

**Police and Crime Panel for Essex
Confirmation Hearing**

**The proposed appointment of Susannah Hancock as
Executive Director of the Office of the Police and
Crime Commissioner**

Thursday 18th July 2013
2.30pm

The process to appoint the Executive Director for Essex Police and Crime Commissioner

1. Scoping the Role and Requirements

2. Advertisement

3. Interview and Selection

4. Statutory Requirements

5. Terms and Conditions

6. List of Attachments

Annex A ----- Job Description

Annex B ----- Advert

Annex C ----- Application Pack

Annex D ----- Career Summary of Susannah Hancock

Annex E ----- Schedule 1, Police Reform and Social Responsibility Act 2011

1. Scoping the Role and Requirements

In November 2012 the Police and Crime Commissioner for Essex (PCC) replaced the Essex Police Authority under the Police Reform and Social Responsibility Act 2011. The PCC has a statutory obligation to appoint an individual to perform the role of Head of the Professional Staff and to perform the role of monitoring officer. The Executive Director role will perform those duties.

The existing post of Chief Executive is currently being performed on a temporary basis by the current Treasurer. The PCC has changed the title of the post to reflect more accurately the scope and scale of the Executive Director's responsibilities.

The budget of the Office of the Police and Crime Commissioner includes the provision for funding of the Executive Director post. The new post of Executive Director carries a salary of £80,000 which represents a saving of around £10,000 compared to the current position of Acting Chief Executive. This is also a saving of around £26,000 on the substantive post of Chief Executive as recently as March 2012.

2. Advertisement

Following his decision to appoint a new Executive Director, the PCC made it a condition from the outset that this would be an open, transparent and competitive process to attract the best possible candidates to the role and to ensure the process had the highest integrity.

The most recent selection process used for the proposed candidate included using the support of a specialist recruitment marketing agency (HAVAs People) to ensure that the widest pool of potential candidates were attracted. The position was advertised from 28 April 2013 in the Sunday Times newspaper, on the Sunday Times website, the PCC's website (26 April 2013) as well as being posted as a position on the jobsite Executive Appointments. HAVAs People also used pro-active talent matching techniques through the LinkedIn network to bring the position to the attention of potentially suitable candidates. Candidates interested in the position were required to complete an application form for the position and return it by the closing date which was 20 May 2013.

3. Interview and Selection

Following the close of the advertisement, HAVAs People conducted an initial screen of the 22 completed applications received. This screening process included a paper based review of applications and a detailed telephone interview for all candidates meeting the basic requirements of the position. Following the pre-screen process (paper review and telephone interview) HAVAs People provided a long-list of ranked candidates to the PCC for formal short-listing to be undertaken against the advertised criteria. The PCC conducted a sifting and selection process of suitable candidates against the published job criteria supported by the Director of HR.

At the conclusion of the initial sifting process five candidates were selected to attend the interview stage of the selection process. Candidates were required to undertake a formal interview and a written assessment which comprised preparing a short briefing paper for the commissioner on an un-seen topic.

The final stages of the formal interview and written assessment was conducted by the PCC with Mr Adam Hunt, Essex Police Force Solicitor and Mrs Catherine Crawford, former Chief Executive of the Metropolitan Police Authority providing independent and expert advice. A senior representative of the Human Resources team was also in attendance at the selection process to support and advise the panel as required.

4. Statutory Requirements

The Police and Crime Commissioner for Essex, pursuant to section 9 of Schedule 1 to the Police Reform and Social Responsibility Act 2011 provides the following information:

Name of proposed appointment:

Ms Susannah Mary Hancock

Criteria used to assess suitability and assessment of those criteria:

The Commissioner advertised for the role, interviewed and selected the candidate against the published criteria in the job description and advert (Annex A and B)

In particular, the Commissioner assessed the competence of the candidates in the following areas:

Long-list:

Telephone Interview:

- Overall communication, leading change, decision making, working with others

Paper-based assessment:

- Achievement in a similar role
- Financial confidence both technical and strategic
- Ability to manage several complex work streams
- Experience of dealing with (senior) external partners

Short-list:

- Evidence of managing complex working relationships
- Evidence of delivering performance outcomes /complex work streams
- Senior/Exec management experience / achievement in similar role
- Evidence of being educated to degree level or equivalent
- Solicitor or hold a relevant professional qualification

Assessment process:

- Leadership - Managing performance
- Leadership - Leading people
- Decision Making
- Serving the public
- Written Communication skills
- Problem Solving skills

Susannah Hancock meets the above criteria:

Ms Hancock meets the necessary requirements for the following reasons:

- Ms Hancock met the necessary criteria to progress to the assessment centre stage of the selection process.
- Ms Hancock demonstrated either some strengths or considerable strength against all the criteria assessed during the assessment process.
- Ms Hancock demonstrated considerable strength in the areas assessed during the written assessment.
- Overall, Ms Hancock was the highest scoring candidate when totalling her scores at the assessment process against all other candidates assessed.

5. Terms and Conditions

The position of Executive Director was evaluated by a senior trained job analyst using the HAY job evaluations system. The role was benchmarked at a salary band of £76k - £86k.

Following consideration of the appropriate market rate for the position and due to the need to attract skilled candidates the PCC set the salary for this position at £80k per annum. The position has been designated as full time employment. The Executive Director will be paid reasonable expenses to cover the costs of standard class travel and business mileage.

The appointment is a permanent appointment.