



## External Candidate Information Pack

Sergeant External Lateral Process

May 2022

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

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

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

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

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

Naturally, this will be an extremely competitive process where we are seeking to identify the best leaders for colleagues, all those people who call London home, work in or visit the city we serve. To be successful in this process, you will need to demonstrate the behaviours as set out in the Competency and Values Framework (level 2 for all competencies except 'we are collaborative' which is level 1), and also be committed to living by our Met values.

Temporary Deputy Assistant Commissioner Bas Javid 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:

"Ask most senior officers what rank they enjoyed the most and where they felt most able to affect change and I can guarantee almost all will give you the same answer – Sergeant. Taking the leap to become a Sergeant can be a daunting prospect, particularly when you consider the variety of responsibilities and impact of your decision making. But, it is exactly that which makes it one of the most exciting, rewarding and humbling roles in the MPS.

It is an opportunity to remain a practitioner in your field of expertise whilst taking the step to help build a culture and define the standards that you set for the team and for yourself. A good Sergeant doesn't just rely on operational competence but also understands the importance of supporting their staff, working collaboratively and most importantly identifying and working on their weaknesses as well as utilising their strengths.

## Introduction

The Sergeant rank is not easy and requires you to constantly challenge yourself and be the voice of reason, however, the rewards are plentiful. I strongly recommend the post, but for those of you sitting on the fence, I want you to ask yourself three questions.

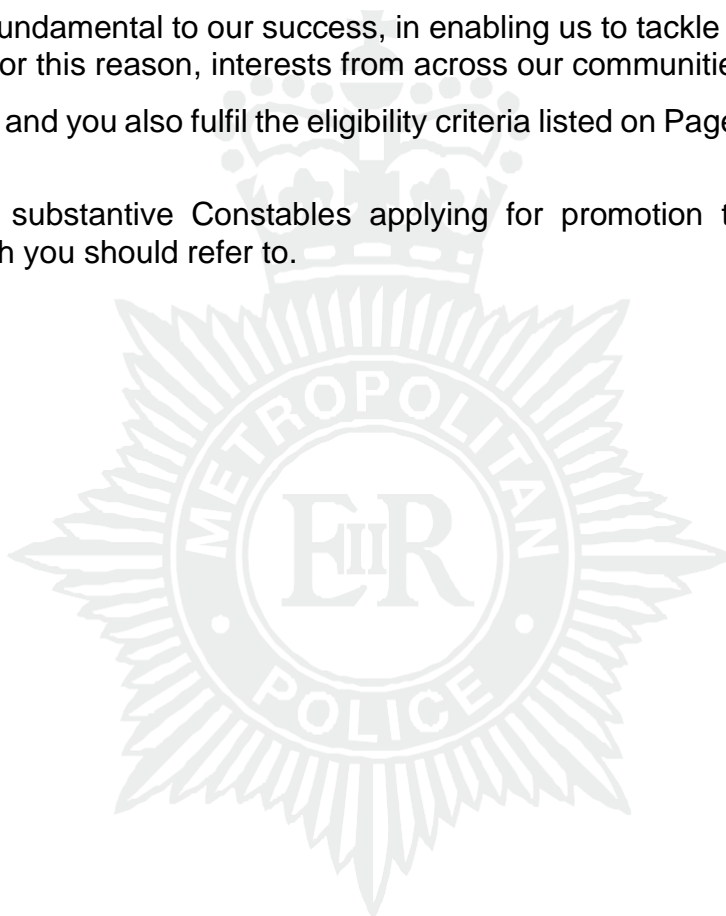
- Do you have a strong moral compass?
- Do you enjoy supporting others to achieve?
- Are you willing to learn?

If the answer to all of those is yes, then my advice is, go for it! For those who have applied, I wish you the very best of luck."

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

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

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





## ABOUT THE MET

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

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

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

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

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

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

## ABOUT THE MET

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### LONDON: THE AMAZING GLOBAL CITY WE POLICE

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

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

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

There are over 200 languages spoken in London, and around 40% of the population is Black, Asian and Multiple Ethnic Heritage. These numbers are predicted to grow further as the city expands and develops as an international centre. Almost 4 million Christians and 1 million Muslims live in London, and Buddhism, Hinduism, Judaism and Sikhism each have more than 80,000 followers in the capital.

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

## ABOUT THE MET

### WE HAVE A CLEAR STRATEGY...

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

#### **Our vision for the Met is to be the most trusted police service in the world.**

We contribute to making London the safest global city, we protect its unique reputation as an open and welcoming city, and we want Londoners to be proud of their police.

#### **Our mission is to keep London safe for everyone.**

To achieve this, we will focus on three operational priorities:

##### **Focus on what matters most to Londoners**

Violent crime, including knife crime and violence against women and girls, is a key concern and tackling it is a priority in order to protect Londoners.

##### **Mobilise partners and public**

We know that safety requires action beyond the police service. We will continue to work with partners and communities to help keep them safe and support them in preventing crime.

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

We have a fundamental responsibility to bring offenders to justice and ensure that victims of crime receive the support they need from us and from others.

As an organisation we want to continue to develop our internal capabilities. To achieve this, we will focus on four enabling priorities:

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

We want to harness data and use technology to our advantage in the pursuit of criminals, rising to the challenges of a fast-moving data-driven digital age.

##### **Care for each other, work as a team, and be an attractive place to work**

We must ensure that our people are well-led, well-equipped and well-supported, championing difference and diversity of thought to create an environment where we all thrive.

##### **Learn from experience, from others, and constantly strive to improve**

We want to develop a culture of learning, listening to feedback, sharing ideas and insight with others and empowering people to be innovative.

##### **Be recognised as a responsible, exemplary and ethical organisation**

We need to be effective, efficient and offer value for money. We also want to play our part in the city's sustainability, being recognised for our integrity, transparency and professionalism.

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

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

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

## ABOUT THE MET

### Rebuilding trust



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

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

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



## ABOUT THE MET

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### Our Structure

We are structured in four operational functions:

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

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

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

### FINDING OUT MORE ABOUT US

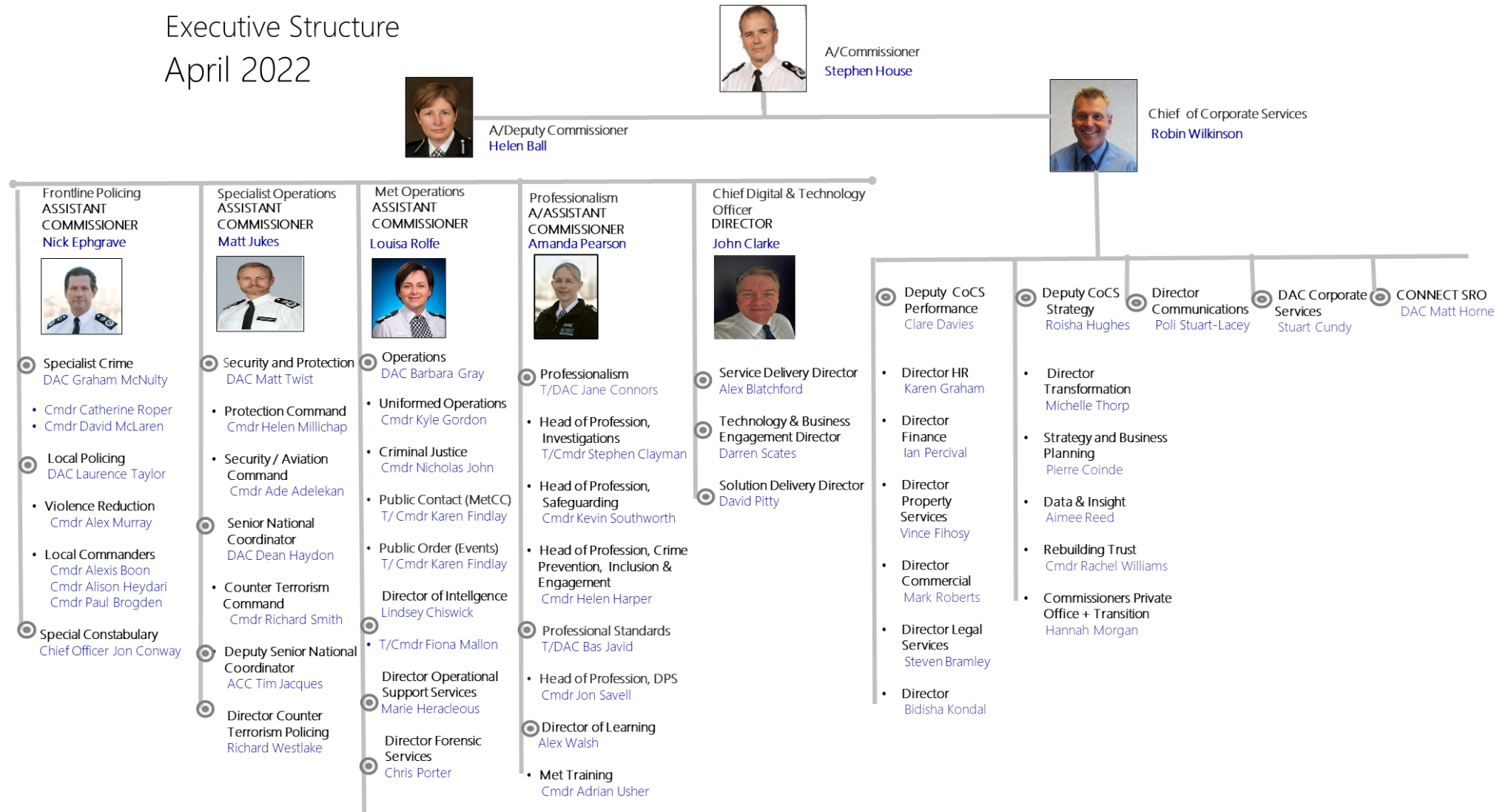
We would like to extend the opportunity of a conversation with one of our Sergeants or for a visit to a BCU to be arranged, to discuss the role and expectations, as well the Met vision.

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

## Executive Structure April 2022



## Your Reward

### Terms of appointment

You will be appointed to the office and rank of 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 2021 will join the pay scale at the minimum of the pay point for this rank, from the date of their promotion.

Pay point	Salary (from 01/09/2021)
2	£43,965
3	£44,901
4	£46,227

Plus

- London weighting £2,568 p.a.
- London Allowance £1,011 p.a.
- Rent or Housing Allowance or London Allowance 2 (£3,327 p.a.), depending on personal circumstances and eligibility.

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

### Place of Work and Hours

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

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



## Your Reward

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### 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 seventy (70) miles of London.

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

### Pension

If you are a member of the Police Pension Scheme, all matters concerning your pension will be governed by the Police Pension Regulations 2015 and any subsequent amendments to them.

### Business Interests

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

### Other Benefits

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

## The Selection Process

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### 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 16<sup>th</sup> May 2022**, you need to have submitted your expression of interest by **23.55 on Friday 24<sup>th</sup> June 2022**. **You will receive an email confirming your expression of interest has been successfully submitted to the email address you entered in the Oleeo system.**

The timeline is as follows:

- Submit your expression of interest by **23:55 on Friday 24<sup>th</sup> June 2022**;
- 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](mailto:MetPromotions@Police.sscl.com) by **Monday 11<sup>th</sup> July 2022**. 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 performance year ending 31st March 2022;
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, within the previous two years;
7. All mandatory training must be up to date.

## The Selection Process

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\*\* 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 24<sup>th</sup> June 2022**. If you do not have a report then you will need to email [metpromotions@police.sscl.com](mailto: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.

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.



## The Selection Process

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### 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 the Line Manager form is **23:55 on Monday 11<sup>th</sup> July 2022**.

## 2. ASSESSMENT STAGE

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

The current intention is to run face-to-face assessments. However, this is dependent on the COVID-19 outbreak and government guidelines at the time. If our approach has to change, we will ensure all candidates are made aware as soon as possible.

We recognise that some candidates will have additional restrictions due to the COVID-19 outbreak. These are likely to be specific to individuals and may require bespoke solutions. If this applies to you, please make contact with the Met Promotions team as early as possible, using the details at the end of this pack, to discuss your situation.

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 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**, most of the questions you will be asked will be competency-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

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Dress code for the interview is Business Smart. 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 total score to be in with a chance of being successful in this process. The minimum acceptable standard 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.

The final review meeting, chaired by the Assessment Director, including representations from Staff Associations will be presented with options relating to performance standard and projected vacancies to determine the selection process pass mark. This will mean in some promotion processes the scores needed to get into the promotion pool are higher than in others.

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 in the Interview to help you identify your likely strengths and development areas as a Met Sergeant.

### When you will be assessed

The assessment process will be held between **Thursday 1<sup>st</sup> September and Thursday 3<sup>rd</sup> November.**

## The Selection Process

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### **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.

### **3. POST ASSESSMENT PROCESS**

If you are successful, you will be contacted by the Met Promotion 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

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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](mailto:MetPromotions@police.sscl.com) or via telephone 01633 632500 (option 4).

### 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 Black, Asian and Multiple Ethnic Heritage 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 **Thursday 21<sup>st</sup> July 2022**, with workshops via MS Teams taking place from the **1<sup>st</sup> August to 26<sup>th</sup> August 2022**.

### I have a question...

If after reviewing this external candidate pack you have an unanswered question, please contact the Met Promotions Team on [MetPromotions@police.sscl.com](mailto:MetPromotions@police.sscl.com) or 01633 632500 (option 4).

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.

**Thank you and good luck.**

## Appendix 1 – Timetable

Activity	Date
Launch Sergeant promotion process	Monday 16 <sup>th</sup> May 2022
Candidate briefing via Microsoft Teams	Tuesday 24 <sup>th</sup> May 2022 2-3 pm
Candidate completes the expression of interest via Oleo	Monday 16 <sup>th</sup> May – 23:55 Friday 24 <sup>th</sup> June 2022
Medical report uploaded with the online expression of interest	By 23:55 Monday 24 <sup>th</sup> June 2022
Inspector and Chief Officer completes short questionnaire	Monday 27 <sup>th</sup> June – Monday 11 <sup>th</sup> July 2022
Expression of interest outcomes confirmed via the Oleo system	Thursday 21 <sup>st</sup> July 2022
Invitation to positive action workshops sent out (selected applicants only)	Thursday 21 <sup>st</sup> July 2022
Meet and engage event	Thursday 28 <sup>th</sup> July 2022 2-3 pm
Candidate positive action workshops sessions (selected applicants only)	1 <sup>st</sup> – 26 <sup>th</sup> August 2022
Assessment window	Thursday 1 <sup>st</sup> September – Friday 23 <sup>rd</sup> September 2022
Assessment Outcomes	Thursday 6 <sup>th</sup> October 2022

## 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**.
- **Be flexible** – you will need to adapt if the Interview is not as you expected.