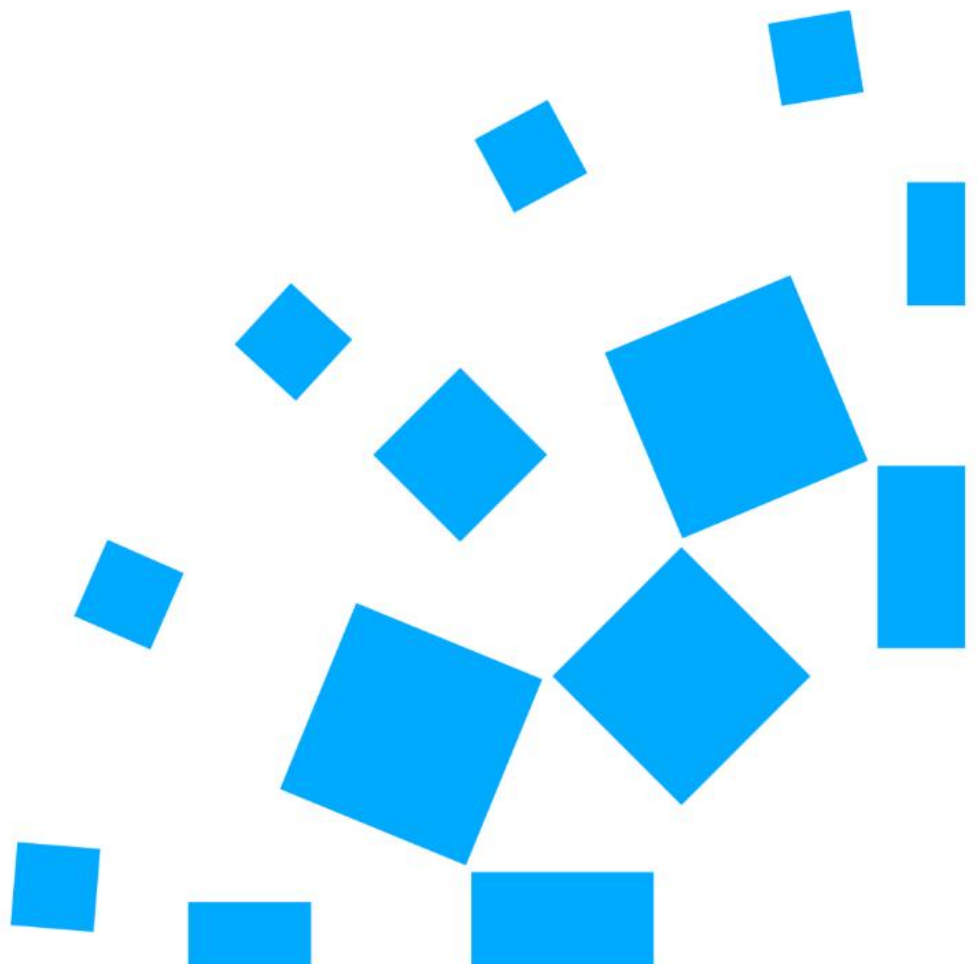


# Nottinghamshire Police Chief Constable Recruitment 2022

## Stakeholder Exercise Pack

Version number DRAFT 0.1



## The task

You will be meeting with prospective candidates for the role of Chief Constable for Nottinghamshire Police. They have been asked to come and talk to you and answer your questions, providing an opportunity for them to interact with police officer and police staff and stakeholders they will most likely be working with if appointed and exploring the key issues and challenges the next Chief Constable is likely to face.

The exercise will last for a total of 60 minutes. 40 minutes will be allocated to pre-determined questions submitted by panel members followed by 20 minutes of open questions to explore additional areas of interest.

## Timetable

0830	Panel Arrival
0900 - 1000	Panel Briefing from College of Policing
1000 - 1015	Break
1015 - 1115	Candidate 1
1115 - 1145	Panel debrief
1145 - 1200	Break
1230 - 1300	Candidate 2
1300 - 1330	Panel debrief
1330 - 1430	Lunch (provided)
1430	Panel departure

## 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 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.

During the exercise panel members should make as many notes as they feel is appropriate to assist them in evaluating 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 dealt with in line with GDPR.

## Example Chair Script

**“Good morning/afternoon. Please take a seat whilst I explain what will happen. As you will be aware this is the Internal Stakeholder panel exercise. First, I would like to introduce the panel to you. I am Supt Claire Rukas from Superintendents Association and I will be the Chair for this exercise. With me are my colleagues: Insp Simon Riley who is chair of the local police Federation branch, Yvonne Davison from GMB union, Kevin Roberts from Unison union, Aishling Brophy from our LGBT+ network, DS Imran Rafiq from our local Black Police Officer Association and Adam Price from our Neurodiversity group.”**

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:

**“Thank you for meeting with us today, this exercise will last for a total of 60 minutes. Approximately 40 minutes will be allocated to pre-determined questions submitted by panel members followed by 20 minutes (or the remaining time available) of open questions from the panel to explore additional areas of interest. This time will be split between us. 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. Do you have any questions before we start?”**

The chair should answer any questions. Then ask the agreed panel member to ask their first question and manage the panel’s questioning of the candidate. After 40 minutes move the panel to their open questioning and manage the remaining 20 minutes of questioning. At 60 minutes, draw the questioning to a close and then 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 internal panel exercise, thank you for your time, you may now leave.”**

## Panel Questions

The following questions have been developed based on consultation with the panel members and will be used for the first 40 minutes of the exercise.

Ref	Question	Panel Member
	What role do you think the Chief Supt / Superintendents have in shaping strategic direction, and how would you engage them in the delivery of your strategic vision?	Supt Claire Rukas, SA
	How would you go about empowering decision makers at operational levels, encouraging upward challenge and preventing micro-management, alongside embedding a learning culture?	Insp Simon Riley, PolFed
	Tell us about how you will approach your relationship with the unions here in Nottinghamshire Police? (looking to understand their commitment to regular constructive dialogue, their perspective on the value of police staff who provide key back office services, importance of feelings of justice and equity amongst police staff)	Yvonne Davison, GMB
	Please give us examples of where you used the relationship with unions to achieve overall positive change within a police force? (looking for demonstrable evidence of their engagement, and assurance that they will work collaboratively with unions where change programmes need to be delivered)	Kevin Roberts, Unison
	Since 2017 we have seen the rise & decline in BAME recruitment, retention & progression. Which provokes the question will it continue to be superficial support, if 'NOT' what	DS Imran Rafiq, BPA

	processes/investment will the new CC commit to this workstream in light of the race action plan?	
	Given that the latest HMICFRS inspection has been critical of the overall national picture around community based policing are there any specific measures a new CC would recommend to promote Nottinghamshire Polices community engagement overall and specifically towards members of the LGBT+ community?	Aishling Brophy, LGBT+ network
	What impact does the wellbeing of each staff member have on public service, and how can this be further improved?	Adam Pace, Neurodiversity Group
	What is your plan to ensure that all new starters to our organisation feel able to retain their individuality , enabling them to stay, share and grow within our organisation.	Sophie Barker, ENABLE staff group

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. 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.





## 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 addressed the questions you posed?
- Whether their responses reassured you that they understood the issues you raised 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?

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## 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](https://college.police.uk)**