers in a word processing package outside of the online recruitment system so you can monitor the word count whilst formulating your best answer. Your text can then be copied and pasted into the online Application Form for ease.

For each piece of evidence you provide, you must provide the details of an individual who can verify the evidence. Please ensure that all individuals cited as verifiers within your Application Form are aware that they have been named in this capacity.

You will be asked to provide details in respect of your previous police service from the rank of inspector and above, starting with your most recent role.

You must complete all sections of the online application form before you are able to submit this for your chief superintendent's consideration. Please note that once you submit your online application you will have no further opportunity to amend your answers, so it is important that you have fully checked your application before submitting it.

APPLICATION FORM – LINE MANAGER AND CHIEF OFFICER ACTION

Once your application has been submitted, we will contact your line manager and Chief Officer to complete a short questionnaire asking them to verify your evidence you have provided, to detail your key strengths and development areas and confirm it has been endorsed. The deadline for the submission of the line manager/Chief Officer form is 23:55 on Wednesday **11th December 2019**.

SIFTING PANEL

Panels of assessors will meet to review all the Application Forms received and evaluate the strength of the evidence presented by each candidate. This will take place during December.

This process will be overseen by a moderator and the Superintendents' Association are invited to observe.

2. ASSESSMENT STAGE

Supported applications that meet the minimum acceptable standard defined following the sifting

The Selection Process

panel, will be invited to attend a central Assessment Centre.

As our selection processes are extremely competitive, the assessment stage is very rigorous. The Assessment Centre is designed to measure the key skills and behaviours which are required for the chief superintendent role, based on the CVF and Met values.

A job analysis has been carried out with current chief superintendents to ensure that the key roles/activities are captured and this information is used to design the exercises. The assessment material is piloted with current chief superintendents and reviewed by the Assessment Director to ensure that they are pitched at the right level and are an accurate reflection of situations a chief superintendent would deal with within the Met.

During the Assessment Centre you will be observed by multiple assessors across different exercises to maximise the fairness of the process and your opportunities to demonstrate your skills and abilities. It will also provide you with a realistic preview of the types of tasks and situations which you will face in the role. You will be asked to take part in a **Chief Officer Briefing exercise, an External Interactive exercise, a Written Analysis exercise and a Structured Interview**. Further detailed guidance and support for how to approach the Assessment Centre will be provided in the form of candidate briefings and an AC prep guide.

The **Chief Officer Briefing, External Interactive, and Written Analysis** exercises will all be set in a fictitious London area and you will take on the role of a new BCU Commander (chief superintendent). During the exercises, you will be responsible for making decisions that are in line with strategy both locally and London-wide, as well as being responsible for excellent and consistent performance of operational police officers within the area.

For the **Chief Officer Briefing exercise**, you will be asked to review a pack of information in order to prepare to deliver a briefing to two senior colleagues based on the content of this pack. The assessors will then have a period of time to ask you questions based on your briefing to further understand your thinking and your proposals. The material provided will contain a mix of operational and organisational considerations.

For the **External Interactive exercise**, you will be provided with information about a particular scenario and you will be given time to prepare for a meeting with an external stakeholder. There will be only one Role Actor for this exercise. At the end of the meeting you will be asked to produce a short written update for a senior colleague which directly links to the meeting. This report will also be assessed.

For the **Written Analysis exercise**, you will be provided with information about a particular scenario and you will be required to analyse the information and produce three written outputs which reflect your analysis and assessment of the situation. The exercise will be completed on a laptop.

In the **Structured Interview**, you will be asked a range of competency and values based questions. You will be asked a mix of forward-facing/scenario based questions and questions about things you have done in the past. The assessors will select questions from a pre prepared 'list'.

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Dress code for the Assessment Centres is Business Smart. You will be fully briefed on arrival and there will be breaks throughout the Assessment Centre to allow you time to prepare for your next exercise. If you wish to take snacks and drinks with you, you will have the opportunity to consume these during the comfort breaks. Any interactions with assessors outside of a timed exercise will not be assessed so feel free to ask any questions you may have.

The skills being assessed are structured around the CVF and Met values.

There are six competencies which are clustered into three areas as listed below:

Cluster 1: Resolute, compassionate and committed

- Competency 1: We are Emotionally Aware
- Competency 2: We Take Ownership

Cluster 2: Inclusive, enabling and visionary leadership

- Competency 3: We are Collaborative
- Competency 4: We Deliver, Support and Inspire

Cluster 3: Intelligent, creative and informed policing

- Competency 5: We Analyse Critically
- Competency 6: We are Innovative and Open-Minded

The Met values of Professionalism, Integrity, Courage and Compassion will also be assessed.

Appendices 2 and 3 provide you with the definition of what behaviours are expected for each competency within the chief superintendent role, and positive and negative indicators of the Met Values.

You can see which competencies and values are assessed by which exercises in the matrix on the next page:

The Selection Process

Competencies and Values	Assessment Elements				
	Application Form	Interview	External Interactive Exercise	Chief Officer Briefing Exercise	Written Analysis Exercise
We are emotionally aware		✓	✓		
We take ownership	✓	✓		✓	
We are collaborative	✓	✓	✓		
We deliver, support and inspire				✓	✓
We analyse critically				✓	✓
We are innovative and open-minded	✓		✓		✓
Professionalism		✓			✓
Integrity	✓			✓	✓
Courage		✓	✓		
Compassion			✓	✓	

How will you be scored

Candidates will be assessed against the six competencies and four values across the assessment exercises, to support a balanced and rounded assessment of their suitability for promotion. This means that if you don't perform at your best in an exercise, you still have the opportunity to show what you can do in another.

At the conclusion of the Assessment Centre, your scores will be averaged to form competency and value averages to inform selection decisions. You will need to achieve a minimum acceptable standard across the competencies and values to be in with a chance of being successful in this process. The minimum acceptable standard will be defined following the assessment centre, looking at performance across the cohort as a whole.

All assessors are trained in the assessments to the required standard. Experienced Met assessors and Occupational Psychologists are used to help benchmark a video of each of the exercises that are then used during an assessor training session. During the training, all

The Selection Process

assessors are asked to assess these benchmarking videos to help create a consistent standard and expectation across the assessor pool in line with best practice.

A quality assurer will dip sample assessments and their role is to:

- Ensure the assessment exercises and interview are delivered as intended (e.g. performance of Role Actors);
- Provide support to assessors in resolving any differences of views to arrive at competency ratings;
- Consider ratings given and check for consistency across the whole process to ensure the benchmark standards are adhered to;
- Review feedback to ensure it reflects the competency ratings given and is of a high quality.

The final review panel, chaired by the Assessment Director, including representation from staff associations and the business, will be presented with options relating to the performance standard and projected vacancies to determine the selection process pass mark.

During this process, scoring results are anonymised and all outcome decisions are made in respect of performance and anticipated vacancies.

You will be provided with your scores and a summary of your performance across all exercises to help you identify your likely strengths and development areas at the chief superintendent level.

When you will be assessed

The assessment process will be held centrally from 14th January until 6th February 2020 (subject to operational commitments).

The Assessment Centre for this process will comprise of 2 stages, which can be sat in any order and are detailed below.

Assessment Centre hosted at New Scotland Yard

- Interview

Assessment Centre hosted at Empress State Building

- Chief Officer Briefing exercise
- External Interactive exercise
- Written Analysis exercise

3. POST SELECTION PROCESS – WHAT HAPPENS NEXT?

If you are successful through the final assessment stage, you will be contacted by the Met Recruitment team to explain next steps. A series of pre-employment checks will commence, including a medical assessment, fitness test, substance misuse testing, complaint check within your current force, referencing and vetting.

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On successful completion of all required pre-employment checks you will be given an 18 month ticket which makes you eligible to apply for suitable roles at the Chief Superintendent rank. We are introducing a new approach to posting which will involve completing expressions of interest followed by a discussion with chief officers. This will provide you with the opportunity to discuss your skills with members of the Management Board and ensure we post people with the right skills to our senior officer posts. Once you have completed the promotion process you will receive detailed information on the next stage.

A final offer will only be made once all of our checks have been satisfactorily completed. You should not resign from your current force on the basis of a conditional offer, and instead should wait until all aspects of your pre-employment checks have concluded and you have received written confirmation of a start date and posting. Your resignation should be effective from midnight preceding your date for joining the Met. This will ensure that there is no break in service, and that your rights are continued.

Candidates unsuccessful at the final assessment stage will be advised in writing. Thank you again for your interest in the chief superintendent role.

We wish you the best of luck with your application should you choose to proceed.

For any further information or queries regarding this process, please contact the Met

Recruitment Team on Enquiries.PoliceJobs@sscl.gse.gov.uk or via telephone 01633 632500 (option 4).

Thank you and good luck.

Appendix 1 – Timetable

Activity	Date
Launch Chief Superintendent Selection Process	Thursday 7 th November 2019
Candidate briefings at New Scotland Yard, introducing the process, the CVF and how to prepare	11 th November 17.30 – 18.30 and 19 th November 17:00 - 18:00 2019
Candidate completes the Expression of Interest via Oleeo	By 23:55 on 20 th November 2019
Candidate completes their full application via Oleeo	By 23:55 on Monday 2 nd December 2019
Medical report provided for reasonable adjustments	By 23:55 on Monday 2 nd December 2019
Line manager and chief officer completes short questionnaire and returns completed questionnaires to enquiries.PoliceJobs@sscl.gse.gov.uk	By 23:55 on Wednesday 11 th December 2019
Sifting panel	December 2019
Application outcomes confirmed to candidates via Oleeo	Monday 23 rd December 2019
Invitations to assessments sent via Oleeo	Monday 23 rd December 2019
Invitation to preparation sessions sent out (selected applicants only)	Monday 23 rd December 2019
Candidate preparation sessions (selected applicants only)	Monday 6 th and Tuesday 7 th January 2020
Centrally Managed Assessment Centre	14 th January to 6 th February 2020
Promotion Review Panel	Wednesday 12 th February 2020
Results to candidates	Monday 17 th February 2020

Appendix 2 - CVF definitions

Cluster	Competency	Definition
Resolute, compassionate, committed	We are Emotionally Aware	<p><i>Narrative</i></p> <p>We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.</p> <p>We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.</p> <p>Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.</p> <p>We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.</p> <p><i>Level 3 Indicators:</i></p> <ul style="list-style-type: none"> • I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate. • I actively ensure a supporting organisational culture that recognises and values diversity and wellbeing and challenged intolerance. • I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed. • I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions. • I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.
	We Take Ownership	<p><i>Narrative</i></p> <p>We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks.</p> <p>We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and</p>

Appendix 2 - CVF definitions

		<p>reflect to improve and amend our future practice.</p> <p>Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making. We take responsibility for ensuring that support or development is sought to minimise any risks.</p> <p><i>Level 3 Indicators:</i></p> <ul style="list-style-type: none"> • I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame. • I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities. • I define and enforce the standards and processes that will help this to happen. • I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance. • I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance. • I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.
Inclusive, enabling and visionary leadership	We are Collaborative	<p><i>Narrative</i></p> <p>Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes.</p> <p>We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.</p> <p>We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services</p>

Appendix 2 - CVF definitions

		<p>together. In all of our dealings with our partners, we make sure that they feel respected and valued.</p> <p><i>Level 3 Indicators:</i></p> <ul style="list-style-type: none"> • I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures. • I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private). • I take the lead in partnerships when appropriate and set the way in which partners organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities. • I create an environment where partnership working flourishes and creates tangible benefits for all.
	We Deliver, Support and Inspire	<p><i>Narrative</i></p> <p>We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.</p> <p>We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively.</p> <p>This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.</p> <p><i>Level 3 Indicators:</i></p> <ul style="list-style-type: none"> • I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made. • I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals. • I ensure that everyone understands their role in helping

Appendix 2 - CVF definitions

		<p>the police service to achieve this vision.</p> <ul style="list-style-type: none"> • I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these. • I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes. • I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment. • I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners. • I motivate and inspire others to deliver challenging goals.
Intelligent, creative and informed policing	We Analyse Critically	<p><i>Narrative</i></p> <p>We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.</p> <p>We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.</p> <p><i>Level 3 Indicators:</i></p> <ul style="list-style-type: none"> • I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios. • I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial. • I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations. • I use my knowledge of the wider external environment and long term situations to inform effective decision making. • I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

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	<p>We are Innovative and Open-Minded</p>	<p><i>Narrative</i></p> <p>We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.</p> <p>We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors.</p> <p>Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.</p> <p><i>Level 3 Indicators:</i></p> <ul style="list-style-type: none"> • I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance. • I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements. • I work to create an innovative learning culture, recognising and promoting innovative activities. • I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere. • I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.
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Appendix 3 - Met Values

Professionalism

Taking pride in the quality and efficiency of our service, we strive for excellence in all we do, recognising good performance and challenging poor behaviour.

We work to understand and meet the expectations and needs of the communities we serve. We collaborate and deliver as a team, whilst taking personal responsibility for our actions.



- Takes personal pride in their work and that of the Met, acting as an advocate and always upholding the Met's reputation.
- Seeks to embed best practice and looks for ways of making improvements.
- Seeks feedback from both within and outside the Met on service delivery and seeks to deliver an excellent service.
- Is prepared to constructively challenge where service is poor and recognises and acknowledges colleagues who have done an excellent job.
- Builds trust by taking time to understand and action to address concerns raised.
- Puts the needs of the public at the heart of what they do, above their own or those of their team.
- Builds collaborative relationships with colleagues, local communities and partners.
- Seeks to understand the needs of partners and their priorities, delivering as a team.
- Takes personal responsibility and is accountable for decisions and actions.
- Is clear about what can and can't be done.
- Seeks feedback on behaviour, acts on it and is aware of the impact on others.



- Is not interested in improving standards or delivering a quality service.
- Acts in a way that may discredit or undermine the police service and or the reputation of the Met.
- Tries to maintain the status quo because 'we've always done things this way'.
- Does not seek feedback on service delivery.
- Tolerates poor service and allows good work to go unrecognised.
- Only engages with local communities or partners when there is a problem.
- Focuses on internal issues and priorities rather than those of the public and local partners.
- Assumes that 'they know best'.
- Takes actions without reasonable and appropriate consultation with partners.
- Avoids responsibility and seeks to blame others for unpopular decisions.
- Will hold back on making a decision, in the hope that someone else will.
- Is not open to giving or receiving feedback.

Appendix 3 - Met Values

Integrity

We act ethically and serve without fear or favour, respecting and valuing individuals for the diversity they bring.

We inspire trust and confidence by doing the right thing and matching our behaviours to our words, always being fair, consistent, open-minded and honest.



- Does not use their position for personal advancement.
- Follows the law and organisational standards and encourages others to do the same.
- Acts as a role model in supporting, understanding and respecting the diversity of individuals.
- Sets high professional standards, acting in line with these, holding others to account if standards are compromised.
- Acts in the public interest, gains and maintains the trust of others.
- Deals with concerns and complaints quickly and objectively.
- Treats others consistently, fairly and with respect.
- Clearly explains the reasons for their decisions and gives honest explanations.
- Seeks to remain impartial and avoids pre-judging situations.



- Misuses or abuses their position for personal advantage.
- Seeks to undermine the standards of the Met by acting 'unofficially', or for personal interest.
- Assumes everyone is the same. Has no interest in understanding or respecting individual difference.
- Treats diversity as a something that is not part of the role and as just 'political correctness'.
- Does not maintain high professional standards, ignoring unethical or unprofessional behaviour.
- Focuses on 'damage limitation' or seeks to disprove complaints.
- Shows favouritism.
- Takes decisions without explaining why.
- Jumps to conclusions without listening to all sides.

Appendix 3 - Met Values

Courage

We stand up for what's right, remaining resilient under moral and physical pressure, admitting and learning from our mistakes and holding others to account if we need to.



- Willing to challenge if there is a genuine and reasonable belief that something is wrong. Supports others to do the same.
- Represents the Met under difficult circumstances and does not bow to pressure.
- Willing to make difficult and unpopular decisions which are in the public interests to keep the peace.
- Makes high quality decisions, under a high degree of visibility, scrutiny and time pressure.
- Remains composed and respectful, demonstrating high levels of self control and tolerance, even in the face of moral and physical provocation.
- Will admit when they have made a mistake and will look to learn from it.
- Confronts colleagues whose performance falls below the public's and organisation's expectations.
- Supports and empowers others to challenge and take action where a colleague's performance falls below required standards.



- Avoids speaking up and prefers to voice their opinion privately.
- Makes decisions which go against best practice and the available evidence when under pressure to do so.
- Avoids taking difficult decisions or tackling difficult problems.
- Avoids taking responsibility for making decisions under pressure.
- Will demonstrate behaviour that could be perceived as aggressive or abusive.
- Does not acknowledge when mistakes have been made.
- Is not open to the views or feedback of others.
- Tolerates (or ignores) inappropriate behaviour (including the use of disproportionate force) from colleagues.
- Is reluctant to tackle poor performance.

Appendix 3 - Met Values

Compassion

We respond to the needs of those we serve and protect, treating the public and each other with respect and dignity, being caring, friendly and engaging and taking time to clarify and explain.



- Listens to others' concerns and encourages them to express their views. Makes it clear that their views are important.
- Will treat others with respect and courtesy, devoting adequate time to all.
- Makes dealing with concerns and complaints a priority and starts from the position that people are telling the truth.
- Does not tolerate bullying or prejudice, and respects the rights of individuals.
- Is free from judgement and sensitive to the needs of others, regardless of their position, showing care and empathy to those around us.
- Breaks down the barriers between different groups both inside and out of the Met.
- Supports others and explains the reasons for decisions and actions.



- Is dismissive of others' points of view.
- Will treat those they consider less worthy with less respect.
- Avoids dealing with complaints, tolerates lengthy delays in dealing with them, or is defensive and assumes that they need to be 'disproved' rather than investigated.
- Engages in or tolerates bullying and prejudice.
- Is quick to judge others as more or less worthy, allowing these judgments to influence their behaviour and response.
- Tolerates or encourages the existence of 'them' and 'us'.
- Ignores the impact of change on colleagues and does not explain why it is happening.

Appendix 4 – How to Prepare

The process is just as much about ensuring that you feel you are ready for the promotion as measuring your potential. Please ensure that you 'are yourself' throughout the selection process. You will be assessed based on how you answer and what our assessors observe; remember that credit cannot be given for things you may be thinking unless you express these. The selection process has been designed to give everyone a fair chance to display the necessary skills and behaviours; it is not about trying to 'catch you out' so be yourself and be honest in showing what sort of leader you are.

Online Application Form

You can prepare for the Application Form by considering some previous examples of where you have demonstrated the key competencies outlined above. It will be important for you to provide sufficient detail within the word limit.

Tips for completing your Application Form:

- Ensure you allow yourself enough time in an effective working environment.
- Read each question carefully and ensure you fully understand what it is focussing on.
- Consider your experience and how it could apply to each question. Ideally you would want to have multiple examples which you could select the strongest from.
- Avoid generalisations – provide specific examples that demonstrate what you did and the thinking behind your actions.
- Structure your response to ensure it covers all aspects of the question.
- Compose your answers in a Word document – this will allow you to compose your best answers without the need to be mindful of system time restraints, and will also allow you to monitor the character / word count.
- Some people find it helpful to Use the SOAR model:
 - Situation – Overview of the situation (brief) to set the context.
 - Objective – Explain (briefly) what the objective was.
 - Action - Describe the actions you took to achieve the tasks (this should be the bulk of your words).
 - Result - Highlight the results that were achieved (this could include any learning where applicable).
- Be clear regarding your role, and what you did or said (e.g. use 'I' not 'We').
- Read and re-read your answers before submitting.

Interview

You can prepare for the interview by considering some previous examples of where you have demonstrated the key competencies outlined in the CVF and the Met values. In the interview, it is important for the observer to gain a better understanding of what you have done so be careful to choose examples where you can illustrate what you did, and not just the things you did as part of a group. Ensure you consider the task/situation and objective you were faced with, what action you took and what the results were.

Appendix 4 – How to Prepare

Also think about the requirements of the role and the key skills and experience you will bring. On the flip side, what gaps do you have and what support might you need?

If faced with a forward-facing/scenario based questions think about the requirements of the role and how you will fulfil these within the competencies and values being assessed.

Regardless of the type of question, within the interview do feel free to take a moment to think about which examples or response you wish to give, to best reflect the relevant competencies. It is in your best interests to take the time to think about what you have been asked and how you can best respond before speaking. Time will be built into the interview to allow for you to reflect and choose appropriate examples.

Chief Officer Briefing, External Interactive and Written Analysis exercises

You will benefit from considering why a chief superintendent would be asked to undertake these types of scenarios and what the differences might be between their role and the rank that you currently hold. As an example, consider what messages you are trying to convey and who the information is intended for so you can present this in an appropriate style (written/verbal). For the interactive scenario it is important to remember that these are two-way discussions.

Remember that the content relates to a fictitious London area so make sure that your assessment of the situation and proposed solutions reflect the actual information contained in the brief. However, you can draw upon your policing experience and technical knowledge from either within or outside the Met to support your approach.

In advance of the Assessment Centre, it may be useful to think about the demands and expectations on a chief superintendent within the Met. You could spend time considering these challenges and exploring how you might respond to them, including how you could use your leadership style to best effect.

How will it feel?

The purpose of the Assessment Centre is to see if you have the potential to perform at the level required for the role of chief superintendent so the exercises are designed to stretch and challenge you. As such, you may feel pressured at times, so it is important to prepare as fully as possible and plan your time accordingly. Due to the fact you are being assessed, you may be tired after the event so it is advisable to avoid booking in any other challenging meetings or events on the same day if you can avoid it.

Tips for the day itself

- Be yourself – don't try to act in the way you think assessors will want you to be. Focus on what **'you'** would do in the scenarios/questions presented.
- Remember this is about stepping up to the chief superintendent rank – so think about the **demands and expectations** of someone operating at that level.
- **Engage with** the exercise – try to put yourself in the shoes of the role and use it as

Appendix 4 – How to Prepare

an opportunity to show what you could do and what sort of leader you are.

- Make sure that you **read (listen to) the task** and key information – it is there to help you.
- **Take your time when responding to questions** – it can feel pressurised in the assessment context so feel confident to take a moment or two before responding.
- Focus on actually demonstrating the competencies and values from the framework – **don't just repeat the definitions**.
- Be flexible – you will need to adapt if the exercise is not as you expected.

Positive Action

The Met has a series of People Priorities which underpin the organisation's overall strategy, one of which is to improve black, asian and minority ethnic (BAME) and female representation at all police officer ranks. As part of the approach to achieving this, frameworks for focused support are provided for both BAME and female candidates to nurture and develop their talents, including provisions to support preparation for assessment. Preparation workshops are one such provision. All candidates that meet this criteria will receive an invite to these workshops no later than the 23rd December 2019, with the sessions taking place on the 6th and 7th January 2020.

I have a question...

If after reviewing MyHR you have an unanswered question, please contact the Met Recruitment Team on Enquiries.PoliceJobs@sscl.gse.gov.uk or 01633 630934 (option 5 followed by option 3).

We are able to support with questions in respect of the selection process delivery, and to support you in using the Oleo online recruitment system throughout the process lifecycle.

Please note, whilst we want to help you prepare for your promotion journey, we cannot support any one candidate more than the other, so at times we may not be able to provide you with the information you desire. It is essential that we preserve the integrity of the Assessment Centres, and with this being the case, the information we are able to release in respect of the assessments is published to all on MyHR.