The purpose of this document is to give you full details of the application and promotion assessment to assist with your preparation**.**

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| **Application**  |
| The application will be assessed against the following elements of the CVF:  | Public Service (Level 2)  |
| We are Emotionally Aware (Level 2)  |
| We Support and Inspire (Level 2) |
| We are innovative and open-minded (Level 2)  |
| **Summary**  | Within the application, you must provide evidence against four questions which are aligned to each of the CVF being assessed. A maximum of 500 words has been afforded for each question.  |
| **Providing evidence against the criteria**  |
| This is your opportunity to demonstrate your competence, knowledge and experience to evidence your potential to be promoted to the rank of inspector. There are 4 questions in total, with a mix of evidence based and forward facing questions. You are limited to 500 words per question. **What to think about when completing the application form:** * **Understand the question:** Read the question carefully to identify what is being asked. If you are unsure, have a conversation with your line manager, SLT, mentor, or speak with Resourcing if you feel a reasonable adjustment may be required.
* **Use a structure:** We recommend using the STAR method but use a structure to ensure your evidence is clear and concise.
* **Be specific and relevant:** Choose examples that directly relate to the question and provide details or data to support your points
* **Focus on your role:** Clearly define your role and contributions when giving an example. Avoid using generalisations and focus on what you did specifically.
* **Reflect on the outcome and any learning:** Clearly demonstrate the outcome of your example and describe any lessons learned or skills gained. Show how this experience has prepared you to become an inspector
* **Consider the responsibilities of an inspector:**
* Plan, manage and monitor the front line and/or specialist operational policing activity for their team, managing competing demands and priorities to make informed deployment decisions and ensure best use of available resources.
* Lead, motivate and engage a team of sergeants, constables and police staff, protecting and promoting workforce wellbeing to uphold professional standards and enable a high performing team.
* Contribute to the setting, monitoring and assessment of team/individual key performance indicators in alignment with wider objectives, taking corrective action as necessary to ensure that the team effectively contribute towards the achievement of Force goals.
* Manage the initial response to critical incidents, in alignment with relevant frameworks and guidance, ensuring appropriate resource allocation and risk management to enable effective service delivery.
* Manage matrix teams providing clear tasking in accordance with operational policing plans and priorities to provide an efficient and effective response to problems, incidents and crime.
* Review and report on team expenditure to ensure the efficient use of available budgets and maximise value for money.
* Analyse performance data and information against team objectives in order to effectively inform workforce planning, budgets and the measurement of department and force goals.
* Identify, manage and mitigate operational threats and risks in line with national guidance and operational policing plans in order to ensure the safety of officers, staff, and the public.
* Develop and maintain relationships with colleagues, communities and partners to drive collaboration across policing and wider public services provision.
* Analyse and evaluate the effectiveness of existing processes and practices within area of work in order to identify and implement opportunities for change and innovation, promote best practice and enable improvement, problem solving approaches and evidence based policing within teams.

Your application will be scored and shortlisted. Only officers successful at this shortlisting stage will progress to the operational briefing and interview board.  |

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| **Part 1 – Operational Briefing**  |
| The operational briefing will be assessed against the following elements of the CVF: | We analyse critically (Level 2)  |
| We take ownership (Level 2)  |
| Public Service  |
| Summary  | The operational briefing will detail an operational situation which will consist of multiple different elements. You will be asked to assume the rank of inspector in this situation and will be asked to detail your response. The purpose of the briefing is assess your analyitical and decision making skills in an operational context. |
| **Part 1A - Operational Briefing Preparation**  |
| * Introduction with invigilator from Resourcing
* You will be provided with a copy of the operational briefing scenario
* You will then be provided with 30 minutes to prepare a brief

The process will begin with your operational briefing preparation. You will be greeted by a staff member from Resourcing (Invigilator) who will briefly explain the process and provide a copy of the operational briefing scenario. The scenario will be read aloud to you by the invigilator. The invigilator will remain present throughout the preparation period and will be responsible for timing you. Once the briefing has been read out to you, the invigilator will ask if you are ready to begin and start the timer. You will be afforded 30 minutes to write out your operational briefing response. Your response can be handwritten or completed electronically (i.e., Microsoft Word). The invigilator will give you a warning after 25 minutes. You should not access the internet, Sharepoint or your own prepared documents during the preparation period.**What to consider when preparing your briefing response:**You must assume the rank of an inspector in the scenario and take actions in accordance with that rank. * We recommend using the NDM. Consider the information you have relating to each incident and what information you will need to obtain
* Assess the threat, risk, and harm of each element identifying what your priorities are and what you are aiming to achieve
* Consider the powers and policies which are relevant to the scenarios
* Identify what options are available to you and the likely impact of your actions. Then decide on a justified and proportionate action
* Determine what you will monitor, and how and when you will review and provide an update on the situation. Also determine if you have any short-, medium- or long-term aims.
* Consider what adjustments you may need to make as further information is received and consider how each of the scenarios may impact each other

A helpful video about what to expect and how to approach an operational briefing, which we would recommend viewing to assist with your preparation: [Operational Briefing - How to approach the scenario](https://swishpnn.sharepoint.com/%3Av%3A/r/sites/PPR/Shared%20Documents/Promotion%20Process%20Templates/Operational%20Briefing%20-%20Candidate%20Guidance.mp4?csf=1&web=1&e=wQeRMm) Whilst most of this video is relevant, please be mindful that it was recorded for a Superintendent process and specifically mentions your role as ‘silver commander’ which is clearly not relevant in this instance.  |
| **Part 1B – Operational Briefing Delivery** |
| * 10 minutes to deliver your operational briefing to the panel
* This will be followed by up to 10 minutes of questions from the panel

The panel will introduce themselves and will cover off some introductory points. They will ascertain that you are ready to begin and once confirmed you will be given up to 10 minutes to deliver your operational briefing to the panel. How you wish to deliver the briefing is up to you and should be done in a way which is most natural to you. For example, some people prefer standing up to deliver whilst others are more comfortable sitting down. After your delivery, the panel will ask you up to 10 minutes of questions about your briefing. These questions will specifically relate to the operational briefing. Upon conclusion of your operational delivery, you will proceed to the structured interview stage of the assessment.  |

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| **Part 2: Semi-structured Interview**  |
| The structured interview will be assessed against the following elements of the CVF: | Public Service (Level 2)  |
| We are Emotionally Aware (Level 2)  |
| We Support and Inspire (Level 2) |
| We are innovative and open-minded (Level 2)  |
| Summary  | For a semi-structured interview, the initial question is pre-determined and all candidates will be asked the same question. The panel will then ask follow up and probing questions to explore the evidence and response in more depth. |
| **Structured Interview Delivery** |
| * You will be asked four questions. These are the same questions that are included within the application form
* The interview will be 40 minutes in total
* You will have 5 minutes to deliver your initial response, followed by 5 minutes of the panel asking questions to probe and understand the evidence

For a semi-structured interview, the initial question is pre-determined and all candidates will be asked the same question. The panel will then ask follow up and probing questions to explore the evidence and response in more depth.The use of probing questions will be consistent for each interview but will relate directly to the answer you have provided. This does mean the exact probing question may be different for each candidate. For example, you may be asked how you worked with a specific partner you have referenced or asked the outcome of a specific example you have provided. The core questions will be presented to you. This is so you can refer to them at any point during the interview.The questions mirror those within the application form – this enables a no surprise approach to hopefully assist with the impact of nerves on what we understand is a really important process. The process is designed to give you ample time to prepare and articulate the best evidence within the assessment. You are permitted to refer to notes throughout the interview. Previous processes have shown us that stronger performing candidates only refer to their notes to assist with delivery, rather than reading verbatim. You should consider your delivery style; speaking at a fast pace may hinder the panels ability to understand and digest your response. |

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| **Panel (Shortlisting)**  |
| Superintendent / Police Staff equivalent  |
| Chief Inspector / Police Staff equivalent  |
| HR representative  |

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| **Panel (Interview and Operational Briefing)**  |
| Superintendent / Police Staff equivalent  |
| Chief Inspector / Police Staff equivalent  |
| HR representative  |

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| **Promotion Board stage**  | **Start Time**  | **Participants**  |
| **Arrival and Introduction**  | 0820  | Resourcing and Candidate (10 min) |
| Operational Briefing Preparation  | 0830  | Resourcing and Candidate (30 min)  |
| Operational Briefing Delivery and Questions | 0900 | Candidate and Panel (20 min) |
| Interview Delivery  | 0920 | Candidate and Panel (40 min)  |
| Interview Concludes | 1000 |   |

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| **Preparation – Best practice**  |
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| **Know yourself** |
| It is important that you know yourself and how you will act in the higher rank. Having an in depth knowledge of your own values and leadership style will help you demonstrate this. It will also allow you to present an authentic version of yourself. |
| **Know the rank** |
| You are completing a process to get promoted and you should look at giving evidence at the higher rank. You should already have a clear understanding of what the role entails and you must demonstrate this understanding throughout the process. Important questions to ask yourself are “what are your expectations of the rank?” and “how would you lead in this rank?”. |
| **Ethics** |
| Ethics are threaded through all the questions and it is important that you have an understanding of the Code of Ethics and understand how they will influence you in the higher rank. We would recommend refreshing your knowledge of them if you have any doubts. |
| **Force priorities** |
| Know the force priorities at the moment and think about how you will positively impact them when you are giving your answers. We would recommend being professionally curious about current issues.  |
| **Know your evidence** |
| It is important to have a clear understanding of the evidence that will help you to demonstrate your competence and values. We would recommend referring to the CVF and thinking about situations when you have demonstrated the competencies and values. |
| **Practice timings**  |
| Understand how long it takes you to prepare points of an operational briefing and how long it takes you to deliver your initial response to the interview question. Practice delivering answers aloud to better understand timings and get used to verbally presenting evidence.  |
| **Practice structure**  |
| We would recommend practising using a structure as this will allow you to deliver evidence in a clear and concise manner. There are many structures out there such as S.T.A.R. and C.A.R.L, but find a structure that works best for you and allow some flexibility within your delivery. |

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| **Preparation – Try to avoid**  |
| **Be careful of mocks boards** |
| Mock boards can be a useful tool in preparing and we don’t discourage using them. However, ensure whomever is assisting you understands the CVF and the board process. Some people may give you good advice but it could relate to older promotion processes. |
| **Don’t listen to rumours** |
| Due to the size of promotion processes, there is often rumour and speculation about certain aspects of the process. Please do not listen to these rumours and if there is anything you are unsure of then please contact Resourcing directly and we will look to provide you answers to any of your queries. |
| **Don’t provide evidence at the lower rank** |
| The board want to know you are capable of being promoted. The board don’t just want tactical evidence at the lower rank. The board need some strategic and leadership evidence which demonstrates you are ready to be promoted. |
| **Don’t burn yourself out revising**  |
| We understand that you will want to prepare for the board process and this is completely natural. However, please be mindful of your own wellbeing and ensure you do not burn yourself out when preparing. |
| **Common mistakes**  |
| **Didn’t answer the question** | Candidates have previously only looked to provide evidence relating to the competency being assessed and haven’t answered the question. Ensure your answer relates to the question and you will naturally give evidence relating to the competency. |
| **Statement answers** | We need to understand how you will deliver in the rank you are being promoted to. Delivering statement answers will not allow you do this. As you may also use notes during the structured interview portion of the process it is important that you don’t just read from a script as you will most likely not answer the question and you will not provide an authentic version of yourself.  |
| **No personal insight** | The board is looking to assess your values and your ability to act as a leader. If you do not demonstrate some personal insight or self awareness you will not be able to do this. You do not have to provide your life story, but some detail about your own values will help. |
| **CVF “Bingo”** | Please don’t try and get as many buzz words in as possible. If you recite the CVF you will not score well during the process. It is important that you answer the questions being asked and remain authentic throughout the process. |

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| **Frequently Asked Questions**  |
| **What level of the CVF is being assessed?**  |
| Level 2 for competencies. There are no levels for values.  |
| **When will I know my promotion assessment dates?**  |
| If supported, you will receive an email on **21 November** with details of your promotion assessment.  |
| **How do I request reasonable adjustments for the process?**  |
| Please indicate on your intention to apply form if you require any adjustments. Resourcing will be happy to discuss these with you to ensure the right adjustments are in place.  |
| **What do I do if I need to change or can’t attend my assessment date?** |
| Please contact Resourcing at the earliest opportunity if you are unable to make the date and time allocated to you.  |
| **What do I do if I have a conflict of interest with my panel?** |
| Candidates will be asked to complete a conflict of interest form when confirming attendance at the selection process. This form will be reviewed by the Resourcing Team.  |
| **Will the questions on the application booklet be the same as the questions in the interview?** |
| Yes. Additional prompt and probing questions will be asked by the panel to assist candidates in delivering a well-rounded answer.  |
| **Can I refer to my application during the structured interview?** |
| Yes. Candidates are permitted to refer to a copy of their application booklet during the interview.  |
| **Can I refer to pre-written notes during the interview?**  |
| Yes. Candidates are permitted to refer to any pre-written notes during the interview. |
| **Can I refer to pre-written notes or my application booklet during the operational briefing preparation?**  |
| No. You are not permitted to refer to pre-written notes or your application during the operational briefing preparation period. You will be expected to prepare a response based on your own knowledge and the information provided within the scenario. This response can then be referred to for the operational briefing delivery.  |
| **Will the panel have read my application booklet?**  |
| No. The panel will not have read your application booklet prior to the interview.  |
| **In previous processes, candidates have been provided with 10 minutes to review the interview questions beforehand. Will this be the case this year?**  |
| No. There will not be any time afforded during the interview process to review the questions, as the questions have been provided in advance of the interview within the application booklet.  |
| **Will the panel provide / present a copy of the questions during the interview?**  |
| Yes. A copy of the interview questions will be printed in a folder (in person) or presented on the screen (virtual).  |
| **Is my application booklet scored?**  |
| Yes, the evidence included within your application form will be scored and shortlisted. Only officers successful at this shortlisting stage will progress to the operational briefing and interview board. This change is being made to ensure every candidate's skill, experiences, and contributions are assessed objectively, reducing potential biases, and ensure the number of officers assessed at the interview board does not significantly exceed our promotional requirements.  |
| **Will the panel use prompt questions?**  |
| The use of probing questions will be consistent for each interview and will relate directly to the answer you have provided. This does mean the exact probing question may be different for each candidate. The panel may interject your response if they feel you are spending too long on a question or if they feel a probing question would be appropriate. |
| **How much time is afforded for each question response during the structured interview?**  |
| You will be asked a total of 4 questions and be given up to 40 minutes to answer all the questions. You will have 5 minutes to deliver your initial response, followed by 5 minutes of the panel asking questions to probe and understand the evidence. |
| **Can I use the examples within my application booklet at interview?**  |
| Yes. The panel will not have read your application prior to the interview. The interview is the opportunity for you to explain and expand upon the evidence provided within the application booklet (which is limited to 500 words per question)  |
| **Please contact the Resourcing team via email if you have any queries that are not covered within this document:** **alliance-policeofficerpostingsandpromotions@devonandcornwall.pnn.police.uk** |