



External Candidate Information Pack

Sergeant External Lateral Process

May 2023

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

**NEW
SCOTLAND
YARD**



**METROPOLITAN
POLICE**

**NEW
SCOTLAND
YARD**

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Introduction

Thank you for your interest in joining the Met as a sergeant, and for downloading this information pack. It is for officers who do not currently work in the Met but are thinking about applying to join us on promotion to sergeant. The pack provides more information about both the Met and the assessment process.

Our vision is to deliver More Trust; Less Crime and High Standards. Under our new commissioner we will renew policing by consent through delivering precise community crime fighting. Our job is clear - to provide a compassionate and effective service to Londoners through building the strongest neighbourhood policing model seen; targeting the most prolific and dangerous offenders and every day in every way, proactively reducing crime.

As a sergeant you will be at the forefront, leading your team, to deliver a professional service with courage, compassion, integrity and showing respect to everyone they work with and on behalf of. These are our values. They are what we stand for. Every one of us will live our values and bring them to life for Londoners in all we do in a way that our communities recognise.

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.

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 except 'we are collaborative' which is level 1), and also be committed to living by our Met values.

Commander Nick John 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 sergeants:

We spoke with him about the assessment director role:

"The sergeant rank is one of the most demanding in the Met, but it's also one of the most rewarding. It requires responsibility, decision making, collaboration, bravery and most importantly, resilience. You'll be the buffer between your officers, staff and senior management, the first line of defence, support, welfare, challenge and direction. You'll be driving performance, having difficult conversations with people you would consider yourself friends with and managing the expectations of colleagues, line management and the public.

"These challenges though make it an incredibly exciting rank and one where you play such a pivotal part in developing and supporting officers. The rank of sergeant will see you strengthen your limitations and develop confidence in your leadership. At a time when the organisation is delivering the Commissioner's Turnaround Plan, you'll mentor and guide your team to set them up to succeed, be a role model and focus on delivering for the people of London. You'll have the opportunity to drive standards of professionalism, develop your own ideas for change and really create an environment and culture that we can all be proud of."

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

#

Introduction

If this sounds like you, and you also fulfil the eligibility criteria listed on Page 12, we look forward to hearing from you.

NB. Please note for substantive constables applying for promotion there is a separate information pack which you should refer to.

THE METROPOLITAN POLICE SERVICE

Founded by Sir Robert Peel in 1829, the Metropolitan Police Service 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. Despite the challenges we have faced recently, this remains our purpose.

Today, the MPS is made up of more than 46,000 officers and staff, plus thousands of volunteers. With a budget of £4 billion it is the UK's largest police force. The territory served covers 620 square miles and is home to over 9 million people. The MPS 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.

POLICING OUR UNIQUE CITY

London is unique. As the largest city in Western Europe, it is home to 'the world under one roof'. Its ever-changing population is over 9 million and it is one of the most diverse (culturally, ethnically and linguistically) 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 also a focal point for protest and is a high-profile target for terrorist attack as well as being subject to the impact of wider national and international events.

There are over 300 languages spoken in London, and around 40% of the population are from ethnic minority communities. These numbers are predicted to grow further as the city expands and develops.

The MPS has nearly 34,000 of 140,000 police officers in England and Wales, almost 25% of all police officers, and polices over 15% of the England and Wales population across 32 boroughs.

Taken together, this creates a unique policing environment. Everyone joining the Met needs the ability to deliver outstanding policing to Londoners and must share our commitment to beating and preventing crime, and protecting our citizens, streets and communities. Further information on the Metropolitan Police Service can be found at <https://www.met.police.uk/>

OUR EMERGING STRATEGY...

The Metropolitan Police Service has a mandate for change to ensure that it delivers the best possible policing for London, driving forward the Commissioner's mission of More Trust, Less Crime, High Standards.

The leadership team must modernise the uniquely British invention of policing by consent – fixing the Met to be fit to serve ahead of its bicentenary and, more importantly, fit for London's communities and the challenges we will share. This can only be achieved through an ambitious programme of reform.

The transformation of the organisation has already started through a series of newly commissioned work streams that provide a lens to the most critical areas of the business that need reform.

Precise community crime fighting with the strongest-ever neighbourhoods: community policing is the Met's foundation and needs to be strengthened. This requires engagement within London's communities and with its partners in decisions about how we keep London safe. Hard-hitting surges of activity targeting the crimes people care about are underway and delivering results.

The Met will continue to take a victim-centred approach to crime – the commitment to attend all home burglaries is one example. This work goes hand in hand with the need to invest in the workforce. The Met will give London the strongest neighbourhood policing ever by recruiting more local officers and community support officers to create stronger, more capable, teams who really know their communities and can build strong local partnerships to fix local problems.

High standards means we must rid the Met of those who corrupt its integrity and set our honest, often heroic, dedicated officers and staff up to succeed. An Anti-Corruption and Abuse Command will proactively hunt down corrupt officers and we have begun to set more explicit standards so that our people know what is expected of them. We know we need to overhaul our culture with our values at the heart of everything we do.

Relentless data driven delivery and innovation: using data well is integral to how the Met will prevent and fight crime. Bringing scientific innovation into how we measure performance will be at the forefront of achieving our mission, through becoming as efficient and effective as possible.

The Met is investing in technology to enable it to identify how the public feel about its service in real time so its enhanced neighbourhood teams can respond quickly to tackle problems as they emerge. The Met's first ever Chief Scientific Officer will provide expert advice, and a taskforce combining 15 data and tech companies has been established to strengthen this area of the organisation.

OUR VALUES

As individuals, we earn this trust by being true to our values of: Professionalism, Integrity, Courage and Compassion.

OUR STRUCTURE

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 his officers remain operationally independent, in the service of the public.

We are structured in four operational functions:

- **Frontline Policing** leads local policing and specialist investigations across London, responsible for the public facing aspects of 'more trust and less crime'. Leads the delivery of precise community crime-fighting and London's strongest ever neighbourhood policing.
- **Met Operations** leads the delivery of services that enhance operational effectiveness across the whole MPS, using data and intelligence from across the organisation to drive improved outcomes. Leads the pan-Met specialist operational capabilities required to support effective policing across London.
- **Professionalism** leads the MPS on tackling misconduct and corruption within the organisation and setting, embedding and enforcing professional standards. Holds the organisation to account for creating and maintaining a culture based on MPS values, standards and behaviours.
- **Specialist Operations** continues to deliver counter terrorism and protective services (both in London and nationally).

FINDING OUT MORE ABOUT US

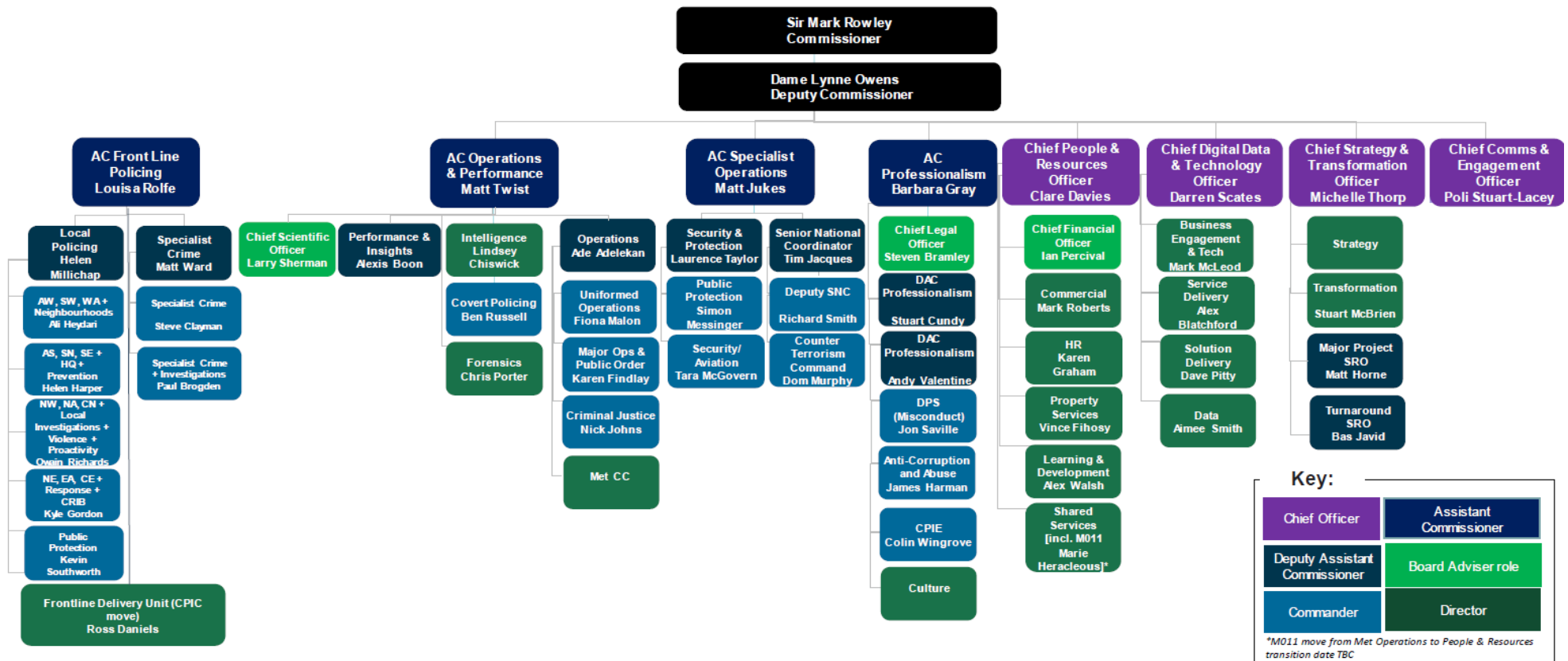
We would like to extend the opportunity of a conversation with one of our sergeants or for a visit to a BCU to be arranged, to discuss the role and expectations, as well the Met vision.

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 sergeants 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

Met Management Board, DACs, Directors, Commanders



MORE TRUST | LESS CRIME | HIGH STANDARDS

Your Reward

TERMS OF APPOINTMENT

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

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 sergeant after 1st September 2022 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 01/09/2022)
2	£45,867
3	£46,803
4	£48,129

Plus

- London weighting £2,697 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 AND HOURS OF WORK

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.

The Selection Process

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 subsidised 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 around 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

There are three Pensions schemes for police officers, further information is available from the links below:

- [The 1987 pensions scheme](#)
- [The 2006 pensions scheme](#)
- [The 2015 pensions scheme](#)

All new Police Officers that join the Met will be automatically enrolled onto the 2015 Pension scheme. Most of the officers who were members of the 1987 and 2006 pension schemes have been transferred over to the 2015 pensions scheme (apart from those who were within 10 years of retirement on 1 April 2012). See Transitional arrangements.

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.

The Selection Process

OTHER BENEFITS

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

The Selection Process

1. ENTRY TO THE PROCESS

To streamline the process there is no competency-based application form, you simply need to submit an expression of interest, via Oleeo, our online IT system. The process opens on **Monday, 15 May 2023**, you need to have submitted your expression of interest by **23:55 on Friday 16 June**. **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 timeline is as follows:

- Submit your expression **of interest by 23:55 on Friday, 16 June**;
- Once you have submitted your expression of interest, your line manager will be asked to complete a short questionnaire, asking them to confirm eligibility. This short questionnaire will need to be completed and returned to MetPromotions@Police.sscl.com by Friday, 7 July 2023. You should therefore make them aware that you have applied for this opportunity.

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

You can access the Oleeo system, and complete your expression of interest, via a personal device with an internet connection. This means that you can complete your expression of interest 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.

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

To view and apply for the 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 sergeant or detective sergeant**;
2. Have completed the Work Based Assessment or OSPRE part II (with written evidence and sign off of this);
3. Have an overall competent or exceptional PDR rating for the most recent performance year;
4. Meet the MPS attendance management criteria;
5. Be free of any bar to promotion as a result of discipline outcomes;
6. Currently be serving in a Home Office force, or BTP force, within the previous two years;
7. All mandatory training must be up to date.

The Selection Process

** To be classed as a substantive sergeant, officers on WBA must have completed a mandatory period of 12-month temporary promotion before they can be made substantive regardless of whether WBA elements have been completed in a shorter period of time. Officers must also have a WBA PDR signed off by their line manager. As prescribed by the College of Policing, there is no flexibility or deviation from this.

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 transferee process.

If you consider yourself to have access or workplace or reasonable adjustment requirements that need to be accommodated should you be invited to an interview, we would ask that you include this information within your expression of interest. When submitting your expression of interest 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 interview.

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 conjunction 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 essential that your diagnostic report / medical report is uploaded to your expression of interest before it is submitted, no later than **Friday, 16 June 2023**. If you do not have a report then you will need to email metpromotions@police.sscl.com before submitting your expression of interest. If the report is not submitted with your expression of interest, there may be a delay in you being assessed.

Acceptable supporting evidence for neurodivergent conditions includes:

- Evidence of exam/assessment access arrangements obtained while in education
- Diagnostic report
- Evidence of Disabled Students Allowance report.
- Evidence of Study Aid and Strategies report completed while in education.
- Evidence of Workplace Needs Assessment report.

The Selection Process

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 their application.

ONLINE EXPRESSION OF INTEREST FORM – CANDIDATE ACTION

The online expression of interest form will contain questions around eligibility and management details. There will be no competency-based questions. Candidates need to have demonstrated competence in their current role and achieved a competent or exceptional rating in their PDR to apply.

You must complete all sections of the online expression of interest form before you are able to submit this via the system. Please note that once you submit your online expression of interest form you will have no further opportunity to amend your answers, so it is important that you have fully checked your expression of interest form before submitting it.

EXPRESSION OF INTEREST / ELIGIBILITY FORM – LINE MANAGER ACTION

On receipt of a completed expression of interest form, contact will be made with your line manager by email asking them to complete a short questionnaire to confirm eligibility. Guidance in respect of completing the short questionnaire will be provided to your line manager at the time of contact. The deadline for the submission of this form is **23:55 on Friday, 16 June 2023**.

2. ASSESSMENT STAGE

Expressions of interest meeting the eligibility criteria will be asked to attend an interview face to face.

The assessment process is designed to measure the key skills and behaviours which are required for the sergeant role, based on the Met values. A job analysis has been carried out with experienced sergeants, inspectors, chief inspectors, superintendents and chief superintendents to ensure that the key roles / activities are captured and this information is used to design the interview. The assessment material is piloted with current sergeants and reviewed by the assessment director to ensure that the interview is pitched at the right level.

In the **interview**, the questions you will be asked will be values-based/ rear-facing questions. For these questions you will be asked to draw on past experience and achievements and outline the situation you were faced with, the task you had to address, the action you took and the result.

Further detailed guidance and support for how to approach the interview is included in Appendix 3 and you will also be provided further information closer to the assessment window.

The Selection Process

Dress code for the interview is business smart or uniform. If you wish to take snacks and drinks with you, please do so. Any interactions with assessors outside of the interview will not be assessed so feel free to ask any questions you may have.

On the day or lead up to the assessment an event occurs that could potentially impact your performance (e.g. a family bereavement or you are not fit to sit the assessment) please ensure that you contact the Met promotions team at the earliest opportunity to discuss your options.

WHAT YOU WILL BE MEASURED AGAINST

We will assess **all** of the Met values that are part of the competency and values framework, which are Professionalism, Integrity, Courage and Compassion.

Appendix 2 provides you with a definition of each value and positive and negative indicators.

HOW YOU WILL BE SCORED

The value scores from the interview will be combined to calculate a total score. You will need to achieve a minimum score of 3 (out of 5) on each value to be in with a chance of being successful in this process. The minimum acceptable standard (total score) will be defined following the interviews, looking at performance across all candidates.

All assessors are trained in the assessments to the required standard. Experienced Met assessors and Organisational Psychologists help benchmark a video of the interview that is then used during an assessor training session. During the training, all assessors are asked to assess this benchmarking video to help create a consistent standard and expectation across the assessor pool in line with best practice.

During the performance standard setting process, scoring results are anonymised and all outcome decisions are made in respect of performance.

You will be provided with your scores and a summary of your performance in the Interview to help you identify your likely strengths and development areas as a Met sergeant.

WHEN WILL YOU BE ASSESSED

The assessment process will be held between **Wednesday, 6th September** and **Friday, 29th September 2023**.

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 will undertake an investigation.

The Selection Process

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 ethnic minority groups 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 **Tuesday, 11 July 2023**, with workshops via MS Teams taking place from the **Monday, 24 July – Friday, 25 August 2023**.

3. POST ASSESSMENT PROCESS

If you are successful, 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, you will be placed in our promotion pool to await posting to a sergeant vacancy. We will ask you to provide preferences for posting or apply for specialist roles on promotion. We will make every possible effort to post you to one of your preferences, however, we will post you based on the operational needs of the Met where we have the greatest need for sergeants. You have the right to appeal against a posting decision, but if you choose to turn down (3) three offers then you will be removed from the select list and if you want to join the Met as a sergeant you will need to take the assessment process again next year.

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 interview will be advised in writing. Thank you again for your interest in the sergeant role.

The Selection Process

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 Promotions Team on MetPromotions@police.sscl.com or via telephone 01633 632500 (option 4).

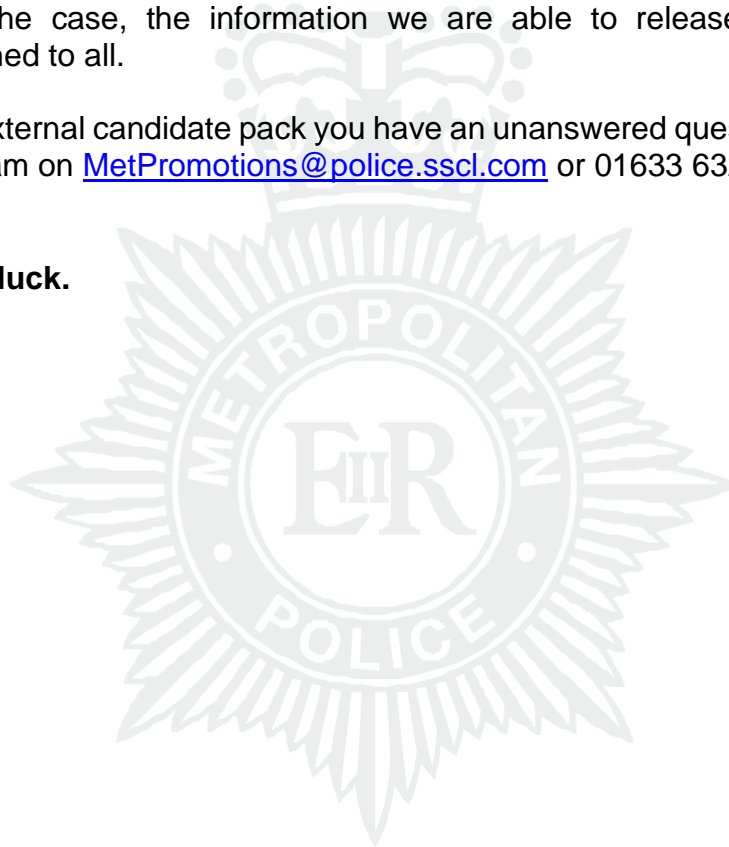
I HAVE A QUESTION...

We are able to support with questions in respect of the 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 process, and with this being the case, the information we are able to release in respect of the assessments is published to all.

If after reviewing this external candidate pack you have an unanswered question, please contact the Met promotions team on MetPromotions@police.sscl.com or 01633 632500 (option 4).

Thank you and good luck.



Appendix 1 – Timetable

Activity	Date
Launch Sergeant promotion process	Monday, 15 May 2023
Candidate briefing via Microsoft Teams	Friday, 19 May 2023 at 10:00
Candidate completes the expression of interest via Oleeo	By 23:55 on Friday, 16 June 2023
Medical report uploaded with the online expression of interest	By 23:55 on Friday, 16 June 2023
Inspector and chief officer completes short questionnaire	By 23:55 on Monday, 3 July 2023
Expression of interest outcomes confirmed via the Oleeo system	Friday, 14 July 2023
Invitation to positive action workshops sent out (selected applicants only)	Friday, 14 July 2023
Meet and engage event	Thursday, 25 July 2023 at 13:00
Candidate positive action workshops sessions (selected applicants only)	Monday, 24 July – Friday, 25 August 2023
Assessment window	Wednesday, 6 September – Wednesday, 27 September 2023
Assessment Outcomes	Thursday, 12 October 2023

Appendix 2 – 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 2 – 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 2 – 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 2 – 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 to transfer across and join us at the Met. Please ensure that you 'are yourself' throughout the 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.

THE INTERVIEW

You can prepare for the interview by considering some previous examples of where you have demonstrated 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.

Feel free to take a moment to think about which examples you wish to give, to best reflect the values. 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.

HOW WILL IT FEEL?

The purpose of the interview is for you to demonstrate your level of competence at the sergeant rank and also see if you hold our Met values. 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 interview 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 questions presented, or what '**you**' have done.
- **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 values from the framework – **don't just repeat the definitions**.
- Avoid generalisations – provide specific examples that demonstrate what you did and the thinking behind your actions.
- **Be flexible** – you will need to adapt if the interview is not as you expected.