

Chief Constable for South Yorkshire Police
Selection and Appointment Process

Independent Member Report

Andrew Lockley

June 2016

Contents

- 1. Introduction**
- 2. Role of the Independent Member**
- 3. The Selection Panel ('Panel')**
- 4. Role of the Policing Advisor**
- 5. Appointment Process**
- 6. Shortlisting**
- 7. Assessment Design**
- 8. Personality Profiling of Shortlisted Candidates**
- 9. Local Authority Leaders Community Panel (LALCP)**
- 10. Strategic Stakeholder Panel (SSP)**
- 11. Media Exercise**
- 12. Management Exercise**
- 13. Interview**
- 14. Conclusion**

Report of the Independent Member on the Selection and Appointment Process for the role of Chief Constable for South Yorkshire

1. Introduction

- 1.1 Section 38 (1) of the Police Reform and Social Responsibility Act 2011 ('the Act') provides that the Police and Crime Commissioner ('the Commissioner') for a police area must appoint a Chief Constable for the police force of that area. Part 1 of Schedule 8 to the Act sets out in more detail the statutory requirements around the selection and appointment process for a Chief Constable and Home Office Circular 20/2012 provides further guidance in this regard, including the involvement of an Independent Member.
- 1.2 This is the Independent Member's report on the process undertaken to identify the preferred candidate to be the next Chief Constable of South Yorkshire. This report aims to provide assurance on the extent to which the appointment process for this post has been conducted fairly, openly and based on merit. It also discusses the extent to which the panel fulfilled its responsibility to challenge and test candidates' suitability against the requirements of the role, both during shortlisting and interview.
- 1.3 In addition to the Home Office circular, the College of Policing ('the College') has developed detailed guidance and supporting documentation to assist Commissioners in the selection and appointment of chief officers. This guidance was developed under the direction of the Police Advisory Board ('PAB') Sub-Group on Chief Officer Recruitment. Both the sub-group and the full PAB for England and Wales endorsed the Guidance. A toolkit to supplement the guidance has also been developed in consultation with the National Police Chiefs' Council, the Association of Police and Crime Commissioners and Chief Executives to the Office of Police and Crime Commissioners.

2. Role of the Independent Member

- 2.1 The role of the Independent Member is to give assurance that the selection process is conducted in line with the key principles as set out at paragraph 1. Independent Members are required to be experienced and competent in assessment and selection process.
- 14.2 I was invited to join the selection panel ('the Panel') as the Independent Member. In addition to being the chair of the Commissioner's Independent Policing Ethics Panel, I have over 30 years' experience in senior management, during which I have assessed and selected many candidates for appointment in various roles. I also hold other posts in public service. Throughout the process I had full access to all the documentation, including the guidance sent to the Panel to assist during the shortlisting process, in which I also participated. The application pack including the advertisement, role profile and person specification were developed prior to my appointment, but had been developed in consultation with the College. I was present at all

stages of the assessment, that is, the assessment centre and final interviews including the final appointment discussions.

3. The Selection Panel ('Panel')

3.1 The College guidance advises that the purpose of the Panel is to challenge and test that the preferred candidate meets the necessary requirements to perform the role. The Commissioner has a duty to ensure that panel membership is diverse, suitably experienced, and competent in selection practices. Membership comprised:

- Dr Alan Billings, South Yorkshire Police and Crime Commissioner (chair)
- Chief Constable Debbie Simpson, Dorset Police
- Lynda Marginson, Deputy Director National Probation Service (NE)
- Andrew Lockley, Independent Member

3.2 The Head of Governance and Deputy Monitoring Officer, in the Office of the Police and Crime Commissioner ('OPCC'), on behalf of the Chief Executive and Solicitor, performed the role of the Chief Executive (as defined in the College guidance) to support the Commissioner by ensuring the appointment process was properly conducted in line with requirements set out in legislation and met the principles of fairness, openness and selection on merit. She also ensured that the process was appropriately monitored.

3.3 The Head of Governance and Deputy Monitoring Officer liaised extensively both with the College and with the Chief Executive and Solicitor for the West Yorkshire Police and Crime Commissioner, to ensure that the process met the requirements and was fully transparent. She ensured that the planning and administration of the process was of a high standard and that briefings and information were widely circulated and consistent.

3.4 As Independent Member I was also supported by the Chief Executive and Solicitor for the West Yorkshire Police and Crime Commissioner.

4. Role of the Policing Advisor

4.1 An individual with professional policing knowledge is not a compulsory component of an appointment panel but, when a Policing Advisor is assigned, their role is to provide the Commissioner with professional advice at an appropriate level from a policing perspective.

4.2 Debbie Simpson, Chief Constable of Dorset Police, undertook the role of the Policing Advisor. Her extensive knowledge of policing provided valuable insights for the panel. She declared her knowledge of all candidates in advance.

5. Appointment Process

5.1 The Chief Constable role profile and personal qualities (person specification), based on all competency areas from the Policing Professional Framework ('PPF'), were developed by the Commissioner in conjunction with the Chief Executive, and Head of Governance and in accordance with the College guidance. These generic areas were reviewed and refined in order to reflect the particular circumstances surrounding South Yorkshire Police at this time and, most importantly, to meet the legitimate expectations of our communities. Against that background it was agreed that, to achieve the specific objectives of the role, the successful candidate would need to demonstrate that they could:

- Build public trust and confidence;
- Inspire the workforce; and
- Lead fundamental change in organisational culture and service provision.

Copies of the role profile and personal qualities are attached at Annexes 1&2.

5.2 The selection process for a new Chief Constable commenced with the publication of the advertisement of the vacancy on 12 May 2016. Final selection interviews took place on 15 June 2016.

5.3 The advertising and communication strategy was designed to ensure that the process was open and transparent. The vacancy was widely publicised through the following channels:

- An advertisement was published on the College of Policing website and the websites of South Yorkshire Police, the Commissioner and the National Police Chiefs' Council.
- A letter inviting applications was distributed to the senior officers of all forces in England and Wales.
- HMIC was consulted and encouraged applications.

The vacancy was advertised from 12th May to 3rd June 2016, which is the recommended period of time for advertisements.

A copy of the advertisement is at Annex 3.

5.4 The application pack (See Annex 4) was available online and in addition to the role details, contained a letter from the Commissioner, application form and diversity monitoring form. The application form included three specific questions at 'Part Four – Self Assessment', relating to the job role. These were: serving the public; leading strategic change; and leading the workforce.

5.5 This part of the process was undertaken prior to my appointment, but in my view this approach met the principles of merit, fairness and transparency.

6. Shortlisting

- 6.1 Three applications for the position were received which is understood to be higher than for a number of other recent chief constable vacancies. It is not unusual for forces to receive only one application. To receive three demonstrates that the Commissioner was able to attract an appropriate field of candidates for the post.
- 6.2 Shortlisting took place remotely by all Panel members over the weekend of 4 and 5 June. The shortlisting process was discussed with me in advance. Each member of the Panel received a briefing pack in relation to the process for shortlisting candidates. This was prepared by the OPCC in conjunction with the College, and the Chief Executive and Solicitor for the West Yorkshire Police and Crime Commissioner. The briefing pack provided guidance about objective assessment principles, including the elimination of unconscious bias, assessment criteria familiarisation, the ORCE model of assessment, and the appropriate rating scale. [NB: ORCE stands for *Observe, Record, Classify, Evaluate.*] The aim of this pack was to ensure a consistent approach by all members of the Panel and ultimately to create a reliable process in which the Commissioner could have confidence when identifying his preferred candidate.
- 6.3 Candidates were first checked for eligibility to apply for the role, by the Head of Governance for the OPCC, and then assessed by the Panel across the three areas outlined at 'Part Four – Self Assessment' of the application form (see paragraph 5.4 above) using a 'five point rating scale'. A copy of the rating scale is attached at Annex 5.
- 6.4 Each candidate was assessed by Panel members individually and then the results were discussed with the Commissioner who reached a decision on whom to shortlist. All candidates demonstrated that they met the requirements of the role and were invited to the final stages of the selection process.

7. Assessment Design

- 7.1 To ensure that candidates were challenged and tested across all the requirements of the role a two-day process with four assessment components was agreed. The exercises were developed by the College occupational psychologists who are recognised as experts in selection and assessment, particularly within a policing context. The assessment process comprised a community panel made up of local authority leaders (see paragraph 9), a strategic stakeholder panel (see paragraph 10), a media exercise and a management exercise followed by a structured interview. These exercises were selected and designed to challenge candidates against the requirements identified for the post.
- 7.2 Assessors for the assessment centre were provided with a comprehensive briefing prior to the assessments taking place. Each assessor received an assessor's pack at the start of each exercise and a structured debrief

approach was undertaken afterwards to ensure consistency, fairness and transparency in assessment.

- 7.3 In addition to the assessment exercises, further information on each of the candidates was obtained by the use of an accredited psychometric instrument used to identify relevant attributes and preferences (for example in working styles and leadership) for each candidate. This took the form of an online psychometric questionnaire, which was then used to inform the areas of questioning at the final interview stage. Further detail about this is provided at paragraph 8.

8. Personality Profiling of Shortlisted Candidates

- 8.1 The psychometric assessment tool used for this exercise was the NEO P-IR, a widely used broad-based measure of personality traits and preferences among senior staff. The instrument has been extensively validated over many years and is approved by the British Psychological Society (BPS). The assessment comprised a number of stages and was supported by a BPS qualified and accredited occupational psychologist from the College. Each candidate was provided with unique log-in details that enabled them to complete the test on-line ahead of other parts of the assessment process. On completion the candidates' individual responses were analysed by the occupational psychologists. Based on this information each candidate then undertook a confirmatory interview facilitated by the College to explore the candidate's profile and obtain evidence which helped validate the findings of the results. Following the interview a summary for each candidate was provided in the form of a report.
- 8.2 The occupational psychologist from the College attended the interview stage to provide a briefing to the selection panel about the findings and any suggested areas for further exploration.

9. Local Authority Leaders Community Panel (LALCP)

- 9.1 During the LALCP exercise candidates met local authority council members. Candidates were asked to prepare a briefing to the panel, to introduce themselves and explain how they would set the operational strategy and policy for policing South Yorkshire, with a particular focus on how they would best serve the interests of local people. Candidates had 30 minutes for this element and then had 10 minutes in which to brief the LALCP, followed by approximately five minutes of questioning per member. Candidates were then assessed against the PPF competency area of Public Service. This assessment was facilitated by the College occupational psychologist using a structured debrief approach.

10. Strategic Stakeholder Panel (SSP)

- 10.1 During the SSP Exercise candidates met key stakeholders from across South Yorkshire. Candidates were asked to prepare a briefing to the SSP panel, to introduce themselves and explain how they would facilitate partnerships /

collaborative arrangements with other forces, agencies and the public in order to fulfil the aim of the Commissioner's Police and Crime Plan, with specific reference to issues of devolution which may impact on policing in South Yorkshire. Candidates had 30 minutes for this phase followed by 10 minutes in which to brief the panel, following which the panel had an opportunity to question the candidate, with approximately five minutes of questioning per panel member. Candidates were assessed against the PPF competency area of Working with Others. This assessment was facilitated by the College occupational psychologist using a structured debrief approach.

11. Media Exercise

- 11.1 During the Media Exercise candidates took part in a 'live television interview' with a professional journalist. Candidates were asked to prepare for an interview about a relevant but fictitious scenario set in a policing context. Candidates were given 15 minutes in which to prepare. Candidates were in the studio with the journalist for up to five minutes and the whole interaction was recorded and subsequently viewed by the Interview Panel who then assessed each candidate's performance. The exercise was designed to assess PPF competency Professionalism.

12. Management Exercise

- 12.1 During the management exercise candidates were asked to produce a written document explaining how they would promote ethical, inspirational and resilient leadership and create a motivating environment for staff in South Yorkshire Police. The length of this strategy document was limited to no more than two sides of A4 paper. Candidates were required to develop their strategy and then translate this into an introductory podcast for the workforce to be uploaded to the force intranet on their first day. Candidates were given an hour to prepare their response. The exercise was designed to assess the PPF competency Leading the Workforce and was assessed by the appointment panel.

13. Interview

- 13.1 The information gathered during the course of the assessment centre was reviewed and integrated to inform the approach taken for the interviews in the morning. The College prepared a set of role/competency-specific interview questions which were discussed and amended by the appointment panel. The questions were designed to probe the role profile responsibilities and asked in the context of the key issues facing South Yorkshire Police and the challenges associated with the role. The ORCE approach was followed during interview. The same initial questions were asked of the candidates, but supplementary questions varied. Following each interview, members of the Panel made their own notes, and wrote down their rating scores for each answer given by the candidate.
- 13.2 Only when those had been completed was there a discussion about each candidate, in which all members participated. For this stage, the Panel was

joined by the OPCC's Head of Governance who ensured transparency by recording a clear and auditable record of the discussion and the decisions which resulted. The Commissioner, advised by the Panel, then reached a decision on its preferred candidate, taking into account performance during the interview, and the results of the exercises completed on the previous day.

14. Conclusion

It was evident from the early stages of my involvement that the Commissioner was committed to conducting a rigorous appointment process aimed at securing the right candidate for the role of South Yorkshire Chief Constable. This commitment was supported by the detailed planning and design of a challenging assessment process which fully tested the candidates. At each stage there was vigorous debate and in depth discussion between Panel members on their evidence and the justification for their assessments before final decisions were made. As a result of my observations of the way in which the process was delivered, I confirm that in my view, it fully met the principles of fairness and openness and the identification of the preferred candidate was based on merit. Further reassurance as to the robustness of the process may be found in the consistency of performance by all the candidates across the two days of selection.

ANDREW LOCKLEY

JUNE 2016.