



Policy Title Promotion – Police Officers

CCMT Sponsor Director of Resources

Department/Area Human Resources

Section/Sector HR

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1.0 Rationale

Thames Valley Police is committed to developing a progressive and diverse workforce: where the right people are in the right roles at the right time, and that they feel valued, trusted and enabled to give the best service. These principles are at the centre of our HR Strategy and Delivery Plans and having a fair, effective and transparent promotion policy plays an important part in helping us to achieve this.

2.0 Intention

The intention of this policy is to provide a fair and effective framework for managing the police promotion process in Thames Valley Police in accordance with employment and equality legislation, and with requirements stipulated by the Police Promotions Examination Board (PPEB) and Police Regulations.

3.0 General Principles

3.1 Equality

This policy seeks to ensure that all officers seeking promotion are treated fairly, that the best officer(s) are selected for promotion and that no officer is disadvantaged due to grounds of race, colour, religion or belief, nationality, ethnic origin, sexual orientation, gender, age, disability, marital status or part-time status or will be disadvantaged by promotion decisions that cannot be justified as necessary on operational grounds.

3.2 Scope

The policy covers promotion to the rank of Sergeant, Inspector and Superintendent ranks and applies to officers seeking promotion in Thames Valley Police. It also applies to individuals involved in the design, delivery, assessment and evaluation of police promotions.

3.3 Organisational Context

The Head of Human Resources Service Delivery (HHRSD) is responsible for ensuring appropriate management systems and procedures are in place to deliver a quality value for money promotion system, in accordance with the principles set out in this policy and The Police (Promotion) (Amendment) Regulations 1996, as amended. For promotion to the rank of Sergeant and Inspector, this includes compliance with the Home Office Police Promotion Operating Manual or such requirements as the PPEB may stipulate nationally.

The HHRSD will determine the need to run promotion assessments and the number of vacancies to be appointed to, based on the resourcing needs at that time and the strategic objectives set out in the HR Strategy and Delivery Plan.

Accurate and relevant information on the assessment process will be made available to all staff on the Intranet; applicants and assessors will be provided

with further information, normally electronically, as part of the assessment process.

3.4 Design Policy - The Steps to Promotion

The promotion model used in TVP is designed on the national model for Sergeant and Inspectors incorporating work-based assessment (WBA). The model has 4 steps:

Step One - Suitability: seeks to ensure officers are eligible to enter the promotion process. Officers must have completed their probation and demonstrated competence in their substantive rank through their current Performance Development Reviews (PDR). Consideration will also be given to the officer's attendance and misconduct record. Special rules also apply to officers who entered onto the old High Potential Development Scheme (before 2008).

Step Two – Legal Examination (*applicable only to officers seeking promotion to the rank of Sergeant and Inspector*): seeks to ensure officers applying for promotion have the appropriate knowledge of law and procedure. NPIA manages and administer this step of the process on behalf of police forces in accordance with the OSPRE Rules and Syllabus.

Officers must hold a valid OSPRE Part One Examination Pass in order to progress to Step Three (currently valid for 5 years) and should be successful at Step Three of the trial / National Promotion Framework (NPPF) within this five year period. Officers may then go on to complete Step Four WBA/ NPPF route irrespective of their place inside or outside the five year timescale.

Step Three – Assessment against role specific competencies and matching to vacancies: seeks to ensure officers have demonstrated the potential to perform effectively against the required competencies.

The assessment process will be determined by the HHRSD or Head of HR and clearly communicated to staff. It will include the submission of an evidenced based application with supporting PDRs via the officer's BCU/OCU/ Department Commander to a short-listing panel. Consideration will also be given to an officer's attendance and misconduct record. Additional assessment and selection techniques may also be used to help identify and evidence abilities to perform effectively in the next rank or a specific role, such as presentations, in-tray exercises and psychometric tests.

The short-listing process is a competitive process; therefore the number of officers short-listed to attend a promotion interview will be determined by the HHRSD or Head of HR taking into account the number of vacancies and the standard of applications. These considerations will also be applied to determine the number of officers progressing to Step Four following the promotion interview. Where the number of officers meeting the standard exceeds the number of vacancies only the highest scoring officers will progress to Step Four.

The competencies assessed will be taken from the Integrated Competency Framework and will be appropriate to the rank and role officers are seeking promotion to.

The promotion process and the standard of assessment will be monitored through the use of standardisation meetings and externally through the PPEB Quality Assurance Framework and Inspection process.

Matching to vacancies: At the end of Step Three officers selected for promotion will be matched to suitable vacancies (Appendix A Posting on Promotion – Standard Operating Procedure). If there are no available vacancies, individuals will be placed in a ‘pool’ of officers awaiting placement – this period should not normally exceed 12 months. Under the rules set out in the Home Office Operating Manual, officers awaiting promotion to the rank of Sergeant and Inspector who have not been successfully placed within 24 months, must reapply at Step Three.

The Senior Appointment Board (SAB) will determine postings for Chief Inspectors and above.

Step Four – Promotion / Temporary Promotion and Work Based Assessment (WBA): seeks to provide officers with an opportunity to demonstrate competence in the rank promoted into and for officers undertaking WBA, to assess them against National Occupational Standards, with a view to them achieving substantive promotion at the end of the assessment time frame.

Officers seeking promotion to the rank of Sergeant and Inspector under the WBA route will be temporarily promoted into the aspired rank for a period of up to 12 months and assessed against the appropriate NOS as determined by the Skills for Justice Assessment strategy. Officers who have successfully completed the WBA requirements and timescales will be promoted to the substantive rank subject to continued overall performance (as evidenced in the PDR), attendance management record, misconduct record and recommendation from the officer’s BCU/OCU/Department Commander. Failure to achieve a satisfactory assessment within this period will result in the officer reverting to Step Three, for which a new application will be required. In extenuating circumstances the assessment period can be extended to a maximum of 24 months (see section 3.6 Extension of the WBA Assessment Period).

Officers seeking promotion to the rank of Sergeant with a valid OSPRE Part 2 pass will be promoted into a vacant post and will have a 12 month probationary period. They will be confirmed in rank at the 12 month period subject to satisfactory performance and attendance. The PDR process will be used to evidence and review performance in the newly promoted role during the probationary period.

The Senior Appointment Board (SAB) will determine postings for Chief Inspectors and above, who will be confirmed in rank at the date of promotion.

3.5 Delivery Principles

Procedures: Where Standard Operating Procedures have been produced these should be used to ensure efficient and consistent processes. The Head of HR is responsible for ensuring sufficient resources and suitably skilled staff are available to support the promotion process.

Equality and Diversity: Any qualifications or requirements applied to a rank/post that have or may have the effect of inhibiting applications from certain groups of the population will only be retained if they can be justified in terms of the job to be done.

Reasonable adjustments will be made for disabled officers to ensure, so far as it is possible, that they are not placed at a disadvantage compared with non-disabled candidates.

Communication and awareness sessions: Staff will be provided with timely information on: the promotion process, assessment dates, assessment requirements, awareness sessions and learning opportunities in order to allow them to plan and manage their personal development and career plans.

Development Feedback and ongoing support: Line Managers will provide support to individuals seeking promotion through providing balanced evidenced based promotion assessments and through the PDR process. Officers will be provided with feedback at Steps Three and Four of the promotion process and offered assistance to support them in developing a personal development plan.

Monitoring and Evaluation: Comments from applicants and assessors are welcomed and will be used combined with quantitative and qualitative data about: number of applicants entering Steps 1-4, the results at each Step, Diversity Data, Appeal Data and information from the environmental scanning process. This information will be used internally to identify areas for improvement and to evidence performance through internal and external inspection requirements.

Monitoring and evaluation at Step 4 will be completed in line with QCA requirements. Internal verification will be completed where feedback is sought from the officer during the process and evaluated. Officers are invited to complete a questionnaire when they complete Step 4; the results are evaluated and monitored.

Confidentiality: Applicants, assessors and staff involved in the promotion process are required to maintain the integrity of the process and information obtained as part of that process.

Data and Documentation: Data obtained in connection with the promotion process will only be used for the purpose for which the information has been collected.

Information on ethnic origin, gender, sexual orientation, religion, disability and age will be collected in order to monitor the numbers of applications from different groups. This information will not be used in the selection process or for any other use other than this purpose, excepting where information has been disclosed about a disability with the intention of seeking reasonable adjustments in which case, that information will only be used or disclosed to the extent that it is necessary to do so to enable reasonable adjustments to be put in place.

Under the rules set out in the Home Office Operating Manual forces are required to collect and monitor biographical information for officers seeking promotion to the ranks of Sergeant and Inspector. This data is shared with PPEB for the purposes of monitoring the number of successful and unsuccessful officers at each stage of the process, to determine if any groups are advantaged/ disadvantaged by particular steps of the process, so that improvements can be made. Data is also shared with OCR for the purposes of maintaining centre approval: an OCR Centre needs to evaluate in the areas of fairness, age, gender and disability.

Written records of interviews, reasons for decisions made at each stage of the process and reasons for appointment or non-appointment will be kept by Shared Services for 12 months following the conclusion of the promotion process, unless a longer period can be justified by the HHRSD (and then only to the extent that is permitted by the Data Protection Act, 1998). This will be stored in a locked cupboard and only those that require access for specific and authorised purposes will be able to access this information. Records will be disposed of confidentially.

Assessment records from Step 4 are kept for a period of 3 years as laid down in the OCR Centre requirements. These records are kept in a locked, fireproof cabinet and confidentially disposed of.

3.6 Assessment Policy

Assessors: The role of the assessor is key to the process. Assessors must follow the assessment process, ensure fairness, impartiality and consistency of assessment.

Assessments: Applicant and Assessor assessments must be evidence based, justified and documented.

If an officer is engaged on Step 4 WBA and is in danger of not meeting the required standard, s/he must be informed of the reasons and a suitable action plan put in place. The maximum time allowed for WBA period is two years. Extension requests for the WBA period and the lifespan of the Part One pass will be considered in line with the criteria set down by PPEB and employment law.

Decisions: Promotion decisions must be evidenced based, justified and documented. The process must be fair and consistent.

Appeals: Applicants should set out their reason and grounds for appeal in writing and submit to HHRSD¹ within 14 days of the incident or being notified of a promotion decision. Appeals will not be permitted on the grounds of a promotion decision alone.

Within 15 working days of receipt of the written appeal, the HHRSD will consider the grievance and findings and invite the officer to an appeal meeting. Following the meeting the officer will be advised in writing of the decision, together with their right of appeal. The officer should respond in writing to the written decision within 5 working days, confirming that they are either: satisfied with the resolution, or indicating their wish to seek a further appeal or their decision not to progress the appeal to the next stage.

The individual has a right to be accompanied to the meeting by a workplace colleague or staff association representative. The companion will be allowed to fulfil this role within paid organisational time.

Further Appeal: A further and final appeal can be made to the Head of HR in accordance with the requirements set out above.

The appeal policy at Step Two – Legal Examination is as determined and set out in OSPRE Rules and Rules.

Extension of the length of WBA Assessment Period: TVP will consider extension requests in line with the criteria set down by PPEB in the Home Office Operating Manual. It is highly unlikely that the period will be extended due to operational commitments; 'extenuating circumstances' are likely to be a serious event or series of events, such as death or serious injury of a family member, illness, accident or injury to the applicant.

The HHRSD will consider extension requests and take into account any extenuating circumstances, the Assessor's judgement, Line Manager's recommendation and relevant employment law. The overall maximum time limit for completion of WBA assessment is two years. It is not necessary to automatically extend a temporary promotion for a further 12 month period in every case, where a shorter period would be appropriate e.g. 2 months may be appropriate.

3.7 Quality Assurance

Quality will be maintained in our procedures and systems by using the PPEB Quality Assurance Framework (or other alternative processes selected by the force) and validated through periodic internal audits. In addition Step 4 is quality assured through internal verification and certification by awarding bodies.

¹ Excludes appeals against Step 2 - OSPRE Examinations.

Standard Operating Procedures have been developed to ensure consistency of delivery and to reflect the policy requirements set out in this document. Staff involved in the promotion process are suitably skilled and their performance is assessed through the PDR process

4.0 Guidance, Procedures & Tactics

Appendix A - Posting on Promotion – Standing Operating Procedure

5.0 Challenges & Representations

Any challenges to this policy or recommendations for amendment should be addresses to

Head of Human Resources Service Delivery
TVP Headquarters
Kidlington
OX5 2NX

6.0 Communication

6.1 Links to Police National Legal Database Other

- Skills for Justice Integrated Competency Framework
- OSPRE Rules and Syllabus – Qualifying Examination for Promotion to the Ranks of Sergeant and Inspector
- Police (Promotion) Regulations 1996 incorporating Police (Promotion) Amendment Regulations 2005, and subsequent amendments

6.2 Implementation Strategy

This policy will be published on the Policy Management Unit Intranet and Internet site. An entry will also be made in Managers' Briefing to advise all staff of the new policy and direct them to policy on the Intranet site.

7.0 Compliance and Certification

7.1 Human Rights Certification

(i) Legal Basis

- Data Protection Act 1998
- Police (Promotion) Regulations 1996, as amended
- Sex Discrimination Act 1975
- Race Relations Act 1976
- Disability Discrimination Act 1995
- Sex Discrimination Act (Gender Reassignment) Regulations 1996
- Part Time Workers (Prevention of Less Favourable Treatment) Regulations 2000

- Employment Equality (Sexual Orientation) Regulations 2003
- Employment Equality (Religion or Belief) Regulations 2003
- Employment Equality (Age) Regulations 2006
- The Equality Act 2006

(ii) Human Rights Articles Engaged

This policy has the potential to engage:
Article 8 – Right to Respect for Private and Family Life
Article 14 – The Prohibition on Discrimination

(iii) Prohibition of Discrimination

Application of this policy could discriminate against individuals either directly or indirectly. However, by engaging Article 8, there is the potential to engage Article 14.

7.2 Diversity Impact Assessment

This policy has been assessed for its relevance to the six strands of Diversity and has been rated as “**LOW**” relevance.

7.3 Diversity (Human Resources)

In the application of this policy, the Force will not discriminate against any persons regardless of their gender, sexual orientation, race or ethnic origin, religion or belief, age or disability.

7.4 Management of Police Information (MoPI) Compliance

The information captured on electronic or manual systems does not fall within the six key business areas as identified by the Management of Police Information (MoPI).

7.5 Community Engagement Strategy and Standards

This policy does not have the potential to engage any of the Force Community Engagement Standards.

7.6 Data Protection

This policy reflects the legal obligations and responsibilities outlined within legislation governing electronic communication issues, and it has been formulated after consultation with the Force Information Security Officer, the Force Communications Manager and the Data Protection Officer.

7.7 Freedom of Information Act

This policy can be made available to the general public and will be published on the Policy and Procedures Freedom of Information internet site.

7.8 Protective Markings

This policy has been assessed for its correct level of protective marking and is classified as **NOT PROTECTIVELY MARKED**.

7.9 Health & Safety at Work

This policy is to be read in conjunction with the Force Health and Safety Management Policy and Health & Safety Manual, which set out the requirements for managing health and safety in TVP. There are no specific Health, Safety and Welfare issues connected with this policy.

8.0 Monitoring and Review

A full review will be carried out by the policy author annually and will examine:

- Changes in legislation
- Court rulings – Domestic, European and Human Rights
- Examples of good practice from other Forces or other organisations
- Changes in Home Office Circulars
- Developments with ACPO Policy Unit
- Representations made by individuals and relevant organisations
- Relevant Equality data

FOR USE BY THE POLICY MANAGEMENT UNIT ONLY

Chief Officer Policy Authorisation

Policy signed off by:

Director of Resources:

Date:

APPENDICES

Appendix A

Postings on Promotion – Standard Operating Procedure

1. Postings on promotion for sergeants and inspectors are the decision of the Head of Human Resources Service Delivery and are managed on his/her behalf by the Resourcing Officer.
2. Posting decisions will be arranged in conjunction with BCU/OCU Human Resources Business Partners. Decisions will take account of:-
 - the officer's preferences
 - feedback from the promotion board (e.g. recommendations regarding lateral development)
 - flexible/part time working arrangements
 - reasonable adjustments under the Disability Discrimination Act
 - vacancies
 - BCU/OCU establishments
 - travelling distances
 - avoiding posting the officer to their current team

The Resourcing Officer will try to meet the officer's preferences but organisational needs will be the determining factor in posting decisions.

3. The Senior Appointments Board (SAB) determines postings for Chief Inspectors and above taking into account the factors as in paragraph 2 above.
4. Posting on promotion under the Work Based Assessment (WBA) promotion scheme to the rank of sergeant and inspector can be into any post that allows the officer to evidence the range of competencies specified in the relevant National Occupational Standards for the rank. Officers being promoted under the old promotion scheme (having achieved passes in Part1 and Part 2 of OSPRE) can be promoted into any post.
5. Sergeants and Inspectors will generally be promoted into a uniform patrol policing post.
- 6.1 Officers who have experience and/or qualifications in a particular career pathway may apply to be promoted within that stream if a vacancy exists. For example:-

There is a DS vacancy on LPA CID and it is suitable for WBA.

 - DC X passes a promotion board to sergeant. S/he can apply for the post.
 - DC Y passed a promotion board 9 months previously, but there were no DS vacancies at the time. S/he can apply for the post.

- PS Z has no detective experience but has been in his/her critical post for two years. S/he can apply for the post.
- All would be interviewed (subject to the paper sift) and the best candidate would be selected for the post.

In addition, roles in another career pathway that build on current skills and experience could be applied for within two years (e.g. DS applying for Roads Policing where investigative skills would be used for road death investigations).

6.2 If an officer who has passed the promotion selection board applies for a specialist post in a particular career pathway and does not pass the board, he or she will be promoted into a uniform core policing post. This would not preclude the officer from applying for another post within the pathway at a later date.