

# **Police Promotions – Superintendent**

## **Work-Based Assessment Criteria and Scoring Guidance**

### **Guidance for Line Managers**

- As a Line Manager, you should be having regular one to ones, IPR meetings and development conversations.
- The IPR must be updated to confirm the officer's aspiration for promotion and development towards this aspiration so that the officer can be collating evidence that can be referred to has this stage.
- The word count for evidence matches that of the IPR system to allow for the evidence to be transferred – 5000 characters
- The principle for the work-based assessment is to allow the first line manager to assess the officer's competence in rank and potential in the future rank against defined work-based criteria. Your assessment can determine if the officer will proceed to the next stage so it is essential that you give the same attention to this as you would want someone to do for yourself.
- Line Managers should consider multiple evidence sources with which to make your determination e.g. observation, body worn camera footage, letters of recognition etc.
- There are no competence based questions for the applicant at the application stage but evidence must be considered for each competency
- The form you complete will be collated with the officer's application and will then go to the Directorate Leadership Team (DLT) for them to verify the scoring (Final DLT score) they are putting through to the Central Validation Panel
- The Central Validation Panel will make the final decision on whether or not the application progresses to the next stage of the promotions process
- The assessment form must be submitted within the application window (as stated on the advert)
- If you do not recommend the officer for promotion at this time, you should still complete the work-based assessment form as this will help to identify areas for development for the officer.

### **Before completing the form**

- The form is subject to an auto time-out function, therefore you may find it beneficial to prepare your responses in a Word document and copy and paste them onto the form
- The evidence needs to be provided in the same order as the work based criteria – 1 -6
- Applicants will confirm on their application who their current line manager is and provide their contact details.
- This information will auto-generate an email to the nominated line manager, providing the applicants responses and a link for the line manager to complete the work-based assessment
- The form can only be completed by the person nominated on the application form, please do not forward to someone else to complete
- If an applicant has recently moved roles, or the current line manager is new in post, the line manager may decide to liaise with previous line managers to confirm appropriate evidence on which to base their assessment
- We recognise there will be times when Temporary Promoted officers who are also going through the promotion process will need to complete a WBA for officers, where this is the case you may decide to liaise with previous line managers to confirm appropriate evidence on which to base their assessment

## Completing the form

- When you are ready to complete the form you should click the link in the email you have been sent (you do not have to set up an Oleeo account to complete this form) – this email will also contain the candidate’s qualifying criteria responses
- On the form, you will be asked to score the officer against each of the criteria to provide an overall assessment of the officers’ readiness for promotion, you will need to declare whether you are recommending or not and provide a clear rationale. The line manager will need to create a development plan for any officer who is not supported at this stage once the DLT results are released.
- Once completed, click submit and you will see a confirmation screen advising the form has been submitted. You do not need to take any further action, the confirmation displayed on the screen is the only confirmation you will receive.

## Scoring

- The DLT score will be added to the assessment centre result to give a total score for an officer through the Promotion Board.
- The scoring matrix for the work-based assessment allows for a total score of 18, which will be added to the potential 50 marks at interview to provide an overall score out of 68.
- These are fixed score points and no half marks can be allocated.

Scoring	Descriptor	Score
Highly competent in rank and already demonstrating proficiency for the next rank	Officer is already demonstrating competence at the next rank as a high potential candidate, which would equate to them being in the top 10% for this criteria.  This should reflect performance against the WBA criteria as opposed to being about acting opportunities.	3
Competent in rank and shows potential in the next rank	Officer evidences their competence in their current rank and demonstrates suitability for progression.	2
Competent in rank, requires development for the next rank	Officer evidences their competence in their current rank and requires development to progress to the next rank.	1
Further development required	Officer has not evidenced in their rank sufficient competence to be considered suitable for promotion at this time.	0

## Work-based criteria

Officers will be required to score a 2 in each criteria to be considered suitable to go to assessment.

Candidates must demonstrate their competence and potential against each of the 6 CVF competence criteria.

## Values Framework



ASC Values	Links to	CVF Core Values	Links to	CVF Competencies	Link to	Code of Ethics Principles
Caring	→	Public Service	→	We are emotionally aware	→	Respect and Selflessness
Courageous	→	Integrity	→	We take ownership	→	Integrity and Accountability
Inclusive	→	Impartiality	→	We are collaborative, We deliver, support and inspire	→	Fairness, Objectivity and Leadership
Learning	→	Transparency	→	We are innovative and are open-minded, We analyse critically	→	Honesty and Openness



Work based Criteria	CVF	Work based criteria	Potential Evidence This may include but is not limited to:
1	We Analyse Critically	<p><b>The officer uses data to inform decision making, maximise information available and in consideration of budgets and efficiency savings.</b></p> <ul style="list-style-type: none"> <li>- Ability to carefully explain and evidence in varying audiences, including political/public ones</li> <li>- Ability to consider academic research and literature to inform/drive evidence base of operational approach</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting to and preparing for CMB submissions</li> <li>• Strategic planning awareness and contribution</li> <li>• Identifying interdependencies</li> <li>• Sources of data and how they inform decision and rationale</li> </ul>
2	We Take Ownership	<p><b>The officer acts as a role model</b></p> <ul style="list-style-type: none"> <li>- Understand, listen and follow through learning</li> <li>- Excellent and supportive delegation skills that get to the heart of the task with the right skills base, encouraging personal development.</li> <li>- Support upwards</li> </ul>	<ul style="list-style-type: none"> <li>• Coping with ambiguity and uncertainty but still positive</li> <li>• Regardless of rank/role, examples of tackling head on thorny issues with positive outputs</li> <li>• Recognition of where something more needed to happen on a wider scale to embed learning or respond to service recovery/confidence issue – and leading it to conclusion, navigating difficult conversations/messaging</li> </ul>
3	We are Emotionally Aware	<p><b>The officer influences and supports teams by interpreting and communicate complicated messages from variety of sources</b></p> <ul style="list-style-type: none"> <li>- Demonstrates a resilient and flexible in approach</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritisation of significant events (internal and external) and managing the messages and support to varied groups/staff/Partners</li> <li>• Balanced and resilient approaches in a wide range of challenging circumstances</li> <li>• Self-management and awareness of strengths and weakness with ability to respond positively to feedback</li> <li>• Identifying how to function in an DLM in way to get best from self and others</li> </ul>

4	<b>We are Innovative and Open-minded</b>	<b>The officer can challenge ways of working for efficiency benefits and outstanding public service</b> <ul style="list-style-type: none"> <li>- Creates structured business-development time for self and department</li> <li>- Excellent change management</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding a complex issue, developing and leading an approach to address it</li> <li>• Portfolio development beyond span of role profile</li> <li>• Leadership and engagement of teams wider than in own line management</li> </ul>
5	<b>We Deliver, Support and Inspire</b>	<b>The officer can forward-plan with intellectual energy and effort.</b> <ul style="list-style-type: none"> <li>- Understands audience and considers how to motivate, engage and empower to innovate</li> <li>- Selfless to personal and unit ambitions for the greater good of outstanding delivery</li> <li>- Ability to communicate effectively (verbal and written)</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership development of others</li> <li>• Strong outputs in wide operational/partnership areas</li> <li>• Clear translation of strategic aims into operational successes</li> <li>• Evidence of planning and prioritisation</li> </ul>
6	<b>We are Collaborative</b>	<b>The officer can encourage, support and challenge internal and external stakeholders in efficient working practices</b> <ul style="list-style-type: none"> <li>- Establish and lead partnership projects for better public outcomes</li> <li>- Understands barriers not just in own themes of work, and actively support their removal</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of actively seeking Partnership conversations/planning in developing better practice beyond ASC</li> <li>• Influencing leaders in other Directorates with compelling/evidenced ideas for improvement</li> </ul>