



CHIEF CONSTABLE – DYFED POWYS POLICE

Assessment Recording Form

21st & 22nd February 2013

Candidate:

<u>APPOINTMENT PANEL</u>	
Police and Crime Commissioner – Christopher Salmon	Director, Police Science Institute Cardiff University – Martin Innes
Independent Member – Robin Field-Smith	Head of Wales Youth Justice Board – Dusty Kennedy
Policing Advisor – Martin Baker	Director of Strategic Partnerships, Hywel Dda Health Board – Sarah Jennings
<u>ADVISORS</u>	
Office for the Police and Crime Commissioner Chief Executive - Keith Reeves	

RATING	DEFINITION
4 Exceptional	The candidate has provided evidence that directly relates to the area of the Policing Professional Framework being measured. This evidence clearly explains their role and what they did in relation to many of the personal quality descriptors associated with this area. The example(s) used have direct relevance to the policing objectives and the identified areas of importance for the Dyfed-Powys Police and Crime Commissioner.
3 High	The candidate has provided evidence that directly relates to the area of the Policing Professional Framework being measured. This evidence clearly explains their role and what they did in relation to many of the personal quality descriptors associated with this area. The example(s) used have some relevant links to the policing objectives and the identified areas of importance for the Dyfed-Powys Police and Crime Commissioner.
2 Medium	The candidate has provided some evidence that relates to some of the area of the Policing Professional Framework being measured. In the main evidence clearly explains their role and what they did in relation to some of the personal quality descriptors associated with this area. The example(s) used have some links indirectly to the policing objectives and the identified areas of importance for the Dyfed-Powys Police and Crime Commissioner.
1 Low	The candidate has provided some evidence that relates to the area of the Policing Professional Framework being measured. The evidence does not clearly explain their role and what they did in relation to the personal quality descriptors associated with this area. The example(s) used have no direct relevance to the policing objectives and the identified areas of importance for the Dyfed-Powys Police and Crime Commissioner.

Scenario

PERSONAL QUALITIES	COMMENTS	SCORE
<p>Professionalism:</p> <ul style="list-style-type: none"> * 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. * Takes responsibility for making tough or unpopular decisions, demonstrating moral 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. <p>Decision making:</p> <ul style="list-style-type: none"> * Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. * Gathers and considers all relevant available information, seeking out and listening to advice from specialists. * Identifies key issues clearly and the relationship between different options at a local and national level, assessing the costs, risks and benefits of each. * Makes clear, proportionate and justifiable decisions and is prepared to make the ultimate decision, even in times of ambiguity and uncertainty. <p>Working with Others:</p> <ul style="list-style-type: none"> * Builds effective working relationships through clear communication and a collaborative approach. * Maintains visibility and effectively communicates throughout the force & with external bodies. * Treats people with respect and dignity, regardless of their background or circumstances, promoting equality and elimination of discrimination. * Treats people as individuals, showing tact, empathy and compassion. * Expresses own views positively and constructively 		
CHECKLIST		
<p>Candidates may address the following elements in the Scenario:</p> <ul style="list-style-type: none"> * Command Structure * Appointment of a Senior Investigating Officer (SIO) * Identification of Key Stakeholders * Early briefing for PCC and continued engagement * Establishment of a Gold Group * Composition of Gold Group * Role of partner agencies * Has it been declared a Critical Incident? * Are Independent Advisors involved? * Investigative Strategy - particularly an early arrest * Communications/Media Strategy * Professional Standards Strategy * Self-referral to IPCC * Community Impact Assessment * Community Engagement Strategy * Family Liaison Strategy * Involvement of local neighbourhood policing teams * Resource plan - in the short to medium term * Consequence management - longer term impact on the organisation and wider Force performance * Impact on morale and public trust/confidence * Impact on the officer involved and their family * Recording of Policy Decisions * Early involvement of the CPS and consideration of the prosecution process. 		/ 12

Media Interview

PERSONAL QUALITIES	COMMENTS	SCORE
<p>Serving the public:</p> <ul style="list-style-type: none"> * Promotes the ethos and values of public service, based on an understanding of the public in Dyfed-Powys and sensitivity to 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 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 of Dyfed-Powys. <p>Professionalism:</p> <ul style="list-style-type: none"> * 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. * Takes responsibility for making tough or unpopular decisions, demonstrating moral 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. 		
<p style="text-align: center;">CHECKLIST</p> <ul style="list-style-type: none"> * Takes control prior to the interview;- doesn't go straight in front of camera, sets out parameters for interview, outlines what details can be given, what can't be give, finds out the angle of the story. * Advises that they are the single point of contact for the media. * Delivers key messages * Provides reassurance that joint working is ensuring that the incident is being dealt with efficiently and effectively as possible. * Has the ability to deliver calming and informing messages in response to queries raised. * Comes across as calm, in control, knowledgeable, authoritative and friendly. * Gives the impression that they want to share as much information as possible with the media and that they aren't hiding/holding anything back. * Technique - Look at interviewer not camera, maintain eye contact, stays still. 		/ 8

Presentation

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CHECKLIST		
<p>Candidates may address the following elements in the Scenario:</p> <ul style="list-style-type: none"> * Segmentation of 'rural communities' - what does 'rural' mean? * Challenges of geographic and cultural isolation, esp. minority groups * Policing role? * Partner roles - local authorities, statutory agencies, third sector etc * Crowded partnership landscape * Who is leading? Is it the police? * Information sharing - both culturally and practically * Sharing sensitive intelligence and personal data? * Agreeing objectives for the strategy with the many partners involved * Engagement of victims in designing the strategy - how? * What will success look like? * How will 'success' be measured * Communication strategy * Devolving delivery of elements of the plan to the people with the right skills * Funding - how much is available; how can additional funding be attracted; how will it be prioritised and spent? * Increased crime a success? Effect on detection rates? * Victims who wish to report but not to have it recorded/investigated as a crime? * Male domestic violence? * Third party reporting? * Role of the MASH (Multi-Agency Safeguarding Hub)/MARAC (Multi-Agency Risk Assessment Conference)? * Use of best practice from elsewhere? 		/ 12

Question 1What do you see as the key challenges facing the Chief Constable of Dyfed-Powys Police in achieving the priorities set out in my draft Police and Crime Plan?**Supplementary Questions:**

- What methodology will you employ to prioritise priorities?
- The Plan particularly focuses on protecting the vulnerable –
 - (i) How can they be identified?
 - (ii) Who is responsible for meeting their needs?
- How would you involve partners in achieving these?
- In what circumstances would you be prepared to let performance figures drop?

PERSONAL QUALITIES	COMMENTS	SCORE
<p>Leading strategic change</p> <ul style="list-style-type: none"> * Thinks in the long term, establishing a clear and simple 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. <p>Leading the workforce</p> <ul style="list-style-type: none"> * Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. * Gives direction and states expectations clearly. * Effectively communicates; 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 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. <p>Serving the public:</p> <ul style="list-style-type: none"> * Promotes the ethos and values of public service, based on an understanding of the public in Dyfed-Powys and sensitivity to 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 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 of Dyfed-Powys. 		/ 12

Question 2What have you done to increase public trust and confidence in the police?**Supplementary Questions:**

- How will you know if people in Dyfed-Powys trust the police?
- Does the police performance regime actually reduce the confidence of young people in the police? (e.g. fixed penalty notices to achieve detections)
- How would you help the Force build positive relationships with young people?

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Question 3In an environment of reducing resources how have you improved productivity in your Force?**Supplementary Questions:**

- How do you motivate partners from other agencies?
- How do you engage the public?

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Question 4How have you promoted equality of service for victims of crime?

Supplementary Questions:		
<ul style="list-style-type: none"> • What did you personally do? • What was the outcome (exactly)? • How did you measure success? 		
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Question 5

Please tell us about a time when you have had to challenge the behaviour of someone more senior than yourself or in a position of authority

Supplementary Questions:

- How did you negotiate a way forward?
- What did you learn from the situation?
- What if that person was the PCC?

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Question 6What do you consider to be the most important aspects of leadership?**Supplementary Questions:**

- What are your strengths and weaknesses?
- How do you motivate people?

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The last 10 minutes of the Interview has been allocated for a less informal discussion with the Candidate. The Candidate will have the opportunity to pose questions to the Panel. During this time, the Panel may wish to pose some of the questions that we have received from Young People in Dyfed-Powys, such as:

- How and why did you become a police officer?
- Why would you be better than anyone else for this job?
- Where do you want to be in 5 years' time?

Answers to these questions will not be formally scored.

SUMMARY

	SCORE
<i>Scenario</i>	
<i>Media Interview</i>	
<i>Presentation</i>	
<i>Question 1</i>	
<i>Question 2</i>	
<i>Question 3</i>	
<i>Question 4</i>	
<i>Question 5</i>	
<i>Question 6</i>	
GRAND TOTAL	

GENERAL COMMENTS:

SIGNED: DATE:

(Please note: This Form is to be completed and returned for record keeping and candidate feedback purposes to the Assistant Chief Executive immediately after the interview process has been concluded).