



Metropolitan Police Service External Information Pack

Chief Inspector Selection Process
June 2022

Welcome to a changing city, a changing
organisation and a fascinating and exciting role

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Introduction

Thank you for downloading this information pack and for your interest in the Chief Inspector role. This pack is intended for officers who do not currently work in the Met but are thinking about applying for the Inspector to Chief Inspector Selection Process. The pack provides more information about both the Met and the assessment process.

Our mission is to keep London safe for everyone and our vision is to be the most trusted police service in the world. As a Chief Inspector you will be at the forefront, leading your teams, to deliver our mission and build trust and confidence with the communities we serve. This year the Met reached the largest number of police officers on record, and we are in a year of record growth. With hundreds of new officers joining us, the experience and skills of our Chief Inspectors is more important than ever before.

You will need to build trust and confidence in your officers, the teams you work alongside, our partners, stakeholders and Londoners. We are looking for candidates who have a strong track record of delivery in a variety of environments, an ability to work to local objectives within a culture of change, as well as managing resources effectively.

As a leader you'll face a number of challenges including continuing our focus on areas that matter most to Londoners; bearing down on violence – including tackling violence against women and girls; mobilising our partners and the public to help us keep London safe everyone; but also playing your part in making the Met an attractive place to work for your people, a Met where we care for on another.

Compassionate, courageous, professional and always acting with integrity – our values are a non-negotiable part of working for the Met. This is the Met that we want all Londoners to know, full of great people who are focused on doing the job well and who turn our values into action every day. This takes every single member of the Met, and it takes great leaders who are focused on driving cultural change and ensuring the highest of standards.

Naturally, this will be an extremely competitive process where we are seeking to identify the best leaders for colleagues, all those people who call London home, work in or visit the city we serve. To be successful in this process, you will need to demonstrate the behaviours as set out in the Competency and Values Framework (level 2 for all competencies), and also be committed to living by our Met values.

Commander Richard Smith 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 Inspectors. He provided the following comment about the Selection Process and the Assessment Director role:

"It's a privilege to be involved in selecting our future senior leaders. You will be leading in a time where the Met is currently facing some exceptional challenges.

Rebuilding trust and confidence is a central priority and one we all have a part to play in. We must uphold the highest of professional standards and bring our values to life for Londoners in our everyday interactions. Of course, our focus on tackling violent crime or violence against women and girls has not wavered.

Our people need and deserve the very best leaders to support and inspire them. To build an even better, truly inclusive Met where we live by our values and create an environment where we support each other to uphold the highest possible standards. We need dynamic leaders who drive a truly first class service to Londoners, tackling what matters most to them. Our Chief Inspectors must strike that balance of great tactical experience with strategic understanding.

Introduction

I know how much time and energy you commit to making sure you are as prepared as possible for promotion. I am committed to ensuring the process is absolutely fair but challenging to ensure we select the very best people. This process has been designed to give you the opportunity to share your operational experience with the assessors, and to demonstrate the breadth and depth of who you are as a leader.”

If this sounds like you, and you also fulfil the eligibility criteria listed in this pack then we look forward to hearing from you.

NB. Please note for substantive Chief Inspectors applying for a lateral transfer there is a separate information pack which you should refer to.

About the Met

Founded by Sir Robert Peel in 1829, 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 mission is to keep London safe for everyone and our vision is to be the most trusted police service in the world. We strive to earn the trust and confidence of all London communities and want to provide the best possible service to the public we serve, tackling those things that matter most to Londoners.

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 their 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, which strives every day to bring its values to life through every interaction and build the trust and confidence of Londoners.

Today, the Met is made up of more than 46,000 officers and staff, plus thousands of volunteers; we are one of the largest employers in London and the South East of England. The area we serve covers 620 square miles and is home to over 9 million people. The Met is the UK's largest police service and has 25% of the total police budget for England and Wales.

The Met continues to transform. We continue to exploit the digital age; to maximise the opportunities that our data provides us; to give the very best of technology to our people making the working lives of our officers and staff as straight forward as possible. All while future proofing the Met for the next generation of police leaders. We want the Met to be known as a truly modern police service, but with the best of policing's traditional values at our core.



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LONDON: THE AMAZING GLOBAL CITY WE POLICE

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

London is our capital city, the seat of Government, home to Her Majesty the Queen and the Royal Family. It hosts our diplomatic community and is a major financial and business hub. It is a unique centre of cultural, sporting and other events. Its ever-changing population is set to grow towards 10 million within the next 10 years. It is probably the most diverse (culturally, ethnically and linguistically) city in the world. Londoners tend to be younger than the rest of the UK. Around 35% of people living in the UK who were born abroad live in the capital city. Similarly, around 37% of people living in London were born outside the UK.

London is also one of the world's most popular business and travel destinations. 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 and Multiple Ethnic Heritage. These numbers are predicted to grow further as the city expands and develops as an international centre. Almost 4 million Christians and 1 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 remains one of the safest global cities in the world.

WE HAVE A CLEAR STRATEGY...

We have a clear and compelling strategy, showing what we stand for and how we operate across the Met. This plan on a page summarises our ambitions and approach.

<p>Our vision for the Met is to be the most trusted police service in the world.</p> <p>We contribute to making London the safest global city, we protect its unique reputation as an open and welcoming city, and we want Londoners to be proud of their police.</p>		
<p>Our mission is to keep London safe for everyone.</p> <p>To achieve this, we will focus on three operational priorities:</p>		
<p>Focus on what matters most to Londoners</p> <p>Violent crime, including knife crime and violence against women and girls, is a key concern and tackling it is a priority in order to protect Londoners.</p>	<p>Mobilise partners and public</p> <p>We know that safety requires action beyond the police service. We will continue to work with partners and communities to help keep them safe and support them in preventing crime.</p>	<p>Achieve the best outcomes in the pursuit of justice and in support of victims</p> <p>We have a fundamental responsibility to bring offenders to justice and ensure that victims of crime receive the support they need from us and from others.</p>
<p>As an organisation we want to continue to develop our internal capabilities. To achieve this, we will focus on four enabling priorities:</p>		
<p>Seize the opportunities of data and digital tech to become a world leader in policing</p> <p>We want to harness data and use technology to our advantage in the pursuit of criminals, rising to the challenges of a fast-moving data-driven digital age.</p>	<p>Care for each other, work as a team, and be an attractive place to work</p> <p>We must ensure that our people are well-led, well-equipped and well-supported, championing difference and diversity of thought to create an environment where we all thrive.</p>	
<p>Learn from experience, from others, and constantly strive to improve</p> <p>We want to develop a culture of learning, listening to feedback, sharing ideas and insight with others and empowering people to be innovative.</p>	<p>Be recognised as a responsible, exemplary and ethical organisation</p> <p>We need to be effective, efficient and offer value for money. We also want to play our part in the city's sustainability, being recognised for our integrity, transparency and professionalism.</p>	
<p>As individuals, we will earn this trust by being true to our values of:</p> <p>Professionalism, Integrity, Courage and Compassion.</p>		

Please see the link below for the full Met direction strategy:

<https://www.met.police.uk/SysSiteAssets/media/downloads/force-content/met/about-us/the-mets-direction---our-strategy-2018---2025.pdf>

Rebuilding trust



Our vision is to be the most trusted police service in the world and our mission is to keep London safe for everyone

Our strategic direction	Our strategy	Our strategy, the Met Direction defines our long-term priorities, both in terms of the areas we want to excel in operationally and the capabilities we will need to do that		
	Measuring progress	We measure progress using a Business Plan , which identifies specific initiatives and actions we will deliver in-line with our strategy. This includes outlining how we are doing against the performance framework		
Our dedicated action plans Alongside our wider work, we have specific plans	Rebuilding Trust Priorities		Violence Against Women & Girls Action Plan	Strategy for Inclusion, Diversity and Engagement
	Our immediate priorities to rebuild trust in police standards and improving culture		Our plan for the police response in London to tackling Violence Against Women and Girls	Our strategy to ensure that everyone who lives, works and visits London feels and stays safe
Remaining accountable We welcome external input as we work to rebuild trust	Mayor's Office for Policing and Crime (MOPAC)	HMG – National Policing Board (NPB) and Prime Minister's Crime & Justice Taskforce (CJTF)	London Assembly	Parliament
	In London the position of PCC is held by the Mayor, who discharges oversight of the Met through MOPAC	The government charts delivery through the National Policing Board chaired by the Home Secretary, and the PM's Crime & Justice Taskforce discuss steps to improve safety and security	MOPAC and the Met are overseen by the London Assembly's Police and Crime Committee	We regularly engage with MPs and Peers. This happens in a variety of ways including correspondence, briefings and Select Committee inquiries and hearings
	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)	Independent Office for Police Conduct (IOPC)	Non-Statutory Inquiry	Baroness Casey of Blackstock External Review
	Independently assess police effectiveness and efficiency	Reviews allegations of misconduct, criminal offences, and oversees public complaints	Non-statutory inquiry, announced by the Home Secretary	An independent review of our standards and culture

This is underpinned by input from the public, our officers and staff and from best practice with our colleagues across policing

Our Structure

We are structured in four operational functions:

- **Frontline Policing** delivers local policing and specialist crime investigation across London, responding to crime and disorder while working relentlessly to prevent and reduce this.
- **Met Operations** delivers additional specialist operational capabilities to reinforce Frontline Policing and Specialist Operations.
- **Professionalism** drives continuous improvement of our professionalism and operational practices across the Met looking more to the future and cementing our connections with national policing bodies such as the College of Policing, Home Office and IOPC and NPCC.
- **Specialist Operations** continues to deliver counter terrorism and protective services - both in London and nationally.

The Deputy Commissioner lines manages the four AC's leading these functions and our Chief Digital and Technology Officer.

Our Corporate Services are led by the Chief of Corporate Services working alongside the Deputy Commissioner.

FINDING OUT MORE ABOUT US

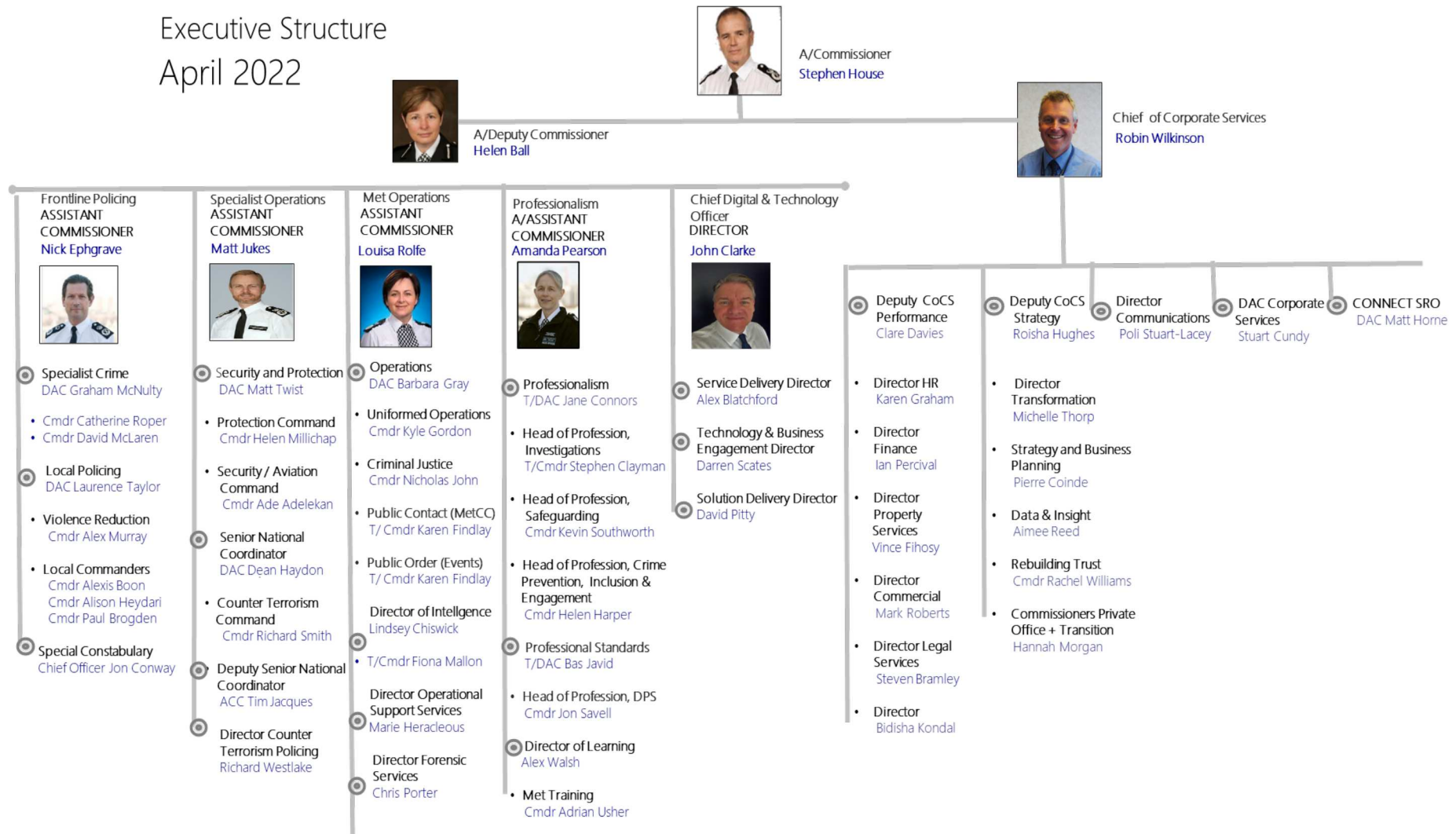
We would like to extend the opportunity of a conversation with one of our Chief Inspectors or for a visit to a BCU to be arranged, to discuss the role and expectations, as well the Met vision.

If you would like to take up this opportunity please make contact with the Met Promotions Team as early as possible, using the details at the end of this pack. Your details will be passed to one of our Chief Inspectors who will make direct contact with you.

We are also holding a briefing for external candidates during the expression of interest window and prior to the Assessment Centre, the date and time is towards the end of the pack.

The following chart shows how the Met is structured

Executive Structure April 2022



Your Reward

Terms of appointment

You will be appointed to the office and rank of Chief Inspector / Detective Chief Inspector.

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 Metropolitan Police Service.

Salary and allowances

Basic Pay:

Officers newly promoted to Chief Inspector after 1st September 2021 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 01/09/2021)
1	£60,654
2	£61,824
3	£63,048

Plus

- London weighting £2,586 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 promotion process will be notified to you at the point of provisional offer being made.

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 paid leave, with the numbers of days per annual leave year being based on your length of service:

Length of Service	Annual Leave
Less than 2 years' relevant service	22
2 or more years' relevant service	25
10 or more years' relevant service	27
15 or more years' relevant service	28
20 or more years' relevant service	30

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 seventy (70) 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 2015 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.

Other Benefits

The Met provides access to a range of discounts through a central scheme. Plus, a comprehensive range of Health and Wellbeing services from free fast track physiotherapy to a 24/7 dedicated support phone line – Your Employee Assistance Programme. We also offer officers access to career development opportunities and a range of roles like no other across the organisation.

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1. ENTRY TO THE PROCESS

Expressions of interest are invited during the period of **Monday 13th June to Thursday 23rd June 2022**. 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 23:55 hours on **Monday 11th July 2022**. 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 hours on 23rd June 2022**.
- You should submit your full application as soon as possible after submitting your expression of interest. The deadline for the Application Form is **23:55 hours on 11th July 2022**.
- Your Superintendent and Chief Officer will be asked to complete a short questionnaire in respect of your application, asking them to confirm eligibility, verify your examples and that they support your application. This short questionnaire will need to be completed and returned to MetPromotions@Police.sscl.com by **30th July 2022**. You should therefore make them aware that you have applied for this opportunity.

On receipt of a completed online Application Form, an initial sift will be undertaken to ensure you meet our required eligibility criteria.

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.

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

1. Be a current substantive Inspector / Detective Inspector applying on promotion at the point of the process launching on **29th June 2022**;
2. Have an overall competent or exceptional PDR rating for the most recent performance year;
3. Meet the MPS attendance management criteria

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4. Be free of any bar to promotion as a result of discipline outcomes;

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 include this information within your application form. When submitting your application form online, you will be asked if you wish to request consideration of an access or reasonable adjustment, to attach the relevant diagnostic report / medical report, along with adjustments that you think you will need should you be invited to an Assessment Centre.

Should you indicate that you wish for us to consider a reasonable adjustment or access request, the Met Promotions 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 promotion process.

Professional advice (medical or otherwise) related to a request for access / adjustment needs will be sought in most 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 it is essential that your diagnostic report/ medical report is uploaded to your application before your application is submitted, no later than the **11th July 2022**. If you do not have a report then you will need to email metpromotions@police.sscl.com before submitting your application. If the report is not submitted with your application there may be a delay in you being assessed.

Anyone on Maternity / Paternity / Adoption leave considering applying is encouraged to contact the Met Promotions team to discuss the range of adjustments (including deferral until return to work) that can be accommodated to support your application.

ONLINE APPLICATION FORM – CANDIDATE ACTIONS

The online Application Form will contain four competency based questions. Each of these questions has been designed to be; (1) relevant to the rank of Chief Inspector, (2) to elicit evidence around your previous experiences relevant to performing at this rank, and (3) aligned to the core competencies and values underpinning this assessment.

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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. Answers 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 via the system. 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.

NB. Please note that candidates are able to use examples / evidence from outside of your role (e.g. non-police related activity) as well as work related examples.

APPLICATION FORM – SUPERINTENDENT AND CHIEF OFFICER ACTION

On receipt of a completed application form, contact will be made with your Superintendent and Chief Officer by email providing them a copy of your online application and asking them to review the application, confirm eligibility and to complete a short questionnaire.

Your Superintendent will need to verify with the named verifiers that the evidence presented is factual, giving a true reflection of the candidates performance. Guidance in respect of completing the questionnaire will be provided to your Superintendent at the time of contact.

A Chief Officer is required to review the application form and comment on the candidate's suitability for promotion and return the line manager form advising whether it has been endorsed or not to MetPromotions@police.sscl.com. The deadline for the submission of the line manager form is **30th July 2022**.

CROSS BUSINESS GROUP PANEL

A cross business group panel will meet to review all Application Forms received. This will take place during early August. Staff Associations are invited to observe the panel.

2. ASSESSMENT CENTRE STAGE

Supported applications that meet the minimum acceptable standard defined following the moderation of applications, will be asked to attend a centrally managed Assessment Centre.

The current plan is to run face-to-face assessments in line with current Government and internal guidance. If the current risk assessment or wider context changes, and this approach has to change, we will ensure all candidates are made aware as soon as possible.

Please note, if one of or both assessor(s) test positive for COVID-19 on the day of an in-person Assessment Centre, they will be allowed to dial in via Microsoft Teams, to conduct the assessment remotely. Candidates will still be required to complete the assessment in-person at the dedicated assessment venue. In these cases, the Met SSCL Promotions team will endeavour to contact candidates as soon as possible to notify them of the change to their assessment.

The Assessment Centre is designed to measure the key skills and behaviours which are required for the Chief Inspector role, based on the CVF and Met values.

A job analysis has been carried out with experienced Chief Inspectors 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 Inspectors and reviewed by the Assessment Director to ensure that they are at the right level and are an accurate reflection of situations a Chief Inspector within the Met would deal with.

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.

The Assessment Centre will consist of the following exercises:

- Stakeholder Briefing;
- Written Analysis exercise;
- Interview.

The **Stakeholder Briefing** and **Written Analysis** exercises will be set in a fictitious London area and you will take on the role of a Chief Inspector within a BCU context. Whilst the exercises are set in this context, the content and issues within these scenarios have been developed through consultation with officers from across the Met and so are designed to reflect the key challenges that the wider organisation is facing.

For the **Stakeholder Briefing**, you will be provided with information about particular issues and situations which have arisen and you will be given time to prepare for a meeting with two stakeholders (one will be your line manager – a Superintendent and the other will be an external stakeholder). During the meeting, you will be asked to deliver a briefing based on the scenarios presented and the specific task set. This will be followed by questions & answers from the two assessors (in their role as stakeholders).

For the **Written Analysis Exercise**, you will also be provided with information about a particular scenario and you will be required to analyse the information and produce a single written output

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based on your assessment of the information provided. The material will be provided in hard copy but you will be asked to type your responses using a laptop.

In the **Structured Interview**, you will be asked a number of competency-based questions. You will be asked a mix of forward-facing/scenario based question (how would you / how will you). For the competency examples, you will be asked to draw on your past experience to explain to the interviewers how you might be able to meet the demands and expectations of the Chief Inspector role.

WHAT WILL YOU BE MEASURED AGAINST

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 will also be assessed, which are Professionalism, Integrity, Courage and Compassion.

Appendices 2 and 3 provide you with the definition of what behaviours are expected for each competency within the Chief Inspector 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 overleaf:

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Assessment Matrix

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

* Application Form scores are not carried forward to the Assessment Centre

HOW YOU WILL BE SCORED

Candidates will be assessed against the six competencies and four values across the assessment exercises, as previously. These competency and value scores will then be combined to calculate a total score for each exercise.

At the conclusion of the Assessment Centre, the total scores across each exercise will be combined to inform selection decisions. You will need to achieve a minimum total score 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.

HOW YOU WILL BE ASSESSED

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 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.

The assessment delivery will involve a quality assurer to dip sample assessments. The role of the quality assurer is to:

- Ensure the assessment exercises and interviews are delivered as intended;
- Provide support to assessors to apply good practice behaviours in assessment;
- 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 meeting, chaired by the Assessment Director, including representation from staff associations, 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 Inspector level.

WHEN YOU WILL BE ASSESSED

The Assessment Centre will be held at a central London location between **12th September and 19th October 2022** (subject to operational commitments).

As our Assessment Centres are delivered in central London, we cannot guarantee complete exam conditions due to external factors and therefore you may wish to bring ear plugs for the preparation elements if you feel that noise may impact your performance when preparing.

Dress code for the Assessment Centre 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.

During your assessment if there are any irregularities that affect your performance you have 24 hours (which commences at the end of the assessment which the incident refers to) to record any issues in the incident log (e.g. non-compliance with published process; unfairness in the assessment centre stage), using the Oleo system.

You can do this by logging into your Oleo Candidate Portal and clicking on 'Complete Incident

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Form'. Once you have recorded the incident the system will send you an email confirming the incident has been raised along with the details you provided.

INTEGRITY OF THE PROCESS

In line with our Promotions SOP, all candidates are expected to behave in accordance with the MPS values at all times. This includes acting with integrity throughout the process and not gaining, or attempting to gain, any unfair advantage. Anyone found to be cheating will be reported to the Assessment Director and DPS who may undertake an investigation.

POSITIVE ACTION

The Met's diversity ambition is to create a workforce that looks and feels like London. We will police better and have better trust and engagement with the public if we reflect the communities we serve. As part of the approach to achieving this, initiatives for focused developmental support are provided for underrepresented ethnic minorities and female candidates including provisions to support preparation for assessment.

All candidates that meet this criteria will receive an invite to these workshops no later than **22nd August 2022**, with workshops via MS Teams taking place between **25th August and 9th September 2022**.

I HAVE A QUESTION...

If after reviewing this pack, you have an unanswered question, please contact the Met Promotions Team on metpromotions@police.sscl.com or 01633 632500 (option 4).

We are able to support with questions in respect of the promotion 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 will be made available to all candidates.

3. POST PROMOTION PROCESS – WHAT HAPPENS NEXT?

If you are successful through the final assessment stage, you will be contacted by the Met Promotions 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.

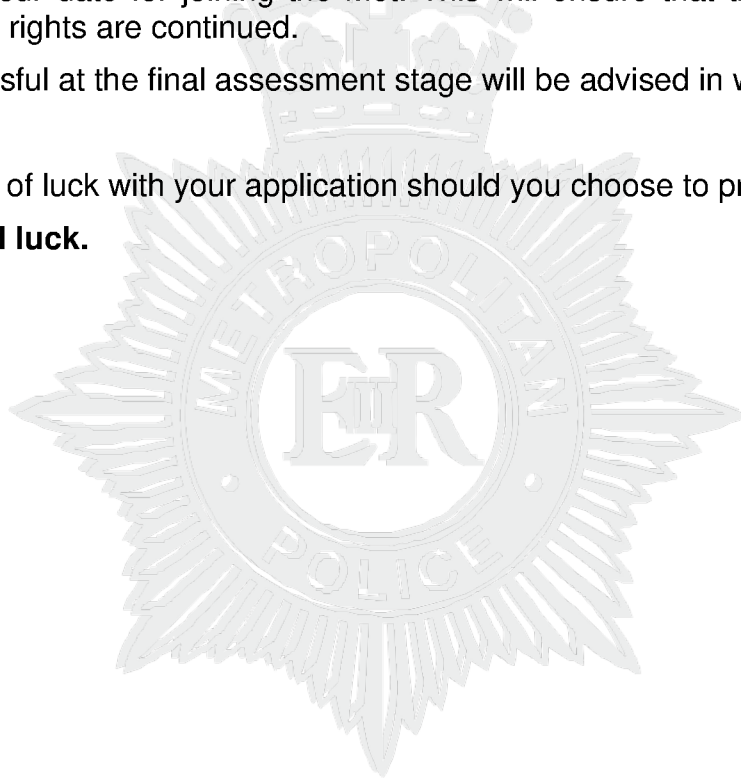
On successful completion of all required pre-employment checks, your details will be assessed through the next available posting panel so that you can be posted within the Met according to your skills and experience.

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.

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

Thank you and good luck.



Appendix 1 – Timetable

Activity	Date
Launch Chief Inspector promotion process	13 th June 2022
Candidate completes the Expression of Interest via Oleo	23 rd June 2022
External candidate briefing via Microsoft Teams	23 rd June 2022 (2 -3 pm)
Candidate completes their full application via Oleo	11 th July 2022
Medical report uploaded within online application for candidates requiring reasonable adjustments	11 th July 2022
Superintendent and Chief Officer completes short questionnaire and returns completed questionnaires to metpromotions@police.sscl.com	30 th July 2022
Cross Business Group Panel	3 rd to 10 th August 2022
Application outcomes confirmed to candidates via Oleo	19 th August 2022
Invitation to positive action sessions sent out (selected applicants only)	22 nd August 2022
Invitations to assessments sent via Oleo	26 th August
Candidate Positive Action sessions	25 th August to 9 th September 2022
Meet and Engage sessions via Microsoft Teams	2 nd September 2022 (10 - 11 am)
Centrally Managed Assessment Centre	12 th September to 19 th October 2022
Final Review Meeting	2 nd November 2022
Results to candidates	9 th November 2022

Appendix 2 - CVF definitions

Cluster	Competency	Definition
Resolute, compassionate, committed	We are emotionally aware	<p><i>"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.</i></p> <p><i>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.</i></p> <p><i>Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.</i></p> <p><i>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."</i></p> <p>Level 2 Indicators:</p> <ul style="list-style-type: none"> • I consider the perspectives of people from a wide range of backgrounds before taking action. • I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome. • I promote a culture that values diversity and encourages challenge. • I encourage reflective practice among others and take the time to support others to understand reactions and behaviours. • I take responsibility for helping to ensuring the emotional wellbeing of those in my teams. • I take the responsibility to deal with any inappropriate behaviours.
	We take ownership	<p><i>"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.</i></p> <p><i>We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice.</i></p> <p><i>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.</i></p>

Appendix 2 - CVF definitions

		<p><i>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."</i></p> <p>Level 2 Indicators:</p> <ul style="list-style-type: none"> • I proactively create a culture of ownership within my areas of work and support others to display personal responsibility. • I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas. • I am accountable for the decisions my team make and the activities within our teams. • I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and without being defensive. • I actively encourage and support learning within my teams and colleagues.
Inclusive, enabling and visionary leadership	We are collaborative	<p><i>"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.</i></p> <p><i>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.</i></p> <p><i>We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued."</i></p> <p>Level 2 Indicators:</p> <ul style="list-style-type: none"> • I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions. • I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve. • I understand the local partnership context, helping me to

Appendix 2 - Core definitions

		<p>use a range of tailored steps to build support.</p> <ul style="list-style-type: none"> • I work with our partners to decide who is best placed to take the lead on initiatives. • I try to anticipate our partners' needs and take action to address these. • I do not make assumptions. I check that our partners are getting what they need from the police service. • I build commitment from others (including the public) to work together to deliver agreed outcomes.
	We deliver, support and inspire	<p><i>"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.</i></p> <p><i>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.</i></p> <p><i>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."</i></p> <p>Level 2 Indicators:</p> <ul style="list-style-type: none"> • I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context. • I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform. • I lead the public and/or my colleagues, where appropriate, during incidents or through the provision of advice and support. • I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas. • I keep track of changes in the external environment, anticipating both the short- and long-term implications for the police service. • I motivate and inspire others to achieve their best.
Intelligent, creative and	We Analyse Critically	<i>"We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that</i>

Appendix 2 - CVF definitions

informed policing		<p><i>arise in complex situations.</i></p> <p><i>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.”</i></p> <p>Level 2 Indicators:</p> <ul style="list-style-type: none"> • I ensure that the best available evidence from a wide range of sources is taken into account when making decisions. • I think about different perspectives and motivations when reviewing information and how this may influence key points. • I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary. • I understand when to balance decisive action with due consideration. • I recognise patterns, themes and connections between several and diverse sources of information and the best available evidence. • I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in doing so. • I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.
	We are Innovative and Open-Minded	<p><i>“We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes. We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors.</i></p> <p><i>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.”</i></p> <p>Level 2 Indicators:</p> <ul style="list-style-type: none"> • I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing. • I am able to spot opportunities or threats which may influence how I go about my job in the future by using

Appendix 2 - CVF definitions

		<p>knowledge of trends, new thinking about policing and changing demographics in the population.</p> <ul style="list-style-type: none">• I am flexible in my approach, changing my plans to make sure that I have the best impact.• I encourage others to be creative and take appropriate risks.• I share my explorations and understanding of the wider internal and external environment.
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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.

OVERVIEW

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.

Criteria (CVF)

The CVF provides further information regarding each competency area including a narrative description and a list of behaviours which indicate how someone might demonstrate that particular competency. These behavioural descriptors have been aligned to 3 levels and then mapped to different ranks. The rank of Chief Inspector relates to Level 2 of the CVF (middle manager).

As this level covers the ranks from Sergeant to Chief Inspector, it is important that you keep in mind the specific expectations and requirements at the Chief Inspector rank as the framework does not provide this specificity.

Both the narrative description and example behaviour descriptors at 2 levels are important and should be used together. The levels are designed to build on each other, so those working at higher levels should also be able to demonstrate each preceding level's behaviours.

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. It may be helpful to think about why this question is being asked in the context of the Chief Inspector role within the Met.
- 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

Appendix 4 – How to Prepare

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).
- Remember that the majority of the evidence should be about what YOU did not just what happened. So think about the actions you took, the considerations you made, etc.
- 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.