

**ANNEX G TO
REPORT TO THE ESSEX POLICE AND CRIME
PANEL BY THE INDEPENDENT MEMBER
MR JOHN COOKE OBE
ON THE SELECTION PROCESS FOR THE CHIEF
CONSTABLE OF ESSEX**

POLICE PROFESSIONAL FRAMEWORK FOR ACPO OFFICERS

Executive

(ACPO / Force Command Team)

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.
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 within the force and partner organisations.
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.
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 performance 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.
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.
Decision making
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 factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.
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 the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

ASSESSMENT RATING USED BY PANEL DURING FINAL SELECTION

Chief Constable Recruitment Process - February 2013

Assessment Rating Mechanism

A 1 - 4 rating scale will be used for assessing candidate's performance during the Interview Process. A score of 1 represents an area for significant improvement and 4 represents an area of considerable strength of the candidate.

Rating	Definition
4	<u>An area of considerable strength</u> The example/examples used have direct relevance to the organisational objectives and the areas of importance as defined by the PCC relating to this role.
3	<u>An area of some strength</u> The example/examples used have some relevant links to the organisational objectives and the areas of importance as defined by the PCC relating to this role.
2	<u>An area of acceptable performance</u> The example/examples used have some relevant links to the organisational objectives and the areas of importance as defined by the PCC relating to this role.
1	<u>An area where improvement is needed</u> The example/examples used have some links indirectly to the organisational objectives and the areas of importance as defined by the PCC relating to this role.

Chief Constable Recruitment Process – 12th & 13th February 2013

Decision Making Matrix - Final Selection

Exercise	Mr Kavanagh's Score	Other Candidates Range of Scores
Presentation (Max Score 20) <ul style="list-style-type: none">• Reducing all crime (Managing Performance)• Addressing crime in the locality (Serving the Public)• Prompt and professional policing (Decision Making)• Partnership and cooperation (Working with Others)• An influential voice (Leading the Workforce)	15	11 - 16
Media (Max Score 12) <ul style="list-style-type: none">• Serving the public• Professionalism• Decision making	12	6 - 10
Interview (Max Score 20) <ul style="list-style-type: none">• Inspirational leader (Leading Strategic Change)• Role model (Professionalism)• Successful operational outcomes (Managing Performance)• Decisive and engaging communicator (Serving the Public)• Delivering new partnerships (Working with Others)	20	8 - 18
Overall (Max Score 52)	47	29 - 42