

Succession planning, promotion & lateral moves policy



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Section 1 – Policy Intentions

1. Purpose of report

The purpose of this report is to:-

- To demonstrate the Constabulary's commitment to the effective leadership of the force by ensuring that effective processes are in place to develop individuals with the leadership skills required of today's leaders;
- To ensure that succession planning practices are robust and targeted so as to ensure a pool of talented individuals able to step up to leadership positions, both in the short term, and on a permanent basis;
- To recognise that robust and successful succession planning is of vital importance in an organisation committed to continuous improvement
- Through an open and transparent approach, to retain the confidence and trust of all staff in the fairness of the force's approach to succession planning activity.

2. Background information

Policing is delivered by people. The fundamental unit of service delivery is the Police Officer, Police Community Support Officer or Police Staff member in contact with the public. Thus, to be a Constabulary that inspires trust, confidence and pride by placing the public at the heart of everything we do, it is vital we have a workforce that inherently possesses the Values, Attitudes, Knowledge and Skills that will deliver outstanding policing services.

Developing this workforce is the responsibility of all force leaders. Thus leadership promotion and succession planning activity is of vital importance. This document sets out how the force leadership will ensure effective and fair succession planning activity takes place in such a way as to build confidence amongst staff and stakeholders.

Section 2 – Policy wording

3. Our Approach

The Chief Constable shall ensure that, in the course of succession planning, the Constabulary:

- a) Identifies factors influencing the succession environment such as forecasted retirement eligibility, the availability of talent; the need to maintain key skill sets and associated financial considerations;
- b) Identifies individuals with leadership skills, including those with development potential;
- c) Provides development opportunities for leadership candidates, including, but not limited to: formal training (such as university programs and executive courses) and informal/experiential opportunities such as acting/temporary promotions, secondments, special projects, coaching and mentoring;
- d) Leadership continuity is actively planned for and appropriate records kept.

4. Succession Planning

On a bi-monthly basis, the Deputy Chief Constable and/or Head of Human Resources will table at Monthly Executive Board (Part II) a discussion on succession planning, that will consider the following:

- a) The factors influencing the succession environment;
- b) The activities underway to build the skills and competencies of senior leaders;
- c) Continuity plans to contend with the sudden loss of Senior Officers and Police staff;
- d) National programmes that directly influence the policing workforce environment, and;
- e) Force HR metrics that will include:
 - Police Officers – 30 year pension date for all Superintendents and Chief Inspectors
 - Police Staff – Role and length of service for senior roles (equivalent to Chief Inspector and above)
 - Police Officer and Police Staff - Secondments for Chief Inspector and above and police staff equivalent.

(These HR metrics will be routinely reviewed to ensure that appropriate information is provided to Chief Officers to enable informed decisions to be made)

At this meeting Chief Officer Group leads will ensure they have had the necessary discussions with those they lead to effectively represent the plans, aspirations and identified development needs of those Superintendents, Chief Inspectors and Police Staff equivalents they line manage. Ideally these will be captured and documented in monthly performance reviews. They will be assisted in this by the above HR metrics provided by the Human Resources Department.

Using the above factors, where required, decisions on Superintendent and Chief Inspector lateral moves will be made to ensure leadership coverage is maintained across the constabulary.

All officers at the appropriate rank will be considered during deliberations for Superintendent and Chief Inspector lateral moves and temporary promotions.

Such decisions will be based upon (in this order):

1. Organisational need – fit for skills, experience and behaviours
2. Individuals' identified career development requirements
3. Any expressions of interest for a specific role – noting that prior discussions will have taken place with potentially affected individuals to enable them to express an interest in any forthcoming positions.

An additional factor that will be considered is the need to maintain continuity of individuals in post so as to meet the needs of local communities, partners or wider stakeholders.

A further factor that will be considered is the use of positive action aimed at addressing underrepresentation in leadership positions or specialist disciplines. This is in accordance with the force's legal responsibilities as set out in the Equality Act 2010 and our commitment to building a diverse and inclusive workforce that reflects the communities we serve.

The process for decision making will be led by the Chief Officer Group lead in regards to the area of business being deliberated upon.

The opportunity will be provided for representations to be made by the Superintendents Association, Police Federation and Police Staff Associations in advance of decisions being finalised.

Whilst, by definition, senior police staff members will not be subject to such lateral moves they will be included in the succession planning discussion to ensure personal development needs and wishes are identified and where possible addressed.

5. Substantive Promotions

The decision to hold a promotion board will be made by the People Development Board (PDB) based on workforce and succession planning. The decision to promote will be agreed in consultation with the Chief Officer Group. Substantive promotions will only be made based on organisation requirements. Any eligibility criteria will be specified on the advertisement. Substantive promotion selection will generally be made based on the highest scoring candidate in the process. On occasion it may be necessary to make selections based on specific skills required by the organisation. The Chief Officer Group

reserves the right to make substantive promotion decisions in order to meet the operational requirements of the organisation.

Should further vacancies at a specific rank arise following a promotion process, the previous process may be revisited if the additional vacancy has arisen within 8 weeks of the conclusion of the previous process.

6. Temporary Promotions

Temporary promotions are for a period which is believed, in advance, to be over 6 months and will normally be subject to a selection process.

Choosing an officer for temporary promotion will be based on the following criteria:-

1. Organisational need – fit for skills, experience and behaviours
2. Individuals' identified career development requirements
3. Any expressions of interest for a specific role – noting that prior discussions will have taken place with potentially affected individuals to enable them to express an interest in any forthcoming positions.

A further factor that will be considered when determining temporary promotions is the use of positive action aimed at addressing underrepresentation in leadership positions. This is in accordance with the force's legal responsibilities as set out in the Equality Act 2010 and our commitment to building a diverse and inclusive workforce that reflects the communities we serve.

The only exception to this is where a promotion process has concluded within 8 weeks then the results from that can be taken into account when making the temporary appointment.

In other instances where the temporary promotion is known to be less than 6 months, the organisation will determine the most appropriate officer using the criteria set out above at 1-3 without the need for a selection process.

The person who will make the decision on temporary promotions will be:-

- Sergeants & inspectors – the decision to award a temporary promotion will lie with the relevant Chief Superintendent – either uniform or specialist crime.
- Chief Inspectors – the decision lies with the ACC Operations
- Supt and above - COG

The opportunity will be provided for representations to be made by the Superintendents Association, Police Federation and Police Staff Associations in advance of decisions being finalised.

To maintain continuity it is expected that a person temporarily promoted will remain in post for the duration of the vacancy until a person is available of a substantive rank. They will be reviewed by the Chief Officer Group lead and line supervisor at the 6 month point. This does not replace the need to monitor performance through monthly performance reviews.

It is noted, that the constabulary is committed to delivering an annual promotion process for Inspector and Police Sergeants. The aim is to also deliver an annual Chief Inspectors

promotion process but this will be decided on an annual basis due to the reduced number of positions available.

These promotion processes will dovetail with two planned initial recruitment selection processes per year.

7. Acting Duties

An officer holding acting rank is authorised to carry out the duties of the rank into which they are acting, but remains substantive in the lower rank.

Acting duties should only be authorised where the following applies:

- The full range of duties of the higher rank must be performed, including supervision and deployment of staff where appropriate.
- The duties in question cannot be covered by another officer of the same or high rank.

At the conclusion of the period of acting duties, the officer will return to their substantive rank and post. Acting duties should only be considered where the duration is expected to be for a period of less than 56 days. Where the period of acting duties is expected to last more than 56 days, the officer will be temporarily promoted. A period of acting duty should not be artificially curtailed in order to avoid temporarily promoting an officer.

When considering officers to perform acting duties, the following criteria will be applied within the department within which the vacancy has arisen:

1. Organisational need – fit for skills, experience and behaviours
2. Individuals' identified career development requirements
3. Any expressions of interest for a specific role – noting that prior discussions will have taken place with potentially affected individuals to enable them to express an interest in any forthcoming positions.

Where a number of officers are eligible to perform a period of acting duties, the Duty Planning Unit (DPU) will seek to fairly distribute opportunities amongst those officers. The DPU will also take into account any specialist skill, qualification or experience required by the officer performing the acting duties

Section 3 – Procedural guides

N/A

Section 4 - Relevant Legislation: (*Human rights/diversity/Health & Safety/any other specifics*)

List/link any relevant papers to be considered – Free text

Section 5 - Related References:

List/link any relevant papers to be considered – Free text

Section 6 - Identification, Monitoring and Review

The Policy should enable consistent and effective decision making. Where operational or managerial circumstances

require any decision making that would adversely affect adherence to the policy or procedure, in line with the 'Statement of Intent' of the constabulary and the police service 'Code of Ethics', if an officer/ police staff member believes that they need to make a decision that steps outside of policy and procedure they should do so, provided that:

- the officer/ police staff member raises the matter at the earliest opportunity (and ideally before any such decision is made) with their line manager declaring their intended (or actual) course of action if notification is made after the decision is taken,
- produces, in a timely manner, a signed and dated written explanation of why it is/ was deemed necessary to step outside of policy and procedure, and
- maintain an adequate record of this written rationale for audit purposes appropriate to the circumstances/ contravention

GSC Security Marking:		OFFICIAL/OFFICIAL-SENSITIVE	
Type		Policy	
Department		URN	Strategic Board 'signed off'
HR		281	IGB
Version	Date	History of changes (ensure public copy amended and uploaded to external website)	
Version 1.0	21/2/2018	NEW policy created	
Formatting and Publication:		Governance and Compliance Team	
Next Document Review Date: 21/2/2019			
EIA		EIA Sign Off – name and date	EIA Review – name and date
LOW/MEDIUM/HIGH – Ensure EIA created and reviewed in line with policy creation/review			
Link to EIA – G&C to complete hyperlink action			
<i>FREEDOM OF INFORMATION - This version will be placed on the public domain website</i>			
<i>If this version CANNOT be placed on the public domain website, please provide a FOI redacted version.</i>		Previous policies can be found with the Governance and Compliance team.	