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SPEB

6-6-18

Chair: T/Assistant Chief Constable Gray & Mr M
McNaughten
Chief Superintendent [REDACTED]
Chief Superintendent [REDACTED]

Minutes [REDACTED]

Chief Superintendent [REDACTED] and [REDACTED] have not been sent the full set of papers in the event that there may be a conflict of interest.

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Apologies
[REDACTED]

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Introductions

ACC Gray

Thanked the panel for attending and noted apologies. The invite to SANI will remain with Superintendent [REDACTED]. It was noted that no apologies had been sent on behalf of the association. In the terms of reference for the group it had been agreed that a quorum was dependant on the attendance of the [REDACTED]. There should be some flexibility if she is unable to attend. The expectation that she can be at every meeting is not a reasonable one considering the PSNI has only [REDACTED] to fulfil the needs of the organisation. It was agreed that if she is unable to attend, any matters which require clarity or comment from her shall be circulated to her for response as soon as is practicable.

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	Action: TOR to be amended to reflect the change	
2&3	Minutes & Actions	
	Minutes of the previous meeting 23/4/18; change made to page 3 as per request of panel and agreed. Action log was updated accordingly	
4	Update Police Officer promotions process	
	<p>The application for priority postings to Derry City and Strabane is currently running and closes on 18/6/18.</p> <p>A briefing on the Strategic promotions for substantive Sergeants' paper that was brought to PBR. This led to a discussion around confidence in processes.</p> <p> went on to state that he is in a position to discuss comms with . The Sergeants process is now ready for release</p> <p>The merits of running the Consts to Sgts process annually or every two years was discussed and it was not agreed if either was the preferred option.</p> <p>The tender out for the Superintendents process closed today with only one bid at the time of the meeting. This will allow for a September launch.</p> <p>All Police timelines in the document presented by were agreed. (Document available)</p>	<p>s.F40 s.F40(2) s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
5	Update Police Staff promotions process	
	<p>The Staff Officer process was discussed at the last SPEB and the preferred method of testing was decided. The process has now run and is closed</p> <p>There were 89 applications, down on the previous process and 61 successful after the paper sift. The interviews and presentations will start next Monday and there will be 2 panels sitting over 6 days.</p> <p>There are around 20 vacancies which include specialist roles. advised that it would be prudent to go back to PBR once the interviews have taken place to get approval.</p>	<p>s.F40 s.F40(2) s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>

ACC Gray queried the makeup of the moderating panel; she wanted to ensure that in principle the moderating panels used in the police staff processes were similar in tone and style to the Police Officer panels. [REDACTED] is keen to have training in place for those carrying out the role. To be discussed at point 8 of the agenda.

[REDACTED] asked the panel to consider arrangements for MOP ups as some staff members are on holiday and have made applications to have an extension. This has been supported by a formal request from NIPSA This led to a discussion around communication of notice of processes and consistency across all processes.

EO1 &EO2 process agreed

MOP up process will be allowed on this process due to

- Criticality and rationalisation of Police staff against PBR principles
- Working on a shorter time frame due to the above criticality and short lead in time
- Falling over School summer holidays
-

[REDACTED] excused herself and left the meeting

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Methodology for Chief Inspectors Process

There have been 258 eligible applicants

Suggested approach would be a three stage application process

Stage 1 -Application form

Stage 2-Bespoke situational judgement test with top performing candidates progressing onto final stage

Final stage -Operational brief and interview.

Process was previously delivered by COP. Consideration was given to previous process and the benefits of different styles of testing appropriate/ relevant for the rank. It was agreed to scope the following;

- Application form should be signed/evidence verified by supervising officer (Superintendent) then endorsed by C/Superintendent.
- Stage 2 Operational brief (Scenario based)
- Stage 3 media brief and interview

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	<p>Role of the Moderator</p>		<p>s.F40 s.F40(2) s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
	<p>Some minor alterations and Moderator paper agreed and will be circulated by [REDACTED]</p> <p>[REDACTED] will construct an email requesting volunteers to come forward and become a permanent moderator. ACC will circulate for responses. [REDACTED] would prefer there was training in place for those who have volunteered</p> <p>Action: Construct email to seek volunteers to perform the role of moderator</p>	<p>[REDACTED]</p>	
<p>7</p>	<p>AOB</p>		<p>s.F40 s.F40(2) s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
	<p>Requirement to provide consistent updates on examination processes Have communications added as an agenda item</p> <p>ACC Gray added at the end of the discussion about comms that the vision of the group was to provide an annual schedule for promotions in advance to allow officers and staff to plan ahead. This would allow for smaller numbers and make the process more manageable.</p> <p>Chief Superintendent [REDACTED] excused himself from the meeting</p> <p>Action: Have agenda amended to reflect Communications as an agenda item</p>	<p>[REDACTED]</p>	
	<p>Methodology for Chief Superintendents Process</p>		
	<p>ACC Gray informed the group that the Chief Superintendents process has historically been shaped by the Chief Constable. It may be prudent to have screening figures and dates in place and then approach him to discuss the format.</p> <p>Both the CC and the DCC approved of the most recent application of 500 words. They felt it was an effective tool. It tested applicant's ability at that level.</p>		



Keeping People Safe

MINUTES OF EXTRAORDINARY MEETING

NAME OF COMMITTEE: Strategic Promotions & Examinations Board (SPEB)

DATE: 05 May 2020

TIME: 2.00pm

LOCATION: Conference Call

CHAIRPERSONS: ACC Alan Todd [REDACTED]

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MEMBERS:

HR [REDACTED]	[REDACTED]	
HR [REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	
PFNI	[REDACTED]	
Corporate Communications	[REDACTED]	
Superintendents Association	[REDACTED]	
[REDACTED] - Human Resources	[REDACTED]	
Legal Services	[REDACTED]	
NIPSA	[REDACTED]	
HR S [REDACTED]	[REDACTED]	

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OTHER ATTENDEES:

Note Taker [REDACTED]

APOLOGIES: [REDACTED]

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Item No	
1.0	Apologies noted.
2.0	<p>█████ advised that the only change on the Revised Promotion Schedule was in relation to Superintendents Process. There are also conversations ongoing around bringing the Chief Superintendent process forward to July/August.</p> <p>█████ said that the dates are not yet confirmed and she will have further conversations with Chief Constable regarding this.</p> <p>█████ asked if we could discuss regarding whether eligibility for process would be 1 or 2 years.</p> <p>█████ states we should possibly be consistent with other competitions at around 1 year.</p> <p>█████ said there were possible concerns around the loss of female Chief Superintendents.</p> <p>█████ agreed that should proceed with 1 year's eligibility.</p> <p>█████ raised a query regarding release of the schedule to the service.</p> <p>█████ said schedule should be prepared for release as soon as possible and she will check with the Chief Constable regarding dates for Chief Superintendent's process so that this can be included.</p> <p>█████ agreed schedule will be released as soon as possible.</p> <p>█████ advised that █████ had previously prepared a draft with input from █████</p> <p>█████ was content re previous conversation with █████</p> <p>█████ will link with █████ later in the week.</p>

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3.0

Covid Compliance List

█████ asked if we could discuss the areas in bold. Clear screen may appear as a barrier and asked for some thoughts reference this.

█████ asked reference skype as to why would skype not be available for all.

█████ advised this was discussed previously and the view was that it should only be available for those in isolation and in UK Forces and unable to attend.

█████ said this was discussed at SET and agreed that a socially distanced interview should be the main stay and consistency is more attainable with face to face interview. There is no assurance that technology would work or be available to all.

█████ commented that he would have reservations about the use of skype and was nervous about possible corruption of the process. Quality Assuring of the process may be hindered.

█████ advised that a sweep of the process needs to be carried out in case persons have a requirement to self - isolate. Persons may be in self isolation for 14 days and we need other solution as opposed to using skype.

█████ said we would schedule in some additional dates in case.

█████ asked do we still plan to use skype in regard to the candidate seconded in England.

█████ we need some quality controls around this situation. What would position be if half way through the interview the internet lagged. Would need assurances for other candidates not using skype.

█████ said there would be the potential for the candidate in England to use a local station where they would use skype and not from home location.

█████ asked could a secure video link be used to candidate in England. Not sure if secure link has been procured yet.

█████ take options off the table, a sense of controls is needed and need to link in with ICS for possibilities.

Sweep up dates would be best option.

█████ will link with ICS

█████ feels layout of room, screens possibly not the best option. Rooms used would be large enough to incorporate social distancing.

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█ agrees with █ QA/Moderation – is this taking place outside the room.

AT would like the room to be as close to normal as possible

- 2 person panel and the QA becomes more important
- Video link to another room or a room large enough to accommodate another person with regard to social distancing.

█ The Lisnasharragh Conference room which has been booked should be large enough for QA/Moderation in the room whilst adhering to social distancing.

█ low tech option would be the best option.

█ will look at the room and check the dimensions.

█ asked about stand/sit option and bringing of own water.

█ asked for any views. He advised he was nervous about persons needing to be told about the process etc and was not keen to deviate from previous processes.

█ believes everyone should be seated. Keen that everyone should get details/paperwork pre interview via email – for future processes as well.

█ agreed with sit down unless physical requirement.

█ will still have team there to do meet/greet and papers will be sent via email before interview.

█ good to keep as close as possible to normal.

█ are you envisaging same process for EO2?

█ difficult to say at this time, numbers might make it more difficult. Hopefully will get locations to accommodate multi – panels

█ just wanted to put this on radar for consideration.

█ will do, could not today commit to a specific way of processing this. Will keep an eye on this over weeks ahead.

█ details will change for each process but the principals of covid guidance will sit at the core of each process.

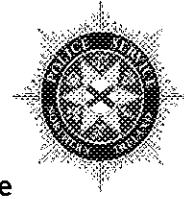
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4.0	<p>Promotions Communication Plan</p> <p>██████ to confirm re fine details however the principal will be to give as much information available as soon as possible.</p> <p>██████ will schedule to go with the email from ██████</p> <p>██████ will get communication prepared.</p> <p>██████ this will be sent out as soon as possible when all has been prepared.</p>	
5.0	<p>Sergeant Promotion List Appointments</p> <p>██████ can we go ahead and offer promotions at this stage(sgts) 33 ██████ (52 sgt vacancies ██████).</p> <p>If we move sooner then have potential for backfill or would we be better to wait on new TI list (possible July result – move in August).</p> <p>██████ any views?</p> <p>██████ Operational implications in moving now? Move as soon as on list in normal situation.</p> <p>██████ biggest implications would be around 33 moving from ██████ with no availability for backfill.</p> <p>██████ need to see where the 33 are being taken from in ██████ and linked to list for ██████</p> <p>██████ surprised if we would get majority of those accepting posts. ██████ have significant amount of Sgt vacancies – minimise disruption.</p> <p>██████ Operational – 91% availability – Covid shouldn't be part of the discussion. Keen to take recommendation to SET to proceed with promotions.</p> <p>There are other ways to offset operational needs.</p> <p>██████ I would support that.</p> <p>██████ can we look to take paper to SET on Monday next week.</p> <p>██████ Federation content with these thoughts and it would be remiss of us not to take this forward now.</p> <p>██████ do we need to come back to SPEB or is it okay if SET agree then we proceed.</p> <p>██████ Yes I agree. Could housekeeping be done around the 0.59, 0.55 etc. and reflect as full posts before going to SET.</p>	<p>s.F31 s.F31(1) s.F31(1)(a) s.F31(1)(b) s.F40 s.F40(2) s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F31 s.F31(1) s.F31(1)(a) s.F31(1)(b) s.F40 s.F40(2) s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2) s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>

	<p>█ those figures are based on FTE – reduced hours and we will look at establishment figures.</p> <p>█ we will look at this re housekeeping.</p> <p>█ Housekeeping/proposal for SET and go forward.</p>
6.0	<p>AOB</p> <p>█ Requests for C/I temp/acting up. Raised the issue re the situation currently around identifying needs at Superintendent level.</p> <p>█ we know there are a few gaps re movement/retirements. SPEB decision is to submit to SMAP for thoughts .</p> <p>The meeting ended at 3.15pm.</p>

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Keeping People Safe

MINUTES OF MEETING

NAME OF COMMITTEE: Strategic Promotions & Examinations Board (SPEB)

DATE: 24 January 2020

TIME: 9.00am

LOCATION: [REDACTED]

CHAIRPERSON: ACC Alan Todd

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MEMBERS:

[REDACTED] (HR)	[REDACTED]
Superintendents Association	[REDACTED]
[REDACTED]	[REDACTED]
Human Resources	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

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OTHER ATTENDEES:

Note Taker	[REDACTED]
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APOLOGIES: [REDACTED]

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Item No	
1.0	Apologies noted.
2.0	Minutes confirmed and adopted. No issues identified with previous minutes.
3.0	<p>Staff Officer and EO1 Promotion Lists</p> <p>■ queries whether it is likely that there will be vacancies or not. ■ confirms there will be but the list running until the end of the year may be more appropriate. ■ agrees that there are a lot of EO1 vacancies but it would be better to extend until the end of the year as it is unlikely that the 27 will be used before June. ■ considers that the number of vacancies at the minute is not enough to run a process and that there is no rationale around it.</p> <p>■ considers that there are 4 remaining on the Staff Officer List with one current vacancy. There are other known projected vacancies that are being dealt with externally. There is organisation capacity to run a new SO process post Summer 2020. In light of the cons, the decision has been made to extend the list until 30.09.20.</p> <p>■ also considers that there is similar rationale with the EO1 list where there are 27 remaining on the list but few vacancies currently. There are a wider number of projected vacancies and the organisational capacity to run a new process is likely. On that basis, the decision has been made to extend the EO1 list until 30.09.2020. SPEB will review this decision in March whilst reviewing the promotion timetable for staff and officers.</p>
4.0	<p>EO2 Promotion List</p> <p>■ states that there are 16 remaining on the EO2 promotion list and currently 263 applicants for the new promotion process that has recently been launched. ■ queries whether it will be top scoring 125 and ties? ■ and ■ confirm.</p> <p>■ states that they are trying to make as best use of the list as possible. ■ confirms that the remaining staff on the list have been sent emails about reapplying.</p>
5.0	<p>Chief Inspector Promotion Process</p> <p>■ agrees that having slightly longer questions for this process is appropriate. ■ confirms that the projection is 32.</p> <p>■ states that there are 230 eligible to apply but there is generally a low read of applicants as going from Inspector to Chief Inspector is not a high pay increase. ■ adds that there is also significantly more work and responsibility attached.</p> <p>■ confirms the applicants must be one year substantive in the role of</p>

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	<p>Inspector.</p> <p>■ suggests that the rumours surrounding an Inspector to Superintendent promotion process may be forthcoming and that could be why people hold back from applying.</p> <p>■ agrees and adds that the majority of Inspectors are long serving and are unlikely to apply for promotion for their remaining years. ■ suggests that a younger pool of candidates may make the step. ■ agrees that there may be candidates willing to apply and complete one year as a substantive Chief Inspector then apply for Superintendent.</p> <p>■ confirms that the process should be the exact same as the Superintendents process.</p> <p>■ explains that there may be a slight departure with the operational brief if it is to be a one day assessment.</p> <p>■ responds with launching the process on this basis and putting a caveat on it. Should the levels of applicants exceed, this won't be able to run and suggests splitting the process.</p> <p>■ agrees and adds that by splitting it will be beneficial to candidates who may perform badly in the operational brief but will be able to do the interview on a different day and likely perform better.</p> <p>■ confirms that it is designed to run as a one day assessment (brief followed by interview) but if the number of applicants exceeds the organisational capacity then the process will be reconsidered.</p>	
6.0	<p>Communication to Substantive Officers Entering Specialist Roles</p> <p>■ suggests crafting an issue of statement of intent to anticipate over the next year as vacancies appear. ■ is in favour of not wanting all promotions to be from a list.</p> <p>■ suggests that the strategic intention would be for Crime Ops advertising a DI list and DS list.</p> <p>■ suggests inviting the Crime HR Partners to the next SPEB to provide a better understanding in terms of promotion lists. ■ to organise this.</p>	<p>s.F40</p> <p>s.F40(2)</p> <p>s.F40(2)(a)</p> <p>s.F40(2)(b)</p> <p>s.F40(3)(A)(a)</p>
7.0	<p>Inspector and Sergeant Promotion Lists</p> <p>■ anticipates that both lists will be cleared by October 2020.</p> <p>■ wonders are you able to apply if you are sanctioned. ■ answers no.</p> <p>■ confirms that the argument is either to exhaust or expire the list and decides to exhaust the list.</p> <p>■ declares list closed and to exhaust it in June.</p>	<p>s.F40</p> <p>s.F40(2)</p> <p>s.F40(2)(a)</p> <p>s.F40(2)(b)</p> <p>s.F40(3)(A)(a)</p>

<p>8.0</p>	<p>Inspector/Sergeant Promotion Process – [REDACTED] re top scoring/pass mark</p> <p>[REDACTED] suggests the clarity around the position taken last year and whether the same approach should be taken this time around.</p> <p>[REDACTED] and [REDACTED] give clarity and agree that top slicing works, it was a well thought out process and that consistency is key.</p> <p>[REDACTED] confirms that the Chief Constable is keen on using 1-5 as a scoring matrix. [REDACTED] adds that there is a challenge around using the full range of scores as 6 & 7 aren't used. [REDACTED] agrees but states 1-7 is good if used properly.</p> <p>[REDACTED] confirms to leave the scoring as 1-7 but add subject to review.</p> <p>[REDACTED] wonders are the panel content with using the same competencies and values? [REDACTED] states that stage 2 will be subject to review in terms of which Values and Competencies will be used.</p> <p>[REDACTED] declares to release the whole document but add <i>Subject to Confirmation</i>. Values and Competencies to be agreed at the next SPEB meeting.</p>
<p>9.0</p>	<p>AOB</p> <p>No other business to discuss.</p> <p>The meeting ended at 10.30am.</p>

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POLICE SERVICE OF NORTHERN IRELAND



Strategic Promotions & Examinations Board

30 January 2018



12.30pm

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MEETING MINUTES

Strategic Promotions & Examinations Board	
Date	30 January 2018
Time	12.30pm
Location	[REDACTED] s.F31 s.F31(1)
Attendees	Co-Chair – T/ACC Barbara Gray Co-Chair – Mark McNaughten – T/Director of HR [REDACTED] [REDACTED] – Legal Services [REDACTED] – Police Federation [REDACTED] – Diversity [REDACTED] [REDACTED] s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
Apologies	[REDACTED] – Superintendents Association [REDACTED] – NIPSA s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
Minute Taker	[REDACTED] s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
Meeting Commenced	12.30pm
Meeting Concluded	14.50pm

Minutes of Strategic Promotions and Examinations Board

1. Introductions and apologies

Introductions and apologies noted.

ACC Gray commented that this was the second meeting in a row without representation from SANI and NIPSA. ACC Gray advised [REDACTED] to encourage their attendance due to the possible difficulties that may arise.

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2. Review of previous minutes

ACC Gray began by reviewing the minutes from the previous meeting.

It was agreed that the minutes should be labelled "Meeting Notes" due to the lack of in-depth detail around what was discussed. Specific reference was made to Item 4 ("Review SPEB TOR") with [REDACTED] clarifying that this discussion concerned clarity around the role of SPEB, the responsibilities of SPEB going forward, potential overlap with PBR and RDG, and the importance of decision making.

ACC Gray also expressed concern that some of the previous minutes were still in draft format and that they needed to be reviewed and finalised to ensure accuracy. ACC Gray stated this should be done as soon as possible as the documents are fully disclosable.

ACTION: [REDACTED] and [REDACTED] to review minutes from previous meetings and finalise.

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3. Review of action register

02/17 – Update provided by [REDACTED] and email attached. On track for April 2018. Work ongoing around details and content, with validation being sought from Legal and Operational standpoints to ensure relevance. [REDACTED] also advised that a closed environment is needed to test and validate, but COP will be involved and checks will be in place to ensure integrity.

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A discussion then took place around the size of merit lists. ACC Gray and [REDACTED] stated that more frequent processes with shorter merit lists would be beneficial. [REDACTED] argued that issues may arise around operational currency and the impact of study time, but there was a need to balance this with individual career planning. [REDACTED] also noted that regular processes would have an impact on resources and there may be disruption on services due to study time and annual leave.

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ACC Gray stated a framework should be put together to facilitate discussions with SET. It was agreed that SPEB are supportive of more regular processes but all options need to be assessed.

ACTION: options paper to be put together outlining the advantages and disadvantages of annual or biennial promotion processes.

The conversation was then brought round to staff promotions. [REDACTED] stated staff processes have been tendered. ACC Gray queried predicted numbers but [REDACTED] and [REDACTED] stated this was not known due to the need for all officer and staff vacancies to be ratified by PBR.

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ACC Gray queried the eligibility criteria for staff processes. [REDACTED] stated this was ongoing but alignment was needed between officer and staff processes. [REDACTED]

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[REDACTED] ACC Gray queried if individuals who are temporarily promoted can apply for the rank/grade above their temporary role. [REDACTED] stated this is not possible.

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[REDACTED] summarised by stating the generic processes will allow vacancies identified by PBR to be filled and that the running of the EO1 and EO2 processes are dependent on the timing of the Supt process. ACC Gray acknowledged that there is scope for much officer and staff movement in 2018. [REDACTED] and [REDACTED] also stated that an external AO process has been approved which will allow pull through for the other staff promotions.

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s.F40(3)(A)(a)

* [REDACTED] left the meeting at 1330hrs.

ACC Gray asked if there was anything else outstanding in relation to staff promotions. [REDACTED] advised that Section 75 analysis was to be carried out and proposed timeframes agreed. [REDACTED] added that the

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

generic processes for EO2 through to staff officer and specialist processes for DP and above have been agreed with NIPSA.

6. Use of derogation for current lists

Update for Sergeant and Inspector merit lists provided by [REDACTED] and attached. [REDACTED] stated derogation procedures are currently in place for HMSU and that work is ongoing in relation to Crime Ops.

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

ACC Gray queried the criteria for derogation. [REDACTED] advised that it was very loose, with criteria such as organisational need, existing training, potential cost implications, proposed timeframes and Article 2 requirements. [REDACTED]

s.F42(1)

Potential impacts of derogation were then discussed, such as candidates higher up a merit list being promoted at a later date. This could result in the individual being disadvantaged financially and may also impact their eligibility for future promotion processes.

A number of mitigations were then put forward, such as the need to retain specialist skills and how all candidates are eligible to apply for priority positions before derogation is considered. [REDACTED] and [REDACTED] also suggested relevant candidates being temporarily promoted until they receive a substantive offer. [REDACTED]

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

s.F42(1)

[REDACTED] s42(1)

[REDACTED] then noted that the majority of derogations applied to males and Crime Ops. [REDACTED] also noted that individuals promoted via derogation in previous processes will be derogated this time round as well. [REDACTED] stated that if the same candidates are derogated through multiple promotion processes then this could lead to diversity issues. [REDACTED] also added that gender inequality may be an issue going forward.

ACC Gray countered this by referencing positive action processes. [REDACTED] also noted how some departments would continue to be dominated by a specific gender, regardless of the work of positive action groups.

s42(1)

s.F42(1)

[REDACTED] [REDACTED] stated that there needs to be reform,

however, ACC Gray agreed that use of the HR Portal would provide consistent advice to candidates. ■ also acknowledged the issues that were raised with the sift tool, but stated this was a necessary step in order to deal with eligibility and the volume of candidates going through.

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

ACC Gray suggested communicating the feedback to candidates. ■ expressed concerns at sharing the reports at this time due to the recent conclusion of FOI requests and possible resentment that remained amongst some candidates. ■ proposed a summary report that would include lessons learned and proposals going forward. ■ suggested this could be included in CallSign. ACC Gray and ■ highlighted the importance of providing feedback to candidates.

ACTION: HR to prepare feedback summary and disseminate.

A discussion then took place around integrity, with ■ stating there had been issues with the accuracy of evidence provided in some interviews. ACC Gray stated this should be addressed in the briefings. ■ advised this was currently being done for the C/Supt process. ■ advised that there also needs to be personal responsibility around this and that cultural issues need to be addressed. ■ then emphasised the importance of SANI and NIPSA representation at SPEB meetings.

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

ACC Gray summarised by stating SPEB's overall responsibility is to enhance confidence in PSNI promotion processes.

■ left at 1440hrs.

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

8.2 C/Supt Process (■ excluded from dissemination due to potential conflict of interest)

A short discussion took place around proposals for the C/Supt process, with ■ acknowledging a tight timeframe around this. ■ advised that the Chief Constable had requested candidates complete an application form at the start of the process to demonstrate why they are ready to apply. These application forms would then be considered by a panel, possibly consisting of DCC Harris and ACC Todd. The next stage would be the briefing exercise and interview, which will be assessed against the CVF. ■ stated the briefing exercise had been introduced to combat candidates using pre-prepared presentations. The interview panel will consist of the Chief Constable, ACC Martin and an external (female) panel member, all of whom have been secured for

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s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

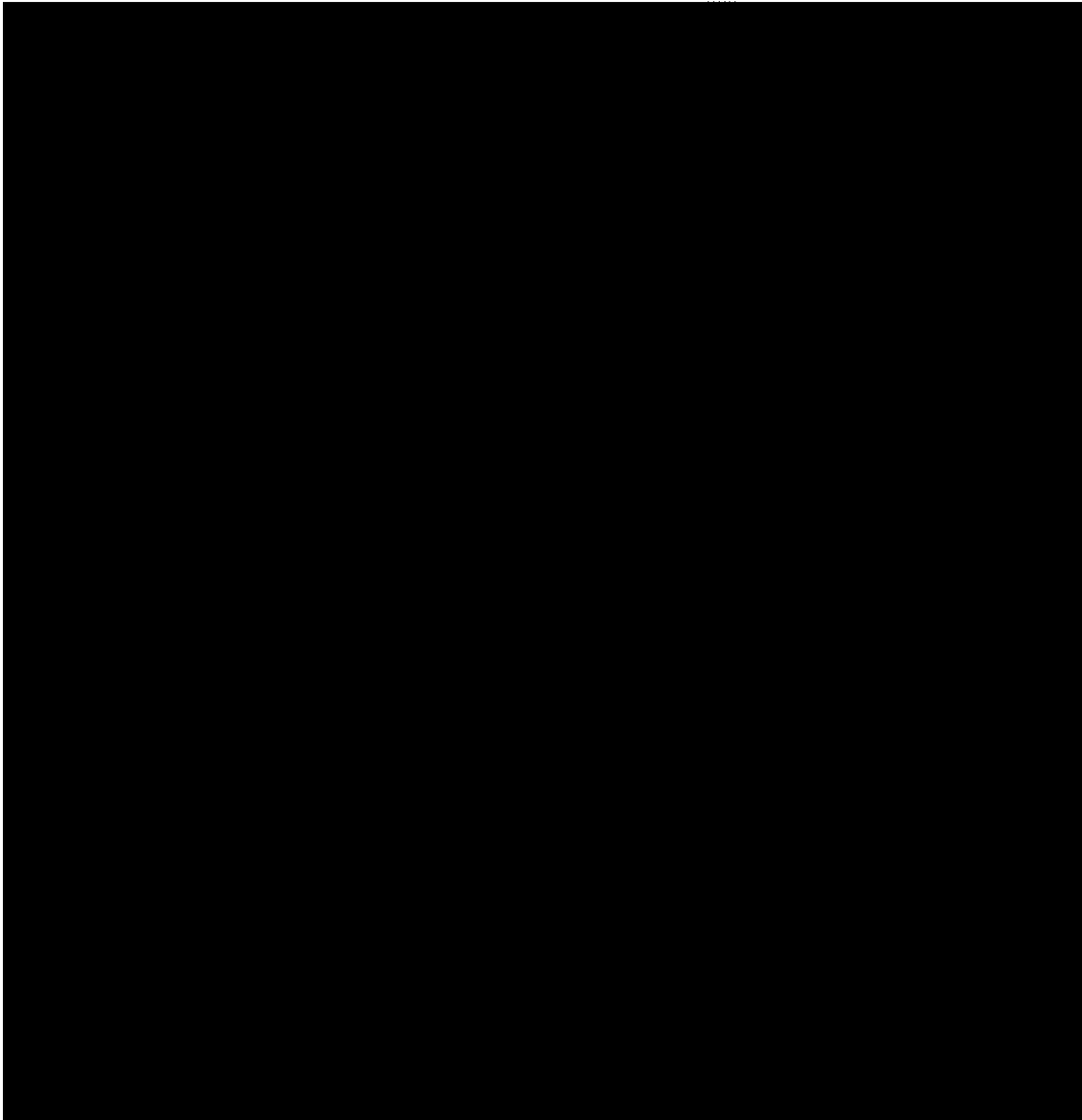
the full week. ■■■ advised that feedback from previous processes will be used and that SMEs will be used to sign off on the process. SET and COP will also brief candidates before the process begins.

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

ACC Gray acknowledged the need for the process to be fair and impartial.

■■■ noted that the COP had suggested different eligibility criteria for internal and external applications, however there was disagreement around this and ■■■ and ■■■ would discuss further.

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)



s.F36
s.F36(2)c

A short discussion then took place around possible integrity issues. ■■■ stated that robust candidate

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

briefings were needed and that the interview panel needed to be briefed accordingly. ■ stated it is the responsibility of the panel to actively probe candidates and deal with any issues at the time. If queries arise during the scoring process then these should also be dealt with immediately. ACC Gray agreed, and also suggested that the panel could probe candidates further at the end of the interview to ensure validity of responses. ■ added that any integrity issues will also be referred to PSD.

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

■ stated he will amend the briefing papers accordingly to reflect the above.

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s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

ACTION: ■ to ensure briefing papers include reference to integrity issues.

9. Conclusion

ACC Gray concluded the meeting at 1450hrs.

Date of next SPEB meeting to be agreed.

ONGOING ACTION REGISTER

Ref	Owner	Date Action Agreed	Subject	Agreed Action To Be Taken	Update on Action	Current Status
02/17	PSNI College/ HR	07/02/2017	Study Guide	Working group to be set up to review study guide and discuss curriculum and delivery of future promotion exams	Update provided and email attached. Study Guide on track to be ready for release in April 2018. Further update on progress to be provided at next meeting.	Ongoing
03/17	HR	07/02/2017	Terms of Reference	Update to reflect the changes within HR – new members to group	TOR updated and agreed. Action closed at meeting on 30 January 2018. New action allocated to review TOR at next meeting (Reference 02/18).	Closed
09/17	HR/Federation	28/06/2017	2016/2017 Inspectors Promotion Process	Lessons learned to be circulated at the end of the process	Candidate feedback for the Sergeants and Inspectors processes has been provided by the College of Policing. Action closed at meeting on 30 January 2018.	Closed

10/17	HR	28/06/2017	College of Policing Costs	Costings for each process CoP have been involved in to be confirmed	COP costings discussed and action closed. Discussions around seconding in an Occupational Psychologist and how the Chief Supt processes was likely to go to COP as timeframes were too tight to go externally.	Closed
11/17	HR – [REDACTED]	28/06/2017	Specialist Police Roles	A specialist post definition paper is to be progressed	Action Closed. Discussions around Specialist Posts definition paper, Job Families presented to DCC, suggestions of running processes together as agreed at SET. Groupings down with full consultation with Heads of Business. Discussion around some form of sift which may need to go to PBR. [REDACTED] confirmed there has been no decision on methodology at this time.	Closed s.F40(2) s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
12/17	HR	28/06/2017	Diversity breakdown of applicants to 2017 Sergeant's process	Male and female ratios to be provided for info, as well as community background	Action discussed	Closed

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s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

13/17	HR	28/06/2017	Staff promotion processes	Draft of proposed promotion schedule to be provided	Staff Promotion Processes - [REDACTED] advised he is to meet with [REDACTED] NIPSA this week.	Ongoing
14/17	Legal Services	28/06/2017	Rank recognition in GB	[REDACTED] s.F42(1)	Subject to review of future processes	Closed
15/17	HR - [REDACTED]	02/10/17	2016/2017 Sergeants Promotion Process	[REDACTED] to review the Sergeants Process for lessons learned and report back	Updated provided, and action closed at meeting on 30 January 2018.	Closed
16/17	HR	02/10/17	Police Officer promotion processes	Promotion schedule for Police Officers still to be devised and made available	To be discussed at Agenda item 8	Closed
17/17	HR	02/10/17	2014/2015 Sergeants Promotion Process	Review of process of determining merit order for tie scores in the previous Sergeants process	ACC Gray reviewed papers and sent decision to Head of Internal Resourcing [REDACTED]	Closed

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s.F40(2)(a)
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s.F40(3)(A)(a)

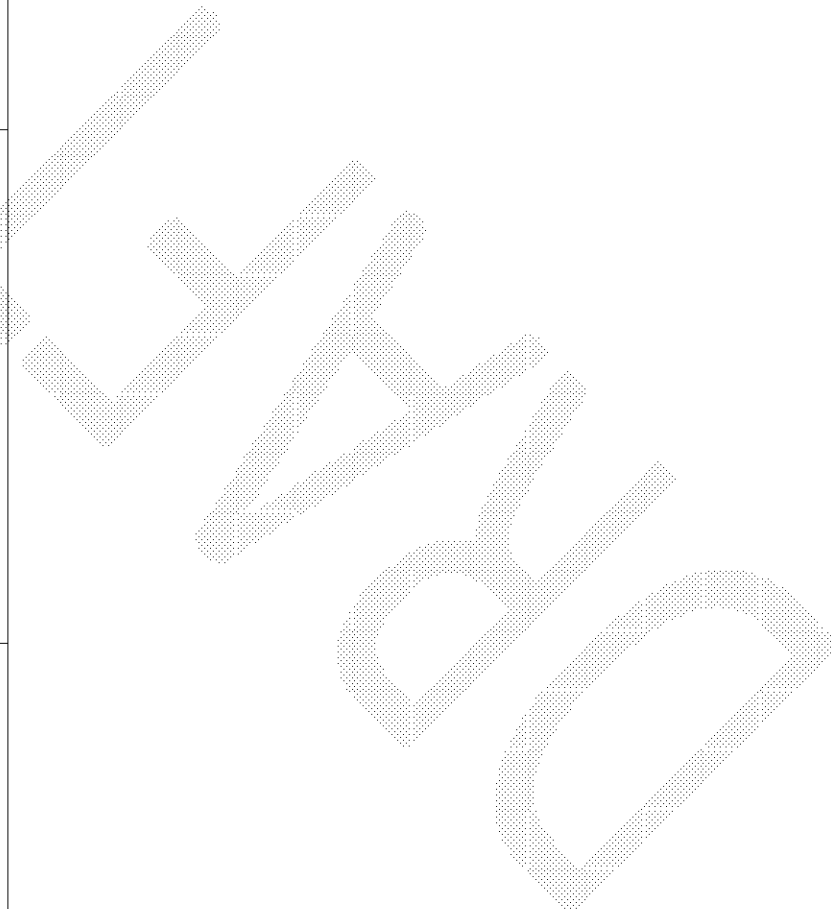
18/17	ACC Gray	04/10/17	2016/2017 Inspectors Promotion Process	Related to Action 09/17 – ACC Gray to send papers to attach to this document	Action closed at meeting on 30 January 2018.	Closed
19/17	HR – ■	04/10/17	Specialist Police Roles	Related to Action 11/17 – Head of HR ■ ACC Gray and T/Director of HR to meet and discuss with DCC the SPEB and PBR relationship and roles	Approach being ratified by PBR processes. Action closed at meeting on 30 January 2018.	Closed
20/17	HR – ■	04/10/17	Governance Moving Forward	Head of HR ■ to review role of Moderators	Briefing schedules for moderators will be delivered before the next process. Action closed at meeting on 30 January 2018.	Closed
01/18	HR – ■ & ■	30/01/18	Review Previous Minutes	■ and ■ to review and finalise previous minutes for all SPEB meetings		Ongoing
02/18	SPEB	30/01/18	Terms of Reference	TOR to be reviewed at next SPEB meeting		Ongoing

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- s.F40(2)(a)
- s.F40(2)(b)
- s.F40(3)(A)(a)

03/18	HR – [REDACTED]	30/01/18	Promotion Timelines	[REDACTED] to carry out Section 75 analysis and derogation issues to be considered	Ongoing
04/18	HR	30/01/18	Promotion Timelines	Options paper to be put together outlining the advantages and disadvantages of annual or biennial promotion processes	Ongoing
05/18	SPEB	30/01/18	Promotion Derogation	Clarify and approve SPEB position on use of derogation for promotions	Ongoing
06/18	HR	30/01/18	Feedback Reports	HR to prepare feedback summary and disseminate	Ongoing
07/18	HR – [REDACTED]	30/01/18	Scoring System for C/Supt Process	[REDACTED] to liaise with COP and change scoring system for C/Supt process	Ongoing

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- s.F40(2)(a)
- s.F40(2)(b)
- s.F40(3)(A)(a)

08/18	HR – [REDACTED]	30/01/18	Briefing Papers for C/Supt Process	[REDACTED] to ensure C/Supt briefing papers include reference to integrity issues		Ongoing
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POLICE SERVICE OF NORTHERN IRELAND



**Strategic Promotions & Examinations Board
(Extraordinary Meeting)**

08 March 2018

ACC's Large Conference Room, Brooklyn

4.00pm

MEETING MINUTES

Strategic Promotions & Examinations Board	
Date	08 March 2018
Time	4.00pm
Location	ACC's Large Conference Room, Brooklyn
Attendees	(BG) Co-Chair – T/ACC Barbara Gray (MMN) Co-Chair – Mark McNaughten – T/Director of HR [REDACTED] [REDACTED] [REDACTED] [REDACTED] – Legal Services [REDACTED] [REDACTED] – Diversity [REDACTED] – Financial Services [REDACTED] – SANI
Apologies	[REDACTED] – NIPSA [REDACTED]
Minute Taker	[REDACTED] & Con [REDACTED]
Meeting Commenced	4.00pm
Meeting Concluded	5.10pm

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s.F40(2)(a)
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s.F40(3)(A)(a)

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s.F40(2)(b)
s.F40(3)(A)(a)

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

Minutes of Strategic Promotions and Examinations Board

1. Introductions and apologies

Introductions and apologies made. It was acknowledged that [REDACTED] had excused himself due to a potential conflict of interest in relation to the C/Supt promotion process.

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

2. Review the impact of termination of C/Supt process on future promotion schedules

[REDACTED] started by declaring a conflict of interest in relation to the Supt process. The group then agreed to focus on confirming the proposed timelines for generic Staff Officer, EO1 and EO2 processes to take place in May/June and the Supt process to take place in September. [REDACTED] highlighted a concern whereby there would no longer be any pull through due to the termination of the C/Supt process and that this would have an impact on potential vacancies.

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s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

2.1 Generic Staff Promotion Processes

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s.F31(1)(a)
s.F31(1)(b)

[REDACTED] discussed the current position regarding generic staff promotions. He advised that the contract went out to tender and was awarded to [REDACTED]. The proposed schedule will involve the Staff Officer process first, followed by the EO1 and EO2 processes in tandem. BG asked if the processes would be measured against the CVF. [REDACTED] advised that a decision was needed around this.

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s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

A discussion then took place around generic processes being open to staff in specialist posts. MMN confirmed that previous processes were open to all, regardless of specialism. [REDACTED] highlighted lessons learned from previous processes which resulted in the loss of specialist posts. [REDACTED] advised that there was no mechanism to backfill specialist posts lost to generic processes. BG advised that a suitable mechanism should be explored. [REDACTED] expressed concern that staff in Fingerprints Branch undergo a five year training programme and these posts could be lost to generic processes.

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

The group then discussed eligibility pools and potential vacancies for the staff processes. [REDACTED] highlighted the previous processes and advised that similar numbers could be expected again. [REDACTED] also highlighted current vacancies at each grade but advised that it was difficult to confirm an exact

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

number due to the ongoing PBR process. [REDACTED] advised that specialist processes may also take place while the generic processes are running.

BG queried the sifting process for staff processes. [REDACTED] advised that this would be decided by [REDACTED] but would take the form of psychometric testing. [REDACTED] highlighted concerns previously raised by NIPSA around the suitability of psychometric testing and stressed the importance of having the methodology agreed from the outset and ensuring NIPSA are consulted throughout. BG asked if psychometric testing was the best approach in terms of the sifting process. [REDACTED] believed it was due to the skills being assessed and its effectiveness in reducing candidate numbers. MMN was content that [REDACTED] would provide detailed proposals. [REDACTED] confirmed that testing would take place in [REDACTED] and that [REDACTED] would manage this with suitable off-the-shelf products available to use. BG advised that timelines are to be agreed and robust consultations held with [REDACTED] and NIPSA.

The conversation then turned to eligibility and the two year substantive rule. [REDACTED] advised that NICS use a one year rule. BG highlighted the importance of remaining consistent. [REDACTED] agreed and advised that we are not tied to NICS procedures. BG stated that using the two year rule could result in annual schedules and smaller lists. [REDACTED] agreed that this would open up eligibility pools for subsequent years. MMN advised that he favoured the two year rule. [REDACTED] proposed putting together an options paper on using the one year or two year rule. BG was mindful of current timelines but [REDACTED] confirmed that this would not impact the promotions schedule or [REDACTED] ongoing work.

ACTION: Options paper re the use of a one year or two year rule for eligibility.

[REDACTED] also highlighted concerns previously raised by NIPSA and the need to ensure similarities between officer and staff processes (e.g. advanced notice of timelines and preparatory briefings). It was agreed that approval would be sought from SET and once dates were confirmed these would be communicated to staff.

2.2 Supt Promotion Process

[REDACTED] advised that the Supt process, from advertising through to results, would run in September and October 2018. [REDACTED] offered to act as moderator again. BG queried the process, and [REDACTED] advised that agreement was currently being sought to go out to tender. [REDACTED] advised that a paper outlining

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s.F40(3)(A)(a)

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s.F31(1)(b)

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s.F40(2)(a)
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s.F40(3)(A)(a)

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s.F31(1)
s.F31(1)(a)
s.F31(1)(b)

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s.F40(2)(b)
s.F40(3)(A)(a)

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s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

deadlines was to be brought to SET on Friday 09 March 2018.

█ then discussed current vacancies at Supt rank and explained how several posts were over establishment. █ also stated there would be no pull through due to the termination of the C/Supt process and that some posts may be lost as a result of the DPC review. BG advised that the DPC review is due in September/October and this will confirm vacancies. It was agreed by all attendees that the Supt process should run in September to widen the eligibility pool and allow the PBR and DPC reviews to run their course.

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s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

2.3 C/Insp Promotion Process

█ expressed concern that the C/Insp process, which is due to start at the end of 2018, may conflict/overlap with the re-running of the C/Supt process. This is due to correspondence from the Chief Constable where it was advised that the C/Supt process would be advertised late 2018 and run early 2019. █ also advised that these proposed timelines may raise eligibility issues for the C/Supt process as some officers will be completing their two years substantive period in February 2019.

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s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

MMN queried if there was a pressing need to run the C/Insp as planned. █ advised that there were currently 19 vacancies. MMN agreed that the process should run as planned. A discussion then took place around holding the C/Insp process in January 2019 and the C/Supt process in March 2019 or vice versa. It was agreed that there should be no overlap of competitions and that consideration to eligibility pools and Section 75 analysis should be undertaken.

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s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

ACTION: Options paper re potential dates for C/Supt and C/Insp processes.

2.4 Summary

All attendees agreed that the dates for generic staff processes and the Supt process had been confirmed in principle and that dates for the C/Supt and C/Insp processes were to be confirmed. BG highlighted the importance of confirming the promotions schedule for 2018/2019. MMN advised that he was keen to communicate processes where dates had been confirmed.

█ advised that SANI are keen for the C/Supt process to be re-run as early as possible, if the

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s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

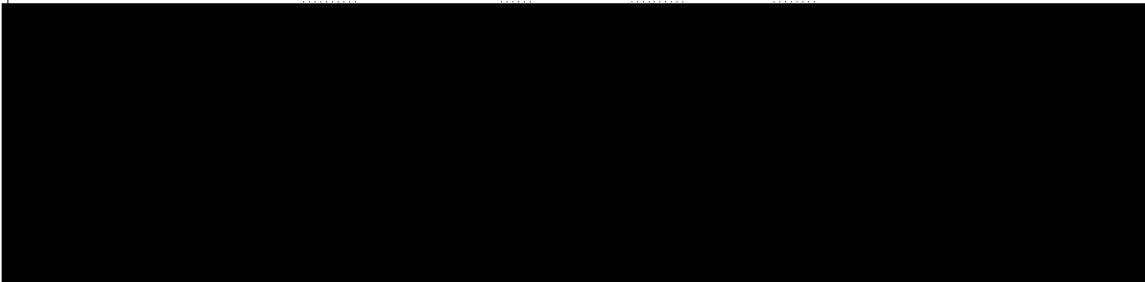
opportunity presents itself. BG acknowledged this and advised that it would be considered by SPEB going forward. BG also highlighted the importance of undertaking Section 75 analysis and ensuring the process is done right.

BG then asked if there were any other processes to consider. ■■■ advised that the Insp and Sgt processes would take place in 2019 and that comms were needed around this. BG asked if proposed dates could be brought for discussion at the next meeting. ■■■ advised that dates had already been considered and appointments planned for Autumn 2019s. BG advised that consideration should be given to study time etc. It was agreed that a paper be put together outlining these processes and giving consideration to timelines, eligibility, vacancies and consistency (e.g. the sift tool etc).

ACTION: Paper outlining overview of Sgt and Insp promotion processes.

3. Capture learning from C/Supt promotion process

■■■ advised that feedback had been collated and the issues reviewed. Details are as follows:



3.2 Embedding an Occupational Psychologist within PSNI

■■■ advised that it would be beneficial to embed an Occupational Psychologist within HR to provide support in future processes. ■■■ highlighted issues with the C/Supt briefings and stated meaningful briefings were needed going forward. This approach would also allow the Occupational Psychologist to attend candidate briefings and address specific queries. ■■■ advised that SANI had no issues with the C/Supt process itself and highlighted the need for candidates to take personal responsibility.

3.3 Role of the moderator

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s.F40(3)(A)(a)

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s.F40(2)(b)
s.F40(3)(A)(a)

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s.F36(2)c

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

■ advised that clarity was needed around the role of the moderator and that methods of contact for candidates needed to be clearly defined. ■ highlighted issues around face-to-face contact and how this can be perceived as unfair as well as putting the moderator in a difficult position. ■ commented that other mechanisms, such as HR acting as a conduit, were needed. BG agreed that clarity around the role of the moderator was necessary. ■ advised that a firewall was needed.

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

ACTION: Review and clarify role of moderator and return to SPEB to discuss and ratify.

3.4 Application form and sign off

■ highlighted issues around the application form and the need for ACC sign off. ■ proposed a pre-launch conversation going forward whereby the candidate, their line manager and their ACC would discuss suitability and readiness. Following launch, application forms would then be signed off by line managers and one ACC who is not involved in the process. There would also need to be clear instructions for candidates not to engage with SET about the process once it had launched.

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s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

3.5 General points

- BG advised that an overall paper/checklist was needed to ensure consistency going forward. This should then be discussed, ratified and approved by union representatives at the next meeting. ■ agreed that consistency was needed for all officer and staff processes.

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

ACTION: Paper/checklist put together re lessons learned to ensure consistency going forward.

- ■ advised that consistency was needed in relation to the verification of evidence. BG referenced the Sgt and Insp processes and how feedback had also highlighted this. ■ suggested that evidence is confirmed by line managers going forward.
- ■ advised that clear instructions should be given to candidates in relation to raising concerns immediately so that they can be suitably dealt with within given timelines.
- ■ referenced the appeals process and that clarity was needed around this.

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

3.6 Summary

█ advised that SANI had arranged a meeting with candidates from the C/Supt process for w/c 12 March 2018 to discuss learning. BG advised that the checklist would support the promotion schedule and ensure confidence going forward. MMN advised that this could be shared with SFB.

s.F42(1)

█ stated that the review and checklist is beneficial for restoring confidence. █

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

█ BG queried whether SPEB were responsible for derogations in generic and specialist processes. █ and █ advised that governance lies with PBR for formal ratification.

BG then advised that the date for the next meeting should be arranged so all actions can be brought back for discussion. BG and MMN advised that they would bring the proposed promotion schedule to SET on 09 March 2018 and that dates would be communicated to officers and staff if agreed.

█ noted that a moderator is used for Police Officer processes but not Police Staff and that there was a need to ensure consistency. █ suggested including █ in SPEB or as a moderator going forward, to provide specialist knowledge of promotion processes. BG advised that there needs to be fairness of opportunity around this but she was satisfied that █ current reporting structure through the Deputy Chief Constable would ensure fairness and transparency.

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s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

BG raised concerns around interview panels and stated members should be selected based on skills and to ensure consistency, not due to availability. █ stated similar feedback had been received from the Sgt and Insp processes. █ advised that SMT buy-in was also needed around this.

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s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

A short discussion then took place around costings for the promotion schedule going forward. █ also queried whether the College of Policing would be paid for their involvement in the C/Supt process. █ advised that this was a possibility but a review would take place w/c 12 March 2018.

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

4. Conclusion

BG concluded the meeting at 1710hrs. Date of next meeting to be hopefully confirmed within the next three weeks.

ONGOING ACTION REGISTER

Ref	Owner	Date Action Agreed	Subject	Agreed Action To Be Taken	Update on Action	Current Status
02/17	PSNI College/ HR	07/02/2017	Study Guide	Working group to be set up to review study guide and discuss curriculum and delivery of future promotion exams	Update provided and email attached. Study Guide on track to be ready for release in April 2018. Further update on progress to be provided at next meeting.	Ongoing
13/17	HR	28/06/2017	Staff promotion processes	Draft of proposed promotion schedule to be provided	Staff Promotion Processes -Head of Internal Resourcing advised he is to meet with NIPSA this week.	Ongoing
01/18	HR – &	30/01/18	Review Previous Minutes	and to review and finalise previous minutes for all SPEB meetings	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)	Ongoing
02/18	SPEB	30/01/18	Terms of Reference	TOR to be reviewed at next SPEB meeting		Ongoing

03/18	HR – [REDACTED]	30/01/18	Promotion Timelines	[REDACTED] to carry out Section 75 analysis and derogation issues to be considered	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)	Ongoing
04/18	HR	30/01/18	Promotion Timelines	Options paper to be put together outlining the advantages and disadvantages of annual or biennial promotion processes		Ongoing
05/18	SPEB	30/01/18	Promotion Derogation	Clarify and approve SPEB position on use of derogation for promotions		Ongoing
06/18	HR	30/01/18	Feedback Reports	HR to prepare feedback summary and disseminate		Ongoing
07/18	HR – [REDACTED]	30/01/18	Scoring System for C/Supt Process	[REDACTED] to liaise with COP and change scoring system for C/Supt process	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)	Ongoing

08/18	HR – [REDACTED]	30/01/18	Briefing Papers for C/Supt Process	[REDACTED] to ensure C/Supt briefing papers include reference to integrity issues	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)	Ongoing
09/18	HR	08/03/18	Generic staff promotion processes	Options paper re the use of a one year or two year rule for eligibility		Ongoing
10/18	HR	08/03/18	C/Supt and C/Insp promotion processes	Options paper re potential dates for C/Supt and C/Insp processes		Ongoing
11/18	HR	08/03/18	Insp and Sgt promotion processes	Paper outlining overview of Sgt and Insp promotion processes		Ongoing
12/18	HR	08/03/18	Role of moderator	Review and clarify role of moderator and return to SPEB to discuss and ratify		Ongoing

13/18	HR	08/03/18	C/Supt process	Paper/checklist put together re lessons learned to ensure consistency going forward		Ongoing
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SPEB
ACC Conference room
Brooklyn
23-4-18

Chair: T/Assistant Chief Constable Gray & Mr M

McNaughten

Chief Superintendent [REDACTED]

Chief Superintendent [REDACTED]

Ms [REDACTED]
 Ms [REDACTED]
 Mr [REDACTED]
 Ms [REDACTED]
 Ms [REDACTED]
 Ms [REDACTED]
 Mr [REDACTED]

Apologies

Superintendent [REDACTED] (SANI)

Ms [REDACTED]

Mr [REDACTED]

Minutes Constable [REDACTED]

s.F40

s.F40(2)(a)

s.F40(2)(b)

s.F40(3)(A)(a)

s.F40

s.F40(2)(a)

s.F40(2)(b)

s.F40(3)(A)(a)

1

Introductions

ACC Gray

Thanked the panel for attending and noted apologies.

Minutes & Actions

Minutes of the meetings held on the 8th March, 28th March and 30th January were all agreed as true accounts of the meetings.

Action log was updated accordingly

Update on Inspector and Sergeant & promotion process

Update was carried over from the meeting held on the 28th March 2018

- s.F40
- s.F40(2)(a)
- s.F40(2)(b)
- s.F40(3)(A)(a)

provided the meeting with an update on the promotion schedule for the Constable to Sergeants promotion process Currently 178 officers on the list with a previously communicated assurance by the HoHR that this list would be exhausted.

further explained that he was satisfied that the list would be exhausted from analysis carried out by workforce planning and has considered the impact on the Sgts to Inspectors process and potential leavers. A discussion took place about vacancies and priority postings. Furthering scoping is being conducted in relation to the options for filling priority postings through SPEB then SEB. May be raised at SET away day on Monday.

The College are developing a bespoke exam/ study pack this year. This is the first time there has been separate Sergeant and Inspector questions. College of Policing may be asked to validate the process rather than develop the exam; this would be the preferred process. ACC Gray asked was there any learning from the last process that needed considered for this process. It was agreed that if there was anything identified that the lessons learnt/experience will be clearly communicated to the applicants.

Anticipate Launch of process October 2018, exam February, interview April May and list available Summer. Discussion raised by ACC Gray in regard to the number of vacancies compared to the number on the list.

- s.F40
- s.F40(2)(a)
- s.F40(2)(b)
- s.F40(3)(A)(a)

provided a brief on numbers and the ongoing work of PBR.

<p>ACC Gray asked if there should be a scoping exercise carried out in asking Constables were they considering applying to gauge numbers. This developed into a discussion around demand, academic ability, scoring structure and validation through the COP.</p> <p>C/Supt [redacted] raised queries around the timelines included in the papers. Agreed that the study guide will be made available before the process is opened on an agreed date to allow all candidates early preparation if they wish to avail.</p> <p>[redacted] provided the meeting with an update on the promotion schedule for the Sergeant to Inspector exam. Launch in October based upon one year in the rank of Sergeant, SPEB considered this at a previous meeting based on section 75 screening. Eligible pool of 891.</p> <p>Launch October, exam February and interviews April/May next year. Same three points to be changed in the timeline as raised by C/Supt [redacted]</p> <p>Discussion took place around the rank and makeup of the panels and the temporary aspect of a chief Inspector sitting on a peer's board; it was agreed in principal that Superintendents chair both panels with a substantive C/Insp and staff member.</p> <p>Rationale for the substantive C/Inspector: It is important to be seen to be fair and that people have ultimate confidence in the process, the preferred way to ensure this is to have a substantive rank with experience at that level</p> <p>Action: need criteria drawn up for panels</p> <p>Indication is that the existing Inspectors list will be expunged by Autumn 2019.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
<p>Role of the moderator</p> <p>This agenda item was carried over from the meeting held on the 28th March 2018</p> <p>Discussion refers to papers submitted by [redacted] ACC Gray asked was the paper based on the definition/role laid out by the College of Policing. [redacted] informed the group that the basis of this draft role profile was modelled on that of the one adopted by the COP</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>

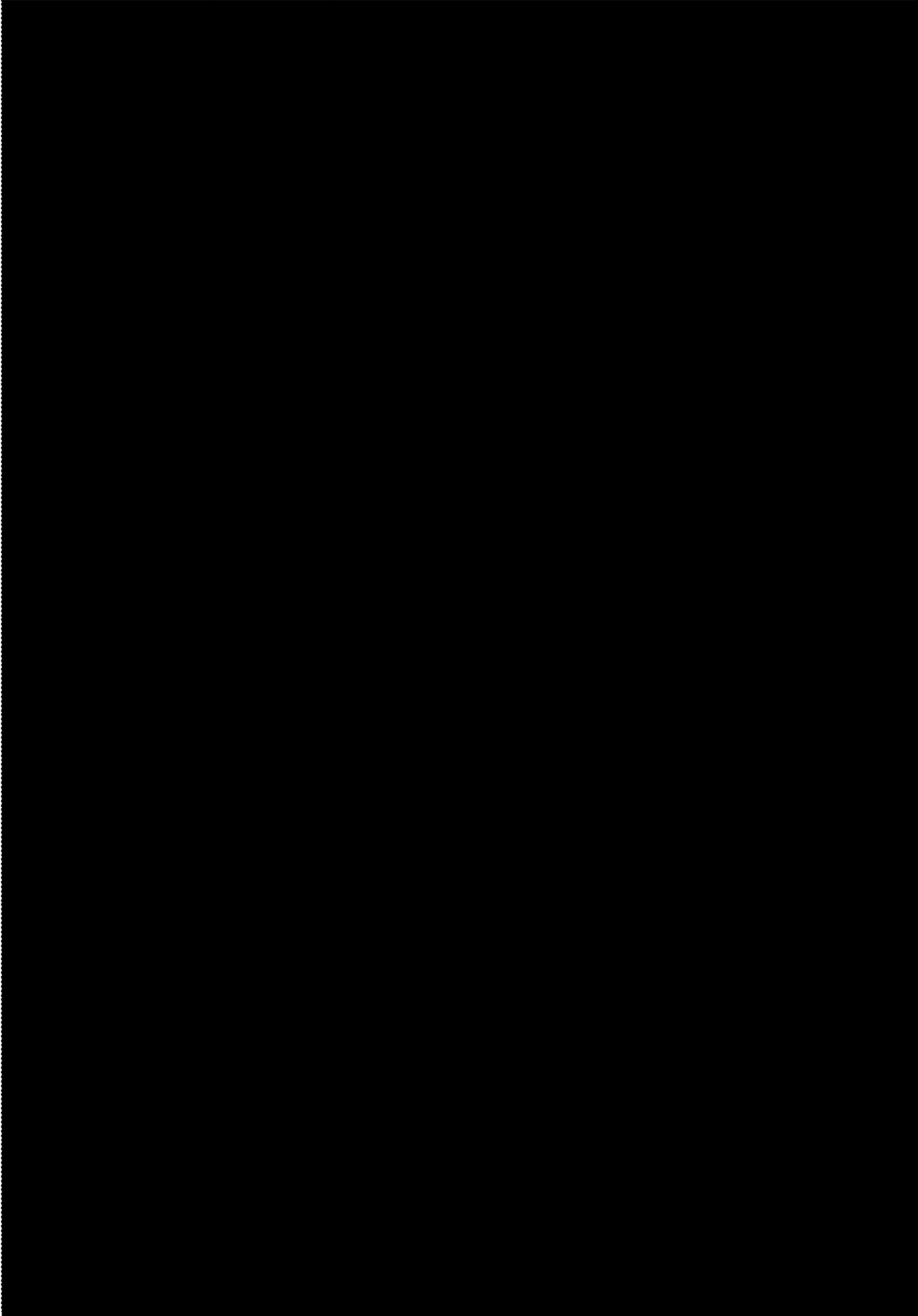
<p>5</p>	<p>Update on Police staff promotion process.</p>	<p>[REDACTED]</p>
<p>s.F40</p>	<p>[REDACTED] was excused due to a potential conflict of interest.</p> <p>EO1, EO2 and SO officer promotions were looked at and it was previously considered that there would be two stage testing until difficulty arose. First stage would be psychometric testing. This was going to be too costly due to the numbers.</p> <p>There would be a difference made in the process in so much that SO was classed as middle management whereas EO1&EO2 were not. Unseen presentation was considered the most cost effective way to process the SO role and the most appropriate for the particular role. Discussion ensued around the most effective way of reducing the numbers at this stage.</p> <p>Considerations made and agreed Psychometric testing ruled at SO level due to our stated desire to achieve timelines that have already been communicated to individuals.</p> <p>Discussion followed regarding the sequence of this process and whether it should be delivered in two stages- one unseen presentation and interview or written submission moving onto interview or do we integrate stage one and two without any sift process?</p> <p>Based on the template that was used for the C/Supts process consideration is being given to a paper sift to be used. [REDACTED] to scope out and return to SPEB with suggestion.</p>	<p>s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>

	<p>ACC Gray Mr McNaughten C/Supt [redacted] Mr [redacted] Ms [redacted] (PFNI) Const [redacted] (NIPSA) Mrs [redacted] Supt [redacted] (10:55) Ms [redacted] (11:00)</p>	<p>Apologies [redacted] (NIPSA) [redacted] representing C/Supt [redacted] Mr [redacted]</p>	<p>ACCs' Large Conference Room Brooklyn 3/9/18 10:30hrs</p>
<p>1</p>	<p>SPEB</p> <p>Introduction</p> <p>Apologies noted</p> <p>Chair has noted that there have been a number of meetings that SANI has not been represented at and is satisfied that invitations have been issued.</p>		
<p>2&3</p>	<p>Minutes & Actions</p> <p>Minutes agreed.</p> <p>Actions updated on Action register or noted below.</p> <p>Action 2 – study guide – C/Supt [redacted] updated that the study guide is ready to go and can be published on NCALT. Technical issues re used of CLASSIS from home computers still being worked through by ICS</p> <p>ACC Gray noted that in light of processes we will make a decision to publish on NCALT as soon as practicable. If CLASSIS becomes available we will make the study guide available on that platform.</p>		
<p>4</p>	<p>Update Police Officer promotions process</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>		

Mr [REDACTED]	<p>C/Supts</p> <p>On schedule for February. Request that myself and ACC meet CC to brief on process we are adopting.</p> <p>ACTION: Mr [REDACTED] to link in with ACC Todd</p> <p>Supts</p> <p>Process ready to launch subject to one paragraph</p>	<p>s.F40</p> <p>s.F40(2)(a)</p> <p>s.F40(2)(b)</p> <p>s.F40(3)(A)(a)</p> <p>ACTION</p>
ACC Gray	<p>Mr McNaughten, Mr [REDACTED] and ACC to meet to ensure a review of what the process is, what decisions are required and how decisions have been reached</p>	<p>s.F40</p> <p>s.F40(2)(a)</p> <p>s.F40(2)(b)</p> <p>s.F40(3)(A)(a)</p>
Mr [REDACTED]	<p>Described process for C/Insp to Supt</p>	
ACC Gray	<p>Clarified if panel was to be 2 or 3 people for briefing. Was it to be a briefing to SET member. Should there be a staff member?</p>	
Mr [REDACTED]	<p>Confirmed 2 people for interview panel, C/Supt (ACC [REDACTED] C/Supt [REDACTED])</p> <p>3 people for interview panel, ACC [REDACTED] C/Supt [REDACTED] and [REDACTED] (NIPB)</p> <p>Documents going out today will outline panel make up but not identity</p>	<p>s.F40</p> <p>s.F40(2)(a)</p> <p>s.F40(2)(b)</p> <p>s.F40(3)(A)(a)</p>
ACC Gray	<p>Confirmed that 3 competencies would be examined at briefing and 5 at interview</p>	
Mr [REDACTED]	<p>Bringing in occupational psychologist support to shortlisting panel</p>	<p>s.F40</p> <p>s.F40(2)(a)</p> <p>s.F40(2)(b)</p> <p>s.F40(3)(A)(a)</p>
ACC Gray	<p>Asked about scoring across 2 panels</p>	

<p>Mr [REDACTED]</p>	<p>Can get his out today, role of line manager ism clear</p> <p><u>C/Insp</u></p> <p>Out for tender at the moment, closes at the end of this week. Based on the principled we agreed at the last meeting. 270 people are potentially eligible. Hope to launch this process on November</p> <p><u>Insp & Sgts</u></p> <p>Provisional dates for exams have been picked and a range of venues reserved, 2/2/19 and 16/2/19. When the study guide is ready we can advertise</p>	<p>s.F40</p> <p>s.F40(2)(b)</p> <p>s.F40(3)(A)</p> <p>s.F40(3)(A)(a)</p>
<p>ACC Gray</p>	<p>We need to have agreed every other step in this process to inform potential candidates</p>	
<p>Mr [REDACTED]</p>	<p>We have agreement from this group that the top performers from exam will go forward.</p>	<p>s.F40</p> <p>s.F40(2)(b)</p> <p>s.F40(3)(A)</p> <p>s.F40(3)(A)(a)</p>
<p>ACC Gray</p>	<p>Does this negate carry-over?</p>	
<p>Mr [REDACTED]</p> <p>[REDACTED]</p>	<p>Running this in house this time, rather than using the College of Policing</p> <p>[REDACTED]</p>	<p>s.F40</p> <p>s.F40(2)(b)</p> <p>s.F40(3)(A)</p> <p>s.F40(3)(A)(a)</p> <p>s.F42(1)</p>

s.F42(1)



[Redacted]

s.F42(1)

7 s.F42(1)

Mr [Redacted]

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

C/Supt [Redacted]

Sift tool was relevant to the promotion

s.F40
s.F40(2)(a)
s.F40(2)(b) 6
s.F40(3)(A)(a)

Ms [REDACTED]	There are many arguments for or against	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
Mr McNaughten	486 gives you the maximum organisational opportunity	
Ms [REDACTED]	I think we could advertise and state there will be further guidance	s.F40 s.F40(2)(a) s.F40(2)(b)
C/Supt [REDACTED]	Could assist the process by including a lengthy commitment period	s.F40(3)(A)(a)
ACC Gray	What is the organisation seeking to achieve? 3 years commitment period has already been agreed	
Mr [REDACTED]	ACTION: Check the criteria re exam pass with LSB We are running this process in [REDACTED]	ACTION s.F31 s.F31(1) s.F31(1)(a) s.F31(1)(b)
ACC Gray	This is the greatest resourcing issue for the organisation for some period of time. [REDACTED] is one of the areas of highest threat and also the most junior in service	s.F31 s.F31(1) s.F31(1)(a) s.F31(1)(b)
Mr [REDACTED]	This list will only remain in force until we run the next general promotion competition for Sgts	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
8	Police Staff processes	
Mr [REDACTED]	We have put 100s pf people through processes, success as follows: 30 for Staff officer 9 20 projected vacancies 63 for EO I (60 projected vacancies) 96 for EO II (110 projected vacancies)	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)

	Will bring paper to next PBR Board. Specialists, such as CSI and FP experts will be within these numbers	
	Temporary promotions effectively have no posts to go back to as PBR is holding all the vacancies in a pool	
Ms [REDACTED]	Staff are very keen to see where further processes are coming	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
Mr [REDACTED]	Useful to have list sitting, that vacancies could be filled from	s.F40 s.F40(2)(a)
ACC Gray	Our aim has to be getting a calendar out	s.F40(2)(b) s.F40(3)(A)(a)
Ms [REDACTED]	Staff processes have been almost without complaint / appeal	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
ACC Gray	We have spoken before about how we get people to come forward to sit on boards or panels	
Ms [REDACTED]	We have previously discussed asking ACCs to nominate	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
Mr [REDACTED]	Discussed debrief from Staff officer process	
	Communications	
ACC Gray	I would like us to be very clear when messaging re Con to Sgt and Sgt to Insp	
	AOB	
	Nil.	
	Meeting ends 11:50hrs	

	<p>SPEB</p> <p>ACC Todd Mr McNaughten C/Supt Ms Mr Ms Mr Supt Insp</p> <p>Apologies (NIPSA) (PFNI) – insp (Legal) attending</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>	<p>ACCs' Large Conference Room Brooklyn 5/11/18 10:50hrs</p>
1	<p>Introduction</p> <p>Apologies noted</p>	
2&3	<p>Minutes & Actions</p> <p>Minutes agreed.</p> <p>Actions updated on Action register or noted below.</p> <p>Action 2 – study guide – Ms advised that the study guide was complete and been published on NCALT. Closed.</p> <p>Action 31 – C/Supt process – Mr McNaughten, Mr and ACC Todd to meet CC to brief on process we are adopting. It was agreed that the governance route would be back to SPEB for ratification. The briefing exercise was still valid. On schedule for February with proposed launch date of the 4th February, closing date of 22nd February.</p> <p>Candidates to be informed of interview dates as soon as possible.</p>	
	<p>ACTION</p> <p>Closed</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>	

<p>Mr [REDACTED]</p>	<p>[REDACTED]</p>	<p>s.F42(1)</p>
<p>4</p>	<p><u>Update Police Officer promotions process</u></p> <p><u>Supt</u></p> <p>Ten found suitable at initial paper sift, with a further 22 following review by the Chief Constable.</p> <p>[REDACTED]</p> <p>s.F42(1)</p> <p>Thirty one progressed to briefing/ interview, 8 successful.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
<p>Mr [REDACTED]</p>	<p><u>C/Insp</u></p> <p>Described process for Insp to C/Insp. Tender received from [REDACTED] Stage 2 will be a briefing exercise not a sift, it will be very similar to the Sgt In- Tray exercise. Possibility of 256 candidates. Should 200 apply it would take 3 panels over 3 weeks. Cost of external marking £14k.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
<p>ACC Todd</p>	<p>Sgt sift was IT literacy which was added during the selection process. Need to advertise the process up front. Should be paper not computer based.</p> <p>Not launching the process then changing mid-stream.</p>	<p>s.F31 s.F31(1) s.F31(1)(a) s.F31(1)(b)</p>
<p>Ms [REDACTED]</p>	<p>How much writing would there be</p>	<p>s.F40</p>
<p>Mr [REDACTED]</p>	<p>Five areas, 4 pages for each area</p>	<p>s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
<p>Mr [REDACTED]</p>	<p>No options , should be hand written – Journal and notebooks must be legible</p>	

ACC Todd	Hand written, only exception by mitigation under reasonable adjustment	
Mr [REDACTED]	Need to agree preliminary process with top scoring going through Need to confirm numbers What does temporary promotion process look like if not enough are successful If the process is pushed back much more we will need to look at Sec 75. Include temporary process in candidate information booklet	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
Ms [REDACTED] C/Supt [REDACTED]	[REDACTED] to peruse Will there be a pilot? Marking will need someone from a NI context e.g. moderating role if the Superintendent or above is not from NI	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
Mr [REDACTED] C/Supt [REDACTED]	Will ask question around moderating of stage 2 I will attend briefing and then moderate Next stage is media interview followed by interview	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
ACC Todd Mr [REDACTED] C/Supt [REDACTED] ACC Todd	Not going to change the C/I process as new to the Chair Combine both scores to an overall score Consistency of panels worked well for the Supt process, need to identify panels now Consistency is vital Sign off belongs to SPEB Widen the moderator pool	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)

Mr [REDACTED]	Email to be issued requesting volunteers	s.F40 s.F40(2)(a)
C/Supt [REDACTED]	Consistency of panels – Panels need to be told that they need to be available for the duration of the interviews	s.F40(2)(b)
Mr [REDACTED]	<u>Insp & Sgts</u> Both processes launched on 31 st October 2018. Study guide available on NCALT with Sgt exam being held on 2 nd February and Insp exam on 2 nd March. Full documentation regarding processes to be circulated within the next 10 days. The current promotion lists are due to expire by Autumn 2019. Will not be using the new Sgt promotion list until after Summer 2019.	s.F40(3)(A)(a)
Ms [REDACTED]	Will be using Insp list before Summer 2019.	s.F40 s.F40(2)(a)
C/Sup [REDACTED]	Will top performers from exam will go forward.	s.F40(2)(b) s.F40(3)(A)(a)
ACC Todd	What are the expectations around numbers? If the processes were run on an annual basis we could manage the numbers. Should consider Sgt and Insp processes every year for the next 3 years.	
Ms [REDACTED]	[REDACTED] considering new structure within HR. Additional resources would be required to manage demand on HR. SPEB page on PoliceNet – No telephone calls Previously agreed that PSNI would run the promotion exams. Previously was a national exam.	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
C/Supt [REDACTED]	Previously exam was a national qualification	s.F40 s.F40(2)(a) s.F40(2)(b)
ACC Todd	Intend to run exam each year	s.F40(3)(A)(a)

Ms [REDACTED]	Would need to establish level of difficulty	
Ms [REDACTED] ACC Todd Insp [REDACTED] Ms [REDACTED] ACC Todd	Exam each year would provide currency and be Section 75 compliant Need to manage officers expectations Would this comply with Regulations Need to speak to Legal 1. Projected gaps 2. Comms advising of next 3 years 3. Advise exam to be held in February each year 4. No's required 5. Exam doesn't carry forward This might spread the demand Need to advise of numbers going through before exam	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
Mr [REDACTED] Ms [REDACTED]	Exam – What topics are the most important? Have bank of 300 written questions Validation panel – Being held in mid-November – Insp, C/Insp and Legal Questions to be fair, relevant and answerable from the study guide Sign off by Exams Insp / C/Insp and Legal Don't have a pass mark – Take top scoring through	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
C/Supt [REDACTED] ACC Todd	One third pass interview How many do we need? Success rate plus 10%	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)

	<p>Need basis for decisions</p> <p>Diversity impact</p> <p>Narrative on 2 or 3 pages explaining the process from end to end, then forward to SET for buy in.</p>
<p>Ms [REDACTED]</p> <p>Mr [REDACTED]</p> <p>ACC Todd</p>	<p>Number of questions will have an effect on the numbers</p> <p>Recommend 90 as long exam has a negative effect on those who are dyslexic</p> <p>College of Policing use 120 questions</p> <p>Exam should be 90 to 100 questions</p> <p>[REDACTED]</p>
<p>5</p> <p>Mr [REDACTED]</p>	<p>[REDACTED]</p> <p>Commenced today with 79 to be interviewed</p> <p>Interviews in [REDACTED] with two panels</p> <p>Supt [REDACTED] moderating and meeting panels this morning</p> <p>[REDACTED] providing QA</p>
<p>ACC Todd</p> <p>Mr [REDACTED]</p>	<p>Numbers required?</p> <p>Whoever passes will be on the merit list, currently 11 vacancies</p>
<p>ACC Todd</p> <p>Mr [REDACTED]</p>	<p>When will the merit list expire</p> <p>Same time as current Sgt list i.e. Autumn 2019</p>

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

ACC Todd	Fill vacancies	
Mr [REDACTED]	Brings in an extra 600 people. I will have to revise the communications piece to reflect this	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
ACC Gray	Process needs to be agreed and then put everything out	
Mr [REDACTED]	Inspectors, same as last year, 1 year (based on regs)	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
6	Police Staff Promotions	
Mr [REDACTED]	Staff Officer promotion offers have commenced with priority promotions identified. These require sign up to attain professional qualifications in	
	HR Financial Investigator Finance	
	EO1 – Posts must be sustainable and PBR approved with appointments in November / December	
	EO2 – Posts must be sustainable and PBR approved with appointments in January 2019	
	ASO – External appointments in January 2019	
	<u>Derogation of Police Staff</u>	
	Scientific Support – 3 Fingerprint Officers on SO list with 3 SO vacancies – Five year lead in time to become Fingerprint Officer	
	Driving School Manager – [REDACTED]	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)

Ms [REDACTED]	Need to submit paper	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
ACC Todd	Needs to be a short document recording why	
Ms [REDACTED]	Use same derogation pro-forma as police derogations	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
AOB		
Nil.		

	<p>SPEB</p> <p>Apologies Ms [redacted] (NIPSA) Mrs [redacted] C/Supt [redacted]</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>	<p>ACCs' Large Conference Room Brooklyn 12/02/19 03:30hrs</p>
1	<p>ACC Todd C/Supt [redacted] C/Supt [redacted] Ms [redacted] Mr [redacted] Mr [redacted] Insp [redacted] (PFNI) Mrs [redacted]</p> <p>Introductions and apologies</p> <p>Apologies noted</p>	
2&3	<p>Minutes & Actions</p> <p>Minutes agreed.</p> <p>No issues identified with previous minutes</p> <p>Actions updated on Action register or noted below.</p> <p>Action 4 – [redacted] provided update on recent Sergeants Exam – ACC Todd advised that communications about Sergeant Process 2019 required.</p> <p>Candidates to be informed of appeals, marking and result in coming days.</p> <p>Update on the recent Sergeants Exam</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
4	<p>Outline some requests regarding request to sit the Sergeants process in 'mop up'. Due to DDA and [redacted] exceptional sitting is permitted for some candidates to sit Sergeant exam on 16 February 2019 under Extenuating Circumstances. Holidays do not constitute extenuating circumstances.</p>	<p>HR to take forward with individuals concerned.</p>

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

Ms [REDACTED]	<p>We will always accept Extenuating Circumstances – organisational sympathy</p> <p>Raised concerns about significant financial costs in relation to organising Sergeants exam on a Saturday</p> <p>Some candidates were paid overtime to sit the exam whereas some paid for costs personally to sit the exam such as travelling costs.</p> <p>Needs to be more organisationally efficient.</p> <p>Due to high number of candidates Saturday was chosen because of schools/universities being closed – in terms of using location.</p> <p>Need to gather data from this exam, before making any decisions and think how can we improve it for next year in terms of logistics, financial costs and organising?</p> <p>Report back to SPEB considering all aspects for future.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
5	<p>Update on forthcoming promotion processes:</p>	<p>s.F40</p>
Mr [REDACTED]	<p><u>Chief Supt</u></p> <p>Gave an overview of C/Supt process It will run over two weeks – 6 days at the end of March into first week of April Expected 30 applicants to a max. So far no interest from external Police organisations CC's diary has been saved for C/Supt Promotion Process Panel members will consist of CC, DCC and an external member</p> <p>Applicant pack very well received.</p> <p>Received positive feedback from the applicant information pack for C/Supt</p> <p>Candidates like the way it has number of vacancies available.</p>	<p>s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
C/Supt	<p>Received positive feedback from the applicant information pack for C/Supt</p> <p>Candidates like the way it has number of vacancies available.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
ACC Todd	<p>[REDACTED]</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>

Mr [REDACTED]	Briefing circulated from CC to be sent out by [REDACTED]	[REDACTED] to circulate
Mr [REDACTED]	<p><u>Chief Inspector</u></p> <p>Overview of the process Considering 3 moderators for the process Requires a female Supt for standby</p> <p>Organised a teleconference on 22 February 2019 for Interview and Operational Briefing Exercise panel members. A member of [REDACTED] will deliver a general briefing to both panels – Interview panel members in the morning and OBE members in the afternoon for 60 mins.</p> <p>It is a requirement for panel members to attend general telephone briefing and briefing delivery on the morning of the process.</p> <p>Panels need to be told that they need to be available for the duration of briefing</p> <p>There should be a hard focus on the confidentiality of the process.</p> <p>Currently communicated to assess 4 values/competencies for Operational Briefing Exercise</p> <p>Considering to minimise it to 3 as previously done with Supt Promotion Process</p> <p>Any risks of changing process?</p> <p>No risks identified as it is in the interest of candidates</p> <p>Easy to prepare for less behaviours/values</p> <p>Less work for Panel members therefore advantage to candidate and panel.</p> <p>Slighter risks in comparison to benefits</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F31 s.F31(1) s.F31(1)(a) s.F31(1)(b)</p>
ACC Todd		HR to advise panel members.
Ms [REDACTED]		Reinforced by [REDACTED] briefing on the morning of process.
Mr [REDACTED]		
ACC Todd		
Ms [REDACTED]		[REDACTED] to progress with [REDACTED]

ACC Todd	Draw up communication email for candidates- concern raised about those that may be absent and do not pick up amendment ahead of C/Inspector promotion.	ACC Todd
C/Sup [redacted]	Put a read receipt to capture those that may be on leave etc	s.F40 HR to take Forward
Mr [redacted]	No further objections	s.F40(2)(a) s.F40(2)(b)
Mr [redacted]	<u>Inspector (will include update on current live list)</u>	s.F40(3)(A)(a)
ACC Todd	Overview of the exam 2 locations and 2 sessions (morning and afternoon) [redacted] and Garnerville for reasonable adjustments and accommodations 280 Sitting the exam	s.F31 s.F31(1) s.F31(1)(a) s.F31(1)(b)
ACC Todd	What are the expectations around numbers? How many top performers from exam will go forward?	
Mr [redacted]	It was decided top 200 performing candidates will progress to interview stage of the process	s.F40 s.F40(2)(a)
ACC Todd	[redacted] booked for the month of May to carry interview for Inspector Process 2019 Panel consistency is essential	s.F40(2)(b) s.F40(3)(A)(a)
Mr [redacted]	ACC Todd to mandate panel members for promotion processes for consistency throughout each process. <u>Sergeant (will include update on current live list)</u> [redacted] booked for the month of June in advance to conduct interviews Working on determining panel members for interviews	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)
6	<u>Update on staff promotions:</u>	
Mr [redacted]	Staff officer list – 15 promoted of the list. [redacted] discussed specialist appointments and use of derogation	s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)

ACC Todd	Derogation HR decision rather than board No specific criteria just use SMAP principles as it's a promotion issue Discussion took place around setting the parameters of the derogation approach and ratifying the approach at SPEB.	HR to provide derogation guidance and parameters for sign off.
Mr [REDACTED] s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)	<u>EO1 appointments</u> Working on specialist appointments therefore no movement on this list. [REDACTED] discussed next year's schedule of promotions and communicating in advance. It was agreed by all that this is important.	[REDACTED] to draw up draft schedule
ACC Todd	Branch Heads need communication around the movement of EO1/EO2 lists. Target the wider organisation as communication is important.	[REDACTED] and [REDACTED] to draw up comms
Ms [REDACTED]	Schedule of promotions to be brought to next board meeting for ratification.	s.F40 s.F40(2)(a) s.F40(2)(b) and [REDACTED]
Mr [REDACTED]	<u>EO2 List</u> No movement on the list	s.F40(3)(A)(a)
7.	<u>Communications</u>	
8.	PFNI reiterated the requirement to publish the next process well in advance by planning ahead – It helps people with studying - <u>AOB</u>	
Ms [REDACTED]	Discussion around requirement for panel members to be substantive. Need to research and review organisational policy to identify what the organisation's position is.	HR to bring back to SPEB
C/Sup [REDACTED]	If agreement to support temporary promoted panel members – need to ensure they have been through selection process for temporary promotion	

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

<p>ACC Todd [REDACTED] and [REDACTED] s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>	<p>[REDACTED] will raise with [REDACTED] to address with SANI Federation and NIPSA Panels to inform if they have family members participating in the process therefore a field needs to be added on application form to declare relationships such as partners, co-habitants, family members or friends Discussion took place regarding external advertisement for promotion training within PSNI premises and whether there was policy/guidance around this. [REDACTED] advised that at the Chief Superintendent's briefing it was reiterated that external training providers should be used with caution. The organisational position regarding external training advertising on PSNI premises was unclear and needed to be checked with PSD.</p>	<p>[REDACTED] HR to look at inclusion within application forms [REDACTED] Liaise with PSD to raise the issue regarding internal advertising for external training for promotion processes.</p>
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s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)



Keeping People Safe

MINUTES OF MEETING

NAME OF COMMITTEE: Strategic Promotions & Examinations Board (SPEB)

DATE: 12 November 2019

TIME: 10.30am

LOCATION: ACCs Large Conference Room, Brooklyn

CHAIRPERSON: ACC Alan Todd

MEMBERS:

Co-Chair of SPEB	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
Superintendents Association	[REDACTED]
Financial Services	[REDACTED]
Human Resources	[REDACTED]
NIPSA	[REDACTED]
Internal Communications	[REDACTED]

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

OTHER ATTENDEES:

Note Taker	[REDACTED]
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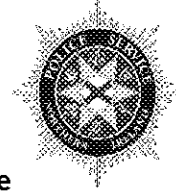
s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

APOLOGIES: [REDACTED]

	<p>█ asked could the list remain live until the end of this year while considering the 6 month extension.</p> <p>AT agreed to this.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
<p>5.0</p>	<p>Senior Police National Assessment Centre Advertisement</p> <p>█ states that following SMAP last week, process should be signed off by SPEB.</p> <p>█ states that the 2020 programme is not the only gateway to SPNAC. AT agrees that there is an expectation.</p> <p>█ also agrees that it isn't the only gateway. It is only a factor to consider but there should still be evidence of some sort to show that you are ready for PNAC.</p> <p>█ states that if you are successful at PNAC and didn't complete 2020, people might think that you don't need to complete 2020.</p> <p>█ agrees that there are difficult procurement issues and that if you are unsuccessful at 2020, you need to show evidence of what you have done since then to prove you are worth receiving PNAC.</p> <p>█ suggests that the Chief Constable holds a briefing to instil his expectations.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
<p>6.0</p>	<p>Superintendents Process</p> <p>█ states that last year, there were 56 expressions of interest and only 8 met the standard for promotion.</p> <p>█ and █ explain the three options on how to run the promotion process;</p> <p>Option 1 – Paper sift and then interview. The challenge being it will take roughly 3 full days to complete the paper sift.</p> <p>Option 2 – An operational brief followed by an interview through an assessment centre.</p> <p>Option 3 – Psychometric test and interview.</p> <p>█ states option 2 is the best and the brief will need to be different due to the massive pool to interview.</p> <p>AT agrees.</p> <p>█ states that in the previous process candidates did better in the Operational Brief with limited numbers not scoring highly. The panel will be reluctant to fail anyone on the Operational Brief.</p> <p>█ states that the Operational Brief will need to be quality assured and designed accordingly with 2 ACCs to run it over 3 weeks on the assumption of roughly 90 candidates.</p> <p>█ states that there are robust tests available but an Operational Brief is more challenging and robust. █ also suggests not using all internal panel members but bringing external members in.</p> <p>AT states that if you are successful, you can carry your score from the</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>

	<p>Operational Brief into your interview score.</p> <p>AT confirms with the board that option 2 is the more popular. AT confirms that this is not a formal decision but is instead a working assumption.</p> <p>█ suggests that we should use 1-5 matrix for this process.</p> <p>█ to review prepared tender document.</p> <p>█ asks should the candidate's applications be signed off by an ACC. AT disagrees as there is no consistency.</p> <p>█ states there should be a fundamental review of IPR and to progress you need an up to date IPR.</p> <p>█ would like to attract more candidates from other forces/services and wonders how to attract nationally. █ suggests asking the College of Policing to put it onto their website to get more interest and possibly engage a professional company in the advertising.</p> <p>█ also suggests to use the External Recruitment's recruitment material.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
7.0	<p>Revised Promotion Schedule</p> <p>█ proposes to put the schedule out to the service as soon as possible to allow people time to prepare and plan around the processes. He suggests the earlier it goes out, the more people will be engaged.</p> <p>█ and AT agree to sign this off.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b)</p>
8.0	<p>Communication</p> <p>█ suggests there to be a dedicated page to SPEB on Policenet.</p> <p>█ agrees and states that █ is working on a page for HR.</p> <p>AT also agrees, stating that it would be useful to have one on Callsign or Policenet so that the service understand the scale that SPEB work at.</p> <p>█ suggests putting it onto the Vacancy page as it is a popular webpage.</p> <p>█ agrees that a Callsign article would be a good idea.</p> <p>█ to progress.</p>	<p>s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
9.0	<p>AOB</p> <p>No other business to discuss.</p> <p>The meeting ended at 11.45am.</p>	

Draft 1



Keeping People Safe

MINUTES OF MEETING

NAME OF COMMITTEE: Strategic Promotions & Examinations Board (SPEB)

DATE: 19 June 2019

TIME: 2.00pm

LOCATION: Main Conference Room, Brooklyn

CHAIRPERSON: ACC Alan Todd

MEMBERS:

Co-Chair of SPEB	[REDACTED]	
[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	
PFNI	[REDACTED]	
NIPSA	[REDACTED]	

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

OTHER ATTENDEES:

Note Taker	[REDACTED]
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s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

APOLOGIES: [REDACTED]

<p>2.0</p>	<p>Discussion then took place regarding the current live lists:</p> <p>Police Officer Promotion Processes</p> <p>Chief Superintendent [REDACTED] The list is to be exhausted.</p> <p>Superintendent and Chief Inspector No current live lists</p> <p>Inspector [REDACTED]</p> <p>Sergeant [REDACTED]</p> <p>It was agreed that due governance is required regarding who is in an appointable position. [REDACTED] advised that this would sit better with RDG [REDACTED]</p> <p>It was agreed that we should look at having an end date for the current lists? The question was asked were we duty bound to exhaust lists.</p> <p>[REDACTED] suggested that as soon as the new lists become available officers from the previous lists should be added at the top of the new lists.</p> <p>[REDACTED] advised that officers are given two formal officers and are then removed from the list. It was agreed that a learning point is that end dates for merit list need to be considered.</p> <p>[REDACTED] is to come back to the next meeting with an options paper.</p> <p>Police Staff Processes</p> <p>Staff Officer 10 staff remain on the merit list. List expires on the 2nd November 2019. To be reviewed at next meeting.</p>
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s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

s.F40
s.F40(2)(a)
s.F40(2)(b)
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s.F40(2)(a)
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s.F40(3)(A)(a)

Draft 1

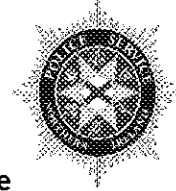
	<p>EO1 28 staff remain on the merit list. List expires on the 20th February 2020</p> <p>EO2 52 staff remain on the merit list and offers are currently progressing. List expires on the 10th March 2020. It was advised that most of the roles are generic.</p> <p>It was stated it had been agreed that promotion processes would be run every 2 years. ■ advised that it is planned that a new EO2 process would be run later this year.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
<p>3.0</p>	<p>Future Promotion Schedule</p> <p>AT stated that he would like an indicative list to be sent out.</p> <p>Police Officer processes</p> <p>Discussion took place regarding when the next Sergeant and Inspector promotion processes would be advertised.</p> <p>It was suggested that the next processes would be advertised in October/November 2020 which would provide a list for March 2021. It was anticipated that 290 Sergeants would be required with a further 122 by March 2021. For Inspectors, 203 would be required over the 2 year period.</p> <p>■ advise that further work would be required on the study guide, e.g. to take account for recent legislation changes.</p> <p>AT felt that Oct/Nov 2020 seemed to be too late and consideration should be given to advertising after Christmas 2019; the legal exam to take place March/April 2020 and interviews to take place in June.</p> <p>■ advised regarding Section 75 considerations and logistical planning. He stated that the basic framework had worked well.</p> <p>■ stated that she would consider other lateral transfers.</p> <p>There was concern regarding Superintendents in that there are currently 18 temporary Superintendents. If the process was to be advertised late 2019 there would be a similar eligible pool as the pool would not be refreshed until May 2021.</p> <p>It was suggested that different eligibility criteria could be considered. ■ stated that there needed to be a robust assessment centre.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>

Draft 1

	<p>█████ stated that in the AGS Inspectors apply for Superintendent as they have no Chief Inspector rank. Evidence also shows that Temporaries do not perform better. AT stated that the new Chief Constable would have a view and therefore suggested that it would be better to draft a brief options paper. On reflection AT stated that another process should be advertised late Autumn 2019. ██████ to look at an assessment centre approach and ██████ to look at preparing a tender document.</p> <p>The Chief Inspector Process provided 44 successful candidates who have all been promoted. There are T/C/Inspector processes already being progressed. The next process is scheduled for Spring 2020. ██████ to look at options from a Section 75 perspective, e.g. eligible pools – 2 years seniority, 1 year seniority and none. AT will need to sense check this with the new Chief Constable. There may be secondment opportunities.</p> <p>There are no current plans to run a Chief Superintendent promotion process.</p> <p>Police Staff processes</p> <p>There is no current requirement for Staff Officer or EO1 promotion processes at this time.</p> <p>EO2 to be advertised early Autumn.</p> <p>The External ASO list will not be available until late 2019.</p> <p>█████ to look at the costs required to run processes.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
<p>4.0</p>	<p>Communication</p> <p>AT to draft communication at the end of July to advise officers who were in the Sergeant Promotion Process regarding the publication of results.</p> <p>█████ preparing a resourcing communication for the organisation.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
<p>5.0</p>	<p>AOB</p> <p>█████ asked if a communication could be sent out regarding the timeline for appointments from the Inspector Promotion merit list.</p> <p>The meeting ended at 4.00pm</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>

Date of next meeting: September

Draft 1



Keeping People Safe

MINUTES OF MEETING

NAME OF COMMITTEE: Strategic Promotions & Examinations Board (SPEB)

DATE: 19 August 2019

TIME: 1.00pm

LOCATION: ACCs Large Conference Room, Brooklyn

CHAIRPERSON: ACC Alan Todd

s.F40
s.F40(2)(a)
s.F40(2)(b)
s.F40(3)(A)(a)

MEMBERS:

Co-Chair of SPEB	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
PFNI	[REDACTED]
Superintendents Association	[REDACTED]
	[REDACTED]
	[REDACTED]

OTHER ATTENDEES:

Note Taker	[REDACTED]
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APOLOGIES:

[REDACTED]

s.F40
s.F40(2)(a)
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s.F40(3)(A)(a)

Item No	
1.0	Apologies noted
2.0 & 3.0	<p>Minutes agreed.</p> <p>No issues identified with previous minutes</p> <p>Actions updated on Action register.</p>
4.0	<p>█████ briefed on the 3 options contained in the option paper reference 2017 merit list for Sergeants and Inspectors. The preferred option would be B and this was put forward for discussion.</p> <p>█████ stated that Option B would be the most pragmatic</p> <p>AT would favour Option B</p> <p>█████ agreed and advised was done this way in the past.</p> <p>█████ to action and deal. No other issues re this.</p>
5.0	<p>█████ advised paper had been prepared and circulated regarding process to be used to manage 2018/19 Sergeant and Inspectors process. Areas looked at were Priority appointments, Specialist processes and Generic appointments. Proposal would be to give a choice of all available vacancies which deliver a fairer outcome.</p> <p>█████ said that the Chief Constable had asked for this to be researched and █████ advised that it has been incorporated into the proposal.</p> <p>AT advised was happy to support the proposed approach.</p>
6.0	<p>█████ advised a paper has been prepared by Performance, Audit and Assessment Unit in relation to 'lessons learnt' from recent examination processes.</p> <p>█████ advised that a new blue print will be done in regard to the study guide and College has suggested this be 'trimmed down'.</p> <p>█████ suggested the Study Appeal and Selection Appeal to be separated.</p> <p>█████ reports have been received from █████ and █████ and these</p>

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s.F40(3)(A)(a)

s.F31
s.F31(1)
s.F31(1)(a)
s.F31(1)(b)
s.F40
s.F40(2)(a)
s.F40(2)(b)

	<p>will be shared with AT and [REDACTED]</p>	<p>s.F40</p>
<p>7.0 & 8.0</p>	<p>Discussion took place in regard to each of the proposed promotion deliveries.</p> <p>Superintendent</p> <p>Two proposals incorporating - 2 years in rank which generates a pool of 56 people</p> <p>- No criteria, substantive Chief Inspector generates a pool of 101.</p> <p>[REDACTED] advised Chief Constable would consider the introduction of rank skipping in this process</p> <p>[REDACTED] said the worry about this would be that it would be demeaning to Chief inspector rank.</p> <p>[REDACTED] there is a need to look at attracting persons from other forces to apply</p> <p>[REDACTED] said could look at a different way of sifting for example Operational Brief followed by Interview.</p> <p>AT asked for room to discuss whether to run a process in short/long term</p> <p>[REDACTED] said there is not a big risk to open up to the larger pool</p> <p>[REDACTED] possibly introduce a better sift process for example assessment centre</p> <p>After discussion proposal is to run in October with pool of 101 including newly promoted Chief Inspectors with bespoke designed application process.</p> <p>Framework approval to be taken forward by AT and [REDACTED] to SET and then Board for approval.</p> <p>Draft tender to be prepared.</p> <p>Chief Inspector</p> <p>[REDACTED] advised that the question being asked is in regard to the eligibility criteria to be used. It was agreed the criteria should be '1 year in rank contingent on the fact you have met the standard in your IPR'. This criteria creates a pool of 235.</p> <p>Inspectors/Sergeants</p> <p>[REDACTED] the main decision being required is in regard to Option 1 or Option 2 being proceeded with. [REDACTED] briefly advised what was included in each option and stated he would propose Option 2.</p>	<p>s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>

	<p>Discussion took place in relation to which option to be proceeded with.</p> <p>████ said the starting point would be around the date for the Legal Exam</p> <p>████ advised that the earlier the study packs were available then we could fit the rest of the timescale around this.</p> <p>Preferred Option 2 re commencement 'Exam times' with dates after this to be looked at by █████ – no interviews in August would be preferred.</p> <p>████ asked that 2 other decisions be made by the Board today – carry forward of previous exam result – decided this is not to be done as it is a new competition.</p> <p>Process to be utilised – was agreed this would be the 'top performing'</p> <p>Executive Officer 2</p> <p>████ advised that EO2 lists will be expired this year and posts will still exist. Two dates offered for advertising with closing date of 23rd December 2019 the favoured option. Discussion took place regarding the type of testing – online or paper based. It was agreed that the date of 23rd December was okay.</p> <p>████ to look at what is available regarding testing and Human Resources to take this forward.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p> <p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
9.0	<p>Communication</p> <p>AT would like to put out Communications piece regarding what processes are in place for the year ahead. █████ to discuss with █████ Corporate Communications.</p> <p>████ asked re whether call could be made about putting out through Communications whether processes are to be run annually/18 months thus telling the Service well in advance.</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>
10.0	<p>AOB</p> <p>████ Temporary Promotions – █████ to look at practicalities and bring to the next meeting – release communication in the interim and HR to draft this.</p> <p>Emerging Leaders – HR to check if able to say persons need to complete this</p>	<p>s.F40 s.F40(2)(a) s.F40(2)(b) s.F40(3)(A)(a)</p>

Draft 1

	<p>course before being promoted into rank in rank.</p> <p>The meeting ended at 3.00pm.</p>
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Date of next meeting: October

DRAFT