



# **Metropolitan Police Service Information Pack**

Chief Inspector Promotion Process

July 2019

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

NEW  
SCOTLAND  
YARD



**METROPOLITAN  
POLICE**

NEW  
SCOTLAND  
YARD



## Contents Page

---

Section	Page Number
Introduction	3
About the Met	5
Your Reward	11
The Selection Process	13
Appendix 1: Timetable	21
Appendix 2: CVF Definitions	22
Appendix 3: Met Values	27
Appendix 4: How to Prepare	31



**METROPOLITAN  
POLICE**

NEW  
SCOTLAND  
YARD

## Introduction

---

Thank you for downloading this information pack and for your interest in the Chief Inspector role. This pack is intended for officers thinking about applying for the Chief Inspector 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 means that as a Chief Inspector, you will need to provide strong leadership and management in a time of unprecedented change within the UK's largest Police Service.

We'll look to successful candidates to deliver results in line with our priorities, working collaboratively with our partners to understand and manage the diverse needs of our customers and communities in all that we do. As a leader you'll face a number of challenges including dramatic crime reduction, ensuring that our policing style meets community expectations, and maintaining effective policing against a changing economic climate.

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 2 for all competencies), and also have a commitment to our Met values.

Deputy Assistant Commissioner Matt Twist 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:

*"It is a huge responsibility to be appointed as the Assessment Director for the forthcoming Chief Inspector process. We will be selecting our future senior leaders and those who we think can really push the organisation forward in line with the Met Direction 2025. Moving to the rank of Chief Inspector is hugely significant and shifts your leadership focus from one team to several teams or groups of people, and means we want the very best people who will not only live and promote the Met's values, but who really buy into the new Met Direction set by the Commissioner and are prepared to lead and make difficult decisions accordingly."*

*"I know how much time and energy is committed by candidates preparing for promotion, so I am committed to ensuring that the process is challenging but absolutely fair and appropriate to the role of Chief Inspector. This process will provide you with opportunities to share your operational experience with the assessors, but most importantly it will enable you to demonstrate the breadth and depth of your leadership qualities and behaviours."*

*"The Met is a vital part of our great city and faces unique policing challenges in the years ahead. London's communities deserve a first-class police service; our people cannot deliver that service without the determination, support and empowerment of the very best leaders. It's my role to ensure that, through a fair but highly competitive process, we select the very best future Chief Inspectors to inspire our people and deliver excellent policing to the people of London."*

## Introduction

---

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 and 14, 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 8.6 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.

### 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 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.

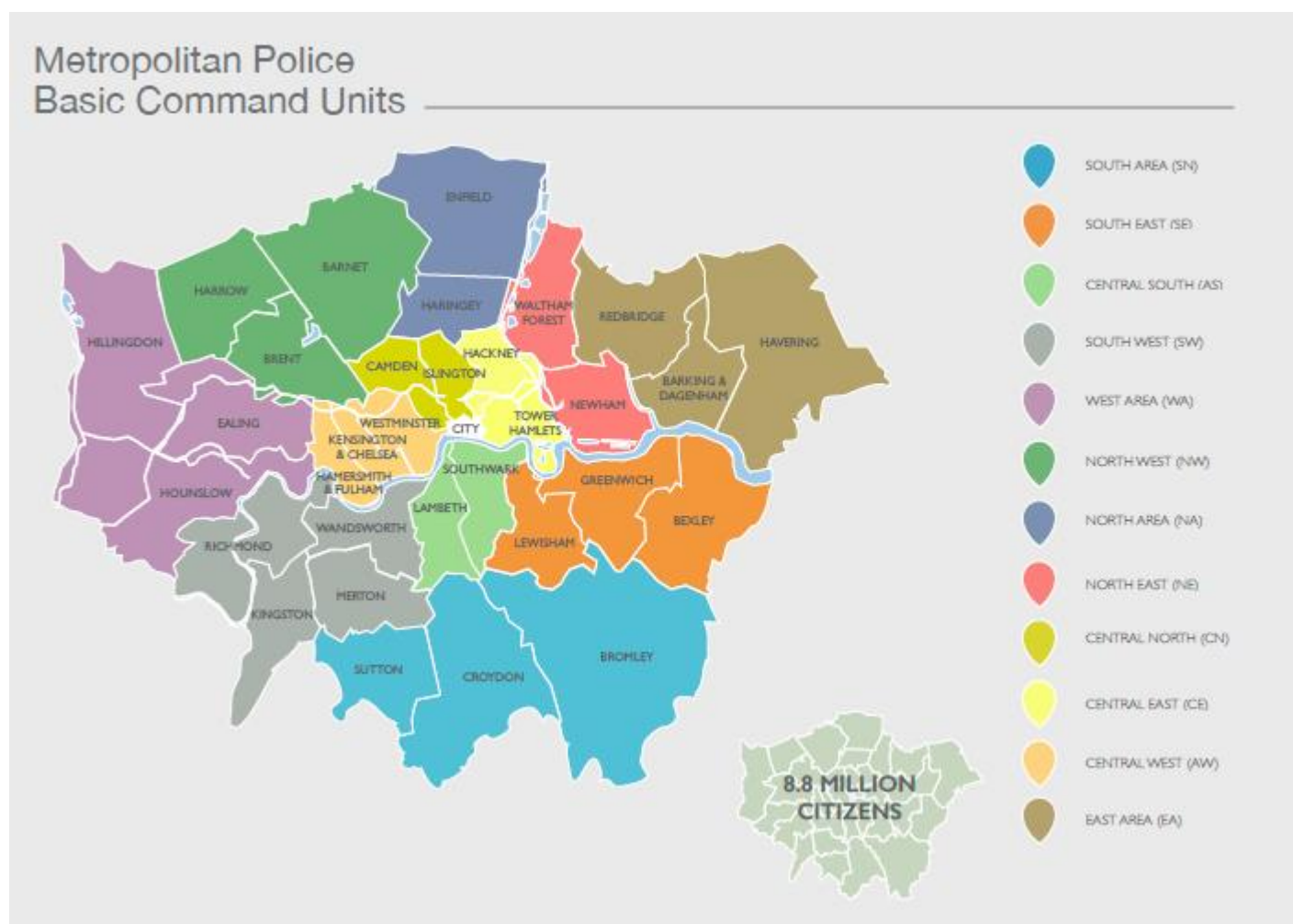
We have a clear roadmap that sets out our transformation plans to 2020. We have reviewed our processes and capabilities, our organisational, technological and digital strengths and weaknesses; and are constantly assessing future demand and current gaps to identify where change is necessary, where investments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



## 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**

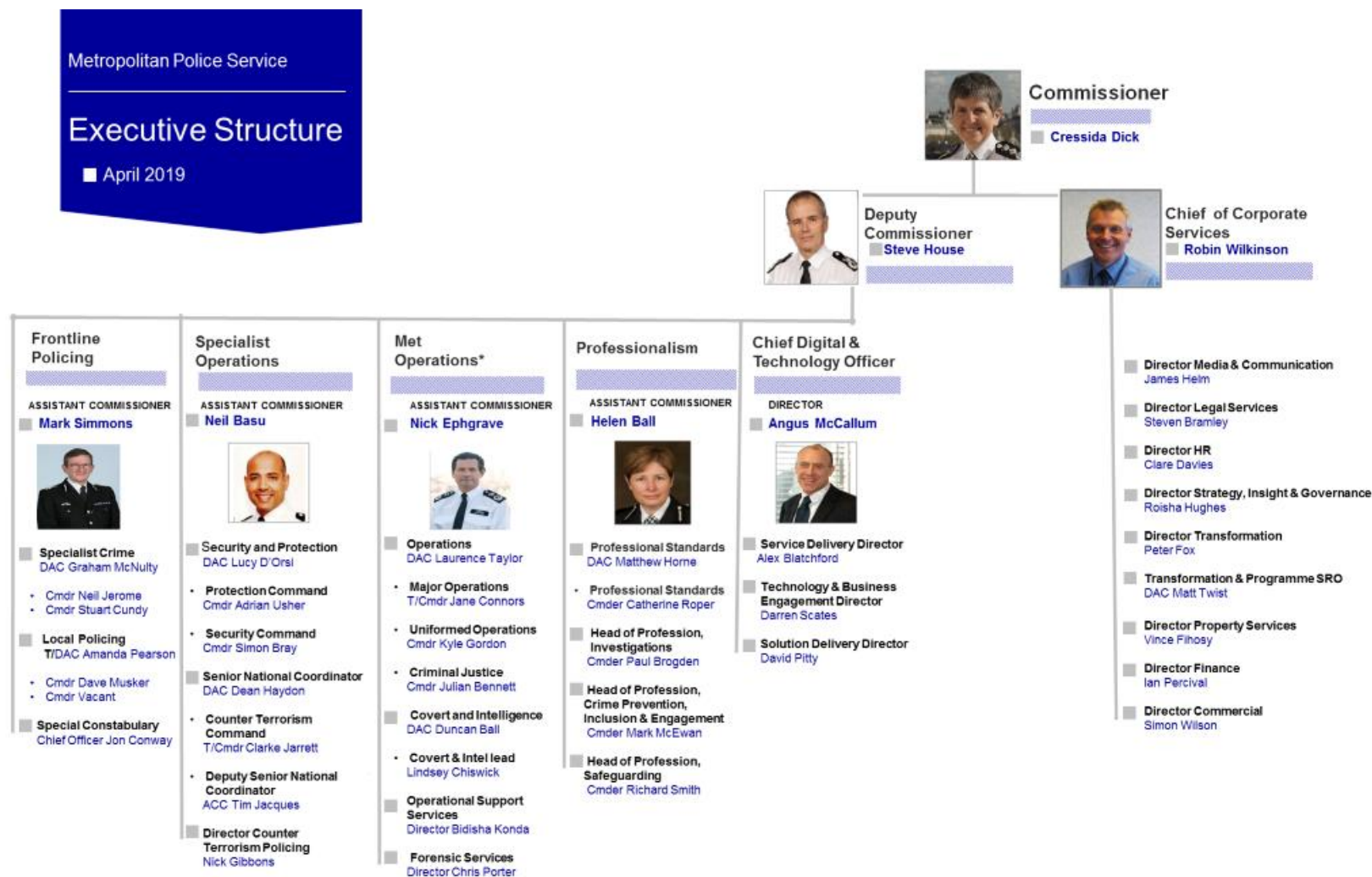
We have a fundamental responsibility to uphold the rule of law and to ensure that victims receive the best possible outcome. We will do this by catching offenders and by ensuring victims of crime receive both justice and the support they need from us and our partners.

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 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 2018 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 01/09/2018)
1	£57,732
2	£58,845
3	£60,009
4	£60,945

Plus

- London weighting £2,445 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.

For those applying who are already Chief Inspectors, 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 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 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.

### Other Benefits

The MPS 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 **Monday 1<sup>st</sup> July to 23:55pm on Monday 8<sup>th</sup> July 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 23:55pm on Friday 26<sup>th</sup> July 2019. You will receive an email confirming your expression of interest has been successfully submitted to the email address you entered in the Oleo system.

The following timeline applies in respect of the application window:

- You will need to complete your expression of interest by 23:55pm on **Monday 8<sup>th</sup> July 2019**.
- You can submit your full application as soon as possible after submitting your expression of interest, with the deadline being 23:55pm on **Friday 26<sup>th</sup> July 2019**.
- 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 [Enquiries.PoliceJobs@sscl.gse.gov.uk](mailto:Enquiries.PoliceJobs@sscl.gse.gov.uk) by **9<sup>th</sup> August 2019**. 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 Oleo. You will be able to access the Oleo 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 Oleo, 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 or Chief Inspector / Detective Chief Inspector applying to transfer at the point of the process launching on 1<sup>st</sup> July 2019;
2. Have an overall competent or exceptional PDR rating for the most recent performance

## The Selection Process

---

year;

3. Meet the MPS attendance management criteria
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 promotion 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 promotion 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 9<sup>th</sup> August 2019. If the report is received after this date there may be a delay in you being assessed.

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

### ONLINE APPLICATION FORM – CANDIDATE ACTION

The online application form will contain four competency based questions, asking you to provide examples of your experience which reflects the skills and competencies required at the Chief



## The Selection Process

---

Inspector 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. 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 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.

### **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 [Enquiries.PoliceJobs@sscl.gse.gov.uk](mailto:Enquiries.PoliceJobs@sscl.gse.gov.uk). The deadline for the submission of the line manager form is 23:55pm on 9<sup>th</sup> August 2019.

### **CROSS BUSINESS GROUP PANEL**

A cross business group panel will meet to review all application forms received. This will take place during August.

Staff Associations are invited to observe the panel.

## The Selection Process

---

### 2. ASSESSMENT 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.

As our promotion processes are extremely competitive, the assessment stage is very rigorous. The assessment process is designed to measure the key skills and behaviours which are required for the Chief Inspector role, based on the CVF and the Met values.

All exercises within the assessment stage are underpinned by a thorough design process which includes:

- A thorough job analysis and stakeholder consultation with current Chief Inspectors to ensure that the key roles/activities are captured and this information is used to design the exercises.
- Development of realistic exercise scenarios which are reviewed and signed off by the Assessment Director.
- A pilot of all exercises with current Chief Inspectors.
- Final sign off by the Assessment Director to ensure that the exercises are pitched at the right level and are an accurate reflection of situations a Chief Inspector would deal with

During the assessment process, 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 type of tasks and situations which you will face in the role. Further detailed guidance and support for how to approach the assessment process will be provided in the form of candidate briefings and handouts.

The assessment centre will consist of the following exercises:

- Stakeholder Briefing Exercise;
- 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 - Superintendent). During the meeting, you will be asked to deliver a 10 minute briefing based on the scenarios presented and the specific task set. This will be followed by 10 minutes of questions & answers from the two assessors (playing the role of the two 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

## The Selection Process

---

written output 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**, the majority of questions you will be asked will be competency-based questions. You may also be asked a 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.

You will be fully briefed on arrival and there will be breaks throughout the Assessment Centre to allow you some time to prepare for your next exercise. Any interactions with assessors outside of a timed exercise will not be assessed so feel free to ask any questions.

Dress code for the Assessment Centre is 'Business Smart' and you may bring snacks with you which can be consumed during the short breaks.

### WHAT WILL YOU BE MEASURED AGAINST

The behaviours being assessed are structured around the CVF, which consists of competencies 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 below.



## The Selection Process

### Assessment Matrix

Competencies and Values	Assessment Elements			
	Application Form *	Interview	Stakeholder Briefing	Written Analysis
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

## The Selection Process

---

### How will you be scored

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

At the conclusion of the assessment processes, your scores will be averaged (to 1 decimal place) to form competency and value averages (to 1 decimal place) to inform candidate selection. You will need to achieve a minimum acceptable standard across the competencies and values areas 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 sessions, 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 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 promotion 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 process will be held centrally from the 23<sup>rd</sup> September to the 4<sup>th</sup> November 2019 (subject to operational commitments).

## The Selection Process

---

### 3. POST PROMOTION 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.

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. Thank you again for your interest in the Chief Inspector 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](mailto: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 Inspector promotion process	Monday 1 <sup>st</sup> July 2019
Candidate completes the Expression of Interest via Oleeo	By 23:55 on Monday 8 <sup>th</sup> July 2019
Candidate completes their full application via Oleeo	By 23:55pm on Friday 26 <sup>th</sup> July 2019
Superintendent and Chief Officer completes short questionnaire and returns completed questionnaires to <b>enquiries.PoliceJobs@sscl.gse.gov.uk</b>	By 23:55 on 9 <sup>th</sup> August 2019
Cross Business Group Panel	August 2019
Medical report provided for reasonable adjustments	By Monday 9 <sup>th</sup> August 2019
Application outcomes confirmed to candidates via Oleeo	Tuesday 27 <sup>th</sup> August 2019
Invitations to assessments sent via Oleeo	Thursday 29 <sup>th</sup> August 2019
Invitation to positive action sessions sent out (selected applicants only)	Thursday 29 <sup>th</sup> August 2019
Candidate positive action sessions (selected applicants only)	W/c 9 <sup>th</sup> September 2019
Centrally Managed Assessment Centre	Monday 23 <sup>rd</sup> September to Monday 4 <sup>th</sup> November 2019
Promotion Review Panel	15 <sup>th</sup> November 2019
Results to candidates	25 <sup>th</sup> November 2019

## Appendix 2 – CVF Definitions

Cluster	Competency	Definition
Resolute, compassionate, committed	We are emotionally aware	<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>Level 2 Indicators:</p> <ul style="list-style-type: none"> <li>• I consider the perspectives of people from a wide range of backgrounds before taking action.</li> <li>• 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.</li> <li>• I promote a culture that values diversity and encourages challenge.</li> <li>• I encourage reflective practice among others and take the time to support others to understand reactions and behaviours.</li> <li>• I take responsibility for helping to ensuring the emotional wellbeing of those in my teams.</li> <li>• I take the responsibility to deal with any inappropriate behaviours.</li> </ul>
	We take ownership	<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 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.</p>

## Appendix 2 – CVF Definitions

		<p>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>Level 2 Indicators:</p> <ul style="list-style-type: none"> <li>• I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.</li> <li>• I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas.</li> <li>• I am accountable for the decisions my team make and the activities within our teams.</li> <li>• I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and without being defensive.</li> <li>• I actively encourage and support learning within my teams and colleagues.</li> </ul>
Inclusive, enabling and visionary leadership	We are collaborative	<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 together. In all of our dealings with our partners, we make sure that they feel respected and valued.”</p> <p>Level 2 Indicators:</p> <ul style="list-style-type: none"> <li>• I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions.</li> <li>• I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve.</li> </ul>

## Appendix 2 – CVF Definitions

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



## Appendix 2 – CVF Definitions

Intelligent, creative and informed policing	We Analyse Critically	<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>Level 2 Indicators:</p> <ul style="list-style-type: none"> <li>• I ensure that the best available evidence from a wide range of sources is taken into account when making decisions.</li> <li>• I think about different perspectives and motivations when reviewing information and how this may influence key points.</li> <li>• I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.</li> <li>• I understand when to balance decisive action with due consideration.</li> <li>• I recognise patterns, themes and connections between several and diverse sources of information and the best available evidence.</li> <li>• 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.</li> <li>• I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.</li> </ul>
	We are Innovative and Open-Minded	<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. 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>Level 2 Indicators:</p> <ul style="list-style-type: none"> <li>• I ensure that the best available evidence from a wide range of sources is taken into account when making decisions.</li> </ul>

## Appendix 2 – CVF Definitions

---

		<ul style="list-style-type: none"><li>• I think about different perspectives and motivations when reviewing information and how this may influence key points.</li><li>• I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.</li><li>• I understand when to balance decisive action with due consideration.</li><li>• I recognise patterns, themes and connections between several and diverse sources of information and the best available evidence.</li><li>• 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.</li><li>• I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.</li></ul>
--	--	---

## 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.

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 promotion 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 assessment 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 and think about how this demonstrates your suitability to meet the demands of the Chief Inspector role. You may find it useful to follow the SOAR (Situation, Objective, Action, Result) format or a similar model to best communicate your evidence.

#### Tips for completing your application form:

- Ensure you set aside plenty of time in a quiet, undisturbed environment to complete your application form
- Familiarise yourself with the competencies so you know what will be expected of you in the application form;
- Consider what examples you might use as evidence of the competencies and values;
- Think about how these demonstrate your readiness to perform at the Chief Inspector level;
- Take your time to read the information made available to you, and the questions asked of you under each behavioural heading.

### 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.

If faced with a forward-facing/scenario based question, 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.

### Stakeholder Briefing and Written Analysis exercises

In the Stakeholder Briefing exercise, you will be assessed on the discussion which takes place in the room. In the written analysis exercise, you will be assessed on the content of the written output you produce.

You will benefit from considering why a Chief Inspector would be asked to undertake this type of scenario 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).

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 Inspector within the Met. You could spend time considering these challenges and exploring how you might respond them, including how you could use your leadership style to best effect.

### How will it feel?

The purpose of the assessment stage is to see if you have the potential to perform at the level required for the Chief Inspector role 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 scenario/questions presented.
- Remember this is about stepping up to the Chief Inspector 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 an opportunity to show what you would do and what sort of leader you are.
- Make sure 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 and minority ethnic and female representation at all police officer ranks. As part of the approach to achieving this, frameworks for focused support are provided for both BME 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 30<sup>th</sup> August 2019, with the sessions taking place week commencing 9<sup>th</sup> September 2019.

### I have a question...

If after reviewing this external candidate pack you have an unanswered question, please contact the Met Recruitment Team on [Enquiries.PoliceJobs@sscl.gse.gov.uk](mailto:Enquiries.PoliceJobs@sscl.gse.gov.uk) 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 is published to all.

