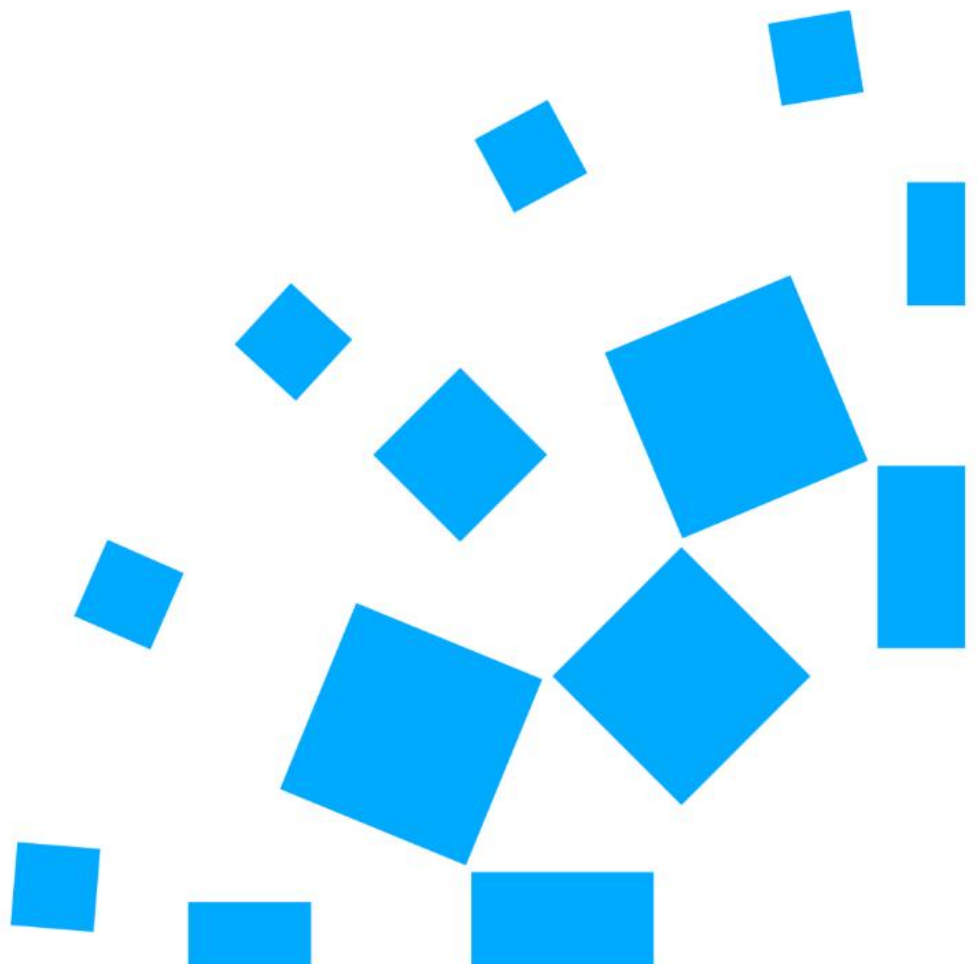


Nottinghamshire Police Chief Constable Appointment Process 2022

Briefing and Interview Exercise Pack

Version number 1.0



The task

You will be meeting with prospective candidates for the Chief Constable of Nottinghamshire Police. Candidates will take part in a briefing and interview exercise lasting 90 minutes in total. Candidates will have ten minutes to deliver their briefing. Following this you will have an opportunity to ask follow up questions for up to 20 minutes. After the briefing candidates will take part in an interview lasting approximately 60 minutes.

Timetable

08:30 - 09:00	Arrival for 9am panel preparation
09:00 – 10:45	COP briefing and panel interviewer questions
10:45 – 12:15	Candidate 1 briefing and interview
12:15 – 13:15	Candidate 1 assessment and working lunch
13:15 – 14:45	Candidate 2 briefing and interview
14:45 – 15:30	Candidate 2 assessment
15:30 onwards	Panel discussion and decision making

Administration

The chair will be responsible for ensuring the smooth running of the exercise and ensuring all panel members can 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. The panel should agree in advance who will ask each question and in what order, as well as how follow up questions will be managed.

During the exercise

Your 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.

Briefing

Candidates have been asked to prepare a 10-minute briefing in advance:

‘This is a five-year appointment and if appointed, it is expected that you will develop short-, medium- and long-term plans for your leadership of Nottinghamshire Police.

The Commissioner is particularly interested in your initial plans for the Force. Allowing a maximum of 10 minutes for delivery, please set out your plan for how you will lead Nottinghamshire Police over the next one to two years to achieve the following:-

- Improve its overall grading in future HMICFRS PEEL inspections
- Maintain the police uplift programme and capitalise on the opportunities of the uplift in both short and long term by making best use of the additional officers
- Develop and maintain a positive workforce culture’

Candidates can use visual aids if they wish (such as flip charts, overhead projectors, or PowerPoint) and can refer to notes during the exercise.

Following the briefing, there will be an opportunity for the panel to ask follow up questions for up to 20 minutes.

The panel should ask questions to seek further information or clarification from candidates. 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.

The panel are not restricted to questioning the above issues and can explore any aspect of a candidate's briefing. General probing questions to seek further information or clarification from candidates may include:

- What problems can you foresee...?
- What will your role be...?
- What will you do...?
- How will you...?
- What factors will you consider...?
- What other alternatives will you consider...?
- What difficulties do you think you will encounter...?
- How will you overcome these difficulties...?
- What would be a positive outcome...?
- How will you know you have been successful...?
- Have you had experience of this before...?
- What learning did you take from that experience...?

Closed questions may also be used to clarify a candidate's response.

Interview

Following the briefing, candidates will move on to the interview which will last for approximately 60 minutes. There are a total of 7 questions and candidates will have approximately 8 minutes to answer each question with the opportunity for the panel to probe responses further.

		Link to CVF	Panel Member
Q1	<p>Why do you want to be Chief Constable of Nottinghamshire Police?</p> <ul style="list-style-type: none"> • How have you prepared yourself for this role? • What strengths will you bring • What will you need to develop to be successful? • How will you do this? 	N/A	Caroline Henry
Q2	<p>Describe how you will build trust and confidence across the workforce to deliver improvements?</p> <ul style="list-style-type: none"> • What is your view of staff as well as officers, and the respective value they provide in delivering policing? • When have you built trust and confidence across the workforce in the past? (Example expected) • In building trust and confidence of the workforce, who benefits most? I.e., is this about building confidence in the chief or is this about building confidence in the workforce so they are empowered to deliver improvements for the communities of Nottinghamshire? • How will you understand the needs of the workforce if it's the former as well as what success would look like to them? 	Deliver, support and inspire	Adrian Smith

Q3	<p>How will you build trust and confidence in policing across Nottingham and Nottinghamshire's communities?</p> <ul style="list-style-type: none"> • How will you balance desire for visibility with need to increase detections and address hidden harm crimes? • Nottinghamshire Police force area comprises both dense urban centres and rurality. How will you balance of demand across rural and urban areas of the county that you might wish to explore? • How will you maintain these balances in the context of reducing resources and increased demand? 	Public Service	Frank Jordan
Q4	<p>What is your plan for developing and maintaining current and future strategic leaders within Nottinghamshire Police?</p> <ul style="list-style-type: none"> • Who do you see being identified and included as strategic leaders? • What would be your approach to coping with instability factors, such as departure of a chief officer or head of service? • The existing Chief Constable has been in post for 5 years. How will you build your team? 	Take Ownership	Andy Marsh
Q5	<p>Tell us how you will ensure officers and staff are committed to working to the highest professional standards?</p>	Integrity	Liz Fradd

	<ul style="list-style-type: none"> • What is your approach to managing adverse publicity involving police officers and staff? • How will you ensure that behaviour that falls below standards we expect is challenged and effectively dealt with? • How will you embed a culture across the workforce? • Can you address how you are an ethical leader? What does it mean to you and how do you demonstrate this to others rather than how you encourage others to do this? 		
Q6	<p>Describe the challenges you perceive in working with Nottinghamshire's partners, and how you will overcome them to deliver tangible improvements in the Nottinghamshire police force area?</p> <ul style="list-style-type: none"> • How will you manage expectations? • How will you hold partners to account for delivery? • How will you work with partners and create effective partnerships when they have different priorities, delivering on shared goals? 	Collaborative	Amanda Sullivan
Q7	<p>How will you ensure Nottinghamshire Police embraces organisational learning and improvement opportunities, such as using evidence based policing and disruptive technologies?</p> <ul style="list-style-type: none"> • How will you manage change? 	Innovative and Openminded	Caroline Henry

	<ul style="list-style-type: none"> What opportunities can you identify to reduce costs, reduce demand on services, improve service provision etc? 		
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Suggested follow up questions can assist the panel in probing the candidate's skills, experience or example provided. The panel can probe any aspect of a candidate's response. General probing questions to seek further information or clarification from candidates may include:

- What problems can you foresee...?
- What will your role be...?
- What will you do...?
- How will you...?
- What factors will you consider...?
- What other alternatives will you consider...?
- What difficulties do you think you will encounter...?
- How will you overcome these difficulties...?
- What would be a positive outcome...?
- How will you know you have been successful...?
- Have you had experience of this before...?
- What learning did you take from that experience...?

Closed questions may also be used to clarify a candidate's response.

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.

Approach to assessment

During the exercise you should make as many notes as you feel is appropriate to assist you in evaluating candidate's performance at the end. 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. To assist you with this you will be provided with an individual score sheet for each candidate.

You will use a structured and linear approach to assessing, breaking down your assessment into discrete tasks enables you to focus on the evidence provided by candidates which aids objectivity, minimises bias and provides an auditable and transparent assessment.

Panel members will complete their assessments individually, reviewing the evidence provided by the candidate and evaluating how it relates to the assessment criteria. You will evaluate the quality and quantity of evidence provided by the candidate in response to their presentation and each interview question and use the rating scale below to award candidates a score for the presentation and each interview question.

Assessment criteria

Candidates' responses to the briefing and interview will be assessed against the Competency and Values Framework.

Rating scale

Candidates will be awarded a score for the briefing and each interview question using the rating scale below

5	<ul style="list-style-type: none"> • Exceptional The candidate has provided substantial evidence that directly relates to the criteria being assessed. The evidence clearly explains their role and how they meet the assessment criteria.
4	<ul style="list-style-type: none"> • Very high The candidate has provided evidence that relates to the criteria being assessed. The evidence explains their role and how they meet the assessment criteria.
3	<ul style="list-style-type: none"> • High The candidate has provided evidence that mostly relates to the criteria being assessed. In the main the evidence explains their role and how they meet the assessment criteria.
2	<ul style="list-style-type: none"> • Medium The candidate has provided acceptable evidence that relates to some of the criteria being assessed. The evidence may explain their role and how they meet the assessment criteria, but this may not be clear.
1	<ul style="list-style-type: none"> • Low The candidate has provided little or no evidence that relates to the criteria being assessed. The evidence does not clearly explain their role or how they meet the assessment criteria.

Panel review of evidence and agreement of scores

Once individual panel members have completed their individual assessment of the candidate they should share their evidence and the scores they have given. If a panel member has declared a conflict of interest, they may wish to allow other panel members to disclose their scores before sharing their assessment. Panel members should discuss the evidence they have based their scores on even if they agree. The panel should agree each score and record the rationale for this, this can be completed by the panel chair or your facilitator.

When discussing and agreeing scores the panel should avoid trading scores or averaging scores. All panel members should expect to be challenged on the scores they give and challenge others to ensure a fair assessment is made.

Post interview

Your facilitator will collect all notes from panel members following the interview process, electronic copies should be deleted from personal devices.

Example chair script

“Good morning/afternoon. Please take a seat whilst I explain what will happen. As you will be aware this is the briefing and interview for the Chief Constable of Nottinghamshire Police. First, I would like to introduce the panel to you. I am XXX and 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 or assessment and then say:

“You have 10 minutes to give us your briefing, we will then ask you questions about your presentation for up to 20 minutes. After that we’ll move onto the interview which will last for approximately 60 minutes. I’ll explain more about the interview before it begins. Are you ready to begin?”

The chair should answer any procedural questions the candidate may have. After 10 minutes, please say:

“Thank you for your briefing. We now have up to 20 minutes to ask you questions about your briefing.”

After 20 minutes, please say:

“That completes your briefing, we’ll now move onto the interview. We will be asking you 7 questions to test your suitability for the role of Chief Constable of Nottinghamshire Police. We will be probing your responses and may occasionally need to interrupt you to do this. Please don’t let this put you off. Please take a moment to consider your answer before responding if you wish and if we ask you a question you’re not sure please ask us to clarify. Are you ready to begin?”

Pause for a moment and answer any procedural questions that the candidate may have. At the end of the interview, please say:

“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:

“Do you have any questions for us or is there anything you would like to 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 interview, 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.

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