

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 3
16 SEPTEMBER 2015	Public Report

Report of the Cambridgeshire Police and Crime Commissioner

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APPOINTMENT OF THE CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY

1. PURPOSE

- 1.1 The purpose of this report is for the Cambridgeshire Police and Crime Commissioner (“the Commissioner”) to formally notify the Cambridgeshire Police and Crime Panel (“the Panel”) under Schedule 8 to the Police Reform and Social Responsibility Act 2011 (“the Act”) of the Commissioner’s proposal to appoint Alec Wood (“the candidate”) as the Chief Constable of Cambridgeshire Constabulary.
- 1.2 In accordance with the legislation this report provides the Panel with:
 - the name of the person whom the Commissioner is proposing to appoint;
 - the criteria used to assess the suitability of the candidate for appointment;
 - why the candidate satisfies those criteria; and
 - the terms and conditions on which the candidate is to be appointed.

2. RECOMMENDATIONS

- 2.1 The Panel reviews the proposed appointment of Alec Wood as Chief Constable of Cambridgeshire Constabulary and makes a recommendation to the Commissioner that he appoints Alec Wood.

3. TERMS OF REFERENCE

- 3.1 Item 3 – To hold a Confirmation Hearing and review, make a report, and recommendation (as necessary) in respect of the proposed senior appointments made by the Police and Crime Commissioner.

Item 4 – To review and make a report on the proposed appointment of the Chief Constable.

4. BACKGROUND

- 4.1 Following the announcement on 16th June 2015 that Simon Parr, then Chief Constable of Cambridgeshire Constabulary, was to retire the Commissioner has completed a recruitment exercise for the appointment of a new Chief Constable.

5. LEGISLATIVE REQUIREMENTS

- 5.1 The recruitment process for Chief Constables is set down in legislation. In addition to those requirements set out above relating to the Act, further requirements are prescribed in Regulation 11 of The Police Regulations 2003 (“the 2003 Regulations”), The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 (“the 2012 Regulations”) and in Home Office Circular 20/2012 (as amended) (“the Circular”). The Home Secretary also made a number of determinations relating to the recruitment process.
- 5.2 Section 38 of the Act provides that it is for the Commissioner to appoint a Chief Constable. The Circular states that it is for Commissioners to decide how they wish to run their recruitment process and which candidate they wish to appoint.
- 5.3 Under the Act, the Panel must:
- review the proposed appointment;
 - hold a public confirmation hearing;
 - make a report to the Commissioner on the proposed appointment, which must include a recommendation to the Commissioner as to whether or not the candidate should be appointed, and must publish their report.
- 5.4 Under the Act, the Panel may, having reviewed the proposed appointment, make a recommendation to the Commissioner as to whether or not the candidate should be appointed.
- 5.5 The Commissioner’s recruitment process adhered to the legislative requirements under the Act, the Circular and was developed in accordance with the College of Policing’s ‘Guidance for the Appointment of Chief Officers’, November 2012 (“the Guidance”), and the College of Policing’s ‘Toolkit for the Selection of Chief Officers’, April 2015 (“the Toolkit”). The use of the Guidance and Toolkit is discretionary.
- 5.6 As such, the Commissioner led a fair and open selection and assessment process. The Commissioner, the Deputy Commissioner and the Monitoring Officer have been fully engaged with the process, with technical and expert support throughout from the College of Policing. The Circular is clear that the Commissioner should involve an Independent Member during assessment, shortlisting and interview for the Chief Constable position. In addition, the Circular is clear that those responsible for the selection and appointment of the Chief Constable must observe the three principles of merit, fairness and openness.
- 5.7 In accordance with the Guidance and the Circular, the Commissioner actively involved an Independent Panel member in the recruitment process. The Independent Member, Carolyn Dhanraj MBE, has produced her report of the assessment process which is given at Appendix 1.

6. CRITERIA USED TO ASSESS THE SUITABILITY OF THE CANDIDATE FOR APPOINTMENT

Role Profile

- 6.1 The role profile and person specification was drawn up in accordance with the Guidance and the Toolkit, specifically the Policing Professional Framework (PPF), the qualities identified by the Commissioner, and the priorities and challenges of the role in line with the Commissioner’s Police and Crime Plan.
- 6.2 The PPF is a national competency framework designed to help police officers and staff determine competency. The personal qualities within the PPF provide defined behaviours for police officers and staff roles and are as follows:

- Decision Making
- Leading Strategic Change
- Leading the Workforce
- Managing Performance
- Professionalism
- Serving the Public
- Working with others

6.3 Stakeholder engagement also enabled the role profile to be drawn up. The Commissioner engaged individually with Council Leaders and sent a questionnaire to Panel members, the purpose of which was to ascertain their views as to what they felt are the qualities and competencies needed by a Chief Constable. The engagement influenced the role profile. A summary of stakeholder feedback was presented to the Assessment Panel.

6.4 As part of the personality profiling exercise, the College of Policing undertook an analysis of the role profile to determine the facets of personality which may be relevant for the post of Chief Constable of Cambridgeshire Constabulary. A proposed preferred profile relevant to each individual dimension of personality was produced. This cross-referencing was undertaken prior to any assessment of the candidate to ensure there was no possibility that this could be influenced by the results of the candidate's personality profile.

6.5 The College of Policing gave advice and support throughout. A copy of the Role Profile is given within the Information Pack referred to in paragraph 7.1.

Advertising

6.6 The post was advertised from the 29th June 2015 with a deadline for applications to be submitted by the 21st July 2015.

6.7 The position was advertised in accordance with the Circular, this being that the vacancy must be advertised on a public website or some other form of publication which deals with police matters, and the closing date for applications must be at least three weeks after the date of the publication of the advertisement.

6.8 The position was advertised as follows:

- Distributed twice directly to senior police chiefs (Assistant Chief Constables and above) by the College of Policing;
- Commissioner's website;
- Cambridgeshire Constabulary's website;
- College of Policing's website.
- Press releases were issued to the following publications which deals with police matters:
 - Police Professional
 - Police Beat
 - Police Magazine
 - The Job
 - Police Life
 - Metropolitan Life
 - Grapevine
 - Police Oracle

6.9 A copy of the advert is given at Appendix 2.

6.10 The advertisement complied with requirements of the Circular and reached the pool of eligible candidates. The College of Policing confirmed that the advertising was compliant in respect of the requirements of the Circular.

6.11 In addition, the Independent Panel Member has confirmed that she was '*fully satisfied that the PCC [Commissioner] advertised the vacancy openly to attract the best possible eligible candidate pool*' (paragraph 6.5 of report given at Appendix 1).

7. Application

7.1 Information Packs and Application Forms were available on request from the Commissioner's office. A copy of the Information Pack and Application Form are given at Appendix 3 and Appendix 4 respectively. By the closing date of the advert, two requests were received for an Information Pack and Application Form.

7.2 Candidates were given the opportunity to contact the then incumbent Chief Constable to discuss aspects of the role. The Information Pack also indicated that successful candidates at the shortlisting stage would be invited to attend a Familiarisation Day prior to their interview. The purpose of the Familiarisation Day was to ensure all candidates entering the assessment process received the same information to assist them in their preparation. The event would include opportunities to meet the then incumbent Chief Constable as well as senior managers in the Constabulary to present on their areas of work, and representatives from the Police Federation and Unison.

7.3 Applicants were asked to complete an Application Form, Diversity Monitoring Form and provide details of referees that could be contacted. Applicants were asked to provide specific and focussed evidence of their personal involvement/experience and actions from within the last three years against the PPF, role profile and the issues facing Cambridgeshire Constabulary. The appropriateness of their application was determined by the extent to which their evidence related to the personal quality being asked about, how thoroughly they responded to the questions asked and how appropriate examples were in relation to the issues facing Cambridgeshire Constabulary.

7.4 In addition, applicants were asked to provide a covering letter highlighting their motivation for the role and how their experience matched the role profile.

8. WHY THE CANDIDATE SATISFIES THE SELECTION CRITERIA

Shortlisting

8.1. One application for the post of Chief Constable was received.

8.2 The Assessment Panel convened on the 23rd July 2015 to shortlist. The Assessment Panel consisted of:

- Sir Graham Bright, Commissioner – Chair
- Brian Ashton, Deputy Commissioner
- Carolyn Dhanraj, Independent Member

8.3 A representative from the College of Policing provided the Assessment Panel with a comprehensive briefing of the shortlisting process and selection principles.

8.4 Dr Dorothy Gregson, Chief Executive and Monitoring Officer for the Office of the Police and Crime Commissioner, was present throughout to advise and support the Assessment Panel if required.

8.5 The Assessment Panel made an assessment of the application against the seven PPF competencies (as listed at paragraph 6.2) using an assessment and scoring methodology based on the Toolkit. The Assessment Panel also considered the candidate's covering letter. Each member of the Assessment panel separately assessed and scored the information provided by candidate in their application form against each of the seven competencies.

- 8.6 The Assessment Panel agreed that the candidate passed all of the pre-agreed assessment criteria and therefore the candidate to be put forward for interview.
- 8.7 The candidate was invited to attend the Assessment Panel on the 12th August 2015.

Personality profiling

- 8.8 The candidate was subject to personality profiling, which was conducted by the College of Policing. The personality profiling work included several stages.
- 8.9 After the shortlisting stage the candidate was asked to complete an on-line personality questionnaire which measured 30 individual facets of personality; one which is widely used in occupational contexts to support selection and development processes. Once completed, the College of Policing analysed the responses and produced a report to assist the subsequent stages in the recruitment process.
- 8.10 Based upon the candidate's responses, results and report the candidate undertook a feedback interview facilitated by an occupational psychologist from the College of Policing. The purpose of the interview was to obtain evidence from the candidate to help validate the findings of the personality questionnaire results in respect of their preferences and tendencies affecting the way they operate in the workplace.
- 8.11 The College of Policing produced a report taking account of the candidate's personality questionnaire and interview outputs. Supported by the College of Policing the report was used by the Assessment Panel to focus the competency based questioning.

References

- 8.12 References were sought from two Chief Constables and a Deputy Chief Constable whom the candidate had given as referees.

Familiarisation Day

- 8.13 Given that the selection process resulted in one candidate being shortlisted for interview and this candidate was already a serving officer with Cambridgeshire Constabulary, the Commissioner felt it was not necessary to hold the Familiarisation Day. However, the Commissioner wrote to the Chairman of Cambridgeshire Police Federation and the Unison representative to inform them that the event would not be taking place but should they wish to take the opportunity to meet with the candidate before his interview then they should arrange this directly with him.

Interview

- 8.14 The Assessment Panel were provided with information ahead of the interview. This information included: assessor guidance (behavioural descriptions for the competencies); rating scale; references; the candidate's personality profile; candidate's Senior Police National Assessment Centre and Strategic Command Course reports; and summary of stakeholder feedback.
- 8.15 The interview took place on the 12th August 2015. Prior to the interview, the Panel collective reviewed the assessment folder which contained the candidate's application form, letter, reports, references, personality profile, and rating scale. The Assessment Panel also received a briefing from the College of Policing on the interview process.
- 8.16 The Assessment Panel members were the same as those who did the shortlisting. Dorothy Gregson was present throughout the process for the purpose of providing advice or support to the Assessment Panel as required.

8.17 Prior to the commencement of the interview, the candidate was given 30 minutes to prepare a presentation for the Assessment Panel to enable them to assess the competency area of Leading Strategic Change. The topic of the presentation was:

'What is your vision for policing in Cambridgeshire?'

'How would your leadership style help you deliver this vision?'

8.18 The candidate then gave a ten minute presentation to the Assessment Panel, which they then questioned him on to probe his competency in Leading Strategic Change.

8.19 A competency based interview then followed which assessed the PPF competency areas of: Decision Making, Leading the Workforce; Managing Performance; Professionalism; Serving the Public; and Working with Others. This gave the Assessment Panel the opportunity to question the candidate in respect of his experience of being able to demonstrate his competency. The Assessment Panel also questioned the candidate on how his competency would enable him to deal with specific issues both current and future. The interview lasted about 1 hour 40 minutes in total.

8.20 Each Assessment Panel member independently assessed and scored the candidates presentation and answers for each competency. The candidate scored very highly against each competency and scored 31 points out of 35 thus demonstrating that he met the selection criteria. A copy of the interview assessment form and rating scale are given at Appendix 5 and 6 respectively.

8.21 Once the interview had closed and each member had completed their independent scoring, the Assessment Panel members discussed their assessment of the candidate and the scores they had given.

9. THE NAME OF THE PERSON WHOM THE COMMISSIONER IS PROPOSING TO APPOINT

9.1 The outcome of the assessment process was that the Assessment Panel unanimously recommended that the candidate the Commissioner notifies to the Panel as the person he is proposing to appoint as the Chief Constable of Cambridgeshire Constabulary was Alec Wood.

9.2 Alec Wood proved himself to be well qualified and experienced for the role of Chief Constable, whose drive will be key to meeting the challenges the future brings for policing in Cambridgeshire.

9.3 Alec Wood has also met both the vetting requirements and the medical requirements for the role.

10. INDEPENDENT MEMBER'S REPORT

10.1 Following the outcome of the interview the Independent Panel Member prepared a report on how the recruitment process met the principles of merit, fairness and openness, and the extent to which the Assessment Panel were able to fulfil their purpose.

10.2 The report concluded that:

'I am wholly satisfied that Cambridgeshire Police and Crime Commissioner, Sir Graham Bright, fulfilled his responsibility to ensure the assessment process put in place was in accordance with the responsibilities listed in the College of Policing Guidance'.

'I am confident that the Interview Panel preformed their duty to challenge and assess the candidate in a manner that was fair, transparent and merit based, following the College of Policing Guidance'

A copy of this report is included at Appendix 1.

11. TERMS AND CONDITIONS OF APPOINTMENT ON WHICH THE CANDIDATE IS TO BE APPOINTED

- 11.1 The salary of any Chief Constable is prescribed by the requirements of the 2003 Regulations and Secretary of State determinations made under regulation 24 of these Regulations. Part of the determination confers a power on the Commissioner, on appointing a Chief Constable, to set the Chief Constable's salary at a rate up to ten per cent above or below the rate for the post, as set out in Home Office Circulars that determine pay.
- 11.2 It is worth noting that the Home Secretary has recently made a determination under the 2003 Regulations which brings into effect pay scale changes for Chief Constables from the 1st September 2015. Consequently, the salary range given in the advert for the post has risen.
- 11.3 It is proposed to appoint Alec Wood for a period of five years at an annual salary of £154,037.94 (with any increases subject to any future determinations by the Home Secretary). Therefore, the salary breakdown is £150,846.30 and a rent allowance of £3,191.64. The rent allowance is paid in accordance with Police Regulations 1987 and Cambridgeshire Constabulary's policy.
- 11.4 The post holder will be entitled to join the Police Pensions Scheme. A car user allowance is provided in line with Cambridgeshire Constabulary's policy.

12. LIST OF APPENDICES

- 12.1 Appendix 1 – Report of the Independent Panel Member
Appendix 2 – Advert
Appendix 3 – Information Pack
Appendix 4 – Application Form (blank)
Appendix 5 – Interview Assessment Form (blank)
Appendix 6 – Rating scale

13. BACKGROUND PAPERS

Police Reform and Social Responsibility Act 2011

The Police Regulations 2003

The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012

<http://www.legislation.gov.uk/>

Home Office Circular 20/2012

<https://www.gov.uk/government/publications/selection-and-appointment-of-chief-officers-from-22-november-2012>

'Guidance for the Appointment of Chief Officers', College of Policing, 2012

'Toolkit for the Selection of Chief Officers', College of Policing, 2015

<http://www.college.police.uk/What-we-do/Support/Recruitment/chief-officers/Pages/default.aspx>

**APPOINTMENT OF THE
CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY**

REPORT OF THE INDEPENDENT PANEL MEMBER

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August 2015

**Chief Constable
Cambridgeshire Constabulary Appointment Process**

**Independent Member Report
Carolyn Dhanraj MBE JP**

1. Introduction

1.1 This report provides information for the Cambridgeshire Police and Crime Panel (PCP), scheduled to take place on Wednesday 16th September 2015 on the appointment process for the role of Chief Constable of Cambridgeshire Constabulary and in particular comment on:

- how the process met the principles of merit, fairness and openness and
- the extent to which the Interview Panel were able to fulfil their purpose i.e. to challenge and test the candidate against the criteria.

1.2 Home Office Circular 20/2012 outlines that it is for the Police and Crime Commissioner to decide how they wish to run their appointment process and which candidate they wish to appoint. However, they should involve an Independent Member as soon as practicable in the process: job specification, shortlisting and interviewing of candidates.

1.3 This report is the Independent Member's Report (Carolyn Dhanraj), relating to the appointment process for the role of Chief Constable for Cambridgeshire Constabulary, which was the responsibility of the Cambridgeshire Police and Crime Commissioner, Sir Graham Bright.

2. Aim

2.1 The aim of this report is to provide an assessment of the extent to which the appointment process has been conducted fairly, openly and based on merit. It will also comment on the extent to which the Interview Panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the Chief Constable role.

3. Independent Member Role

3.1 The role of the Independent Member is laid out in Home Office Circular 20/2012. It is described more fully within the College of Policing's 'Guidance for the Appointment of Chief Officers'. This Guidance was produced in November 2012 and is maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing including Her Majesty's Inspectorate of Constabulary, Association of Police and Crime Commissioners, Association of Policing and Crime Chief Executives, Senior Police Officers Association, Police Superintendents Association and the Home Office. This was produced under the direction of the Police Advisory Board England and Wales Sub-group on Chief Officer Appointments.

3.2 I am currently an Independent Member from the list provided by the College of Policing. In order to become a member of this list I was required to undergo a fair, open and merit-based selection process. This process focussed on my suitability as someone skilled in assessment, capable of quality assuring assessment processes; I also had an induction to this role from the College of Policing and I am continually quality assured in my delivery of services as an Independent Member of Chief Officer Appointments Processes. Further details of my background are set out in the role profile in Appendix A.

4. Independent Member initial involvement in the Chief Constable Appointment Process for Cambridgeshire Constabulary

4.1 I was invited to join the process by the Commissioner following the Office of the Police and Crime Commissioner (OPCC) contacting the College of Policing to seek advice and after receipt of a list of approved Independent Members. By this time, the Chief Constable's post had been advertised and the job description and person specification were being agreed by the Cambridgeshire Police and Crime Commissioner. Following confirmation via the College of Policing that I was able to assist with the selection process, I telephoned Aly Flowers (Senior Policy and Performance Officer, (OPCC) to

introduce myself and confirm the role they wished me to play. We discussed the Interview Panel and the agreed format for the shortlisting and interview days, the dates of which had been provisionally set. I advised that it was good practice to have all Interview Panel Members involved in all aspects for the process, as far as practicable and I sought assurance that the College of Policing guidance had been sent to all the Interview Panel members in advance of the assessment day. A planning meeting had already been scheduled the day before the interview to discuss the questions and plan the final assessment day.

- 4.2 I asked about the involvement of the PCP member in the process. I suggested a format used in other Police Forces of holding stakeholder panels for community groups and partners, plus political and PCP stakeholders to gain their views prior to the formal interview. I was advised that the Police and Crime Commissioner had already sought the views of key stakeholders, namely local Council Leaders and PCP members through personal conversations and also by means of a questionnaire, to rank the importance of certain competencies and responsibilities for the new Chief Constable, leaving space for the stakeholder's additional comments and views. This process was informed by the COP guidance.

5. Interview panel

- 5.1 The Interview Panel role is set out in the Guidance on Chief Officer Appointments (4.2.2 of the guidance). This outlines that the Interview Panel should be convened by the Police and Crime Commissioner before any stage of the appointment process takes place and that consideration may be given to having Interview Panel members involved in helping to define the requirements of the role.
- 5.2 In addition, it states the purpose of the Interview Panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the Police and Crime Commissioner should select an Interview Panel capable of discharging this responsibility. The Police and Crime Commissioner should ensure that Interview Panel members are diverse and suitably experienced and competent in selection practices and that they adhere to the principles of merit, fairness and openness (Principles of Appointment Section 3). It is also the Police and Crime Commissioner's responsibility to ensure that appropriate briefing/assessor training is undertaken by all Interview Panel members. Training was received from the College of Policing prior to shortlisting and prior to interview. It is suggested that an Interview Panel of approximately five members is convened but this is at the discretion of the Police and Crime Commissioner.
- 5.3 The Interview Panel appointed by the Cambridgeshire Police and Crime Commissioner Sir Graham Bright, were selected to provide an expertise and experience to test potential candidates at a policing executive level. All Interview Panel members had read the College of Policing Guidance on Chief Officer Appointments prior to participating on the recruitment process. I confirmed that the Interview Panel had previously been involved in senior recruitment and panel participation at the beginning of the process.
- 5.4 There were three Interview Panel members comprising of two male and one female member; two white men and one minority ethnic women, who was also the Independent Member. The OPCC's Chief Executive was present to offer advice and support to the Interview Panel and to take thorough notes to assist the Interview Panel if required.
- 5.5 Interview Panel:
- Sir Graham Bright, Cambridgeshire Police and Crime Commissioner
 - Brian Ashton, Deputy Police and Crime Commissioner
 - Carolyn Dhanraj, Independent Member (College of Policing)

6. Role profile and attraction strategy

- 6.1 The role profile was based on the College of Policing's 'Toolkit for the Selection of Chief Officers', and outlined the Policing Professional Framework (PPF) competencies. The College also worked with the Police and Crime Commissioner in writing the role profile and in checking the other documents in the Candidate Information Pack. The College also ensured that the job description reflected the qualities identified by the Commissioner and the challenges that would face the new Chief Constable in relation to his Police and Crime Plan. The Stakeholder consultation also directly influenced the role profile, as it was amended to include 'use of innovation' as suggested by a PCP member.
- 6.2 The advertisement was placed on the Cambridgeshire Police and Crime Commissioner's website, Cambridgeshire Constabulary's website and the College of Policing's website. It was also marketed to ACPO members twice by email and press releases were shared with Police Professional, Police Beat (Northern Ireland), Police Magazine, The Job, Police Life, Metropolitan Life, Grapevine and Police Oracle. Email alerts were made at the commencement of the advertisement and two weeks into the process, which demonstrated an openness and created further opportunity for those suitable, to apply for the post.
- 6.3 The post was advertised from 29th June – 21st July 2015 inclusive which was exactly three weeks; in line with the Home Office Circular. The College of Policing guidance point 5.3.3 states that 'the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters'. The thoroughness of advertising was to enable an inclusive and openness to attract the most eligible candidate pool of Chief Officers to apply.
- 6.4 Please note to ensure absolute fairness, I checked and it was confirmed that no direct approaches were made to eligible potential candidates, to encourage or highlight the Chief Constable vacancy by any of the Interview Panel members. For information the PCC had asked the Deputy Chief Constable to act temporarily in the role of Chief Constable and was kept up to date on the recruitment process in this capacity – I am satisfied that this did not lead to bias, but was in keeping with transparency of process.
- 6.5 I am fully satisfied that the Police and Crime Commissioner advertised the vacancy openly (Guidance 3.4.1) to attract the best possible eligible candidate pool.

7. Shortlisting and Panel briefing

- 7.1 By the closing date, one application form had been received for the role of Chief Constable – Cambridgeshire Constabulary, there had been two requests for the Candidate Information Pack throughout the process. The Interview Panel discussed the merits in continuing the process at this point. We agreed to continue shortlisting as it was felt that the role had been advertised to enable the best possible pool of candidates to apply, and due process had been followed. We also agreed that if the one candidate did not fulfil the shortlisting criteria, we would not interview and re-advertise, although it was noted that there are fewer candidates eligible to apply and other Chief Constable roles were currently being advertised, which may have impacted on the number of candidates.
- 7.2 The short listing meeting was scheduled for Thursday 23rd July 2015. On arrival for the shortlisting meeting, I asked the Police and Crime Commissioner to advise the Interview Panel what he was looking for in the new Chief Constable role, and especially in context of what Cambridgeshire Constabulary and its communities required. This discussion provides an opportunity for the Interview Panel to understand the style, behaviours and skill of the future Chief Constable. It is also useful when there are candidates' who score similar scores, when a reminder of the strengths outlined at the beginning of the process can prove helpful.

7.3 Helen Slimmon, Senior Psychologist for the College of Policing, provided a comprehensive overview and training session to ensure a 'robust, systematic and thorough process', in line with the Guidance 5.5, for the whole Interview Panel. The briefing and through discussion provided the Panel an understanding of:

- the respective roles of the Interview Panel and the PCP in the selection process;
- how the assessing model of Observe, Record, Classify and Evaluate (ORCE) provides an auditable, open and transparent decision at each stage of a selection process;
- the barriers to effective and objective assessment;
- the process, considerations and role in the shortlisting stage of the selection process;
- the rating scale of 1-5 and the definition of each;
- the benchmark of 21 that had to be achieved out of a possible 35 marks with no scores of 1 and
- the purpose of the covering letter, references and Strategic Command Course (SCC) and Senior Police National Assessment Centre (SPNAC) reports in the process – to inform the presentation and questions if selected for interview.

7.4 The Interview Panel members individually assessed the application form against the set criteria using the College of Policing approved rating scale. We confirmed the understanding of what each scale descriptor represented in terms of evidence observed in the application form and recorded, and referred to this to ensure a fair, merit based and transparent assessment of the candidate.

7.5 As the candidate was known well to the majority of the Interview Panel as he was an internal candidate, I emphasised that the shortlisting process and any further assessment should be based on the evidence provided in the application form and not on previous knowledge. This was to ensure fairness (Guidance 3.3.1) and transparency throughout all stages of the assessment. I am confident at this stage that there was nothing that would make the process unfair in terms of bias.

7.6 The candidate demonstrated in their application form and covering letter clear evidence to enable them to be selected for interview on Wednesday 12 August 2015. It was felt that the Familiarisation day would not be necessary as he was an internal candidate.

7.7 In preparation for the next stage, I asked the Chief Executive of the OPCC to seek a reference from the current Chief Constable and the candidate's SPNAC and SCC reports to highlight any areas that the Interview Panel would need to probe through the assessment process.

8. Assessment design

8.1 The Interview Panel discussed the merits of assessment through methods such as interview, presentation, media interview, and agreed that an interview and a presentation, where the topic was provided on the day with limited time to prepare would be the preferred process.

8.2 We discussed the merits of providing the presentation topic in advance, but felt we may miss an opportunity to see how the potential candidate would respond to having a limited amount of time to prepare. We agreed that the Policing Professional Framework (PPF) competencies and the qualities pertaining to Cambridgeshire Constabulary could be measured fairly and with face and content validity through this assessment process.

8.3 The Presentation subject was designed to provide evidence for the competency area of:

- Leading Strategic Change

The Interview measured the following competency areas:

- Serving the Public
- Leading the Workforce
- Managing Performance
- Professionalism
- Decision Making
- Working with Others

9. Psychometric / Personality questionnaire

- 9.1 The College of Policing had undertaken psychometric and personality profiling throughout the assessment process, which involved four key stages, all of which were conducted and concluded before the Interview:
- 9.2 Stage One, prior to the Interview Panel first meeting on the 23 July 2015, the College of Policing undertook an analysis of the role profile for the role to determine the facets of personality, which may be pertinent for the post of a Chief Constable.
- 9.3 Stage Two, after short listing the candidate was requested to complete an on line personality questionnaire, which was a self-report – a reflection of how they perceived themselves. The results of the candidate's report was analysed by the College and an initial 'generic' report was produced to facilitate a feedback interview session with the candidate.
- 9.4 Stage Three involved Helen Slimmon providing a telephone feedback interview to verify how the candidate's preferences affect the way they operate within the workplace. In addition, the feedback explored any counterbalancing strategies the candidate had in place to manage the less desirable impact of their preferred approach.
- 9.5 Stage Four was the production of a bespoke report on the candidate, which contained the candidates' personality profile, coupled by information gained from their feedback session, this was reported back to the Interview Panel on the 12 August 2015.

10. Assessment delivery and Panel briefing

- 10.1 On Wednesday 12th August, the full Interview Panel met two hours before the presentation and the interview to review the SCC reports, references and to confirm the questions and the process.
- 10.2 The SPNAC and SCC reports were read and it was noted that they were written six years previously, and the recommendations and areas for development had been embraced and actioned by the candidate. Three different references were made available to the Interview Panel for the candidate, these were from the current Chief Constable, a previous Chief Constable and a Deputy Chief Constable. Each reference was very impressive and there were no areas of concern raised that required further exploration or clarification at Interview.
- 10.3 Please note, that the insight to the candidate's preference and style were used to explore and ask supplementary and focussed questions only, and not used in a more direct or biased way.
- 10.4 The Interview Panel were briefed on the documentation contained in each Interview Panel member's folder, which clearly outlined the PPF competencies being tested. The Interview Panel was chaired by the Police and Crime Commissioner and the questions were evenly asked by the three Interview Panel members, with through probing which at times was very challenging. The ORCE (observe, record, classify, evaluate) approach to assessing was reinforced to ensure the Assessment Panel gathered evidence and a further confirmation of what each scale descriptor represented in terms of evidence

observed and the resultant score between 1-5. This was beneficial as it ensured that we assessed the candidate in a fair, merit based and transparent manner.

10.5 The candidate was to follow the process of:

- | | |
|------------|---|
| 30 minutes | Presentation preparation on the day |
| 10 minutes | Presentation delivery |
| 10 minutes | Questions from the Interview Panel with a focus on Leading Strategic Change |
| 45 minutes | Competency based interview, with flexibility to probe |

Please note the main interview took 1 hour 40 minutes to complete as the Interview Panel probed and ensured the candidate was robustly assessed.

10.6 The **Presentation** subject was:

*'What is your vision for policing in Cambridgeshire?
How will your leadership style help you deliver this vision?'*

11.0 Assessment Decision Making

11.1 Each Interview Panel member's folder enabled the Interview Panel to record and mark the presentation and the interview questions independently.

11.2 After the candidate had been assessed I verbally gathered each Interview Panel Members' individual scores and the evidence gathered to justify the grades for both the presentation and the interview. I ensured the consistency and justification of each score given; referring back to the grade descriptors and the Interview Panel agreed overall scores. The Interview Panel's individual scores were in fact, were identified and on others very close.

11.3 To demonstrate a fair and transparent process, based on merit, I added up the final scores and advised the Interview Panel that the candidate had scored 31 points out of 35.

11.4 The Interview Panel unanimously supported Sir Graham Bright (PCC) in his recommendation to the PCP scheduled for the 16th September 2015, that **Alec Wood** be the preferred Chief Constable for Cambridgeshire Constabulary.

11.5 I am wholly satisfied that Cambridgeshire Police and Crime Commissioner, Sir Graham Bright, fulfilled his responsibility to ensure the assessment process put in place was in accordance with the responsibilities listed in the College of Policing Guidance.

11.6 I am confident that the Interview Panel performed their duty to challenge and assess the candidate in manner that was fair, transparent and merit based, following the College of Policing Guidance in an exemplary manner.

Carolyn Dhanraj MBE JP BPS
College of Policing Independent Member

**APPENDIX A
COLLEGE OF POLICING – INDEPENDENT MEMBER**



CAROLYN DHANRAJ MBE JP

Carolyn brings a breadth of experience, skills and enthusiasm to make a successful contribution in delivering transparent, fair and robust recruitment processes. She has won and managed several successful Executive Search and Selection recruitment campaigns and Assessment Centres for the appointment of central and local Government roles with OCPA and central government/sponsor department scrutiny. She is British Psychological Society (BPS) qualified and has worked in the private sector, specialising as a Client Partner for Government and Public Services (headhunter), designing and running Assessment Centres and personality testing for senior civil servants. Key clients have included the Home Office, Parole Board, Metropolitan Police Authority, ECHR Commission for Equality and Human Rights, Cabinet Office, Ministry of Justice.

Carolyn has six years experience as a NPIA/COP Non Service Member, assessing for Senior Police National Assessment Centre (SPNAC), High Potential Development Scheme (HPDS), the Met Police Graduate Entry process and Direct Entry. Carolyn has also had a varied career within Local Government as a senior local government officer, focusing on establishing and embedding a range of effective Multi Agency Partnerships (Community Safety, Voluntary Sector & Diversity portfolio), with an expertise and skill in engaging with a range of stakeholders and community groups. She has a notable and substantial history of volunteering, including being the first Chair of Metropolitan Police Service Independent Advisory Group (IAG) on Rape and Sexual Assault – leading to the establishment of Project Sapphire and The Havens (SARCs); Member of the Stephen Lawrence Sub Group – Stop and Search, as Trustee of a National Domestic Violence charity – Standing Together and as a Magistrate.

Carolyn will offer you credible advice and guidance, she will support you in a practical way which will ensure the delivery of a bespoke recruitment campaign, reviewing with you the job description and personnel specification, discussing the best attraction strategy; she will train and guide the appointments panel members throughout the process, ensuring they are aware of their responsibilities to allow the recruitment process to be managed in an accountable, fair and transparent manner. Her firm but fair style of engagement is built on an ethos of openness, transparency and most importantly integrity and accountability.

**APPOINTMENT OF THE
CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY**

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Chief Constable – Cambridgeshire Constabulary

Police forces in England are facing unprecedented challenges as financial pressures place increasing demand on the modern police service to do more with less. At the same time we know there is lots of hidden demand and that areas such as child sexual exploitation, sexual violence and cyber-crime are all under reported.

As a force we continually punch above our weight and have come a long way in the last few years. We are collaborating with other police forces, local authorities and partner agencies to meet demand in the most efficient manner. The culture of the organisation has evolved to fully embrace new technology, to empower local policing teams to make decisions and to take action, moving away from the traditional command and control structure. We have put protecting the vulnerable and supporting the victims of crime at the centre of policing policy, prioritising these areas of business.

We are seeking a new Chief Constable to build on these achievements. We need someone who will seize opportunities and take on future challenges, providing strong, clear and confident leadership for both the Constabulary and the partners we work with.

You will have a vision for how to improve effectiveness and efficiency and deliver a police service that the public trust and have confidence in. All this against a backdrop of reducing resources.

If you believe you have the qualities we are looking for then we would like to hear from you.

Salary Range - £135,774 to £149,350 per annum

Application closing date – 21st July 2015

Familiarisation Day – week beginning 3rd August 2015

Interview date – 12th August 2015

To obtain an application pack please contact Claire George on 01954 713935 or email claire.george@cambs.pnn.police.uk

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**APPOINTMENT OF THE
CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY**

INFORMATION PACK
(Can be found at the end of this document pack)

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**APPOINTMENT OF THE
CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY
COVERING LETTER AND APPLICATION FORM PACK (BLANK)**

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Cambridgeshire Police & Crime Commissioner

«Name1»
«Title»
«Address1»
«Address2»
«Address3»
«Address4»
«Address5»
«Address6»

By email: «Email»

July 2015

Dear «Name2»,

Thank you for interest in the post of Chief Constable of Cambridgeshire Constabulary. I attach a job pack for your consideration and completion.

The Constabulary is a police force that punches above its weight; one which has the needs and support of victims and the vulnerable high on its agenda. Cambridgeshire has a vibrant and diverse population ranging from communities in the market towns, cities and rural areas, to those who work in specialist service sectors and academia, and tourists who visit. Couple this with the impact of national and international criminality, such as computer enabled crime or modern day slavery, then this gives a picture of Cambridgeshire's daily policing challenges.

At a time when further demand continues to be placed on the police service, collaborations with both police forces, local authorities and other partners plays a key and important part in responding to and meeting demand. At the same time, the Constabulary's officers and staff must continue to develop and be trusted to do the right thing and make the right decisions. This culture of empowerment must continue, with staff being supported by, but not burdened by, technology.

I want the new Chief Constable to build on the Constabulary's achievements. At the same time they will need to have the vision to lead the Constabulary to meet new and challenging policing demands in an efficient and effective way and one which the public can trust.

I look forward to receiving your application by 5pm on the 21st July 2015. Those shortlisted will be invited to a familiarisation day with the representatives of the Constabulary and my Office during the week beginning 3rd August 2015. Interviews will be held on the 12th August 2015. The successful candidate will be required to attend a public confirmation hearing which I hope will be on the 16th September 2015 but the date may be subject to change.

Completed applications should be marked 'Private and Confidential' and sent by recorded delivery to Claire George at the address below or emailed to: claire.george@cambs.pnn.police.uk

Yours sincerely,

Sir Graham Bright
Cambridgeshire Police and Crime Commissioner



**Cambridgeshire
Police & Crime
Commissioner**

PRIVATE AND CONFIDENTIAL

Application for the post of

CHIEF CONSTABLE

Cambridgeshire Constabulary

NAME OF APPLICANT:

FOR OFFICE USE ONLY

APPLICATION NO:

.....

Date Received:

.....

INSTRUCTIONS FOR COMPLETION

Competency-Based Self Assessment Application Form

Before completing this application form you are advised to read the instructions for completion (below).

Applicants are strongly advised to read the role profile and associated personal qualities, Cambridgeshire Constabulary's policing priorities, and the Police and Crime Commissioner's Police and Crime Plan.

- The form should be completed using type face **Lucida Bright font size 14** and submitted electronically. No attempt should be made to redesign the form.
- Answers must be restricted to the space provided on the form. Additional pages are not permitted.
- Applicants are required to complete all sections of the form.
- It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on your personal involvement/experience and actions. The evidence you present must be from within the **last three years**. The appropriateness of your application will be determined by the extent that your evidence relates to the personal quality being asked about, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing Cambridgeshire Constabulary.
- At the end of each section in **Part Three**, where you have provided evidence relevant to the personal qualities you are required to provide a verifier who can vouch for the accuracy of the information you have provided. A current contact number for this person must also be provided. As part of the assessment process this person may be contacted to verify the accuracy of the information you have provided about your actions and subsequent outcomes.
- In addition to the completion of the application form you should provide a covering letter that highlights your motivation for the role and how your experience matches the role profile. A maximum of two pages of A4 is required and should be typed in **Lucida Bright font size 14**.
- It is the applicant's responsibility to ensure the application form, the referees form and the Equal Opportunities Monitoring form are completed and are returned to Claire George at the Office of the Police and Crime Commissioner by 5pm on the 21st July 2015.
- The offer to the successful applicant will be subject to a medical and security vetting.

PART ONE

Post Applied For:

Last Name:

First Name:

Current Job Title:

Current Force & Dept/Unit:

Work Address:

Correspondence Address:

Telephone:

Telephone:

Email:

Email:

Please provide the dates for:

Birth

--	--	--	--	--	--

Force

--	--	--	--	--	--

Joining the Police

Promotion to ACC

--	--	--	--	--	--	--

Promotion to DCC

--	--	--	--	--	--	--

Please provide details of any special arrangements you would require at an interview or assessment (e.g. building access):

PART TWO

Details of previous three posts

Details of previous three posts	
Current Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities:	

Current Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities:	

Current Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities:	

Details of relevant training attended

Please list any educational qualifications and training courses you consider are relevant to the role for which you are applying.

Colleges, university attended or correspondence courses taken	From	To	Qualifications and grade attained
			•

Leading Strategic Change

Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation with collaborative police forces and partner organisations.

(Max 500 words)

Approx. Date of example provided:

Referee:

Contact Number:

Leading the Workforce

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

(Max 500 words)

Approx. Date of example provided:

Referee:

Contact Number:

Managing Performance

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good practice looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

(Max 500 words)

Approx. Date of example provided:

Referee:

Contact Number:

Professionalism

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

(Max 500 words)

Approx. Date of example provided:

Referee:

Contact Number:

Serving the Public

Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

(Max 500 words)

Approx. Date of example provided:

Referee:

Contact Number:

Working with Others

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.
(Max 500 words)

Approx. Date of example provided:

Referee:

Contact Number:

PART FOUR

Please give details below of any outstanding criminal investigations or disciplinary proceedings being carried out in relation to your conduct and of any previous disciplinary offences which have not been expunged.

Please give details of any relationships to Members / Officers of the Cambridgeshire Constabulary or Police and Crime Commissioner. (Answer 'none' if no relationship exists).

Please provide details of any existing registered business interests.

DECLARATION

I apply for the appointment of Chief Constable in accordance with the terms of the selection process and I declare that, to the best of my knowledge and belief, all the statements contained in this form are correct.

Signature:.....

Date:.....

DIVERSITY MONITORING QUESTIONNAIRE

Cambridgeshire’s Police and Crime Commissioner is committed to equality and diversity and welcomes applications from all suitably qualified candidates irrespective of gender, sexual orientations, age, marital status, disability, race, colour, ethnic or nation origin, religion or creed. All aspects of recruitment are monitored to ensure that policies and procedures are not discriminatory. In order that we can identify any possible needs of our future employees please fill in the form below and return with your application. (The information will be treated as strictly confidential. It does not form any part of the recruitment process and is not seen by the interview panel).

Surname:	Forename(s):
Preferred Name:	
Title (for correspondence):	National Insurance:

1. Personal Status

I am:

Male Female

Have you been through a gender transition or gender reassignment?

Yes No

I am:

Married Single Divorced Widowed
 Living with Partner

Date of Birth:

My Citizenship is:

British Foreign National
 British Dual Irish
 Commonwealth Citizen Liechtenstein Citizen
 EEA Citizen

Do you have a disability?

Yes No

If yes please specify.

Learning disability/difficulty
 Mental Health
 Physical disability
 Sensory impairment
 Other (Please specify)

Do you require any reasonable adjustments?

Please specify

2. Sexual Orientation

Bisexual

- Gay/Lesbian
 Heterosexual
 Prefer not to say

3. Religious belief/faith

- | | |
|---|---|
| Agnostic <input type="checkbox"/> | Church of England <input type="checkbox"/> |
| Atheist <input type="checkbox"/> | Church of Scotland <input type="checkbox"/> |
| Baptist <input type="checkbox"/> | Hindu <input type="checkbox"/> |
| Methodist <input type="checkbox"/> | Please specify |
| Buddhist <input type="checkbox"/> | Judaism <input type="checkbox"/> |
| Roman Catholic <input type="checkbox"/> | Please specify |
| Sikh <input type="checkbox"/> | Muslim <input type="checkbox"/> |
| | Please specify |
| Other <input type="checkbox"/> | Prefer not to say <input type="checkbox"/> |

4. Ethnicity

I would describe my ethnicity as (tick one box)

White	British	
	Irish	
	Any other white background	
Mixed	White and Black Caribbean	
	White and Black African	
	White and Asian	
	Any other mixed background	
Asian or Asian British	Indian	
	Pakistani	
	Bangladeshi	
	Any other Asian background	
Black or Black British	Caribbean	
	African	
	Any other Black background	
Chinese or Other Ethnic Group	Chinese	
	Any other Ethnic background	
	Irish Heritage	
	Romany Heritage	
	Other	
Not Stated		

REFEREES

Please give full details of referees referred to in Part Three,
Evidence of Personal Qualities section of the Application Form

Name:

Position:

Telephone:

Email Address:

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**APPOINTMENT OF THE
CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY**

INTERVIEW ASSESSMENT FORM (BLANK)

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LEADING STRATEGIC CHANGE

Descriptors

- Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force
- Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working and is prepared to make radical change when required
- Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force, with collaborative police forces and partner organisations

Assessed through the Presentation

LEADING STRATEGIC CHANGE				
<p>Please describe a difficult decision you have made which has had far reaching consequences across external agencies?</p> <ul style="list-style-type: none"> • What steps did you take to identify the wider impact and implications of each of the options you considered for each of the partners? 				
1 - Low	2 - Medium	3 – High	4 – Very High	5 – Exceptional

DECISION MAKING

Descriptors

- Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions
- Gathers and considers all relevant and available information, seeking out and listening to advice from specialists
- Asks incisive questions to test facts and assumptions and gain a full understanding of the situation
- Identifies the key issues clearly and the inter-relationship between different options at a local and national level, assessing the costs, risks and benefits of each
- Prepared to make the ultimate decisions, even in conditions of ambiguity and uncertainty
- Makes clear, proportionate and justifiable decisions, reviewing these as necessary

DECISION MAKING				
<p>Please describe a difficult decision you have made which has had far reaching consequences across external agencies?</p> <ul style="list-style-type: none"> • What steps did you take to identify the wider impact and implications of each of the options you considered for each of the partners? 				
1 - Low	2 - Medium	3 – High	4 – Very High	5 – Exceptional

LEADING THE WORKFORCE

Descriptors

- Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change.
- Gives direction and states expectations clearly.
- Talks positively about policing and what it can achieve, building pride and self-esteem.
- Creates enthusiasm and commitment by rewarding good performance, and giving genuine recognition and praise.
- Promotes learning and development, giving honest and constructive feedback to help people understand their strengths and weaknesses, and invests time in coaching and mentoring staff.

LEADING THE WORKFORCE				
Please tell us how you will inspire staff within Cambridgeshire Constabulary to meet the challenges they will face whilst continuing to have pride and self-esteem in their work?				
1 - Low	2 - Medium	3 - High	4 - Very High	5 - Exceptional

MANAGING PERFORMANCE

Descriptors

- Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it
- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met
- Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money
- Defines what good practice looks like, highlighting good practice
- Confronts underperformance and ensures it is addressed
- Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery

MANAGING PERFORMANCE				
Please give me an example of when you have confronted underperformance in your organisation?				
1 - Low	2 - Medium	3 - High	4 - Very High	5 - Exceptional

PROFESSIONALISM

Descriptors

- Acts with integrity in line with the values and ethical standards of the Police Service
- Delivers on promises, demonstrating personal commitment, energy and drive to get things done
- Defines and reinforces standards demonstrating these personally and fostering a culture of personal responsibility throughout the force
- Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances
- Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations
- Remains calm and professional under pressure and in conditions of uncertainty
- Openly acknowledges shortcomings in service and commits to putting them right

PROFESSIONALISM				
Please give me an example of when you have not been able to deliver on a public promise you had made? <ul style="list-style-type: none">• How did you manage this and the associated risk to reputation?				
1 - Low	2 - Medium	3 - High	4 - Very High	5 - Exceptional

SERVING THE PUBLIC

Descriptors

- Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests.
- Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them.
- Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level.
- Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

SERVING THE PUBLIC				
Please give me an example of when you have worked with the community to identify and address what will best serve their needs?				
1 - Low	2 - Medium	3 – High	4 – Very High	5 – Exceptional

WORKING WITH OTHERS

Descriptors

- Builds effective working relationships through clear communication and a collaborative approach
- Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies
- Consults widely and involves people in decision making, speaking in a way they understand and can engage with
- Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination
- Treats people as individuals showing tact, empathy and compassion
- Negotiates effectively with local and national bodies, representing the interests of the Police Service
- Sells ideas convincingly, setting out benefits of a particular approach and striving to reach mutually beneficial solutions
- Expresses own views positively and constructively
- Fully commits to team decisions
-

WORKING WITH OTHERS				
<p>How will you as Chief Constable ensure partners work with you to deliver improvements in areas relating to policing and crime?</p> <ul style="list-style-type: none"> • How will you ensure that the priorities of Cambridgeshire Constabulary don't get overshadowed? 				
1 - Low	2 - Medium	3 – High	4 – Very High	5 – Exceptional

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**APPOINTMENT OF THE
CHIEF CONSTABLE OF CAMBRIDGESHIRE CONSTABULARY**

RATING SCALE

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Rating Scale

Rating	Definition
5 Exceptional	The candidate has provided evidence that directly relates to the competency area being measured. The evidence clearly explains their role and what they did in relation to many of the behavioural descriptors associated with the area. The example used has direct relevance to the organisational objectives and the areas of importance as defined by the PCC relating to this role
4 Very High	The candidate has provided evidence that directly relates to the competency area being measured. The evidence clearly explains their role and what they did in relation to many of the behavioural descriptors associated with the area. The example used has some relevant links to the organisational objectives and the areas of importance as defined by the PCC relating to this role
3 High	The candidate has provided evidence that relates to some of the competency area being measured. In the main the evidence clearly explains their role and what they did in relation to some of the behavioural descriptors associated with the area. The example used has some relevant links to the organisational objectives and the areas of importance as defined by the PCC relating to this role
2 Medium	The candidate has provided some evidence that relates to some of the competency area being measured. In the main the evidence clearly explains their role and what they did in relation to some of the behavioural descriptors associated with the area. The example used has some indirect links to the organisational objectives and the areas of importance as defined by the PCC in relation to this role
1 Low	The candidate has provided some evidence that relates to the competency area being measured. The evidence does not clearly explain their role and what they did in relation to the behavioural descriptors associated with the area. The example used has no direct relevance to the organisational objectives and the areas of importance as defined by the PCC in relation to this role