



# RECRUITMENT AND SELECTION OF CHIEF POLICE OFFICERS POLICY

<b>Version No.</b>	2	<b>Review Date:</b>	21/09/2011
<b>Policy author:</b>	Svetoslav Stoyanov	<b>Policy owner:</b>	Mark Sellwood
<b>Created on:</b>	10/09/2010	<b>Ratified on:</b>	21/03/2011
<b>Last reviewed on:</b>	04/11/2010	<b>Applicable to:</b>	Members
<b>Equality Impact Assessed on:</b>	18 January 2011		

**At the time of ratifying this policy and at the time of all subsequent reviews, the author and the owner of this policy are satisfied that this document complied with relevant legislation.**

<b>Version Control</b>			
<b>Date</b>	<b>Version</b>	<b>Name</b>	<b>Changes</b>
10/09/2010	1/Draft	S Stoyanov	Policy created
17/09/2010	1.2/Draft	S Stoyanov	Changes implemented
04/11/2010	2/Draft	S Stoyanov	Changes implemented

<b>Related Documents</b>
Equal Opportunities Policy

## **CONTENT**

Section 1 – Introduction

Section 2 – Definitions

Section 3 – General principles

Section 4 – Eligibility for appointment to Chief Officer rank

Section 5 – Temporary and acting promotions and secondments

Section 6 – Pre-selection process

Section 7 – Selection process

Section 8 – Advertisement

Section 9 – Applications and application packs

Section 10 – Shortlisting

Section 11 – Assessment scale

Section 12 – Assessment forms and record keeping

Section 13 – Assessment process for shortlisted candidates

Section 14 – Final selection interview

Section 15 – Post selection process

Section 16 – Retirement and transfer

## **Section 1                   INTRODUCTION**

- 1.1. This policy document provides guidance on the procedures for the appointment of chief police officers within Cheshire Constabulary, defined for this purpose as officers of the ranks of chief constable, deputy chief constable and assistant chief constable.
- 1.2. This policy document extends to permanent, acting and temporary appointments and secondments of chief officers.

## **Section 2                   DEFINITIONS**

In this document

- 2.1. "Authority" or "Police Authority" means the Cheshire Police Authority.
- 2.2. "Member" means a Member of the Cheshire Police Authority.
- 2.3. "ACPO" means Association of Chief Police Officers.
- 2.4. "Members of the Committee" means members of the Selection Committee.
- 2.5. "The Committee" means the Selection Committee.

## **Section 3                   GENERAL PRINCIPLES**

- 3.1. All concerned in the process of making appointments to posts of chief officer rank need to be clear what their responsibilities are and how best to carry out their role.
- 3.2. The Authority will ensure that that selection procedure and processes are:-
  - 3.2.1. fair and non-discriminatory;
  - 3.2.2. allow candidates to be assessed fully for the rank and role or roles (if known and/or available) for which they are applying. Although some or all of the ACPO competences should be used, the Authority can use other activities, behaviours or measures if these are appropriate;
  - 3.2.3. are transparent and understood by the candidates and the Selection Committee;
  - 3.2.4. reflect statutory requirements; and
  - 3.2.5. reflect good practice in selection.

- 3.3. The Chief Executive on behalf of the Authority will be responsible for running the selection procedure. All communication with candidates will be via the Authority, including the issue of terms and conditions of appointment.
- 3.4. The Chief Executive will be the interface with the Senior Appointments Panel (SAP) both for the provision of information about proposed appointments and ongoing dialogue in connection with an individual appointment.
- 3.5. The Selection Committee will:-
  - 3.5.1. agree a recruitment timetable;
  - 3.5.2. approve an external advertisement;
  - 3.5.3. approve the person specification and job description;
  - 3.5.4. agree financial and other benefits to be offered with the post;
  - 3.5.5. finalise a recruitment process, including nature of any assessment as part of the process; and
  - 3.5.6. agree the contents of the candidates pack.
- 3.6. The Chief Executive is responsible for ensuring that the Authority receives adequate advice on recruitment and selection matters to ensure the above requirements are met.
- 3.7. If professional advice is sought from the force HR Director, it must be made clear that such advice is given to the Authority in confidence, to avoid any conflict of interest which may arise.
- 3.8. Recognising that there is a reasonable degree of change and mobility at senior levels within the police service, the Chief Constable and the Authority will agree a mechanism by which there is a regular discussion of succession planning, including the establishment or any changes to the ACPO team. These discussions will focus on succession planning across the force, identifying gaps or trends and to look ahead and fill posts, whether permanent or acting, through an appropriate appointment process;
- 3.9. The selection and other associated recruitment process activities will be handled by the Selection Committee.

#### **Section 4                    ELIGIBILITY FOR APPOINTMENT TO CHIEF OFFICER RANK**

- 4.1. Police authorities are responsible for the appointment of chief officers (chief constable, deputy chief constable and assistant chief constable) under sections

- 11(1), 11A and 12(2) of the Police Act 1996, subject to the approval of the Secretary of State and regulations made under Section 50 of the Police Act 1996 (Secretary of State's determination). Candidates must have successfully completed the police service's Strategic Command Course (SCC).
- 4.2. It is expected that candidates for the post of chief constable should meet the standard eligibility requirement for that post, as set out in paragraph 1 of Part 1 of the determination made under Regulation 11 of the Police Regulations 2003.
- 4.3. The standard eligibility requirement requires candidates for the post of chief constable (unless there are exceptional circumstances) to have worked at ACPO level for at least 2 years:-
- 4.3.1. in another police force (from the one to which they are applying); or
- 4.3.2. in the British Transport Police; or
- 4.3.3. whilst engaged on relevant service within the meaning of section 97(1) of the Police Act 1996; or
- 4.3.4. partly in one of the capacities above and partly in another.
- 4.4. The standard eligibility requirement is, however, subject to paragraph 2 of Part 1 of the determination made under Regulation 11 of the Police Regulations 2003. Paragraph 2 provides that where 'exceptional circumstances' apply, consideration may be given to whether the standard eligibility requirement should be waived for a particular candidate.
- 4.5. If a potential candidate considers that there are 'exceptional circumstances' for which consideration should be given to whether the standard eligibility requirement should be waived, he or she should make an 'exceptional circumstances request' which should be attached to his or her application form.
- 4.6. The request should set out:-
- 4.6.1. the nature of the 'exceptional circumstances'; and
- 4.6.2. any relevant alternative experience that the candidate has.

## **Section 5                    TEMPORARY AND ACTING PROMOTIONS AND SECONDMENTS**

- 5.1. All temporary and acting promotions to the rank of Assistant Chief Constable and above must be agreed by the Authority. Recognising that such appointments may be made at short notice and/or be of short duration, selection procedures

may differ to that outlined in this policy. In such instances, the Chief Executive will manage the process.

- 5.2. All secondment proposals involving chief officer posts must be agreed by the Authority.

## **Section 6                    PRE-SELECTION PROCESS**

- 6.1. The Authority should maintain a record of the start and expiry dates of the fixed term appointments (FTAs) and the point at which ACPO rank officers reach 30 years' pensionable service. Officers may retire prior to expiry of their FTA or may transfer to another force. Those officers with an FTA, i.e. officers above the rank of ACC, may seek an extension to the FTA in accordance with the Police Negotiating Board (PNB) agreement on such appointments.
- 6.2. Compulsory retirement age of 65 has been set by the Secretary of State for all ACPO ranks but there is flexibility to extend services.
- 6.3. The Authority must ensure that all Members taking part in the selection process have the skills and knowledge to carry out this role and have received appropriate training.
- 6.4. The Selection Committee should reflect a broad cross section of the Authority.

## **Section 7                    SELECTION PROCESS**

- 7.1. When a vacancy arises, the Authority, in consultation with the Chief Constable agrees how it should be filled.
- 7.2. The post is advertised with at least three weeks given to respond. Ideally the advert should include all key dates for the process, including the dates of any assessment processes<sup>1</sup>.
- 7.3. Applications are received and copies are sent to SAP.
- 7.4. SAP seeks ministerial approval to agree which candidates who have applied are suitable to be considered for shortlisting (Sections 11 and 12 of the Police Act 1996).
- 7.5. SAP sends an approved candidate list to the police authority.

---

<sup>1</sup> Regulation 13B of the Police Act 1995 specifies three weeks is the minimum period.

- 7.6. The Selection Committee shortlists candidates from the approved list that it wishes to put through the selection process.
- 7.7. The selection process should be one or more of any number of selection exercises and ends with an interview by the Selection Committee
- 7.8. The Committee aims to achieve consensus on their decisions.
- 7.9. To be eligible to take part in the final decision making process Members process all Members should participate in all other meetings of the Committee.
- 7.10. The regional HMI advises the Authority at the shortlisting stage.
- 7.11. The Chief Constable is the professional police adviser to the Selection Committee and is present at the shortlisting and final interview stages. When a Chief Constable appointment is made, the HMIC will act in this capacity.
- 7.12. The Chief Executive is the lead adviser to the Selection Committee and is present at all stages. The Chief Executive is also responsible for the fairness and integrity of the selection process;
- 7.13. The Committee interview candidates. Although the advisers may ask questions with the approval of the Chairman, to seek clarification on a candidate's answer, they have no role in the decision making process.
- 7.14. The Committee's final decision is based on evidence gleaned from all stages of the selection process.

## **Section 8                    ADVERTISEMENT**

- 8.1. The Selection Committee is responsible for drafting an external advertisement.
- 8.2. The advert should include as much information about the role and timescales as possible.
- 8.3. All information, including the application form and application pack, should be available electronically through the Authority's website or contact email address.

## **Section 9                    APPLICATIONS AND APPLICATION PACKS**

- 9.1. Although some or all of the ACPO competences should be included in the person specifications, the Authority can use other activities, behaviours or measures against which candidates have to provide evidence and against which candidates can be assessed.

- 9.2. The Authority will include its standard diversity monitoring form in the application packs. The Authority is an equal opportunities employer and a copy of its Equal Opportunities Policy is available and will be provided to all candidates on request. All questions and information collected from the diversity monitoring form will be used to:-
- 9.2.1. make any reasonable adjustments a candidate might need throughout the application process, including, but not limited to the interview or presentation; and
  - 9.2.2. monitor the diversity of the applicants pool and application process.
- 9.3. The Authority will ask candidates to disclose previous disciplinary offences that have not been expunged.
- 9.4. The Authority will require the candidates to complete a medical questionnaire. This can be restricted to either shortlisted candidates or selected candidate(s), with the offer of appointment conditional upon a medical.
- 9.5. Medical health questionnaires should be returned in a sealed envelope and forwarded to suitably qualified medical practitioner.
- 9.6. Medical information will not be disclosed to the Selection Committee or the advisers prior to appointment decision being made.

## **Section 10            SHORTLISTING**

- 10.1. Shortlisting can take place once SAP has confirmed the approval (or otherwise) of the candidates who have applied for the post(s).
- 10.2. The Committee will have before them the application forms and the HMIC assessment, which includes the applicant's Chief Constable's management assessment.

## **Section 11            ASSESSMENT SCALE**

- 11.1. It is important that the assessors are familiar with the scale and its descriptors.
- 11.2. While it is difficult for all assessors to have the same calibration against the assessment scale it is important the each assessor is consistent in their own marking regime.

## **Section 12                    ASSESSMENT FORMS AND RECORD KEEPING**

- 12.1. The Chairman of the Committee must ensure that Members complete and then submit to the Chief Executive their individual assessments and grades for each candidate before there is discussion about the candidate's application form.
- 12.2. All of the scores should be recorded on a matrix and then collated. Each candidate's marks are added to give a total and comparison of the totals gives an indication to the Committee of a potential shortlist.
- 12.3. The Committee are free to compile their own shortlist. Ideally the shortlist should be no less than three candidates.
- 12.4. The Chief Executive should make a formal record of the reasons for inclusion or non-inclusion of candidates on the shortlist. These should be retained to enable feedback to be given to candidates who are not shortlisted. All candidates, shortlisted and not shortlisted, should be informed in writing.

## **Section 13                    ASSESSMENT PROCESS FOR SHORTLISTED CANDIDATES**

- 13.1. All candidates should be assessed in the same way, under the same procedures.
- 13.2. Candidates should be seen on at least two or three separate occasions to ensure they are properly tested.
- 13.3. Selection activities can include but are not limited to:
  - 13.3.1. Pre-work – the Selection Committee will determine a pre-work question and the applicants will be given up to two weeks to consider the question and prepare a response of a set number of words, in the form of a report to the Authority;
  - 13.3.2. Presentations – topic given to candidate on the day with a set number of minutes for preparation and delivery; and
  - 13.3.3. Structured interviews to test particular competences, activities, behaviours.

## **Section 14                    FINAL SELECTION INTERVIEW**

- 14.1. The final selection interview should be approximately 45 minutes and should be seen as the opportunity for gathering data rather than making final judgements on candidates. Interview questions and presentation topics will be agreed by the Selection Committee.
- 14.2. The questions need to have a relevance to the role or rank. They need to be carefully thought out, planned and agreed in advance. The format needs to follow a logical sequence and this should be the same for each candidate, although this should not inhibit supplementary questions. The candidate should do the talking and the Committee should aim for this to be in the order of 85% of the interview time.
- 14.3. The Committee will nominate Members to ask the questions to the candidates. Follow-up questions will be asked by the nominated Member, or by another Member with the approval of the Chairman. The Chairman will conclude the interview session with any necessary questions to elicit further comment on specific areas of interest, and invite Members to seek any further clarification. Each candidate will have an opportunity to add anything in support of their application at the end of the interview.
- 14.4. The final interview assessment is a four-stage process, namely:
  - 14.4.1. Observe – what was seen and what was heard;
  - 14.4.2. Record – evidence in Committee Member’s own written format;
  - 14.4.3. Classify – which competency is supported by the evidence (it may be more than one); and
  - 14.4.4. Evaluate – award a mark using the rating scale.
- 14.5. All of the scores, for all parts of the selection process, for each candidate are to be recorded on a matrix.
- 14.6. Each candidate’s marks are added to give a total and comparison of the totals gives an indication of the order after completion of the selection process. The scores are not in themselves the order of merit but they should drive the debate about success or failure of each candidate. The Chairman must ensure there is a debate about the position of candidates following the scoring process and that the other evidence (i.e. the application, HMI and Chief Officer reports and references) are given attention before a final decision is made. The information

and reasoning discussed at that point is the backbone for feedback to the candidates (successful and unsuccessful).

- 14.7. To meet any legal challenge against non-selection or malpractice, all selection documents, assessment records and notes, from all stages of the process, will be kept for at least twelve months, as a formal paper audit of the selection procedure. A copy of each individual's application form and all assessments sheets or reports should be kept for longer, subject to the reasonableness of this approach under data protection legislation.

## **Section 15                    POST SELECTION PROCESS**

- 15.1. When a final selection has been made, the successful candidate should be notified as soon as possible and, except in exceptional circumstances, on the day of the assessment, subject to medical and/or references if not already obtained.
- 15.2. The Chief Executive will maintain a record of the Selection Committee meetings.
- 15.3. On completion of the selection process, candidates should be offered general feedback from the Chief Executive or the Chief Constable.
- 15.4. The Chief Executive should inform SAP of the result of the selection panel at the earliest opportunity, together with details of start date, appointment end date (if appropriate), etc.

## **Section 16                    RETIREMENT OR TRANSFER**

- 16.1. Unless otherwise agreed by the Authority, a Chief Officer must give at least three months notice of any intention to retire or to transfer to another force.