

NORTH YORKSHIRE POLICE CHIEF CONSTABLE RECRUITMENT – SHORTLISTING SHEET

SHORTLISTING PANEL AGREED SCORE TOTALS

COMPLETED BY

| CANDIDATE NAME | AGREED PANEL SCORES | | | | | AGREED TOTAL SCORE | PANEL REC SHORTLIST YES/NO | KEY AREAS TO CONSIDER AT INTERVIEW ASSESSMENT |
|----------------|---------------------|---|---|---|---|--------------------|----------------------------|---|
| | 1 | 2 | 3 | 4 | 5 | | | |
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RATING SCALE

5

- **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

- **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

- **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

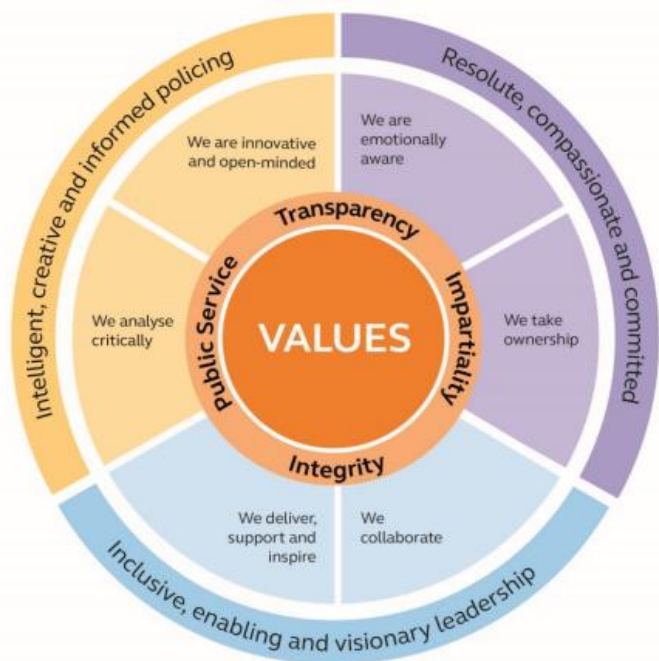
- **Medium** The candidate has provided acceptable evidence that relates to some of the criteria being assessed. The evidence may explain their role and how they meet the assessment criteria, but this may not be clear.

1

- **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.

COMPETENCY AND VALUES FRAMEWORK (CVF)

- ❖ Framework that reflects where policing wants and needs to be to face future challenges.
- ❖ Defines the values which are essential to the police service and incorporates the Code of Ethics.
- ❖ Each competency has 3 levels of increasing sophistication with a focus at individual, group and organisational level.
- ❖ Chief Officers are aligned to the highest level.
- ❖ Describes the **way** people do their jobs rather than **what** they do.
- ❖ The framework is underpinned by four values which reflect the Code of Ethics and represent measurable behaviours.



COMPETENCIES

TAKES OWNERSHIP

Acts as a role model, enables the organisation to use instances when things go wrong as an opportunity to learn rather than to blame.
 Fosters a culture of personal responsibility, encourages and supports others to make their own decisions and take ownership of their activities.
 Defines and enforces standards and processes that will help this to happen.
 Puts in place measures that will allow others to take responsibility for delegated decision making effectively, at the same time helps them to improve their performance.
 Creates circumstances (culture and process) that enables people to undertake development opportunities and improve their performance.
 Takes an organisation-wide view, acknowledges where improvements can be made and takes responsibility for making these happen.

CRITICAL ANALYSIS

Balances risk, costs and benefits associated with decisions, thinks about wider impact and how actions are seen in that context.
 Thinks through 'what if' scenarios.
 Uses discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate. Willing to challenge the status quo when beneficial.
 Seeks to identify key reasons or incidents behind issues, even in ambiguous or unclear situations.
 Uses knowledge of the wider external environment and long-term situations to inform effective decision-making.
 Acknowledges that some decisions may represent a significant change. Thinks about the best way to introduce such decisions and win support.

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| <p>DELIVERS, SUPPORTS, INSPIRES</p> <p>Challenges self/others to provide best possible service in every decision made. Communicates how overall vision links to specific plans/objectives so people are motivated and clearly understand goals and their role in achieving them. Anticipates and identifies organisational barriers that stop the police service from meeting its goals. Puts in place contingencies and/or removes barriers. Monitors changes in external environment, takes actions to influence where possible to ensure positive outcomes. Demonstrates long-term strategic thinking, going beyond personal goals to consider broader societal and economic environment. Ensures that decisions balance the needs of Force with those of the wider police service and external partners. Motivates and inspires others to deliver challenging goals.</p> | <p>INNOVATIVE AND OPEN MINDED</p> <p>Implements, tests and communicates new and far-reaching ways of working that can radically change organisational cultures, attitudes and performance. Provides space and encouragement to help others stand back from day-to-day activities in order to review their direction, approach and how they fundamentally see their role in policing which will help them adopt fresh perspectives and identify improvements. Works to create an innovative learning culture, recognising and promoting innovation activities. Leads, tests and implements new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of immediate sphere. Carries accountability for ensuring that the police service remains up to date and at the forefront of global policing.</p> |
| <p>COLLABORATIVE</p> <p>Politically aware; understands formal and informal politics at a national level and what it means for partners. Able to create long-term links and work effectively within decision-making structures. Removes practical barriers to enable others to take practical steps in building relationships outside the organisation and in other sectors. Takes the lead in partnerships when appropriate and sets the way in which partner organisations from all sectors interact with police. Creates an environment where partnership working flourishes and creates tangible benefits for all.</p> | <p>EMOTIONALLY AWARE</p> <p>Seeks to understand longer-term reasons for organisational behaviour. Adapts and changes organisational cultures when appropriate. Actively ensures a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance. Understands internal and external policies and is able to wield influence effectively, tailoring actions to achieve impact needed. Able to see things from a variety of perspectives and uses this to challenge own thinking, values and assumptions. Ensures that all perspectives inform decision making and communicates the reasons behind decisions in a way that is clear and compelling.</p> |