



<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>29 August 2024</b>
<b>Location</b>	<b>MS Teams</b>
<b>Title of Paper</b>	<b>Senior Officer Recruitment Process</b>
<b>Presented By</b>	<b>Jackie Kydd, Workforce Governance Lead</b>
<b>Recommendation to Members</b>	<b>For Approval</b>
<b>Appendix Attached</b>	<b>Yes</b>

**PURPOSE**

The purpose of this paper is to set out the recommended optimum process and arrangements for the appointment of police officers to the rank of Assistant Chief Constable and above by the Scottish Police Authority.

Subject to Committee consideration of the process outlined in this report, approval is requested to delegate the implementation of any required senior officer recruitment to the Chair.

This paper is presented in line with the People Committee Terms of Reference as outlined in the Scottish Police Authority’s Corporate Governance Framework.

## 1 BACKGROUND

- 1.1. The People Committee terms of reference state that the Committee is required to determine and approve the optimum process and implement arrangements for appointments to the ranks of Chief Constable, Deputy Chief Constable, and Assistant Chief Constable and to Director level roles within the Authority/ Police Scotland. This paper sets out the recommended process for appointment of senior officers to Police Scotland at the rank of Assistant Chief Constable, Deputy Chief Constable, and Chief Constable.
- 1.2. Scotland's current chief officer establishment comprises a Chief Constable, 3 Deputy Chief Constables (DCC) and 9 Assistant Chief Constables (ACC). In addition, one ACC is seconded to the National Police Coordination Centre.
- 1.3. The number of senior officers who may retire in the coming months is unknown. Advance planning for any currently unknown retirements is underway and this paper sets out the proposed process that will be utilised to recruit at a senior level should it be required in the coming 12 months.
- 1.4. The Authority is responsible for making appointments to the rank of ACC and above. The People Committee is responsible for assuring the Authority that the process for the appointment of senior officers is fit for purpose and robust.
- 1.5. The Authority is committed to a transparent, competitive and robust assessment and recruitment process in order to attract and appoint the best candidates to any vacant positions. The process is based on the principles of merit, fairness and openness and is in accordance with public sector equality duties.
- 1.6. This report has been informed by the College of Policing's Guidance on the appointment of Chief Officers, which was updated in February 2024, learning from previous senior officer appointment processes and discussions with Police Scotland's leadership team.
- 1.7. During 2023 the Strategic Command Course was replaced by the Police Leadership Programme (PLP) - stage 5 (executive leaders). Individuals who have successfully completed the PLP – stage 5 (executive leaders) are eligible for substantive appointment to a senior officer role. Cohort one of PLP – stage 5 (executive leaders) concluded in July 2024 with cohort two anticipated to conclude in February 2025.

- 1.8. Chief Constable Steve Watson, in his capacity as service director for PLP – stage 5 (executive leaders), oversaw a review of the design, delivery and assessment for cohort three and beyond. The recommendations from this review have now been agreed and these will be used to inform the design and delivery of the programme for cohort three and beyond.

## 2 FURTHER DETAIL ON THE REPORT TOPIC

### 2.1 Recruitment and Selection Approach

- 2.2 The recruitment and selection of senior officers has a number of well established phases. The approach set out below is recognised and consistent with best practice guidance produced by the College of Policing on the appointment of senior officers. It is also compliant with Regulation 7 of the Police Service of Scotland Regulations 2013 where the requirements on the Authority in appointing senior officers are outlined in detail. It also takes into account any lessons learned from the recruitment of two DCCs and three ACCs that took place since the last update to the Committee in August 2023.

- 2.3 **Pre-Assessment** – This initial phase involves defining the role profile of the position to be recruited. A role profile should describe the skills and professional standards, competencies and behaviours required for policing on a national level at the rank of ACC, DCC or Chief Constable. The role profile will capture the primary and nationally consistent elements of the rank while also reflecting the needs and values specific to Police Scotland and the particular role. In developing the role profile, Police Scotland's input is essential. The role profile will inform the advert and be included in an Information Pack which requires to be finalised during this pre-assessment stage.

- 2.4 Important to the pre-assessment phase is defining the assessment criteria before progressing with the appointment process. The assessment criteria must be reflective of the rank and Police Scotland's Competency Values Framework. Assessment criteria will also consider the composition of the current executive team and its existing skills and experience, and whether there are any specific skills or experiences not currently reflected which a new chief officer could offer. Additionally, the Chief Constable has highlighted four key areas that are essential for prospective senior officers:

- Political Acumen
- Performance Focus
- Change Oversight
- Focus on Communities

- 2.5 **Eligibility** - Individuals who previously qualified as eligible for a senior officer appointment by virtue of successfully completing the senior police national assessment centre (senior PNAC) and the strategic command course (SCC) are eligible for substantive appointment to a chief officer role. Individuals who have successfully completed the PLP – stage 5 (executive leaders) will also be eligible for substantive appointment to a chief officer role.
- 2.6 **Appointment Panel** - In recruiting to the rank of ACC, DCC or Chief Constable, an appointment panel will be convened to enact the approved process. The panel's purpose is to ensure the appointments process is discharged effectively and the principles of merit, fairness and openness are adhered to. The panel will challenge and test candidates against the requirements to perform the role and recommend preferred candidates to the Authority.
- 2.7 Appointment panels should consist of three to five panel members from a diverse range of backgrounds with experience in the assessment and selection of candidates. The appointment panel will be chaired by the Chair of the Scottish Police Authority and may also include:
- The Chief Constable (for DCC or ACC appointments)
  - An additional Authority member
  - An independent panel member
  - A Scottish Government representative (for the appointment of Chief Constable only)
  - A serving policing professional (for the appointment of Chief Constable only).
- Any additional members of the selection panel in addition to those listed above are at the discretion of the Chair.
- 2.8 In addition to the appointment panel an observing HR professional and the Chief Executive will be in attendance and it is recommended that HM Chief Inspector of Constabulary in Scotland is invited to observe the interviews with candidates.
- 2.9 It is suggested that the Chair considers and determines any appointment panel within the parameters above. With the support of the Chief Executive, the Chair must also ensure that those involved in the appointment process have received appropriate briefing/training in the selection and assessment practices that will be utilised.
- 2.10 **Assessment** – The main objective of any appointment process is to identify the right candidate for the position. There are a number of selection techniques that can be utilised to ensure a thorough

assessment is undertaken. Based on the best practice guidance and previous experience, the stages below should be considered:

- Application form
- Shortlisting
- Presentation or scenario-based exercise
- Professional personal profiling (including psychometric testing)
- Media exercise (for the appointment of Chief Constable only)
- Policing Professional Conversation
- External Stakeholder panel, chaired by an Authority member (for the appointment of Chief Constable and DCC)
- Internal Stakeholder panel, chaired by an Authority member (for the appointment of Chief Constable only)
- Panel interview that assesses capabilities in relation to Police Scotland's Competency Values Framework

2.11 **Attraction strategy** – There are a number of requirements set out in Regulation regarding advertising of any senior officer vacancy. To ensure opportunities are open to the widest pool of eligible candidates, roles require to be advertised nationally through a public website or policing publication for a minimum of 3 weeks.

2.12 Based on the requirements above, and with a view to maximising the reach and visibility of any senior officer vacancies to a UK-wide audience, the following advertising and attraction approach should be considered when promoting vacancies:

- Scottish Police Authority website
- Police Scotland website
- National College of Policing website (accessible to all senior ranked serving officers across the UK)
- National Police Chiefs Council website (accessible to all senior ranked serving officers across the UK)
- Police Professional /Police Oracle (online)
- Letter from Chair to all UK Chief Constables promoting vacancies.
- National newspaper (print and online)

### **3 RESPONSIBILITIES**

3.1 Responsibility for appointing senior officers sits with the Scottish Police Authority. Approval must be sought from the full Authority before any role can be offered to a candidate.

3.2 In the case of an appointment to the office of the Chief Constable, the Authority is required to recommend and seek the approval of Scottish Ministers before this role can be offered to a candidate.

- 3.3 The People Committee is responsible for determining and approving the optimum process and implementation arrangements for appointments to the ranks of Chief Constable, DCC and ACC.
- 3.4 it is recommended that responsibility for discharging the approved process for any senior officer recruitment process is delegated to the Chair of the Authority who is also the Chair of the Appointment Panel.
- 3.5 Responsibility for supporting the Chair throughout any appointment process rests with the Chief Executive.
- 3.6 The day to day running of a senior officer appointment process is the responsibility of the Authority's Workforce Governance Team with support and input from Police Scotland's People and Development team (for example expert advice, visit facilitation, professional standard checks, vetting, on boarding). If it is identified that a secondment of dedicated People and Development support from Police Scotland would assist (when multiple roles require to be recruited in the same timeframe) this may be sought.
- 3.7 During the recruitment of DCCs and ACCs that was undertaken throughout 2024, professional support for the process was provided from the College of Policing. It is anticipated that for any recruitment undertaken in the next 12 months the request for professional support will be made.

#### **4 APPOINTMENT**

- 4.1 Following Authority approval (and Scottish Ministers in the case of the Chief Constable), the offer of an appointment can be made to a candidate verbally by the Chair of the Authority and followed up in writing from the Chair of the Authority thereafter.
- 4.2 Verbal offers are made subject to suitable medical assessment and vetting, and a written offer provided once these have been successfully completed. If the successful candidate has not completed PLP – stage 5 (executive leaders) they will be appointed on a temporary basis with their appointment made substantive following their successful completion of the programme.
- 4.3 Once an offer has been accepted, internal and external communication announcing the appointment will be led by the Authority, with the full support of Police Scotland's communication team. In the case of an appointment to the rank of ACC or DCC, communication should incorporate comment from the Chair and the Chief Constable. Where possible and timings allow, comment from

the successful candidate can be incorporated. In the case of the appointment as Chief Constable, communication should incorporate comment from the Chair, incoming Chief Constable and the Cabinet Secretary for Justice.

## **5 POST-APPOINTMENT**

- 5.1 Following completion of recruitment activity, candidate on boarding will be the responsibility of Police Scotland People and Development team and a formal handover from the Authority's Workforce Governance team to Police Scotland's People and Development team will be completed to ensure communication with the successful candidate(s) continue.

## **6 TEMPORARY APPOINTMENTS**

- 6.1 For any temporary appointments the recruitment and selection approach outlined above will be followed with the following exceptions:
- The composition of the panel is at the discretion of the Chair.
  - The attraction strategy will be determined based on the requirements of the role.
  - The assessment will consist of the following elements:
    - Application Form
    - Shortlisting
    - Presentation
    - Panel Interview that assesses capabilities in relation to Police Scotland's Competency Values Framework

## **7 FINANCIAL IMPLICATIONS**

- 7.1 There are financial implications associated with the recruitment of senior officers. These relate to advertising, the selection process, candidate/panel expenses and accommodation/catering costs. Provisions for the costs associated with senior officer recruitment is incorporated annually into the Authority's Corporate budget.

## **8 PERSONNEL IMPLICATIONS**

- 8.1 There are personnel implications associated with this paper. Appropriate consultation with stakeholders will take place as the process progresses.

## **9 LEGAL IMPLICATIONS**

- 9.1 There are legal implications associated with this paper. The Police Service of Scotland Regulations 2013 set out clearly the requirements on the Authority in appointing senior officers. The approach recommended in this paper meets all of these requirements.

## **10 REPUTATIONAL IMPLICATIONS**

- 10.1 There are reputational implications associated with this paper. Previous recruitment processes have attracted significant public and media interest. A professional and robust recruitment and appointment process conducted with professionalism and transparency will support a positive reputation for both the Authority and Police Scotland.

## **11 SOCIAL IMPLICATIONS**

- 11.1 There are social implications associated with this paper. Given the national standing of chief officers, the public is entitled to be assured that the appropriate appointments are in the interests of Scotland.

## **12 COMMUNITY IMPACT**

- 12.1 There are community implications associated with this paper. It is important that the chief officers of Police Scotland are perceived to be reflective of our community.

## **13 EQUALITIES IMPLICATIONS**

- 13.1 There are potential equalities implications associated with this paper. Where appropriate, an EqHRIA will be undertaken.

## **14 ENVIRONMENT IMPLICATIONS**

- 14.1 There are no environmental implications associated with this paper.



**RECOMMENDATIONS**

Members are invited to

- Approve the recruitment process and associated steps for the recruitment of senior officers.
- Delegate implementation of the process outlined to the Chair of the Authority with the support of the Chief Executive.