



Staffordshire Police - Role Profile

Chief Constable

Grade/Rank:	Chief Constable
Reports to:	Staffordshire Commissioner
Direct Reports:	Deputy Chief Constable

Role Purpose

The Chief Constable has overall responsibility for leading the Force, creating a vision and setting direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective and efficient policing service.

The Chief Constable holds direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The Chief Constable is responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine force governance arrangements.

Key Accountabilities:

- Set and ensure the implementation of organisational and operational strategy for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
- Develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- Develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
- Lead the Force, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.
- Lead, inspire and engage the Chief Officer Team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force vision and goals.
- Hold accountability for Force financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.



- Fulfil the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Force's operational strategies.
- Lead and command the operational policing responses on occasion, in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response.
- Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.
- Represent the Force at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence based policing.
- Play an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.

Behaviours

All roles are expected to know, understand and act within the ethics and values of the Police Service. The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. This role should be operating or working towards the following levels of the CVF:

Resolute, compassionate and committed

We are emotionally aware	3
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We take ownership	3
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Inclusive, enabling and visionary leadership

We are collaborative	3
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We deliver, support and inspire	3
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Intelligent, creative and informed policing

We analyse critically	3
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We are innovative and open-minded	3
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Education, Qualifications Skills and Experience	
Essential:	Desirable:
<p>Prior Education and Experience:</p> <ul style="list-style-type: none">• Has held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas)• Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC)• Authorising Officer Training.• Wide ranging operational law enforcement experience.• A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.• Experience of successfully engaging with and influencing multi-agency partnerships.• Experience of implementing an effective performance management framework.• Experience of implementing successful organisational development, change and innovation.• Experience of accountability for management of significant budgets.• Up to date operational/technical policing knowledge.• Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning.• Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.	



Technical/Operational Skills				
Essential:	Desirable			
<ul style="list-style-type: none"> • Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals. • Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money. • Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues. • Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning. • Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively. • Able to use a wide range of highly effective communication, problem solving and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders and partners. • Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest. • Skilled in leading, developing and inspiring people, engaging the organisation with strategic priorities, values and behaviours. • Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours. • Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service delivery and/or cost. 				
Leadership Passport Level	Practitioners & Team Leaders	1 st Line Mngrs	2 nd Line Mngrs	Senior Mngrs
	1	2	3	4



* Indicates that training will be provided as part of the role in this skill

CPD Requirements

Personal Skills

- Role model continuing professional development and lead by example by sharing learning and reflections to support the professionalisation of the police service.
- Maintain knowledge of strategic leadership and management theory and continually reflect on practical application in the operational policing context.
- Attend bi-annual National Chief Constable CPD events.
- Participate in coaching and/or mentoring opportunities for self and others to use and share the learning to inform own and others' approach to leadership, management and policing.

Business Skills

- Maintain commercial awareness and build financial acumen by working closely with partners and multi-agencies at a local and national level.
- Maintain knowledge and understanding of performance management processes, including data analysis methodologies and how performance can be benchmarked locally, regionally and nationally.
- Contribute to evidence based research by conducting research and analysis of operational policing issues to solve problems and support the professionalisation and transformation of policing.
- Build and participate in peer networks and action learning sets to enable approaches to joint problem solving, share learning locally, regionally and nationally to support business process modernisation, efficiency and continuity.

Professional Skills

- Maintain knowledge of College of Policing Guidance, best practice and national and local initiatives and policies applicable to the strategic policing context.
- Maintain and update key knowledge and understanding to effectively apply legislation, policy and practice across all functional policing areas of operational responsibility.
- Maintain knowledge and understanding of political, economic, social, technological, legal and environmental factors and developments to inform strategic policing plans and enable an efficient and effective approach to policing and ensure the force is able to tackle new and evolving crime, threats and priorities.
- Work with national policing agencies and bodies, such as Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), National Crime Agency (NCA) and the College of Policing, and participate in and contribute to serious case reviews and Independent Office for Police Conduct (IOPC) investigations to ensure the force meets and maintains professional standards.
- Complete all annual and mandatory training to retain occupational and operational accreditation.



Special Conditions					
Own car for business use	N				
Higher level vetting required	Y				
Requirement to wear Uniform	Y				
Requirement for post entry training	N				
Fixed Hours	N				
Weekend working expected	Y				
Shift allowance	N				
Fixed term or temporary role	Y				
Politically Restricted	N				
On call/standby rota	Y				
Flexitime Role	N				
Notice Period	1 week	28 Days	1 month	3 months	

As part of the limited duties profiling, this role has been identified that the role holder must be able to fulfil the following core capabilities. To meet the Equality Act (2010) reasonable adjustments will be made wherever practicable.

Limited Duties			
Sit for reasonable periods(consider impact of driving) a1	Y	Evaluate information (d1)	Y
To write(a2)	Y	Record details (d2)	Y
Read(a3)	Y	Exercise reasonable physical force in restraint & retention in custody (e1)	Y
Use the telephone(a4)	Y	Understand information (f1)	Y
Use(or learn to use IT)(a5)	Y	Retain information(f2)	Y
Run reasonable distances (b1)	Y	Explain facts & procedures (f3)	Y
Walk reasonable distances (b2)	Y	Work the full range of shifts	Y
Stand for reasonable time (b3)	Y	Shift - Earlies (g1)	Y
Make decisions (c1)	Y	Shift - Lates (g2)	Y
Report situations to others (c2)	Y	Shift - Nights(g3)	Y



STAFFORDSHIRE
POLICE



Chief Constable Recruitment

Candidate Information Pack

July 2021



STAFFORDSHIRE COMMISSIONER
Police | Fire and Rescue | Crime



INTRODUCTION

Dear Applicant,

As the new Police, Fire and Crime Commissioner for Staffordshire I am recruiting a Chief Constable following the recent retirement of Gareth Morgan. The previous Chief Constable leaves the organisation in a good place however I am now looking to recruit a new leader for Staffordshire Police, continuing to develop an effective model of policing that meets the needs of local communities and capable of improving joint working and cooperation, regionally and nationally.

I am looking to appoint an individual who can clearly show that they have the capability to do the job and deliver an inclusive and collaborative style of leadership, making strong connections internally throughout the organisation and externally working hard to create partnerships that add value to the achievement of policing and community safety outcomes.

Policing is constantly evolving and what is understood as traditional policing has already and continues to change. Our communities require their police service to be able to respond to those wider cultural, environmental and societal changes as well as those local and impactful issues. As technology continues to speed up social evolution, it is vital that our police service works with greater agility, and ideally plays a greater role in shaping the operating environment to prevent crime and harm rather than simply responding to it. In addition, the constraints of budgets in a time when public spending will continue to be challenging, will require a leader that can look forwards and implement within this environment.

There is further detail and links in this pack which set out the Staffordshire Policing Plan Priorities, requirements of the role and the selection process including dates.

Thank you for your interest in the role and if you have any questions or require any further information please do not hesitate to get in touch.

Yours sincerely,

Ben Adams
Police, Fire and Crime Commissioner for Staffordshire



Chief Constable role

The Chief Constable has overall responsibility for leading Staffordshire Police. They will be responsible for creating the force's vision, and setting a direction and culture that builds public and organisational confidence and trust. They will be responsible for enabling the delivery of a professional, effective and efficient policing service for today and the future.

The Chief Constable will be expected to embed genuine empowerment and accountability at all levels of the workforce. They will ensure that every member of the organisation is enabled to deliver the Commissioner's Police and Crime Plan, understanding and responding to public needs and ensuring strong connections between the police and the communities they serve, reducing crime and enabling victims to cope and recover.

The Chief Constable is directly accountable for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents. They are responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

The Chief Constable will need to lead the organisation across all aspects, both operationally and ensuring best value for public money through responsible budget and workforce management and development. They will use evidence based decision making, to deliver measureable benefits.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the Office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine force governance arrangements. Please refer to the [Role Profile](#) for further details regarding role purpose and key accountabilities.

The successful candidate will also be expected to deliver against the core components of the [Staffordshire Policing Plan Priorities](#) with its connection to the new Commissioner's developing Police and Crime Plan (more details to be available over the next few weeks).



Application and Selection process

Applications

The closing date for the application is **Friday 3rd September 2021 at noon**. Completed application forms should be marked private and confidential and emailed to Glynn Dixon, Chief Executive; Glynn.Dixon@staffordshire-pfcc.pnn.gov.uk

Candidates who would like an informal discussion with either Ben Adams, Police, Fire and Crime Commissioner or Glynn Dixon, Chief Executive should contact Lyndsey Pajor on Tel: 01785 232270 or via email; Lyndsey.Pajor@staffordshire-pfcc.pnn.gov.uk

In addition, visits to the force can be facilitated to enable candidates to familiarise themselves with Staffordshire Police and engage with colleagues across the force; please contact Lyndsey Pajor should you wish to engage with such arrangements.

Selection Process

All information submitted by applicants will be considered by the Police, Fire and Crime Commissioner and his shortlisting panel. Evidence will be drawn from the Application Form including how you meet the criteria set out in the [Competencies and Values Framework](#) and the skills as detailed in the [Role Profile](#).

Values are considered and assessed at every stage of the selection process as detailed in the **Competencies and Values Framework** and the [Code of Ethics](#) which outline the expected standards of behaviour.

Please be aware of the key dates set out below, and ensure that, should you be shortlisted, you are available for the dates indicated. Please note that with the current Covid-19 situation there may be need to change the process at short notice if the Health Protection guidance changes. We will endeavour to give as much notice as possible if this were to be the case.

Shortlisted applicants will be informed no later than **10th September 2021**; if successful you will be invited to undertake an online Personality Assessment which will take place week commencing **13th September 2021**.

Candidates will then be invited to Staffordshire Police HQ to participate in Stakeholder / Staff Panels on the **20th September 2021** followed by a Presentation and Interview Panel on the **21st September 2021**.

Interview Expenses

The PF&C will pay reasonable and necessary expenses of candidates invited for interview.



TERMS AND CONDITIONS

For full conditions of service, please click [here](#).

Post :	Chief Constable
Accountable to :	The Police, Fire and Crime Commissioner for Staffordshire
Location* :	Staffordshire Police HQ Weston Road Staffordshire ST18 0YY
Responsible for:	The direction and control of Staffordshire Police in accordance with the Police Act 1996, in order to provide Staffordshire with an effective and efficient police service, and the fulfilment of all the statutory and legal obligations of the office of Chief Constable.

* The Chief Constable will be required to reside within the force area or close proximity to undertake the full role of the Chief Constable in Staffordshire. Details relating to temporary accommodation, relocation and housing allowance can be found within the attached T & C document.

Police, Fire and Crime Panel – Confirmation Hearing

Pursuant to Schedule 8 of the Police Reform and Social Responsibility Act 2011, the appointment of a Chief Constable is subject to a Confirmation Hearing of the Police and Crime Panel, at which the nominated candidate is expected to be present. It should be noted that the Panel does have the right to veto the proposed appointment. The confirmation Hearing must be called within 3 weeks of the notification to the Panel of the nominated candidate.

If you have any further questions regarding the selection process of the role, please contact Glynn Dixon, Chief Executive, **Staffordshire Police, Fire & Crime Commissioner's Office, PO Box 3167, Stafford ST16 9JZ**

Contact details: Tel 01785 232270 or email: glynn.dixon@staffordshire-pfcc.pnn.gov.uk



Chief Constable of Staffordshire Police

5 Years Fixed Term Contract – c. 156k per annum

Location: Staffordshire Police HQ, Weston Road, Stafford

Staffordshire's Police, Fire and Crime Commissioner is recruiting a Chief Constable who can lead Staffordshire Police over the next few years, developing the Force in the face of the significant challenges that face policing and ensuring the delivery of a first-class service to local communities.

This is an incredibly important role at a time when Staffordshire Police wants to build a strong vision for the future, connect better with communities and show itself to be adaptable and nimble in achieving both its aspirations and the aspirations of the Commissioner. The successful candidate will therefore, be an excellent strategic leader with an inclusive and collaborative leadership style who can make those strong connections internally and externally, adding significant value to the achievement of policing and community safety outcomes.

If you can bring that approach alongside a collective focus and leadership style that embeds the right culture to help achieve sustainable and modern ways of delivering policing services, then we would welcome your interest.

Ben Adams

Police Fire and Crime Commissioner for Staffordshire

For an application and information pack, please click [here](#).

Closing date for applications: 3rd September 2021

Appointment of Chief Constable Shortlisting Form

Candidate:

Ref Number:

Assessor:

TO WHAT EXTENT HAS THE CANDIDATE DEMONSTRATED	Not at all (0)	Limited (1)	Reasonable (2)	Significant (3)
Impartiality Demonstrates impartiality through dealings with colleagues, partners and members of the public				
Integrity Understands and reinforces expectations of professional behaviour making sure that we always uphold the values and ethical standards of the police service. Builds and maintains confidence with the public, colleagues and partners				
Public Service Dedicated to work in the public interest, engaging and listening to their needs and concerns. Ensuring that the public feel valued and engaged, building confidence in the police service.				

Transparency Demonstrates transparency in actions, decisions and communications with both the people we work with and those we serve. Builds trust in our colleagues, partners and communities.				
We are Emotionally aware Demonstrates culturally sensitivity and seeks to understand different perspectives, acting with sensitivity, compassion and warmth.				
We Take Ownership Takes personal responsibility for their role and accountabilities. Makes decisions at appropriate levels and in appropriate areas, having a clear rationale for their approach.				
We are Collaborative Builds genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. Builds good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.				
We Deliver Support and Inspire Dedicated to working in the public's best interests. Understands how we have an impact on the wider organisation and those around us helping others to deliver their objectives effectively.				
We Analyse Critically Draws on experience, knowledge and wide sources of evidence, data and information to give a greater view of what is happening. Uses an evidence-based approach and robust information to be able to think tactically and strategically.				

We are Innovative and Open Minded Has an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods				
The Office of the Police and Crime Commissioner participates in the Interview guarantee scheme. Is the applicant disabled? <u>If the answer is yes please ensure that you make the Recruitment Team aware.</u>				Yes <input type="checkbox"/> No <input type="checkbox"/>
Has the applicant declared any convictions or outstanding financial issues? <u>If the answer is yes please ensure that you make the Recruitment Team aware</u>				Yes <input type="checkbox"/> No <input type="checkbox"/>



Chief Constable Interview

Interview Guide September 2021

Candidate	
Interviewer	
Date	

Before the interview commences:

- ❑ Read the role profile for the position and familiarise yourself with the interview questions and the scoring matrix.
- ❑ Decide how you will divide up the questions amongst the assessors.
- ❑ Introduce yourself and your colleague using the following script:

*“Hello, my name isand these are my colleagues..... We will be taking you through your interview today, which will run for a maximum of 60 minutes. The aim of the interview is for you to talk us through your knowledge and experience relevant to the role of **Chief Constable***

If you don’t understand a question, then please tell us and we will re-phrase it. As interviewers, we will be responsible for managing time and will ensure that you move through the questions appropriately.

We will listen carefully to what you are saying throughout the interview but because of tight timescales and the need to ensure you have as much opportunity to give a good account of yourself, we may sometimes interrupt and move you on.

We will be taking notes throughout the interview so that we can gather as much information as possible, and that because of the note taking we may at times struggle to maintain eye contact.

Are you ready to commence the interview?”

During the interview:

- ❑ Probe questions should be asked to provide the candidate with an opportunity to expand on their response and to give you the opportunity to gather as much detail as possible to inform decision making. The prompts listed are example prompts, please feel free to use your own prompts if you think them more relevant to what the candidate has described.
- ❑ There is a lot to cover in a short period of time, so it is important that you don't let the candidate dwell too long on a single question and that you move them on if needed.

After the interview:

- ❑ Thank the candidate for their time and ask them if they have any questions

When the candidate has left the room

- ❑ Please review all evidence gained and score each competency on the 1-5 scale shown below.
- ❑ **Each assessor should score independently but come together to agree on the final rating**
- ❑ Please ensure that the overall score appropriately reflects the candidate's responses. The panel should debate and agree final scores for each area of questioning, avoid using a numerical average when determining this overall score.

Interview Questions

Question 1

Tell us about why you have applied for the Chief Constable role in Staffordshire and broadly why you feel the time is right to step up into this critical role.

Prompts (to be used as required, please feel free to use your own prompts if they are more relevant to what the candidate has described)

- *What do you feel would be our biggest advantage in appointing you to the role?*
- *What do you see as the key difference you can make in leading Staffordshire police?*
- *What do you see as your key attributes for the role of Chief Constable?*
- *How will you make a difference for the people of Staffordshire?*
- *How would you describe your leadership approach?*

We are Emotionally Aware

Question 2

What do you see as the key priorities for the force in relation to diversity, inclusion and wellbeing, and how as Chief Constable will you will you build trust and confidence in policing across the region?

Prompts (to be used as required, please feel free to use your own prompts if they are more relevant to what the candidate has described)

- *What do you see as the key barriers in improving diversity and inclusion?*
- *How will you ensure a supportive organisational culture that recognises and values diversity?*
- *How would you challenge those that don't agree or do not follow your approach?*
- *How will you build diversity into decision making as Chief Constable?*
- *How will your approach impact on our wider policing objectives?*
- *What have you done in your current or previous role to increase diversity and inclusivity?*

We Take Ownership

Question 3

How would you describe the challenges across Staffordshire when it comes to balancing the priorities of both our urban and rural communities, and how as Chief Constable will you deliver on these?

Prompts (to be used as required, please feel free to use your own prompts if they are more relevant to what the candidate has described)

- *How will you use past learning to improve future approaches?*
- *How will you foster a culture of personal responsibility and encourage others to take ownership of their activities and decisions?*
- *How will you measure performance to ensure our community needs are met?*
- *How will you ensure that we have the skills and resources available to deliver on our priorities?*

We are Collaborative

Question 4

What do you see as the key areas of collaboration across Staffordshire and how will you work with key stakeholders and the office of the Police, Fire and Crime Commissioner to deliver on our priorities?

Prompts (to be used as required, please feel free to use your own prompts if they are more relevant to what the candidate has described)

- *What do you see as the key strategic partnerships to delivering our force ambition?*
- *How will you identify and breakdown barriers to effective partnership working?*
- *How will you enhance our operating model to increase levels of trust and co-operation between people and departments?*
- *What mutual benefits have you achieved when working in partnership with others?*

We Deliver Support and Inspire

Question 5

As Chief Constable, how will you communicate your vision and priorities both internally and externally and how will you ensure that the force is brought into and can deliver on your philosophy?

Prompts (to be used as required, please feel free to use your own prompts if they are more relevant to what the candidate has described)

- *How will you ensure the force is focussed on delivery of our objectives?*
- *How will you communicate your vision?*
- *How will you balance your decisions based on competing internal and external factors?*
- *What barriers do you anticipate and how will you overcome these?*

We are Innovative and Open Minded

Question 6

What do you feel are the national challenges facing policing in the longer term and how do you feel Staffordshire Police will need to adapt to meet those challenges?

Prompts (to be used as required, please feel free to use your own prompts if they are more relevant to what the candidate has described)

- *How will you balance the costs and benefits associated with change and innovation?*
- *How will you ensure that the force thinks differently in its approach to new challenges?*
- *How will you use your knowledge of the wider external environment and long-term situations to inform effective decision making?*
- *How have you introduced significant change in the past and how did you win support for this?*

Close – 1 minute

- Confirm that this is the end of the interview & ask the candidate if they have any questions
- Thank the candidate for their time & let them know about the next stages of the process.

Candidate Rating

Assessors should review each competency and then provide an overall score for each competency based on the grid below:

Scoring Sheet	
Score	Definition
1	Information is vague, with serious shortcomings in the quality of the response provided. Overall response falls below the required standard.
2	Information is limited. Responses were patchy and below that expected.
3	Information is moderate, and the responses provided are at the minimum level expected.
4	Information and responses are good and well structured, demonstrating good knowledge.
5	Information and responses are excellent and beyond that expected.

Each assessor should score independently but then come to AGREEMENT on ONE SET of RATINGS to be submitted.

Assessors must agree on the score based upon the evidence gained during the interview.

Summary Scores

Competency	Overall Rating
Question 1 The Role	
Question 2 We are Emotionally Aware	
Question 3 We Take Ownership	
Question 4 We are Collaborative	
Question 5 We Deliver, Support and Inspire	
Question 6 We are Innovative and Open Minded	
Overall Score	

Competency and Values Framework (CVF)

We are Emotionally Aware L3

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

We Take Ownership L3

- I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- I define and enforce the standards and processes that will help this to happen.
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
- I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

We are Collaborative L3

- I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

We Deliver, Support and Inspire L3

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- I ensure that everyone understands their role in helping the police service to achieve this vision.
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
- I motivate and inspire others to deliver challenging goals

We are Innovative and Open Minded L3

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.
- I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

Feedback

Strengths

Areas for Development

From: Helen Brunjes

Sent: 12 September 2021 15:18

To: [REDACTED]; 'chris.noble@humberside.pnn.police.uk'
<chris.noble@humberside.pnn.police.uk>

Subject: Staffordshire Chief Constable Vacancy - Panels / Interviews

Dear Chris

Further to my email earlier this week regarding your successes in being shortlisted for the above position, I am now in a position to confirm further details with you. Please see below.

Stakeholder/ Staff Panel:

Date: 20 September 2021

Time: 1300 HRS

Location: Staffordshire Police Headquarters, Weston Road, Stafford, ST18 0YY. On arrival please report to reception which is located in block 7. Please ask for Helen Brunjes / Pippa Carnevale-Coggins. Please can I ask that you arrive at least 15 minutes before the process is due to start.

The Stakeholder panel will consist of representation from, Stoke on Trent City Council, Staffordshire County Council. Staffordshire Fire and Rescue and Staffordshire University. The Staff panel will include representation from Internal departments and Staff Associations.

You will take part in two panels; one with staff and the other with the stakeholder group. So that you can prepare in advance of the above date, please find below the subject matters you will be required to brief the panels on. You will allowed 10 minutes to brief the panels and they will then have 20-30 minutes to ask you questions. You can present verbally or if you would like to use presenting tools please let me know.

Staff Panel Briefing Topic:

What do you see as the key challenges facing policing over the next 5 years both locally and nationally and how will you ensure that the force is adequately prepared to meet these?

Stakeholder Panel Briefing Topic:

How will you ensure that Staffordshire Police work collaboratively with strategic partners, key stakeholders and our communities to deliver a more preventative approach to policing

It is anticipated that this part the process will take no more than 90 minutes

Formal Interview and Presentation

Date: 21 September 2021

Time: 1400 HRS

Location: Staffordshire Police Headquarters, Weston Road, Stafford, ST18 0YY. On arrival please report to reception which is located in block 7. Please ask for Helen Brunjes. Please can I ask that you arrive at least 15 minutes before the process is due to start.

Presentation Subject

Please describe your longer term vision/ambition for Staffordshire Police and what, as chief constable, you will do to achieve this.

(In developing your presentation for the interview panel, the SCO has requested that you 'be brave' in your approach and focus on what you want to do in Staffs so please prepare and feel confident to share your vision and aspirations)

You will have 10 Minutes to present to the panel and the panel will then have a further 20 -30 minutes to ask you questions around your presentation. PowerPoint facility will be available for you to use. If you require any other presenting tools please can you advice ASAP. Once the presentation stage has concluded you will move onto the formal Interview stage of the process. Your presentation will need to be sent to Graham Bradley, Graham.Bradley@staffordshire.pnn.police.uk by no later than 1700 hrs on Friday 17 September 2021.

it is anticipated that this part the process will take no more than 2 Hour.

In terms of dress code it is not necessary for you to wear your tunics, and if your current role does not require you to wear a uniform your normal smart wear will be acceptable.

Whilst you are on site you will be required to wear a face mask, which can be removed whilst you are seated and during all stages of the assessment process.

I would appreciate if you could confirm your attendance and identify if you require any additional support or special requirements being made.

Please do not hesitate to contact me if you have any further questions.

Kind regards,

Helen Brunjes
People Services

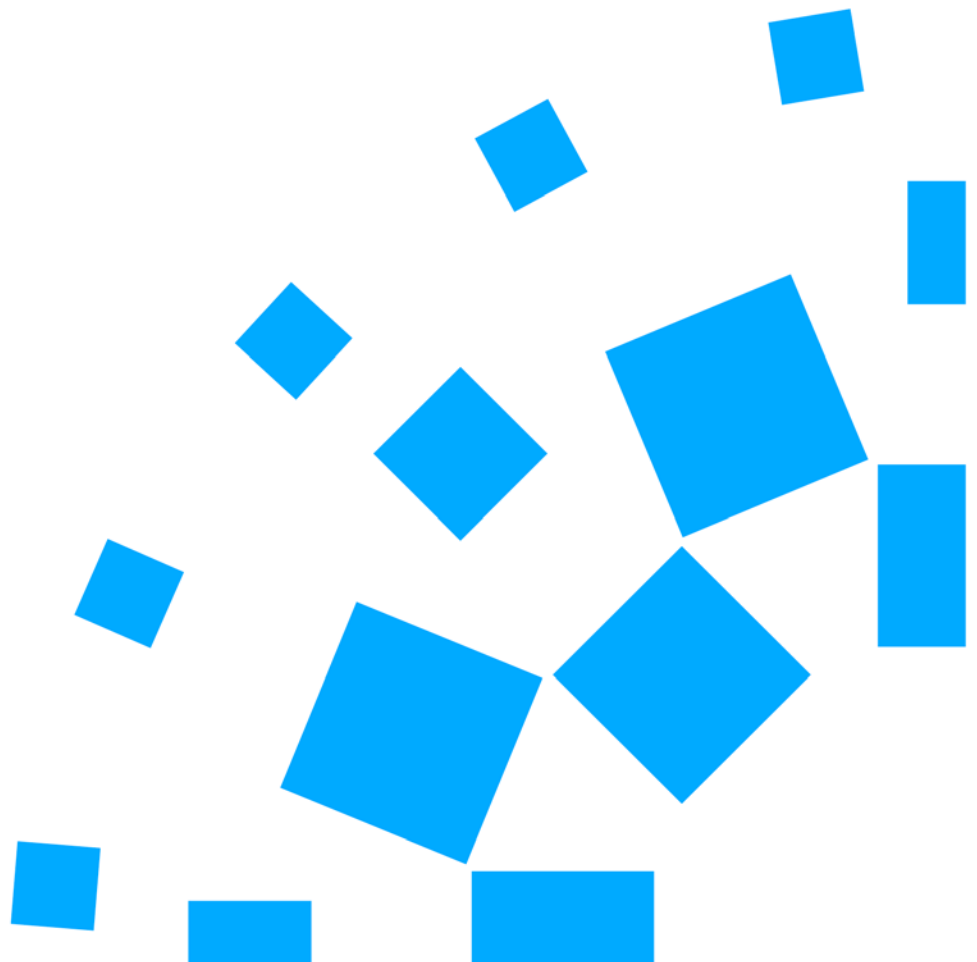


Recruiting – Police Promotions / Police Transferee / Internal Police Vacancies
Staffordshire Police | Staffordshire Fire and Rescue Service
Phone: 01785 234077 **Mobile:** 07793389510

Staffordshire Chief Constable Recruitment 2021

Staff Panel Exercise Pack

Version number 1.0



The Task

You will be meeting with candidates for the role of Staffordshire Chief Constable. This exercise is an opportunity for candidates to be tested by staff they will most likely be working with if appointed and explore the key issues and challenges they are likely to face.

Candidates have been asked to come and meet with you and provide an initial briefing in response to the following question:

What do you see as the key challenges facing policing over the next 5 years both locally and nationally and how will you ensure that the force is adequately prepared to meet these?

Candidates will have 10 minutes to give their briefing to you and this will be followed by 30 minutes of questions from the panel to explore the briefing or additional issues of interest.

Timetable

0900	Panel Arrival
0915 - 1000	Panel Briefing
1000 - 1040	Candidate 2
1040 - 1100	Candidate 2 Debrief
1100 - 1140	Candidate 1
1140 - 1200	Candidate 1 Debrief
1200 - 1300	Lunch
1300 - 1340	Candidate 4
1340 - 1400	Candidate 4 Debrief
1400 - 1440	Candidate 3
1440 - 1500	Candidate 3 Debrief
1500	Panel Departure

Administration

The chair will be responsible for ensuring the smooth running of the exercise and ensuring all panel members have the opportunity to ask any questions they may have, and have these addressed within the time constraints of the exercise. The chair will be responsible for ensuring that each panel member receives equal time for questions and will ensure the exercise does not under or overrun.

During the exercise

Your panel facilitator will show the candidate into the room and introduce the candidate to the panel using their preferred name. The chair should ask the candidate to take a seat and introduce themselves and the members of the panel.

To ensure all candidates are assessed in a consistent way, the chair should ensure that all candidates are given the same information. An example script incorporating this information is outlined later in this exercise pack. The chair may amend this to fit with their personal style but the same information should be conveyed to each candidate.

This is not a presentation so candidates do not need to stand up, although if they are more comfortable doing so then this will be ok. Some candidates may bring formal presentations or visual aids to use during the exercise and they are permitted to refer to any notes they make.

During the exercise panel members should make as many notes as they feel is appropriate to assist them in evaluating a candidate's performance at the end of the exercise. Please ensure notes are factual and accurate and restricted to what the candidate said or did as any paperwork produced during the process, including your notes can be disclosed to candidates under the General Data Protection Regulations 2018. At the end of the exercise your panel facilitator will collect all your notes to ensure they are securely disposed.

Questioning

The panel should ask questions to seek further information or clarification from the candidate. It is advisable to adopt a style of questioning that is supportive and non-aggressive; it is the questions that should be challenging, not the style of questioning.

Specific questions have not been provided as the panel will need to tailor their questions to each individual candidate and their initial briefing. However, the panel may find it helpful to consider in advance the kind of questions that may be helpful and some examples of useful general probing questions have been provided below as a reminder.

- What problems can you foresee....?
- What will your role be....?
- What will you do....?
- Why will you do....?
- How will you....?
- How will x help you achieve y?
- What factors will you consider?
- What other alternatives could you consider?
- What difficulties do you think you will encounter?
- How will you overcome these difficulties?
- What outcome will you seek?
- How will you know you have been successful?
- Have you had any experience of doing this in your work to date?

‘Closed questions’ may be appropriate to seek clarification from a candidate on a specific point.

During the recruitment process, the following issues and challenges that the future Chief Constable will face have been identified. The panel may also wish to explore these during the exercise

- How the candidate will transform and modernise the service to meet local and national challenges
- How the candidate will work with partners and the commissioner to ensure mutually beneficial outcomes for the communities of Staffordshire
- How the candidate will engage and inspire their staff to meet the challenges facing the service and implement significant organisational change
- How the candidate will create a trusting and empowering culture in their staff

After the exercise

This exercise is designed to provide the candidate with an opportunity to share with you their understanding of key issues and their motivation for the role. Your feedback will help inform the interview panel of additional areas to explore with candidates and inform their decision making.

Following the conclusion of the exercise for each candidate the panel will provide feedback to the chair and the facilitator. As a panel you should consider the candidate's performance in relation to how well you think they completed the exercise and responded to your questions. You may wish to consider:

- How effectively the candidate's initial briefing addressed the question posed?
- Whether their responses reassured you that they understood the challenges facing the service and would be effective in leading the change required to face these and take staff with them?
- How their responses would be received in your organisation/s?
- What the candidate did which enhanced their performance and suitability for the role?
- What the candidate did that detracted from their performance and suitability for the role?
- How their performance matched with what you would expect from the future Chief Constable?

Example chair script

“Good morning/afternoon. Please take a seat whilst I explain what will happen. As you will be aware this is the staff panel exercise. First of all I would like to introduce the panel to you. I am XXX and will be the chair for this exercise. With me are my colleagues XXX.”

The chair should introduce anyone else in the room and explain they are there to observe the process and will not take part in the exercise and then say:

“You have 10 minutes to give us your briefing and we will then have 30 minutes in which to ask you questions, this time will be split between us. Do you have any questions before we start?”

The chair should answer any questions and then ask the candidate to start their briefing. After 10 minutes if the candidate has not completed their briefing ask them to stop and then say:

“We would now like to ask you some questions about your briefing. If we ask you a question you are unsure about please ask us to clarify or repeat it. Please also take a moment to consider your answer before responding if you wish.”

The chair should ask the panel member to ask their first question and manage the panel's questioning of the candidate. After 30 minutes, please say:

“Thank you for your responses. That is the end of our questions. Just before we finish, can I ask if there's anything that my colleagues want to clarify?”

Chair to pause for the panel members to ask any final questions. If the chair has any final questions then they should ask them at this point and then say:

“Is there anything you would like to ask us or clarify from our meeting today?”

Pause for the candidate to clarify anything and for the panel to respond to this and then say:

“That completes the staff panel exercise, thank you for your time, you may now leave.”

About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

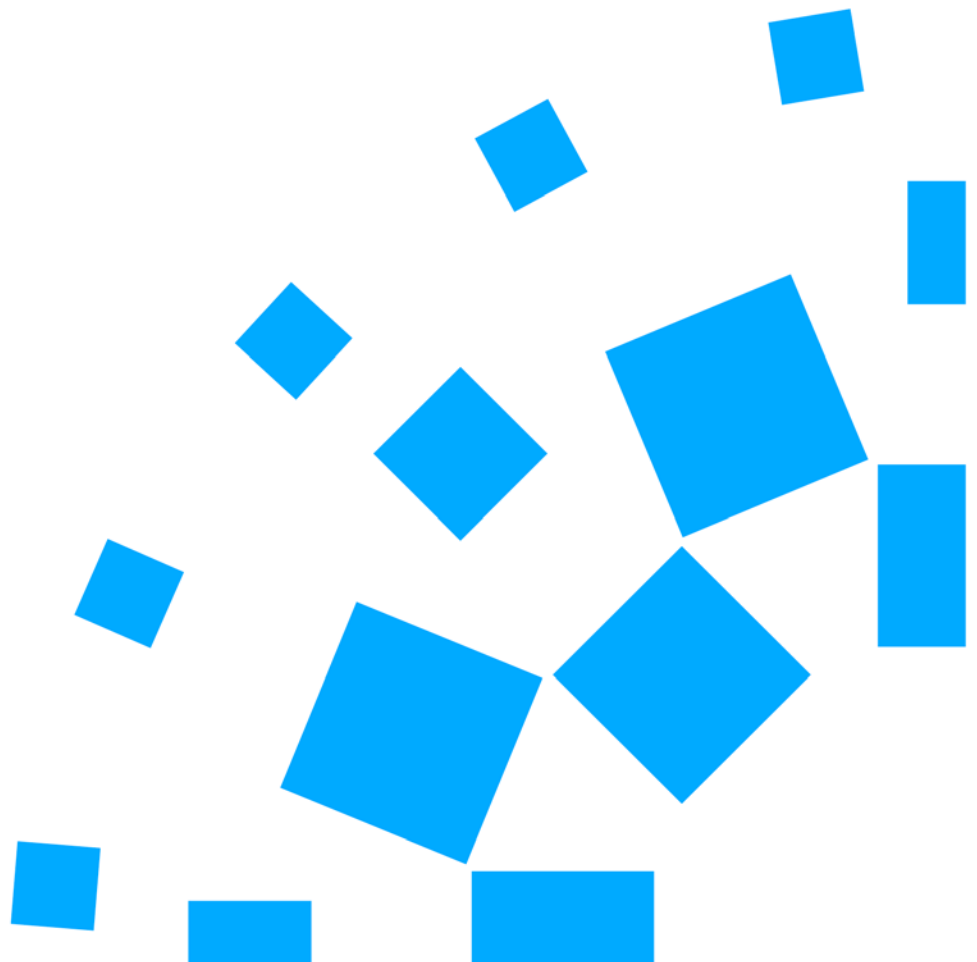
We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

college.police.uk

Staffordshire Chief Constable Recruitment 2021

Stakeholder Panel Exercise Pack

Version number 1.0



The task

You will be meeting with candidates for the role of Staffordshire Chief Constable. This exercise is an opportunity for candidates to be tested by stakeholders they will most likely be working with if appointed and explore the key issues and challenges they are likely to face.

Candidates have been asked to come and meet with you and provide an initial briefing in response to the following question:

How will you ensure that Staffordshire Police work collaboratively with strategic partners, key stakeholders and our communities to deliver a more preventative approach to policing?

Candidates will have 10 minutes to give their briefing to you and this will be followed by 30 minutes of questions from the panel to explore the briefing or additional issues of interest.

Timetable

0900	Panel Arrival
0915 - 1000	Panel Briefing
1000 - 1040	Candidate 1
1040 - 1100	Candidate 1 Debrief
1100 - 1140	Candidate 2
1140 - 1200	Candidate 2 Debrief
1200 - 1300	Lunch
1300 - 1340	Candidate 3
1340 - 1400	Candidate 3 Debrief
1400 - 1440	Candidate 4
1440 - 1500	Candidate 4 Debrief
1500	Panel Departure

Administration

The chair will be responsible for ensuring the smooth running of the exercise and ensuring all panel members have the opportunity to ask any questions they may have, and have these addressed within the time constraints of the exercise. The chair will be responsible for ensuring that each panel member receives equal time for questions and will ensure the exercise does not under or overrun.

During the exercise

Your panel facilitator will show the candidate into the room and introduce the candidate to the panel using their preferred name. The chair should ask the candidate to take a seat and introduce themselves and the members of the panel.

To ensure all candidates are assessed in a consistent way, the chair should ensure that all candidates are given the same information. An example script incorporating this information is outlined later in this exercise pack. The chair may amend this to fit with their personal style but the same information should be conveyed to each candidate.

This is not a presentation so candidates do not need to stand up, although if they are more comfortable doing so then this will be ok. Some candidates may bring formal presentations or visual aids to use during the exercise and they are permitted to refer to any notes they make.

During the exercise panel members should make as many notes as they feel is appropriate to assist them in evaluating a candidate's performance at the end of the exercise. Please ensure notes are factual and accurate and restricted to what the candidate said or did as any paperwork produced during the process, including your notes can be disclosed to candidates under the General Data Protection Regulations 2018. At the end of the exercise your panel facilitator will collect all your notes to ensure they are securely disposed.

Questioning

The panel should ask questions to seek further information or clarification from the candidate. It is advisable to adopt a style of questioning that is supportive and non-aggressive; it is the questions that should be challenging, not the style of questioning.

Specific questions have not been provided as the panel will need to tailor their questions to each individual candidate and their initial briefing. However, the panel may find it helpful to consider in advance the kind of questions that may be helpful and some examples of useful general probing questions have been provided below as a reminder.

- What problems can you foresee....?
- What will your role be....?
- What will you do....?
- Why will you do....?
- How will you....?
- How will x help you achieve y?
- What factors will you consider?
- What other alternatives could you consider?
- What difficulties do you think you will encounter?
- How will you overcome these difficulties?
- What outcome will you seek?
- How will you know you have been successful?
- Have you had any experience of doing this in your work to date?

‘Closed questions’ may be appropriate to seek clarification from a candidate on a specific point.

During the recruitment process, the following issues and challenges that the future Chief Constable will face have been identified. The panel may also wish to explore these during the exercise

- How the candidate will transform and modernise the service to meet local and national challenges
- How the candidate will work with partners and the commissioner to ensure mutually beneficial outcomes for the communities of Staffordshire
- How the candidate will engage and inspire their staff to meet the challenges facing the service and implement significant organisational change
- How the candidate will create a trusting and empowering culture in their staff

After the exercise

This exercise is designed to provide the candidate with an opportunity to share with you their understanding of key issues and their motivation for the role. Your feedback will help inform the interview panel of additional areas to explore with candidates and inform their decision making.

Following the conclusion of the exercise for each candidate the panel will provide feedback to the chair and the facilitator. As a panel you should consider the candidate's performance in relation to how well you think they completed the exercise and responded to your questions. You may wish to consider:

- How effectively the candidate's initial briefing addressed the question posed?
- Whether their responses reassured you that they understood the issues associated with effective collaboration and would be effective in addressing these?
- How their responses would be received in your organisation/s?
- What the candidate did which enhanced their performance and suitability for the role?
- What the candidate did that detracted from their performance and suitability for the role?
- How their performance matched with what you would expect from the future Chief Constable?

Example chair script

“Good morning/afternoon. Please take a seat whilst I explain what will happen. As you will be aware this is the stakeholder panel exercise. First of all I would like to introduce the panel to you. I am XXX and will be the chair for this exercise. With me are my colleagues XXX.”

The chair should introduce anyone else in the room and explain they are there to observe the process and will not take part in the exercise and then say:

“You have 10 minutes to give us your briefing and we will then have 30 minutes in which to ask you questions, this time will be split between us. Do you have any questions before we start?”

The chair should answer any questions and then ask the candidate to start their briefing. After 10 minutes if the candidate has not completed their briefing ask them to stop and then say:

“We would now like to ask you some questions about your briefing. If we ask you a question you are unsure about please ask us to clarify or repeat it. Please also take a moment to consider your answer before responding if you wish.”

The chair should ask the panel member to ask their first question and manage the panel's questioning of the candidate. After 30 minutes, please say:

“Thank you for your responses. That is the end of our questions. Just before we finish, can I ask if there's anything that my colleagues want to clarify?”

Chair to pause for the panel members to ask any final questions. If the chair has any final questions then they should ask them at this point and then say:

“Is there anything you would like to ask us or clarify from our meeting today?”

Pause for the candidate to clarify anything and for the panel to respond to this and then say:

“That completes the stakeholder panel exercise, thank you for your time, you may now leave.”

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We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

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Chief Constable – Presentation

Formal Presentation to Interview Panel

Candidate name:	
Date:	
Panel member:	

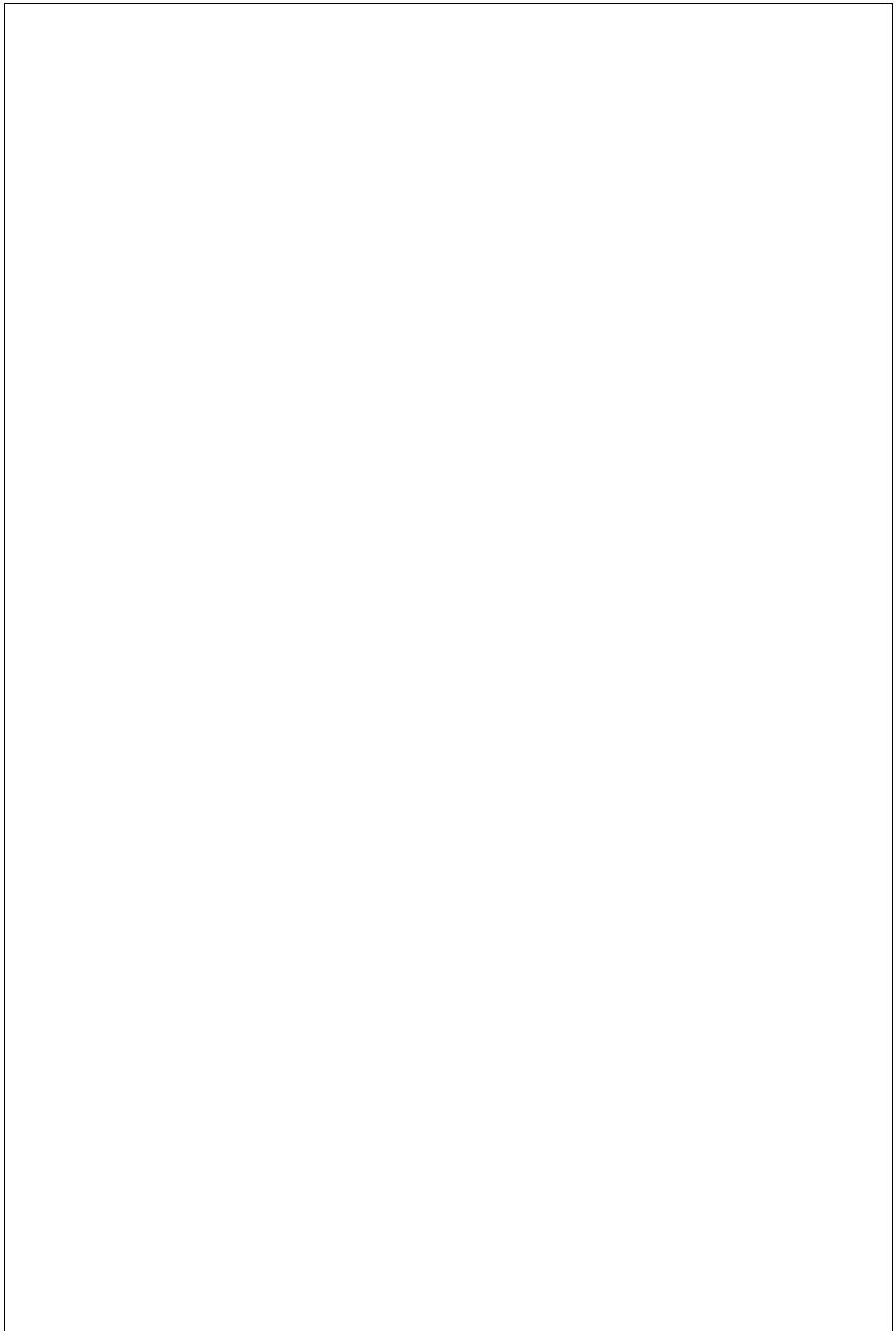
The candidate has 10 Minutes to present followed by 20 minutes of questions from the panel.

Subject

Please describe your longer-term vision/ambition for Staffordshire Police and what, as chief constable, you will do to achieve this.

(In developing your presentation for the interview panel, the SCO has requested that you 'be brave' in your approach and focus on what you want to do in Staffs so please prepare and feel confident to share your vision and aspirations)

Notes



Please use the scoring criteria below to evaluate the candidate's responses.

Scoring Sheet	
Score	Definition
1	Evidence is vague, with serious shortcomings in the quality of the response provided. Overall response falls below the required standard.
2	Evidence is limited. Responses were patchy and below that expected.
3	Evidence is moderate, and the responses provided are at the minimum level expected.
4	Evidence and responses are good and well structured, demonstrating good knowledge.
5	Evidence and responses are excellent and beyond that expected.

Overall Score	
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Feedback

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