



**INSPECTOR TO CHIEF INSPECTOR**  
**PROMOTION 2017**  
**APPLICATION GUIDANCE NOTES**

**THE APPLICATION PACK**

**General Instructions:**

All sections of the promotion application pack must be typed using **Arial front size 12**. The forms must not be modified. All additional material (other than that specified) will be removed.

**Section One: Candidate Details, Covering letter (addressing the “why me, why now” question) and PDR.**

**Personal Details:** Please complete the personal details form.

**Covering Letter:** Please provide a formal letter to the Chief Constable of Thames Valley Police addressing the ‘why me, why now’ question which outlines your motivation and suitability for a Chief Inspector role in Thames Valley Police. You should also take the opportunity to demonstrate your capacity for change and collaboration, outlining how you fit with the changing world of policing and what you have done to develop yourself for promotion. The ‘why me, why now’ letter must be typed using **Arial font size 12**. The letter must be **no more than 3 sides of A4, this is equivalent to 138 lines. The margins must not be modified from 2.54cm**. All evidence outside the margins will be removed.

**PDR:** Please provide a copy of your latest full 12 month PDR which has been rated and closed.

**Previous Feedback:** You must also include a copy of your CPD and previous feedback if you have been unsuccessful at a previous application or board and also your Operational Portfolio if you have completed one.

**Section Two: Assessing Officer and Determining Officer’s Reference:**

**Assessing Officer and Determining Officer’s Reference:** Please note that a structured reference from your Assessing Officer and Determining Officer is required. A template for completion is included in the application pack. Please ensure that your Line Manager has sight of your completed application pack before this section is completed. Please note that if your Assessing Officer and Determining Officer do not support your application it will not proceed to the shortlisting stage of this process.

You are required to submit your personal details form, letter and PDR via your Line Manager who will subsequently submit this to your Assessing Officer and Determining Officer for their consideration.

**Diversity Monitoring Form:** Please complete the diversity monitoring form included in the application pack.

No other supporting documents can be included e.g. CVs, supporting evidence, other letters. These will not be considered and will be removed from the application prior to the shortlisting process.

**The letter should include evidence against the competencies for the rank and written using the CAR mnemonic to record evidence against the competencies (circumstance, action, result). Further information about CAR can be found at <http://knowzone/int-sp-tvp-pdr-mypdr-evd>. You should make it clear what impact you had on the situation you dealt with.**

### Competencies:

<b>Intelligent, Creative and Informed Policing</b>	
We analyse critically	
<ul style="list-style-type: none"> <li>I balance the risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.</li> <li>I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.</li> <li>I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.</li> <li>I use my knowledge of the wider external environment and long term situations to inform effective decision making.</li> <li>I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.</li> </ul>	
We are innovative and open minded	
<ul style="list-style-type: none"> <li>I implement, test and communicate new and far reaching ways of working that can radically change our organisational cultures, attitudes and performance.</li> <li>I provide 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. This helps them to adopt fresh perspectives and identify improvements.</li> <li>I work to create an innovative learning culture, recognising and promoting innovative activities.</li> <li>I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.</li> <li>I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.</li> </ul>	
<b>Resolute, Compassionate and Committed</b>	
We are emotionally aware	
<ul style="list-style-type: none"> <li>I seek to understand the longer term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.</li> <li>I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.</li> <li>I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.</li> <li>I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.</li> <li>I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.</li> </ul>	

### We take ownership

- I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- I define and enforce the standards and processes that will help this to happen.
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
- I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

### Inclusive, Enabling and Visionary Leadership

#### We deliver support and inspire

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- I ensure that everyone understands their role in helping the police service achieve this vision.
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- I demonstrate long term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I ensure that my decisions balance the needs of my own force/unit, with those of the wider police service and external partners.
- I motivate and inspire others to deliver challenging goals.

#### We are collaborative

- I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long term links and work effectively within decision making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

**Please ensure that you keep a copy of all application details for future reference.**

The completed application should be forwarded to People Resourcing by email to [Promotions@thamesvalley.pnn.police.uk](mailto:Promotions@thamesvalley.pnn.police.uk) by the closing date of **12 noon on 21/07/2017**