



External Information Pack
Chief Inspector to Superintendent Selection
Process

March 2023

NEW
SCOTLAND
YARD

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Introduction

Thank you for downloading this information pack and for your interest in the superintendent role. This pack is intended for external officers thinking about applying for the chief inspector to superintendent selection 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.

Superintendents need an enormous array of qualities and skills but most of all, we need people who deliver a professional service with courage, compassion, integrity and who always show 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.

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 (senior manager (superintendent) Level 3), and also have a commitment to our Met values.

Deputy Assistant Commissioner Laurence Taylor 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 superintendents. He provided the following comment about the process:

“If you’re a chief inspector ready to take your leadership skills and experience to the next level, I’d encourage you to apply. As one of the Met’s senior leaders, you will play a crucial part in helping to deliver the Commissioner’s Turnaround Plan and ensuring your people are set up to succeed.”

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

About the Met

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 black, asian and minority ethnic 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 Force 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 will earn this trust by being true to our values of:
Professionalism, Integrity, Courage and Compassion.

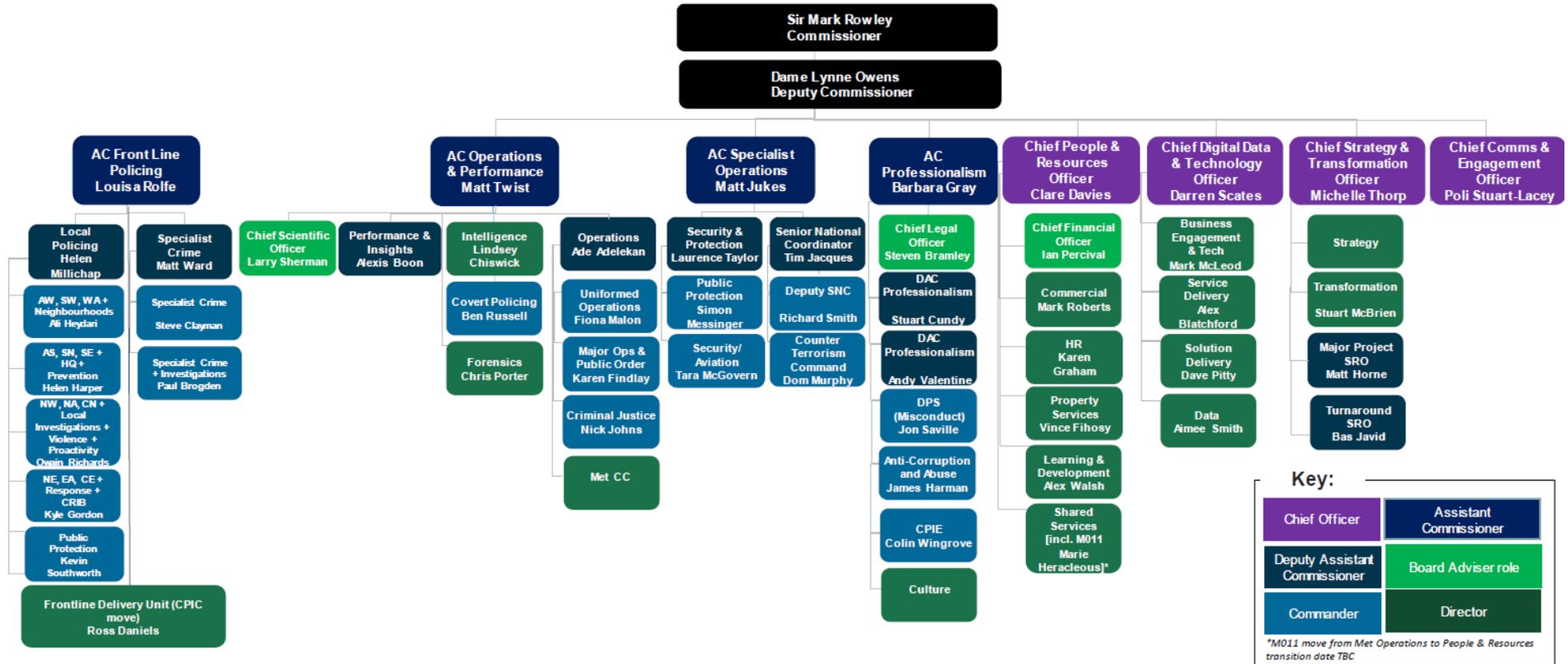
Our Structure

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 operate through 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)

Met Management Board, DACs, Directors, Commanders



Key:

Chief Officer	Assistant Commissioner
Deputy Assistant Commissioner	Board Adviser role
Commander	Director

*M011 move from Met Operations to People & Resources transition date TBC



MORE TRUST | LESS CRIME | HIGH STANDARDS

About the Met

Finding Out More About Us

We would like to extend the opportunity of a conversation with one of our superintendents / chief superintendents, to discuss the role and expectations, as well as 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 superintendents / chief superintendents who will make direct contact with you.

We are also holding a briefing for external candidates during the application window and prior to the assessment centre, the date and time is towards the end of the pack.



Your reward

Terms of Appointment

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

Duties and Responsibilities

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

Salary and Allowances

Basic Pay:

Officers newly promoted to superintendent rank 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)
1	£72,075
2	£75,735
3	£79,593
4	£84,783

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 selection process will be notified to you at the point of provisional offer being made.

Place of Work and Hours

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

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

Your Reward

Annual Leave

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

Travel

You will be entitled to free travel on Transport for London buses, rail and tram services both on and off duty. You are also eligible to join the Rail Delivery Group (RDG) rail travel scheme under the terms and conditions which apply. The RDG travel scheme will allow you to travel on National Rail services within a radius of 70 miles of London, for a monthly contribution.

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

Pension

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

Business Interests

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

Indemnity Insurance

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

Other Benefits

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

The Selection Process

1. Entry to the Process

Expressions of interest are invited during the period of **Monday, 13 March to 23:55 on Monday, 20 March 2023**. You will be able to complete your full application as soon as you have submitted your expression of interest. Once you have completed the eligibility section including personal details you will have expressed an interest in this process and you can continue with your application up until **23:55 hours on Sunday, 2 April 2023**.

You will receive an email confirming your expression of interest has been successfully submitted to the email address entered in the Oleeo system. You can view the progress of your application by viewing the progress tracker on the left-hand side of your application. Any section that has been completed will have a green tick alongside the relevant section.

The following timeline applies in respect of the application window:

- You will need to complete your expression of interest by **23:55 on Monday, 20 March 2023**;
- You should submit your full application as soon as possible after submitting your expression of interest. The deadline for the application form is **23:55 on Sunday, 2 April 2023**;
- Supported applications will go to a paper sift in **April 2023**.

Please Note – following a change to previous processes, the line managers and chief officers of external candidates will not be contacted at the application stage. Instead all relevant checks and information will be sought after the assessment stage of the selection process.

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

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

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

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

1. Be a current substantive chief inspector / detective chief inspector at the point of the process launching on **Monday, 13 March 2023** or superintendents and detective superintendents with a proven track record of effective delivery ;
2. Meet the MPS attendance management criteria;

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3. 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.

Candidates must ensure that they contact their verifier(s) in advance of application submission to advise on the content of the example they are cited to verify.

Disability and Health Queries

We welcome all applications to this selection process.

If you consider yourself to have access or reasonable adjustment requirements that need to be accommodated should you be invited to an assessment centre, we would ask that you include this information within your application form. When submitting your application form online, you will be asked if you wish to request consideration of a reasonable adjustment, to attach the relevant diagnostic report / medical report, along with adjustments that you think you will need should you be invited to an assessment centre.

Should you indicate that you wish for us to consider a reasonable adjustment or access request, the Met promotions team will work with you, and your line manager where necessary, in consultation with a medical / specialist / professional advisor to develop suitable adjustments where appropriate, to enable equality of opportunity for success in this promotion process.

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

To ensure that you are assessed in line with other candidates and within the assessment window it is essential that your diagnostic report / medical report is uploaded to your application before your application is submitted, no later than **Sunday, 2 April 2023**.

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

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- Evidence of Workplace Needs Assessment report

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 Application Form – Candidate Action

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

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. As explained, these verifiers will not be contacted until after the assessment stage of the selection process however it is your responsibility, at the appropriate time, to ensure that they are aware that they have been nominated as a verifier.

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

Please note that once you submit your online application you will have no further opportunity to amend your answers, so it is important that you have fully checked your application before submitting it.

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

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.

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Sifting Panel

Your application form will be assessed by a panel of superintendents. The panel will evaluate the strength of the evidence you have presented. Application forms will be anonymised to support the fairness of all assessments. Assessments will be dip-sampled by a chief superintendent in a moderation role to support the consistency of assessments across different panels. Met representatives from the Police Federation, Superintendents Association and SSA's will be invited to observe the delivery of the sifting panels.

In making these assessments about your application form evidence, assessors will be looking at both the **quality and quantity** of the evidence against the specific question asked as well as the demands and expectations of the rank of superintendent.

Candidates identified as '**not ready**' at this stage by the sifting panel will not progress further. Candidates who are recommended as either '**ready now**' or '**ready with development areas**' by the sifting panel will be **eligible** for progression to the assessment stage. The minimum acceptable standard for progressing will be defined following the moderation process and will look at performance across the cohort as a whole.

All individuals involved in assessing application forms will be provided with standardised guidance around what effective evidence to look for to support the consistency of the application form sift. Similar guidance will be provided to all those involved in the moderation role to again support the consistency of assessments.

2. Assessment Stage

Supported applications that meet the minimum acceptable standard defined following the sifting panel, will be asked to attend a central assessment centre.

The assessment centre is designed to measure the key skills and behaviours which are required for the superintendent role, based on the CVF and Met values.

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

During the assessment centre you will be observed by multiple assessors across different exercises to maximise the fairness of the process and your opportunities to demonstrate your skills and abilities. It will also provide you with a realistic preview of the types of tasks and situations which you will face in the role. You will be asked to take part in a **briefing exercise, an external interactive exercise, and a structured interview**. Further detailed guidance and support for how to approach the assessment centre will be provided in the form of candidate briefings and a specific preparation guide.

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The **briefing and external interactive**, exercises will all be set in a fictitious London area and you will take on the role of a newly promoted superintendent within a Basic Command Unit (BCU). During the exercises, you will be responsible for making decisions that are in line with strategy both locally and London-wide, as well as being responsible for excellent and consistent performance of operational police officers within the area.

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

For the **external interactive exercise**, you will be provided with information about a particular scenario and you will be given time to prepare for a meeting with an external stakeholder / partner (played by a role actor). There will be one role actor for this exercise. At the end of the meeting you will be asked to produce a short-written update for a senior colleague which directly links to the meeting. This report will also be assessed.

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

Criteria

The skills being assessed are structured around the CVF and Met values. There are six competencies which are clustered into three areas as listed below:

Cluster 1: Resolute, compassionate and committed

- Competency 1: We are emotionally aware
- Competency 2: We take ownership

Cluster 2: Inclusive, enabling and visionary leadership

- Competency 3: We are collaborative
- Competency 4: We deliver, support and inspire

Cluster 3: Intelligent, creative and informed policing

- Competency 5: We analyse critically
- Competency 6: We are innovative and open-minded

The Met values will also be assessed, which are **Professionalism, Integrity, Courage and Compassion**. Appendices 2 and 3 provide you with the definition of what behaviours are expected for each competency within the superintendent role, and positive and negative indicators of the Met Values.

You can see which competencies and values are assessed by which exercises in the matrix

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below:

	Assessment Elements			
Competencies and values	Application form*	Interview	External interactive exercise	Briefing exercise
We are emotionally aware	✓		✓	
We take ownership		✓		✓
We are collaborative		✓	✓	
We deliver, support and inspire		✓		✓
We analyse critically				✓
We are innovative and open-minded	✓		✓	
Professionalism		✓		✓
Integrity	✓		✓	
Courage	✓		✓	
Compassion		✓		✓

* Scores from the application form will not be taken forward to the assessment stage

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How you will be Scored

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

At the conclusion of the assessment centre, the total scores across each exercise will be combined to inform selection decisions. You will need to achieve a minimum total score to be in with a chance of being successful in this process. The minimum acceptable standard will be defined following the assessment centre, looking at performance across the cohort as a whole alongside workforce planning requirements for the upcoming 12 months.

How you will be Assessed

All assessors are trained in the assessments to the required standard. Experienced Met assessors and occupational psychologists are used to help benchmark a video of each of the exercises that are then used during an assessor training session. During the training, all assessors are asked to assess these benchmarking videos to help create a consistent standard and expectation across the assessor pool in line with best practice.

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

- Ensure the assessment exercises and interviews are delivered as intended;
- Provide support to assessors to apply good practice behaviours in assessment;
- Consider ratings given and check for consistency across the whole process to ensure the benchmark standards are adhered to;
- Review feedback to ensure it reflects the competency ratings given and is of a high quality.

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

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

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

When you will be Assessed

The assessment centre will be held centrally between **Tuesday, 6 June and Tuesday, 18 July 2023** (subject to operational commitments).

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The assessment centre for this process will comprise of 3 elements, which can be sat in any order and are detailed below. The 3 elements will all take place on the same assessment day.

Assessment centre hosted at a central London location.

- Interview
- Briefing exercise
- External interactive exercise

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

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

During your assessment if there are any irregularities that affect your performance you have 24 hours (which commences at the end of the assessment which the incident refers to) to record any issues in the incident log (e.g. non-compliance with published process; unfairness in the assessment centre stage), using the Oleo system. You can do this by logging into your Oleo Candidate Portal and clicking on 'Complete Incident Form'. Once you have recorded the incident the system will send you an email confirming the incident has been raised along with the details you provided.

Integrity of the Process

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

Positive Action

The Met's diversity ambition is to create a workforce that looks and feels like London. We will police better and have better trust and engagement with the public if we reflect the communities we serve. As part of the approach to achieving this, initiatives for focused developmental support are provided for under-represented 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 Friday, 5 May 2023**, with workshops via MS Teams taking place **w/c 22 May 2023**.

The Selection Process

I have a question...

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

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

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

3. Post Promotion Process – What Happens Next?

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

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

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

Candidates unsuccessful at the final assessment stage will be advised in writing.

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

Thank you and good luck.

Appendix 1 – Timetable

Activity	Date*
Launch superintendent selection process	Monday, 13 March 2023
External candidate briefing - introducing the process, the CVF, and how to prepare	Monday, 20 March 14:00-15:00 2023 via MS Teams
Candidate completes the expression of interest via Oleo	By 23.55 on Monday, 20 March 2023
Candidate completes their full application via Oleo	By 23.55 on Sunday, 2 April 2023
Sifting panel	Wednesday, 19 to Tuesday, 25 April 2023
Application outcomes confirmed to candidates via Oleo	Friday, 5 May 2023
Invitation to positive action sessions sent out (selected applicants only)	Friday, 5 May 2023
Invitations to assessments sent via Oleo	Thursday, 11 May 2023
Candidate positive action sessions (selected applicants only)	w/c 22 May 2023
Meet & engage event	Friday, 12 May 2023 10:30-11:30
Centrally managed assessment centre	Tuesday, 6 June to Tuesday, 18 July 2023
Final review meeting	Wednesday, 26 July 2023
Results to candidates	Wednesday, 2 August 2023

*These dates are subject to operational commitments and may be subject to change. However, any changes will be communicated to candidates.

Appendix 2 - CVF definitions

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

Appendix 2 - CVF definitions

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

Appendix 2 - CVF definitions

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

Appendix 2 - CVF definitions

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

Appendix 2 - CVF definitions

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

Professionalism

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

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



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



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

Appendix 3 - Met Values

Integrity

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

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



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



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

Appendix 3 - Met Values

Courage

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



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



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

Appendix 3 - Met Values

Compassion

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



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



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

Appendix 4 – How to prepare (application stage)

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

Online Application Form

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

Criteria (CVF)

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

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

Both the narrative description and example behaviour descriptors at 3 levels are important and should be used together. The levels are designed to build on each other, so those working at higher levels should also be able to demonstrate each preceding level's behaviours.

Advice for Completing your Application Form:

- Ensure you allow yourself enough time in an effective working environment
- Read each question carefully and ensure you fully understand what it is focusing on. It can be helpful to reflect on why the Met would be asking this specific question as part of the process
- Consider your experience and how it could apply to each question. Ideally you would want to have multiple examples which you could select the strongest from
- Avoid generalisations – provide specific examples that demonstrate what you did and the thinking behind your actions
- Structure your response to ensure it covers all aspects of the question
- Compose your answers in a Word document – this will allow you to compose your best answers without the need to be mindful of system time restraints, and will also allow you to monitor the character / word count

Appendix 4 – How to prepare (application stage)

- Some people find it helpful to use a model (e.g. STAR or SOAR) to provide some structure to their answer:
 - **Situation** – overview of the situation (brief) to set the context
 - **Objective** – explain (briefly) what the objective was
 - **Action** – describe the actions you took to achieve the tasks (this should be the bulk of your words)
 - **Result** – highlight the results that were achieved (this could include any learning where applicable)
- If using a model please ensure you focus on ‘activating’ each stage (e.g. what you did, thought about, or considered) to highlight your behaviour and not just describing the wider context that exists
- Be clear regarding your role, and what you did or said (e.g. use ‘I’ not ‘We’).
- Read and re-read your answers before submitting