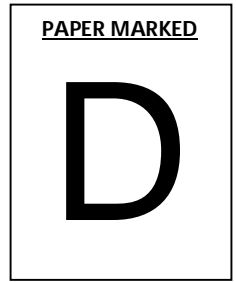


**POLICE AND CRIME  
COMMISSIONER FOR  
LEICESTERSHIRE**

**ETHICS, INTEGRITY AND  
COMPLAINTS COMMITTEE**



Report of	<b>CHIEF CONSTABLE</b>
Subject	<b>LEICESTERSHIRE POLICE PROMOTION SELECTION PROCESSES</b>
Date	<b>FRIDAY 20 SEPTEMBER 2019 – 2.00 P.M</b>
Author	<b>TORIA BROWN, ESTABLISHMENT &amp; MI MANAGER</b>

**Purpose of Report**

1. To provide information which includes what the promotion and selection processes are, who runs them, how decisions are made, how talent is identified and the outcomes and equality data and information on external scrutiny.

**Recommendation**

2. The Board is asked to note the contents of this report detailing the work of the current promotion selection processes.

**Background**

3. The HR Workforce Planning Team produces a promotion planner prior to the start of each financial year setting out the processes that will be required to balance the establishment over the next 12 months. The 2019-20 document is attached as Appendix 1. This promotion planner is then discussed and approved at a meeting of the Chief Officer Team (COT). The 2019-20 document was approved by COT 28/01/19 and then scheduled as an agenda item for the April meeting of the Force Executive Group.
4. The Chief Constable has the authority to appoint officers at his discretion as required outside the formal promotion processes planned by the HR Department outlined in this paper.
5. In the current year there has been one promotion process. The Sergeant to Inspector process will be described in this paper as Promotion Process 1.
6. The next two promotion processes are the Inspector to Chief Inspector, which will be referred to as Promotion Process 2 for the purposes of this paper and Constable to Sergeant, which will commence later this year and which will be referred to as Promotion Process 3 in this report.

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7. The stages of the previous Sergeant to Inspector Process (Promotion Process 1) are shown below:
  - Eligible Sergeant submits a Paper Application evidencing competency and values framework for policing level 2
  - This required support from their units Chief Inspector
  - Moderation process was held between Local Policing Directorate (LPD) and Crime & Intelligence Directorate (CAID), including the respective Ch Supts and the HR Business Partner Deployment from HR Workforce and Succession Planning. A final all-day moderation meeting for the process was chaired by the ACO HR.
  - Those Sergeants graded as Exceptional, to be held on a 12 month pass list, 7 to be promoted initially in September 2019 to match current Inspector vacancies.
  
8. The outcomes and diversity data regarding Promotion Process 1 are shown in Appendix 2.

In the Sgt to Inspector promotion process (Promotion Process 1) Appendix 2 shows that the most successful applicants were BAME officers, with the success rates of male, female and white officers being very similar, between 44% – 48%. LGBT officers were unsuccessful, but this only accounted for one officer who had disclosed.
  
9. Promotion Process 2 (Inspector to Chief Inspector) commenced on 2<sup>nd</sup> September 2019, and is made up of the following stages:
  - Competency based application form against the competency and values framework for policing level 2.
  - Chief Superintendent signed support of the application form.
  - Application short listed.
  - Interview and Presentation, chaired by member of Chief Officer Team and including an independent external observer.
  - Promotion date January 2019.
  - Pool held for a period of 12 months.
  
10. The following considerations need to be made by candidates:
  - The Chief Constable will only promote if the highest levels of performance, attendance and professional standards are maintained regardless of performance during the promotion selection process. Therefore consideration will be given following information from attendance records, complaints, discipline and the Professional Standards Department.
  - Although candidates will be considered on the basis of their performance, the final decision will also include consideration of issues such as the need for team balance, continuity, specialist skills and individual development needs.
  - The positive action provisions under S.159 of the Equality Act 2010 will be applied if appropriate in the promotion process.
  
11. The development of the next promotion process (Promotion Process 3) will be Constable to Sergeant, which will commence later this month. This process will be similar to the Sergeant to Inspector process held earlier this year but encompassing any changes to good practice and lessons learnt.

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12. Talent identification is an ongoing process that runs parallel to the stages of promotion. Quarterly meetings are held for postings at Inspector and above, attended by Chief Officer Team, Senior Management, HR and the Leadership and Management Business Partner, to discuss talent, development requirements and succession planning.
13. Officer Temporary Promotions and reversions for the rank of Inspector and above are identified and scrutinised at the two quarterly deployment meetings “Heads of Department Deployment Meeting” and the “Insp to Supts Deployment Meeting” which are designed for identifying opportunities for developing potential and succession planning.
14. Temporary promotions from Constable to Sergeant, and Sergeant to Inspector are considered on completion of an Officers “Request for Temporary Promotion Opportunity”(which documents requests for temporary promotion submitted by Officers and catalogues who has previously been temporarily promoted or reverted), which is scored and moderated. Opportunities for Temporary Promotion at these ranks are co-ordinated by the HR Business Partner Deployment, liaising with Establishment SPoCS in CAID and LPD, in line with operational needs and requirements to fill gaps, or mitigate abstractions.
15. Management Information about the duration of temporary promotion is provided and scrutinised at the six-weekly meetings of the Strategic Establishment, Leadership & Capabilities Board. Temporary promotion placements are on 12 month rotation, to ensure maximum access to opportunity, and requests for extensions due to operational requirements are also scrutinised.
16. Police Staff vacancies and promotion opportunities are managed through a Post Authorisation and E-recruitment process. All permanent vacancies are submitted to Erecruitment (a cloud-based software product utilised by Leicestershire and Derbyshire Police to manage recruitment activity for both forces) by a Hiring Manager advising the reason for the vacancy, where the department would like to advertise for replacement.
17. Each of these requests is assessed by a member of the retained HR team to ensure they are in line with HR policies and procedures, before requesting authorisation from the Head of Department, (who will be the Budget Holder) and final scrutiny is provided by the Post Authorisation Panel, which considers all requests for recruitment activity force wide on Friday of every week. This is chaired by a member of the Chief Officer Team.
18. The same Post Authorisation panel will consider Police Staff Temporary Higher Responsibilities and Secondment opportunities to ensure that opportunities are made available in the majority of instances force wide for equity, or in rare instances may be confined to smaller departments if a sufficient business rationale is provided. This may include immediate vacancies with an operational risk to the business if not filled, and with a significant training requirement for the temporary post-holder to be effective if not already familiar with the role requirements.
19. Extensions for Temporary Promotions/Temporary Higher Responsibilities are also submitted and considered by the Post Authorisation Panel, again a business rationale would need to be provided for the extension, as the default position would be to fill the post through a permanent recruitment process, where possible.

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## **List of Appendices**

- Appendix 1 2019-20 Promotion Planner  
*NB – paper predates discussions of 20K uplift in national police officer numbers.*
- Appendix 2 Outcomes from Sergeant to Inspector Promotion Process 2019

## **Background Papers**

None.

## **Person to Contact**

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## Appendix 1

To **COT & Exec Group**  
Date **28<sup>th</sup> December 2018 (revised version 24/01/2019)**  
Report of **Workforce Planning**  
Subject **Promotion Planner for 2019/20**

### **Purpose of Report**

To update Leicestershire Police on the requirement for promotions for 2019/20 and beyond.

### **Background**

1. Leicestershire Police ran Promotion Processes for Ch Supts (Jan 2019) and Ch Ins (May 2018) in 2018/19, as well as WBA schemes for Insp and Sgt.
2. The next cohort of Sgt WBA is due to commence in Feb 2019, which will result in the vast majority of ranks with substantive numbers matching the organisational requirement.
3. There is still a pass list of 18 for Sgts and 3 Insp from the WBA process from the autumn of 2018, which will enable further WBA intakes during the first half of 2019/20.
4. This paper is to be utilised to forecast the minimum and maximum requirement for promotions across all ranks for 2019/20, taking account of projected retirements and changes. It is based upon maintenance of the current Authorised Establishment, and potential changes to the TOM and the potential impact of Precept growth have not been factored into the below.

### **Update**

5. The table below shows the current situation with regards to the Authorised Establishment and the substantive numbers of officers at rank, both within and outside of Leicestershire strength.

Table One - Authorised Establishment Vs Substantive

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Establishment Profile 1.4.19	Auth Est	Substantive In Force	Variance	Secondment	Career Break	Total FTE (inc Out of Strength)	Variance (Inc Out of Strength)
CC	1	1	0			1	0
DCC	1	1	0			1	0
ACC	2	0	2			0	2
Ch Supt	4	5	-1	1		6	-2
Supt	8	8	0	3	1	12	-4
Ch Ins	20	20	0	5		25	-5
Ins	69	65	4	6		71	-2
Sgt	277	269	8	13	2	284	-7
Con	1425	1440	-15	23	18	1481	-56
<b>Total</b>	<b>1807</b>	<b>1809</b>	<b>-2</b>	<b>51</b>	<b>21</b>	<b>1881</b>	<b>-74</b>

6. The Sgt numbers above include 17 Officers who will commence the next WBA cohort in Feb 2019.
7. Leicestershire are at Establishment levels in Force at the rank of Supt and Ch Ins, 1 over at the rank of Ch Supt, 4 below at Ins, and 8 below at the rank of Sgt.
8. There are also 2 ACC vacancies, covered by 2x T/ACC, 1 of whom will be attending PNAC in the Autumn of 2019.

## Projections

9. Table Two below shows the number of Officers who reach 30 years' service between now and 31.3.20 by substantive ranks.

Table Two – Impact of Projected Retirements on Establishment Variance

Establishment Profile 1.4.19	Auth Est	Substantive In Force	Variance	Secondment	Career Break	Total FTE (inc Out of Strength)	Variance (Inc Out of Strength)	Projected Retirements 19/20	Amended Variance (In Strength only)	Amended Variance (Inc out of Strength)
CC	1	1	0			1	0		0	0
DCC	1	1	0			1	0		0	0
ACC	2	0	2			0	2		2	2
Ch Supt	4	5	-1	1		6	-2		-1	-2
Supt	8	8	0	3	1	12	-4	1	1	-3
Ch Ins	20	20	0	5		25	-5	2	2	-3
Ins	69	65	4	6		71	-2	4	8	2
Sgt	277	269	8	13	2	284	-7	8	16	1
Con	1425	1440	-15	23	18	1481	-56	35	20	-21
<b>Total</b>	<b>1807</b>	<b>1809</b>	<b>-2</b>	<b>51</b>	<b>21</b>	<b>1881</b>	<b>-74</b>	<b>50</b>	<b>48</b>	<b>-24</b>

10. There has been an increasing trend over the past few years for Officers to retire earlier than their full 30 years' service. Therefore Table Three

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below provides a longer term potential profile. It would be prudent to anticipate that some will retire 1 to 2 years earlier than 30 years' service and similarly with the Precept announcement for 2019/20 there may be more transferee opportunities on promotion to other Forces which will have an impact on Leicestershire attrition.

Table Three – Projected Retirements based upon 30 years' service.

Projected Retirements						
	2019-20	2020-21	2021-22	2022-23	2023-24	Total
CC				1		1
DCC					1	1
Ch Supt		1			2	3
Supt	1	2	2		1	6
Ch Ins	2	5		2	3	12
Ins	4	6	6	4	7	27
Sgt	8	12	12	9	13	54
Con	35	25	36	30	28	154
<b>Total</b>	<b>50</b>	<b>51</b>	<b>56</b>	<b>46</b>	<b>55</b>	<b>258</b>

11. The requirements above do not take account of the following issues which may have an impact at the higher supervisory ranks.

- a) Ch Supt – PNAC – Currently 2 ACC vacancies in Leicestershire, which may result in either 2 promotions (currently at least 2 Ch Supts participating in PNAC/SCC). The 4<sup>th</sup> Established Ch Supt role has been temporarily civilianised to Head of Change, so the real requirement with our current operating model is for 3x Ch Supt. One Ch Supt has reached 30 years' service, but is expected to remain until Jan 2021.
- b) Supt – The Supt due to retire in 2019/20 is already out of strength so would not need to be replaced. One Supt is on a Career Break which is due to end April 2019, so if not extended may require a substantive posting back in Force.
- c) Ch Ins – currently 5 Ch Ins out of strength, and expect 2 DCIs' secondments to end in the summer of 2019. However, one of these was originally out of strength from EMSOU and reaches 30 years' service the beginning of 2020, so it is possible this DCI will not return. Another Ch Ins is due to return to force early 2020. One further Ch Insp is in the EMCJS role, it is likely if he returns to Force that he would be replaced by another Leics Officer.

12. In addition the following are provisional expectations for the rank of Inspector.

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- a) 1x Insp post to be reserved for a PS on the Fast Track scheme.
- b) All of the 6 Out-of-Force secondments at rank of Insp are for centrally funded regional posts and therefore their continuance is dependent upon regional collaboration continuing in its current form.

13. Table Four below is a provisional summary of the minimum and maximum number of promotions to be undertaken in 2019/20 based upon current knowledge. The minimum number is if positions are “reserved” for Officers Out-of-Force on secondment/career break, and all came back, and the maximum number is no positions are “reserved” and all Officers who are promoted to the rank above are backfilled via the promotion process.

Table Four. Projected Maximum and Minimum Promotions for 2019/20 by rank.

Establishment Profile 1.4.19	Auth Est	Substantive In Force	Variance	Secondment	Career Break	Total FTE (inc Out of Strength)	Variance (Inc Out of Strength)	Projected Retirements 19/20	Amended Variance (In Strength only)	Amended Variance (Inc out of Strength)	Min Promotions (Save post for Out of Strength)	Max Promotions (Do not save post for out of)
CC	1	1	0			1	0		0	0		
DCC	1	1	0			1	0		0	0		
ACC	2	0	2			0	2		2	2	2	2
Ch Supt	4	5	-1	1		6	-2		-1	-2	0	3
Supt	8	8	0	3	1	12	-4	1	1	-3	0	1
Ch Ins	20	20	0	5		25	-5	2	2	-3	0	3
Ins	69	65	4	6		71	-2	4	8	2	2	11
Sgt	277	269	8	13	2	284	-7	8	16	1	3	27
Con	1425	1440	-15	23	18	1481	-56	35	20	-21		
<b>Total</b>	<b>1807</b>	<b>1809</b>	<b>-2</b>	<b>51</b>	<b>21</b>	<b>1881</b>	<b>-74</b>	<b>50</b>	<b>48</b>	<b>-24</b>	<b>7</b>	<b>47</b>

14. Appendix One shows the projected substantive FTE month by month for supervisory ranks (in strength) if no further promotion activity is undertaken.

15. Appendix Two shows a list of Officers reaching 30 years’ service in 2019/20 of supervisory rank.

### Principles and Processes

16. Our promotions processes are reviewed after every series of promotions and feedback is obtained from all those who were involved in the process. The process may then be changed to reflect the feedback received. Our aim is to ensure that the process is fair, transparent and trusted by our workforce.

17. The next round of promotion boards for Sergeants and Inspectors will follow the process outlined below:



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- a) Expression of Interest application form – line management support required.
  - b) Local moderation process – chaired by Chief Superintendent.
  - c) Final Moderation process – chaired by ACO HR.
  - d) Consideration of use of the Balancing Measures.
18. The Chief Inspectors' process will be slightly different:
- a) Expression of Interest application form – Superintendent support required.
  - b) Panel interview – chaired by ACC.
  - c) Consideration of the use of balancing measures.
19. All applicants will be required to have a current PDR (we will have to look at how we enforce this, as a number of candidates are not taking personal responsibility for ensuring that they have a PDR, until the boards are announced).
20. Where appropriate the Force will use the balancing measures to promote candidates with protected characteristics. The general positive action provisions are found in section 158 and 159 of the Equality Act 2010.
21. Positive action does not mean that people will be promoted simply because they share a protected characteristic. It aims to encourage and assist people from disproportionately under-represented groups in order to help overcome any disadvantages experienced by those sharing a protected characteristic.
22. Section 159 allows the employer to treat those with a protected characteristic more favourably in recruitment and promotion only if:
- Candidates are of equal merit to be promoted or recruited.
  - All candidates are treated fairly up until the point of appointment.
  - Taking action is a proportionate means of achieving the aim of minimising the disadvantage or increasing representation.

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## **Recommendations**

23. A promotion process for the rank of ACC is scheduled for the first half of 2019/20.
24. A promotion process for the rank of Ch Insp is scheduled in for the second half of 2019/20 when there is more certainty about secondment returnees and the TOM is confirmed.
25. A WBA cohort for the rank of Insp is scheduled in for the first quarter of 2019/20 from the current pass list to fill up to 4 vacancies and possibly more depending upon attrition levels at this rank. As there are only 3 left on the pass list it is suggested that all are promoted in April, pending confirmation from L&D as to when the course can start.
26. A WBA promotion process is pencilled in for the 1<sup>st</sup> quarter of 2019/20, to enable the next cohort of WBA Insp to start, ideally in October 2019, again pending support from L&D.
27. COT may wish to open the new Insp promotion process in February 2019, if there is a requirement to promote more than 3 (the current pass list) in April, although this would require combining a current pass list, with the new one.
28. The new pass list will also be utilised to backfill any promotions to the rank of Ch Insp in the 2<sup>nd</sup> quarter of 2019/20. A separate paper will be prepared for COT nearer the time confirming actual numbers to be promoted, but likely to be single figures.
29. A WBA cohort for the rank of Sgt is scheduled for the first quarter of 2019/20 (June 2019) to offset the current 8 vacancies, plus backfill for promotions to the rank of Inspector. It is suggested that all 18 on the current pass list are promoted in June 2019, to fully deplete the pass list.
30. A WBA Sgt promotion process is commenced in the second quarter of 2019/20 to replenish the pass list, and to support resilience prior to further attrition in 20/21, and that another cohort of Sgt WBA commences in October 2019, to offset further attrition and promotions to the ranks above. A separate paper will be prepared for COT nearer the time confirming actual numbers to be promoted, but likely to be between 10 and 15.
31. The promotion principles are agreed and Chief Officers agree that holding a current PDR is mandatory for all promotion processes. Exceptional circumstances to be agreed by ACO HR.

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## Appendix One – Projected Retirements by Rank – In Strength

Projected Retirement  
2019-20

Substantive Rank	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Supt							0					
Ch Ins	2											
Ins		1				1		1				1
Sgt				1	2		1	1	1	1		1

Projected FTE (In Strength) - After Retirements

Ch Supt	5	5	5	5	5	5	5	5	5	5	5	5
Supt	8	8	8	8	8	8	8	8	8	8	8	8
Ch Ins	18	18	18	18	18	18	18	18	18	18	18	18
Ins	65	64	64	64	64	63	63	62	62	62	62	61
Sgt	269	269	269	268	266	266	265	264	263	262	262	261

Auth Est

Ch Supt	4	4	4	4	4	4	4	4	4	4	4	4
Supt	8	8	8	8	8	8	8	8	8	8	8	8
Ch Ins	20	20	20	20	20	20	20	20	20	20	20	20
Ins	69	69	69	69	69	69	69	69	69	69	69	69
Sgt	277	277	277	277	277	277	277	277	277	277	277	277

Projected Variance - After Retirements

Ch Supt	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1
Supt	0	0	0	0	0	0	0	0	0	0	0	0
Ch Ins	2	2	2	2	2	2	2	2	2	2	2	2
Ins	4	5	5	5	5	6	6	7	7	7	7	8
Sgt	8	8	8	9	11	11	12	13	14	15	15	16

## Appendix Two – List of Potential Supervisory Retirements 2019/20

Substantive Rank	Projected Retirement Date
Ch Ins	10-Apr-2019
Ch Ins	13-Apr-2019
Ins	25-May-2019
Sgt	10-Jul-2019
Sgt	07-Aug-2019
Sgt	13-Aug-2019
Ins	29-Sep-2019
Sgt	16-Oct-2019
Supt	23-Oct-2019
Ins	01-Nov-2019
Sgt	20-Nov-2019
Sgt	07-Dec-2019
Sgt	15-Jan-2020
Sgt	20-Mar-2020
Ins	26-Mar-2020

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## Appendix 2

### Outcomes from Sergeant to Inspector Promotion Process 2019

Inspector 2019	Total	Female	Male	BAME	White
Applied	38	11	27	2	36
Short listed	32	9	23	2	30
%	84%	82%	85%	100%	83%
Promoted	15	4	11	1	14
% of those shortlis	47%	44%	48%	50%	47%

Inspector 2019	LGBT	Heterosexual	Not Stated or Not Completed	Prefer not to say
Applied	1	9	28	0
Short listed	1	8	26	0
%	100%	89%	93%	0%
Promoted	0	4	11	0
% of those shortliste	0%	50%	42%	0%