



Metropolitan Police Service Information Pack

Sergeant Level Transfer Process

October 2020

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

**NEW
SCOTLAND
YARD**



**METROPOLITAN
POLICE**

**NEW
SCOTLAND
YARD**

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Introduction

Thank you for your interest in applying to join the Met as a Sergeant. This pack is intended to provide External Sergeants with more information about the Met and about the Level Transfer 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. Our Sergeants are at the forefront, leading their team to deliver our mission. At a time of unprecedented growth, with hundreds of new officers joining the Met, the experience and skills of our Sergeants is more important than ever before.

You will need to build confidence and trust in your officers, teams, partners and our communities across London. 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 in the Met you'll face a number of challenges, including continuing our focus on areas that matter most to Londoners; bearing down on violent crime; mobilising our partners and the public to support our mission; 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.

Naturally, this will be an extremely competitive process where we are seeking to identify the best leaders for your colleagues, all those people who call London home and the communities we serve. To be successful in this process, individuals will need to demonstrate key behaviours and Met Values as set out in the Competency and Values Framework.

Commander Jane Connors will be the Assessment Director for this process, overseeing the selection process, and is looking forward to the part she will play in ensuring the best candidates are selected:

We spoke with her about the Assessment Director role:

"I look back now at my career and think of my Sergeants who pushed, challenged and taught me through my early years as a police officer. The role of a Sergeant is so influential and one of the most fun and stretching ranks I have served at. It is a chance to keep London safe for everyone, and inspire and develop your team.

The Met is full of fantastic men and women, who deserve the best of leaders working alongside them. I know that with the amount of talent we have they will not be disappointed.

To select the very best of candidates we want a process that's robust enough and fair but listens and acts on what your colleagues have told us before so we have made some changes.

There is nothing about 2020 that has been 'normal' or certain so far, so I can understand that it's possibly a more difficult decision to commit to this process. I really hope that you do and wish you all 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 12, we look forward to hearing from you.

ABOUT THE MET

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

Our 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 every community and take pride in the quality of our service so that people love, respect and are proud of London's Metropolitan Police.

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

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

Today, the Met is made up of more than 39,000 officers and staff, plus thousands of volunteers; we are one of the largest employers in London and the South East of England. The territory we serve covers 620 square miles and is home to over 8.8 million people. The Met is the UK's largest police service and has 25% of the total police budget for England and Wales.

We're proud that the Met is seen as a world leader in policing. The 'Scotland Yard' brand is known around the world as a symbol of quality investigation and traditional values of policing. Thanks to this reputation, our services are highly sought after, either through using our officers and staff in operational matters or by training others and giving them the opportunity to learn from our experiences.

LONDON: THE AMAZING GLOBAL CITY WE POLICE

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

Its ever-changing population is set to grow towards 9.2 million by 2020 and exceed 10 million the following decade. It is probably one of the most diverse cities in the world. The complexities of policing a city on this scale are huge. A seat of Parliamentary, Royal and Diplomatic power, London is a centre for protest, for criminality, for transport.

Londoners tend to be younger than the rest of the UK, more than three million of us were born abroad, just under half of which arrived in the UK less than 10 years ago.

London is also the world's most popular business and travel destination, receiving 31.5 million visits in 2015, 12.9 million from the UK. It is a global city, recognised around the world, economically, politically, financially and creatively. London's greatness comes from its openness to the world, and this in turn has helped build world-renowned institutions which have preserved its safety and stability.

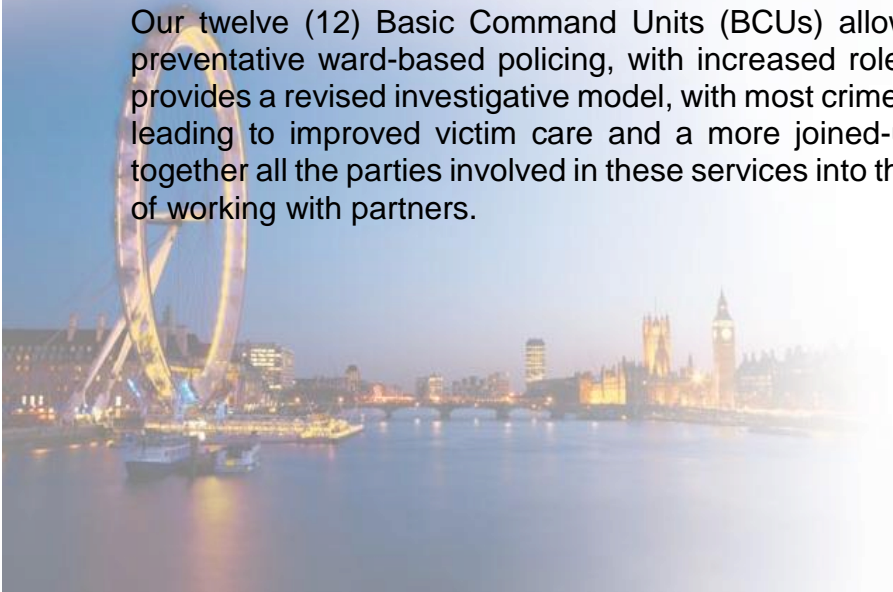
There are over 200 languages spoken in London, and around 40% of the population is Black, Asian or Minority Ethnic (BAME). These numbers are predicted to grow further as the city expands and develops as an international centre.

Of the six largest world faiths, almost four million Christians and one million Muslims live in London, and Buddhism, Hinduism, Judaism and Sikhism each have more than 80,000 followers in the capital.

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

London is one of the safest global cities in the world already. Nevertheless, criminality within London is on a more prevalent and serious level than other cities and communities across England & Wales. Crime in the capital is often connected to organised criminality and national and international networks of offending, creating a unique policing environment. Everyone joining us needs the ability to deliver outstanding policing to the communities of London.

Our twelve (12) Basic Command Units (BCUs) allow us to boost proactive capability and preventative ward-based policing, with increased roles in each ward and in schools. It also provides a revised investigative model, with most crimes being investigated by first responders, leading to improved victim care and a more joined-up approach to safeguarding. Bringing together all the parties involved in these services into the BCU builds professionalism and ways of working with partners.



ABOUT THE MET

Metropolitan Police Basic Command Units



CORPORATE PRIORITIES

Our Vision is to be the most trusted police service in the world

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

and

Together - we will achieve success by reducing crime, building public confidence, increasing victim satisfaction and strengthening the pride and engagement of our officers and staff.

Our mission is to keep London safe for everyone

To achieve this, we will:

Focus on what matters most to Londoners

Violent crime tops the public's concerns and tackling it is our top priority. This includes terrorism, knife and gun crime, sexual offending, domestic abuse and safeguarding vulnerable people from predatory behaviour.

Mobilise partners and the public

We know that safety requires action and intervention beyond the police service. We will work with partners and communities to help keep them safe and support them in preventing crime. We will work harder to earn the trust of more young people and ethnic minority communities.

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

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

As an organisation, we want to lead 21st century policing and:

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

We want to harness data and use advanced technologies to our advantage in the pursuit of criminals, rising to the challenge of a fast-moving data-driven digital age. We will make information and insight more accessible internally, and externally, to support evidence-based decisions and promote public confidence. We will strive to enhance our global reputation for excellence and expertise in policing.

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.

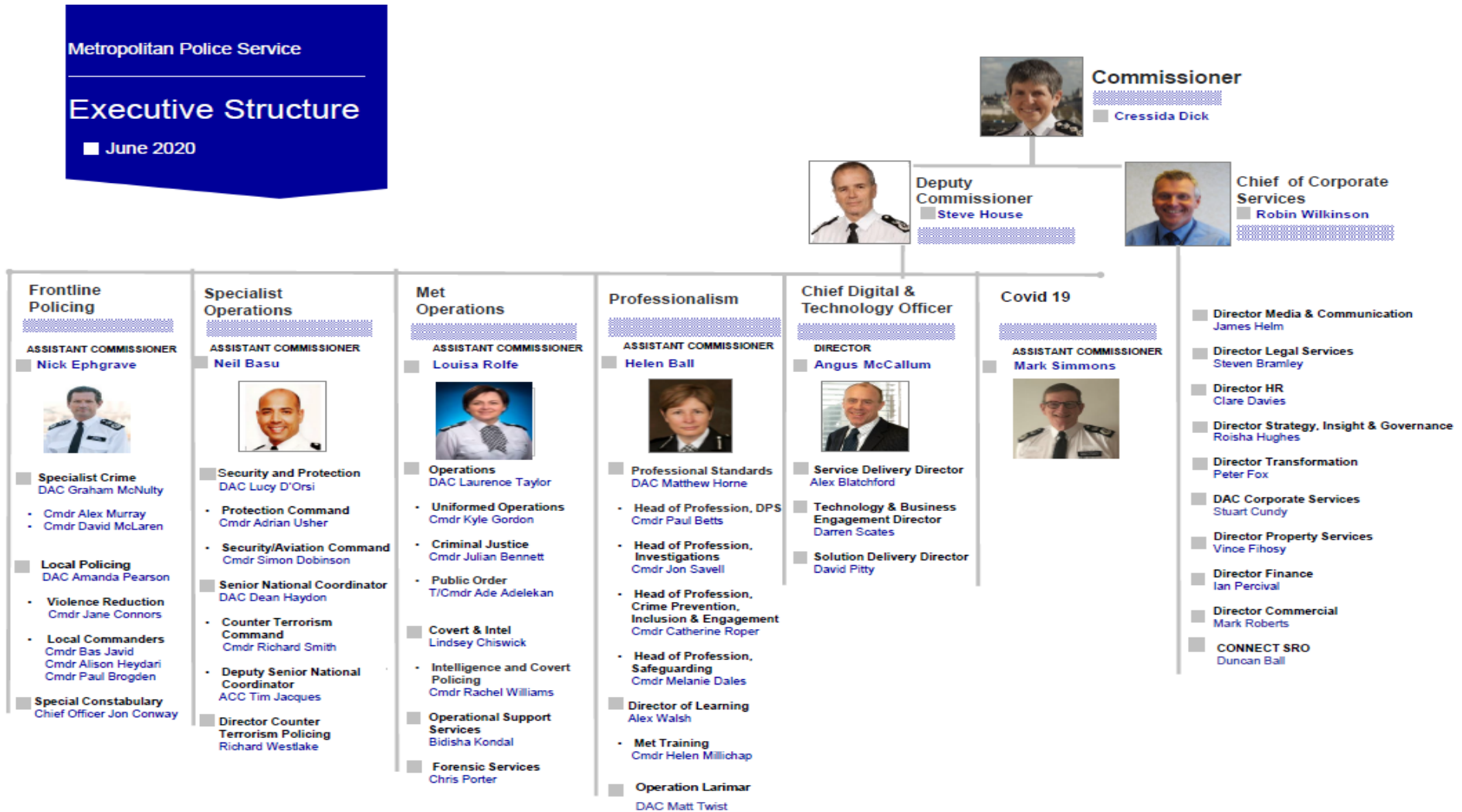
We want to develop a culture of learning, listening to feedback, sharing ideas and insight with others and empowering people to be innovative.

CORPORATE PRIORITIES

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.

The following chart shows how the Met is structured



Your Reward

Terms of appointment

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

Duties and responsibilities

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

Salary and allowances

Basic Pay:

Officers newly promoted to Sergeant after 1st September 2020 will join the pay scale at the minimum of the pay point for this rank, from the date of their promotion.

For substantive Sergeants, your pay will be in accordance with the national rates for your rank and service. You will transfer on the same pay point and increment date you currently receive providing there has been no break in service.

Pay point	Salary (from 01/09/2020)
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

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, for a monthly contribution.

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

Pension

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

Business Interests

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

Other Benefits

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

The Selection Process

1. ENTRY TO THE PROCESS

To streamline the process there is no competency based application form, you simply need to submit an expressions of interest, via Oleeo, our online IT system. The process opens on Monday, 5th October 2020, you need to have submitted your expression of interest by 23.55 on Wednesday, 21st October 2020. Once you have completed all parts of the electronic form **you will receive an email confirming your expression of interest has been successfully submitted. This will be sent to the email address you use to register on Oleeo.**

The timeline is as follows:

- Submit your expression of interest by 23:55 hours on **Wednesday, 21st October 2020;**
- Once you have submitted your expression of interest, your Line Manager will be asked to complete a short questionnaire, asking them to confirm eligibility. This short questionnaire will need to be completed and returned to MetPromotions@Police.sscl.com by **Tuesday 27th October 2020**. 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 2020;
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;

The Selection Process

7. All mandatory training must be up to date;

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 access adjustment requirements that need to be accommodated should you be invited to an Interview, we would ask that you contact us at the earliest opportunity to request consideration of your needs. When submitting your expression of interest form online, you will be asked if you wish to request consideration of an access or workplace adjustment should you be invited to an Interview.

Should you indicate that you wish for us to consider a workplace adjustment or access request, we will contact you to discuss your request further and will seek receipt of a medical report from you to inform assessment of your request.

The Met 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 assessment process.

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

To ensure that you are assessed in line with other candidates and within the assessment window we will require your medical report to be sent to us by 21st October 2020. If the report is received after this date, there may be a delay in you being assessed.

Anyone on maternity / paternity / adoption leave considering applying is encouraged to contact the Met Promotions Team to discuss the range of adjustments (including deferral until return to work) that can be accommodated to support their application.

ONLINE EXPRESSION OF INTEREST FORM – CANDIDATE ACTION

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

The Selection Process

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 23:55pm on 27th August 2020.

2. ASSESSMENT STAGE

Expressions of interest meeting the eligibility criteria will be asked to attend an Interview which will be hosted virtually, via Microsoft Teams. Given the current climate we want to ensure the safest delivery of your interview, as well as your personal well-being / health, in line with government recommendations.

The assessment process is designed to measure the key skills and behaviours which are required for the Sergeant role, based on the CVF and 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 questions/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.

Dress code for the interview is Business Smart and you will be fully briefed when you enter the virtual interview room. Any interactions with Assessors outside of the Interview itself will not be assessed, so feel free to ask any questions you may have.

All Assessors are trained in the Interview to the required standard to ensure we have consistency in our assessor pool, which is best practice.

WHAT WILL YOU BE MEASURED AGAINST

The behaviours being assessed are structured around the CVF, which consists of competencies and Met values.

The Selection Process

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

Please note - the exact competencies that will be assessed in the Interview is still to be confirmed. We will send out an update on this shortly and prior to Interviews.

We will also assess **all** The Met values, which are Professionalism, Integrity, Courage and Compassion.

Appendix 2 provides you with the definition of what behaviours are expected for each competency within the Sergeant role, and positive and negative indicators of the Met Values.

How you will be scored

A new approach to setting the pass mark has been introduced this year. The competency and 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. Candidates being scored a (1) one, twice or more within the Interview will be automatically considered as unsuccessful.

At the end of the assessment process we will hold a Central Review Panel on the 19th November 2020. This panel, chaired by the Assessment Director, will include representation from staff associations and the business, will decide how many officers go into the promotion pool based on the projected number of vacancies and the candidates' scores. This will mean in some processes the scores needed to get into the 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.

The Selection Process

The detailed pass threshold is based on the workforce position at the point of the process launching. Should this position change, the anticipated number of Sergeants required into the promotion pool for the next (12) twelve months may also change which would result in the pass threshold being reviewed.

When you will be assessed

The assessment process will be held between the 2nd to 13th November 2020.

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 centre 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

Posting Preferences

We are keen to understand which route you are considering taking at the rank of Sergeant. There are a range of factors that we wanted to share with you that may impact on the length of time it takes you to get posted and the options that you have. In the Met we have twice as many uniform Police Sergeant roles than Detective Sergeant. Our current vacancies and anticipated workforce plan indicates that we will need a large number of Police Sergeants from this process as well as from our corporate Sergeants Promotion Process. This means that successful Police Sergeants are likely to be posted more quickly than their detective colleagues.

This year we are planning to offer any detectives who are successful in the process a chance to consider moving into a Police Sergeant role, before moving back into a detective role later in their career when suitable vacancies become available. We would like to offer you the same opportunity, if you are successful in your application to transfer.

To reassure you all, this is simply to help support us with our work on postings and will have no bearing on your selection process.

Being a Police Sergeant in the Met brings with it a range of brilliant learning and experience, including:

- Managing larger teams, with a mix of experience and skills.
- Opportunities to manage neighbourhood policing, fostering strong partnerships and community links working with Londoners to deal with the crime in their neighbourhood
- The opportunity to balance a volume of demand and competing priorities, responding to the public's needs based on fast time risk assessment
- Being at the front of our front line responding to and managing critical incidents and major incidents, including the essential golden hour
- Being involved in public order situations and the dynamic decision making needed to lead your team
- The ability to demonstrate experience and understanding of policing in its widest context, helping to support career progression

If you are successful in your application, you will be asked to provide further information about your posting preference and this will include whether you would like to take up the opportunity to be posted into a uniform Police Sergeant role or would only like to be considered for a Detective Sergeant post.

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

For any further information or queries regarding this process, please contact the Met Promotions Team on MetPromotions@police.sscl.com or via telephone 01633 632500 (option 4).

Thank you and good luck.

Appendix 1 – Timetable

Activity	Date
Launch Sergeant level transfer process	Monday 5 th October 2020
Candidate completes the Expression of Interest via Oleeo	By 23:55 on Wednesday 21 st October 2020
Medical report provided for reasonable adjustments and / or access requests	21 st October 2020
Candidate briefing sessions	21 st 10-11am and 23 rd October 2-3pm
Invitation to positive action workshops sent out (selected applicants only)	21 st October or as soon as line manager confirms eligibility
Line manager verification of eligibility	By 23:55 on Tuesday 27 th October 2020
Expression of interest outcomes confirmed to candidates via Oleeo once eligibility check has been completed	27 th October 2020
Invitations to interview sent via Oleeo	28 th October 2020
Candidate positive action workshops (selected applicants only)	28 th , 29 th and 30 th October 2020
Interviews	2 nd to 13 th November 2020
Central Review Panel	19 th November 2020
Results to candidates	27 th November 2020

Appendix 2 – CVF Competencies and Met Values

Cluster	Competency	Definition
Resolute, compassionate, committed	We are Emotionally Aware	<ul style="list-style-type: none"> • 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. • 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. • Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds. • We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet. <p>Level 2 Indicators:</p> <ul style="list-style-type: none"> • I consider the perspectives of people from a wide range of backgrounds before taking action. • I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome. • I promote a culture that values diversity and encourages challenge. • I encourage reflective practice among others and take the time to support others to understand reactions and behaviours. • I take responsibility for helping to ensure the emotional wellbeing of those in my teams. • I take the responsibility to deal with any inappropriate behaviours.
	We Take Ownership	<ul style="list-style-type: none"> • 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. • 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. • Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making. We take responsibility for ensuring that support or development is sought to minimise any risks. <p>Level 2 Indicators:</p> <ul style="list-style-type: none"> • I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.

Appendix 2 – CVF Competencies and Met Values

		<ul style="list-style-type: none"> • I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas. • I am accountable for the decisions my team make and the activities within our teams. • I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and openly. • I actively encourage and support learning within my teams and colleagues.
Inclusive, enabling and visionary leadership	We are Collaborative	<ul style="list-style-type: none"> • 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. • We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued. <p>Level 1 Indicators:</p> <ul style="list-style-type: none"> • I work cooperatively with others to get things done, willingly giving help and support to colleagues. • I am approachable, and explain things well so that I generate a common understanding. • I take the time to get to know others and their perspective in order to build rapport. • I treat people with respect as individuals and address their specific needs and concerns. • I am open and transparent in my relationships with others. • I ensure I am clear and appropriate in my communications.
	We Deliver, Support and Inspire	<ul style="list-style-type: none"> • 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. • 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

Appendix 2 – CVF Competencies and Met Values

		<p>effectively.</p> <ul style="list-style-type: none"> • This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring. <p>Level 2 Indicators:</p> <ul style="list-style-type: none"> • I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context. • I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform. • I lead the public and/or my colleagues, where appropriate, during incidents or through the provision of advice and support. • I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas. • I keep track of changes in the external environment, anticipating both the short and long-term implications for the police service. • I motivate and inspire others to achieve their best.
Intelligent, creative and informed policing	We Analyse Critically	<ul style="list-style-type: none"> • 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. <p>Level 2 Indicators:</p> <ul style="list-style-type: none"> • I ensure that the best available evidence from a wide range of sources is taken into account when making decisions. • I think about different perspectives and motivations when reviewing information and how this may influence key points. • I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary. • I understand when to balance decisive action with due consideration. • I recognise patterns, themes and connections between several and diverse sources of information and best available evidence. • I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in so doing. • I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.

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	We are Innovative and Open-Minded	<ul style="list-style-type: none">• We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.• We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors.• Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions. <p>Level 2 Indicators:</p> <ul style="list-style-type: none">• I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing.• I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population.• I am flexible in my approach, changing my plans to make sure that I have the best impact.• I encourage others to be creative and take appropriate risks.• I share my explorations and understanding of the wider internal and external environment.
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Appendix 2 – CVF Competencies and 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 – CVF Competencies and 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 – CVF Competencies and 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 – CVF Competencies and 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 key competencies outlined in the CVF and the Met values. In the interview, it is important for the observer to gain a better understanding of what you have done so be careful to choose examples where you can illustrate what you did, and not just the things you did as part of a group. Ensure you consider the task / situation and objective you were faced with, what action you took and what the results were.

Also think about the requirements of the role and the key skills and experience you will bring. On the flip side, what gaps do you have and what support might you need?

If faced with a forward-facing / scenario based question think about the requirements of the role and how you will fulfil these within the competencies and values being assessed.

Regardless of the type of question, within the interview do feel free to take a moment to think about which examples or response you wish to give, to best reflect the relevant competencies and 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 competencies and 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.

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 minority ethnic (BAME) 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 the 21st October 2020 with the workshops taking place on the 28th, 29th and 30th October 2020.

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

