



Metropolitan Police Service Information Pack

Deputy Assistant Commissioner Selection Process

**Welcome to a changing city, a changing organisation
and a fascinating and exciting role**

**NEW
SCOTLAND
YARD**



**METROPOLITAN
POLICE**

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INTRODUCTION FROM THE COMMISSIONER

The role of Deputy Assistant Commissioner for the Metropolitan Police Service is undoubtedly one of the most challenging, satisfying and rewarding senior leadership roles in policing.

Whether in the breadth of the leadership challenge associated with an organisation employing nearly 48,000 people; or the complexity and high tempo of the operational challenges in policing the capital City and seat of Government; or in understanding the richness of London's diversity and in continuing to ensure policing is integrated into all of London's communities; or the very high levels of scrutiny applied to all issues affecting policing in London; or the ability to influence wider policing policy and practice, this role is truly one that should inspire those with a passion to lead.

Our mission is simple at its core - to keep London safe for everyone. And our aspiration is for the Met to become the most trusted police service in the world. I am looking to appoint an inspirational senior police leader to help me, as a member of the Met's Management Board, lead one of the most iconic institutions in the UK and a world leading police service.

London is a fantastic place and I have always been incredibly proud to serve the capital. It is a diverse, growing and ever-changing city with national impact and international reach. How the Met operates has changed significantly in recent years, achieving a step change in effectiveness, efficiency and confidence. But the scale of our ambition for the future is even greater. It has to be.

There are of course challenges facing policing. But in my view there are a greater number of opportunities for the Met - to transform, to exploit the opportunities of the digital age, to get the best from our people and most importantly to make London the safest it can be. We also have the added responsibilities for coordinating CT policing nationally, as well as providing CT and protection policing for London, at a time of heightened threat. The recent direction from Government for a substantial investment in police officers and resources is a very welcome boost - we are growing fast.

We have set an ambitious strategy - Met Direction, and the Met's top focus has been, and remains, to bear down on violence in all its forms. Amongst other important areas, this also means that we must redouble our efforts to become even closer to our communities, building confidence and trust.

The Met has great people. We need every single one of them to feel supported, to have the right equipment and to be as well led as possible.

INTRODUCTION FROM THE COMMISSIONER

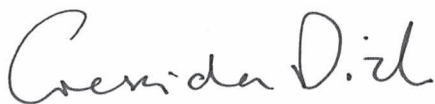
Our values of courage, compassion, integrity and professionalism remain at the heart of everything we do. My commitment to you is to lead the Met in a way that respects and nurtures these very traditional values but which also puts us at the forefront of modern policing and maintains Scotland Yard's well-earned international reputation.

The role is open to Assistant Chief Constables, Commanders and Deputy Chief Constables. I am looking for someone with an outstanding track record of operational delivery and leadership excellence and who can contribute effectively at Management Board level to ensure we continue to drive forward the change necessary for the Met to keep pace with this city.

This information pack will give you further insight into the role, and the qualities and experience we are looking for.

This is an exciting time to join the Met – a modern, vibrant service with a very proud history. Prior service in the Met is most definitely not a pre-requisite.

I very much hope you will be inspired by this opportunity to serve.



Cressida Dick
Commissioner



ABOUT THE MET

Founded by Sir Robert Peel in 1829, the Metropolitan Police Service is one of the oldest police services in the world.

‘New Scotland Yard’ is internationally recognised for its history, law enforcement and skills in fighting crime, and we are proud of the Met’s reputation for excellence and expertise in policing. However, London doesn’t stand still and neither can we. Society and technology are constantly changing and we must prepare for the future. To achieve this, we will seize the opportunities of data and digital technology to become a world leader in policing, focus on what matters most to Londoners, and constantly strive to improve by learning from experience and from others.

Today, the Met is made up of more than 48,000 officers and staff, plus thousands of volunteers; we are one of the largest employers in London and the South East of England. The territory we serve covers 620 square miles and is home to over 8.8 million people. The Met is the UK’s largest police service and represents a quarter of the total police budget for England and Wales.

The Met is responsible for maintaining the peace and is accountable in law for the exercise of policing powers, and to the Mayor’s Office for Policing and Crime (MOPAC) for the delivery of efficient and effective policing, management of resources and expenditure. At all times the Commissioner and her officers remain operationally independent, in the service of the public.

Our mission is to keep London safe for everyone. We contribute to making London safe and we protect its unique reputation as an open and welcoming city. We aspire to be the most trusted police service in the world, and want Londoners, permanent and transient, to be proud of their force. We will earn this by being true to our values of professionalism, integrity, courage and compassion. Together we will achieve success by reducing crime, bringing offenders to justice, building public confidence, increasing victim satisfaction and strengthening the pride and engagement of our officers and staff.

ABOUT THE MET

LONDON: THE GLOBAL CITY WE POLICE

London is unique: 'the world under one roof'.

London is our capital city, the seat of Government, home to Her Majesty the Queen and the Royal Family. It hosts our diplomatic community and is a major financial and business hub. It is a unique centre of cultural, sporting and other events. Its ever changing population is set to grow towards 10 million within the next 10 years. It is probably the most diverse (culturally, ethnically and linguistically) city in the world.

Londoners tend to be younger than the rest of the UK. More than three million of Londoners were born abroad, just under half of which arrived in the UK less than 10 years ago.

London is also one of the world's most popular business and travel destinations. It is a global city, recognised around the world, economically, politically, financially and creatively. London's greatness comes from its openness to the world, and this in turn has helped build world-renowned institutions which have preserved its safety and stability.

There are over 200 languages spoken in London, and around 40% of the population is Black, Asian or Minority Ethnic [BAME]. These numbers are predicted to grow further as the city expands and develops as an international centre. Almost 4 million Christians and 1 million Muslims live in London, and Buddhism, Hinduism, Judaism and Sikhism each have more than 80,000 followers in the capital.

London's population swells due to an influx of commuters during the day and tourists throughout the year - in greater volumes than anywhere else in the UK.

London is one of the safest global cities in the world already. Nevertheless, criminality within London is on a more prevalent and serious level than other cities and communities across England & Wales. Crime in the capital is often connected to organised criminality and national and international networks of offending. London has, throughout our lifetime, been a place terrorists want to attack.

This creates a unique policing environment. Everyone joining us needs the ability to deliver outstanding policing to the communities of London.

ABOUT THE MET

WE HAVE REFRESHED OUR STRATEGY...

We have a clear and compelling strategy, showing what we stand for and how we operate across the Met. This plan on a page summarises our ambitions and approach.

<p>Our mission is to keep London safe for everyone. To achieve this, we will focus on three operational priorities</p>			
<p>Focus on what matters most to Londoners</p> <p>Violent crime is a key concern and tackling it is a priority in order to protect Londoners.</p>	<p>Mobilise partners and public</p> <p>We know that safety requires action beyond the police service. We will continue to work with partners and communities to help keep them safe and support them in preventing crime.</p>	<p>Achieve the best outcomes in the pursuit of justice and in support of victims</p> <p>We have a fundamental responsibility to bring offenders to justice and ensure that victims of crime receive the support they need from us and from others.</p>	
<p>As an organisation we want to continue to develop our internal capabilities. To do this we will:</p>			
<p>Seize the opportunities of data and digital tech to become a world leader in policing</p> <p>We want to harness data and use advanced technologies to our advantage in the pursuit of criminals, rising to the challenge of a fast-moving data-driven digital age.</p>	<p>Care for each other, work as a team, and be an attractive place to work</p> <p>We must ensure that our people are well-led, well-equipped and well-supported, championing difference and diversity of thought to create an environment where we all thrive.</p>	<p>Learn from experience, from others, and constantly strive to improve</p> <p>We want to develop a culture of learning, listening to feedback, sharing ideas and insight with others and empowering people to be innovative.</p>	<p>Be recognised as a responsible, exemplary and ethical organisation</p> <p>We need to be effective, efficient and offer value for money. We also want to play our part in the city's sustainability, being recognised for our integrity, transparency and professionalism.</p>
<p>Ultimately, our vision for the Met is to be the most trusted police service in the world. We contribute to making London the safest global city, we protect its unique reputation as an open and welcoming city, and we want Londoners to be proud of their police.</p>			
<p>As individuals, we will earn this trust by being true to our values: Professionalism, Integrity, Courage and Compassion.</p>		<p>And together, we will achieve success by: Reducing crime, building public confidence, increasing victim satisfaction and strengthening the pride and engagement of our officers and staff.</p>	

ABOUT THE MET

WE HAVE A HIGHLY AMBITIOUS TRANSFORMATION AGENDA

We have a highly ambitious transformation agenda, one that will make us a stronger and even more effective organisation.

We have delivered significant organisational changes over the last few years across the Met, brigading our capabilities more effectively whilst delivering substantial budget savings. As a result of taking these tough decisions when we did, we are now in a much stronger position as we look to the future and maximise the opportunities of the new investment being provided by the Government and the Mayor. We must continue to embrace new ways of working and new opportunities to improve our effectiveness, whilst also improving efficiency and productivity significantly.

Our Transformation Portfolio includes 11 major programmes that together will deliver a step change in our effectiveness and efficiency. Our Transformation Directorate ensures this work is delivered professionally and with confidence.

The portfolio is also aligned with a major programme of transformation across the CT Network being delivered in the Met for the whole of UK policing; and with wider national programmes (including national IT programmes).

Building on the achievements of the last five years, and in line with our new long term strategy our Transformation Portfolio will enable the Met to be even more effective at meeting London's policing needs, better supporting the public, better equipping our people and ensuring the Met can operate through any ongoing period of austerity with confidence.

Our ambition is to secure the biggest possible benefits for public safety from investing in our digital future. We're already building the foundations, a new platform for the public to use our services is now live, smart devices to help officers identify and manage risks in real time have been rolled out, and new information systems that will be faster and more effective are being procured. Now we must unlock our thinking to achieve a transformation in the way we police, exploiting data to predict & prevent criminality, sharing it with the public so together we can be safer and be as pioneering in the digital age as we were when the Met led the world in using finger-prints and then DNA.

ABOUT THE MET

For London ...

A **modern, transformed** and more **efficient Met** will **Protect London** by investing more of its time on the areas of greatest threat, risk and harm – tackling effectively our highest priority of violence;

We will make **Every Community Safer** through our strong neighbourhood policing service and a continued focus on safeguarding to protect the most vulnerable.

For Our People ...

We will provide **real time information** to keep them safe and manage risk, provide **professional support** so they can concentrate on their job, equip them with the skills and knowledge they need and ensure they have the equipment they need to stay safe and performance effectively.

We will deliver a **digital service** from **contact** to **court** to help meet demand, and **trust in them** to do their job well and have good professional judgement so their time is spent on activities that have the most impact.

More information on our Transformation Portfolio can be provided to interested candidates.

Our Structure

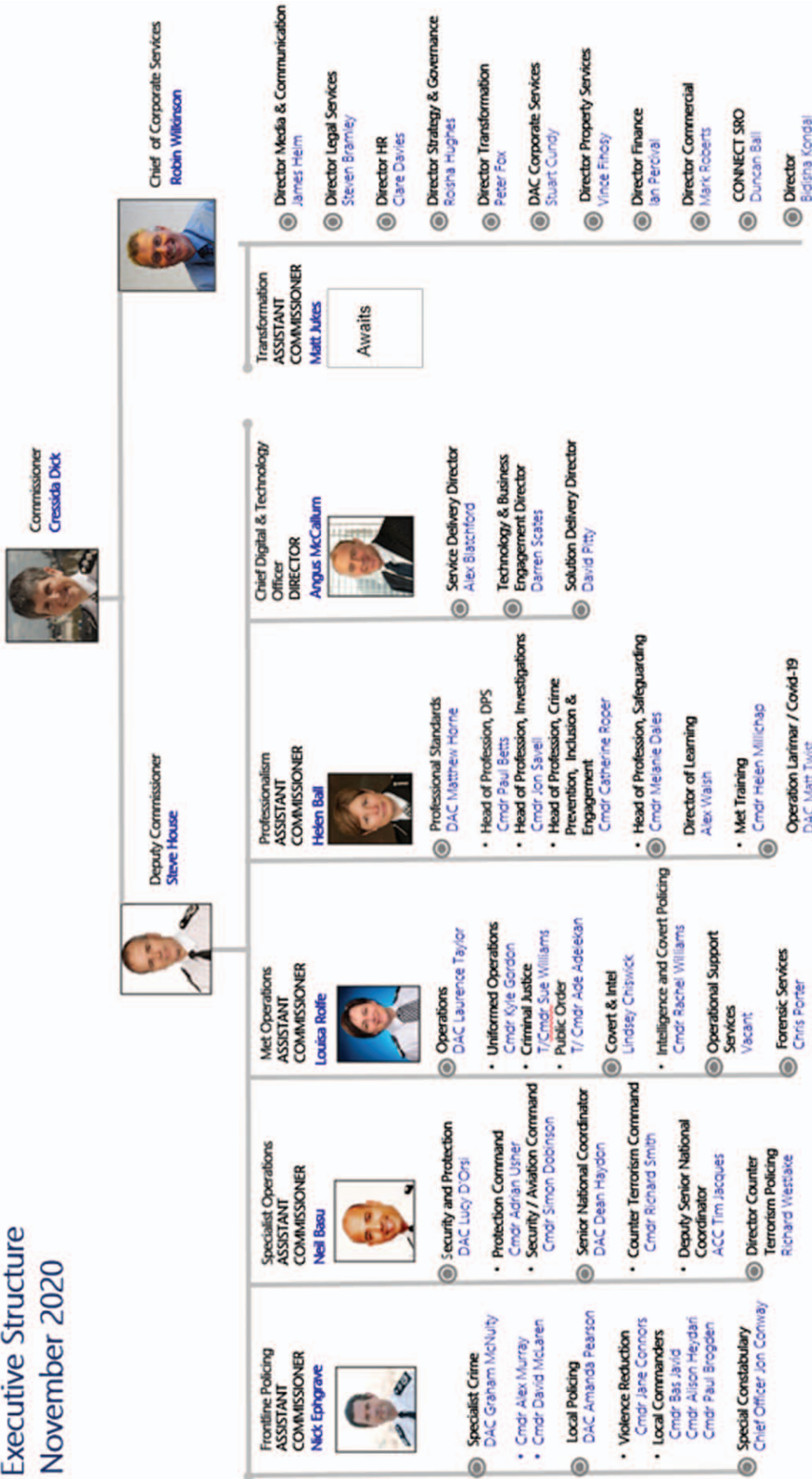
We operate through four operational functions:

- **Frontline Policing** delivers local policing and specialist crime investigation across London, responding to crime and disorder while working relentlessly to prevent and reduce this
- **Met Operations** delivers additional operational capabilities to reinforce Frontline Policing and Specialist Operations
- **Professionalism** drives continuous improvement of our professionalism and operational practices across the Met looking more to the future and cementing our connections with national policing bodies such as the College of Policing, Home Office and IOPC and NPCC.
- **Specialist Operations** continues to deliver counter terrorism and protective services (both in London and nationally).

The Deputy Commissioner lines manages the four ACs leading these functions and our Chief Digital and Technology Officer.

Our corporate services are led by the Chief of Corporate Services working alongside the Deputy Commissioner.

Executive Structure November 2020



ABOUT THE ROLE

POLICING PROFESSIONAL PROFILE

Metropolitan Police Service

Deputy Assistant Commissioner

Role Purpose:

(This section summarises the key function of the role)

The Deputy Assistant Commissioner supports the Metropolitan Police Service Management Board to lead the Service.

In collaboration with other DACs, the Deputy Assistant Commissioner is responsible for the implementation and delivery of the Service Delivery Plan and the running of the MPS in line with the agreed direction and vision, to provide a professional, effective and efficient policing service.

In collaboration with other DACs, they assist Management Board in setting a vision, direction and culture for the MPS that builds public confidence and trust and enables the delivery of an effective policing service.

The Deputy Assistant Commissioner is responsible for reviewing and driving culture and performance within their function, business area or across multiple business units and in collaboration with other DACs, to do so across the MPS, in order to provide a professional and effective policing service.

The Deputy Assistant Commissioner is responsible for leading major change programmes in the capacity of Senior Responsible Owner to enhance productivity, value for money and enable continuous improvement of effective policing practice across the MPS.

The Deputy Assistant Commissioner contributes to the development of regional and national policing within a specific area of expertise and may be accountable for national operations or standard setting.

Primary Accountabilities:

(This section details the key responsibilities required of the role)

- Support the implementation of the organisational strategy and setting the operational strategy for their function or area of responsibility, with regard to wider plans and objectives such as the Police and Crime Plan and Strategic Policing Requirement, in order to provide an effective and efficient policing service that meets current and future policing demands.
- Represent the Service, adhering to the principle of operational independence, and liaise with the Mayor's Office for Policing and Crime to provide operational information to enable the Mayor to provide public assurance.
- Support Management Board to lead the MPS, embedding and role modelling the organisational culture, promoting values, ethics and high standards of professional conduct and improving employee engagement to enable a fair, effective and professional service.

ABOUT THE ROLE

- In collaboration with Chief Officers, to develop operational plans and ensure resources are in place to enable the effective implementation of the Service Delivery Plan.
- Within their function or area of responsibility, lead the implementation of the Service Delivery Plan, ensuring that performance is monitored and evaluated with findings utilised to drive improvements in service delivery and the achievement of Service objectives.
- Lead, inspire, motivate and engage a team of senior policing professionals, promoting workforce wellbeing and inclusivity. Facilitating impactful professional development and performance management to create an empowered team that are representative of the public they serve and can effectively enable the achievement of the MPS vision and goals.
- Hold responsibility for the delivery of Service operational strategies and policing responses/investigations across own function or area of responsibility and in collaboration with other DACs across the Service, to ensure an efficient policing service which enables effective law enforcement and public protection.
- Develop guidance and provide strategic direction on identifying, mitigating and managing serious threat, risk and harm, assessing the potential for financial, community confidence and political impact across the whole MPS, in order to protect the public and develop operational strategies.
- Where appropriate, provide operational information to Management Board to ensure a cohesive, efficient organisational response to the highest, most complex or novel risks and highest threats to the Service.
- As a Chief Officer, and as part of the on-call team, lead and command the operational policing response to particularly high risk, high-profile, pan-London and/or cross-organisational major events and serious investigations; setting strategic objectives and priorities, assessing and managing threat and risks and directing the deployment of resources to ensure an appropriate and effective response in line with legal and Service requirements.
- Develop and maintain a meaningful operational performance framework and governance structure, in line with organisational strategy, in order to hold the senior leadership of the organisation to account for operational delivery and outcomes in order to enable effective law enforcement and public protection.
- In collaboration with other DACs, to support the financial management of the Service, driving efficiency and productivity within the budget framework to maximise the use of resources, ensure the effective use of public funds and maximise value for money.
- To be the Service, regional or national lead on multiple portfolios, potentially unrelated to their function or area of responsibility, developing national thinking, driving procedural or policy change to enable the continuous improvement of effective policing practice.

ABOUT THE ROLE

- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to enable the achievement of the Service objectives and develop public confidence in policing.
- Represent the MPS at a local, regional and national level to the public, media and other external stakeholders to support the Commissioner and Management Board to improve visibility, connect with the public and build confidence in policing.
- Embed a culture of organisational development, change and innovation, ensuring enhanced productivity, value for money and continuous improvement in evidence-based policing.

Behaviours:

(Outlines the behavioural requirements of the role)

All roles are expected to know, understand and act within the ethics and values of the Police Service.

The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

It is suggested that this role should be operating or working towards the following levels of the CVF:

Resolute, compassionate and committed

We are emotionally aware Level 3

We take ownership Level 3

Inclusive, enabling and visionary leadership

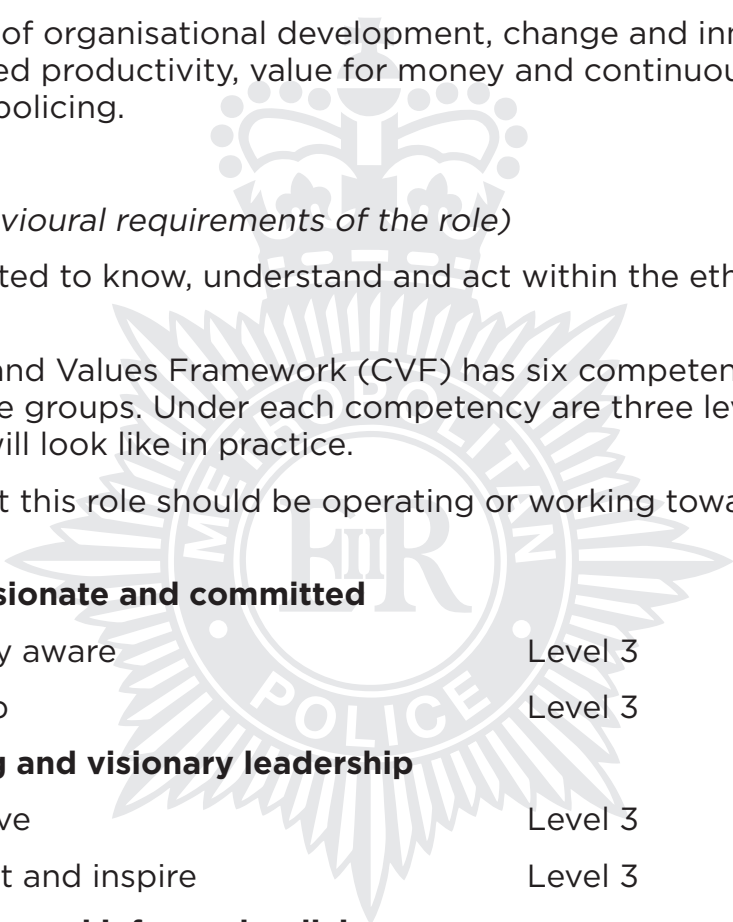
We are collaborative Level 3

We deliver, support and inspire Level 3

Intelligent, creative and informed policing

We analyse critically Level 3

We are innovative and open-minded Level 3



ABOUT THE ROLE

Education, Qualifications, Skills and Experience:

(Outlines the skills and educational and qualification requirements to be able to fulfil the role)

Prior Education and Experience:

- Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
- Authorising Officer Training.
- Wide ranging operational law enforcement experience.
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior levels.
- Experience of successfully engaging with and influencing multi-agency partnerships.
- Experience of embedding an effective performance management framework.
- Experience of implementing successful organisational development, change and innovation.
- Experience of management of significant budgets.
- Up to date operational/technical policing knowledge.
- Knowledge of developing political, economic, social, technological, legal and environmental factors and an understanding of the implications for strategic planning.
- Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.

Skills:

- Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.
- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.

ABOUT THE ROLE

- Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders.
- Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- Skilled in leading, developing and inspiring people, engaging the organisation with strategic priorities, values and behaviours.
- Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.
- Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service delivery and/or cost.

Continuing Professional Development (CPD):

(Outlines possible continuing professional development activities which will enable the individual to maintain and enhance competence in the role)

A senior leaders CPD Framework has been developed that identifies three important elements Chief Officers should consider when planning their CPD.

Chief Officers should reflect upon their existing knowledge, skills and experience to identify and plan their professional development alongside the following examples. Below are some suggested examples but are by no means exhaustive:

Personal Skills

- Role model continuing professional development and lead by example by sharing learning and reflections to support the professionalisation of the police service.
- Maintain knowledge of strategic leadership and management theory and continually reflect on practical application in the operational policing context.
- Consider participation in secondment opportunities to gain differing perspectives on leadership and management, where appropriate.
- Participate in coaching and/or mentoring opportunities for self and others to use and share the learning to inform own and others' approach to leadership, management and policing.

Business Skills

Maintain commercial awareness and build financial acumen by working closely with partners and multi-agencies at a local and national level, where appropriate taking advantage of shadowing and/or secondment opportunities.

- Maintain knowledge and understanding of performance management processes, including data analysis methodologies and how performance can be benchmarked locally, regionally and nationally.

ABOUT THE ROLE

- Contribute to evidence based research by conducting research and analysis of operational policing issues to solve problems and support the professionalisation and transformation of policing.
- Build and participate in peer networks and action learning sets to enable approaches to joint problem solving, share learning locally, regionally and nationally to support business process modernisation, efficiency and continuity.

Professional Skills

- Maintain knowledge of College of Policing Guidance, best practice and national and local initiatives and policies applicable to the strategic policing context.
- Maintain and update key knowledge and understanding to effectively apply legislation, policy and practice across all functional policing areas of operational responsibility.
- Maintain knowledge and understanding of political, economic, social, technological, legal and environmental factors and developments to inform strategic policing plans and enable an efficient and effective approach to policing and ensure the Service is able to tackle new and evolving crime, threats and priorities.
- Work with national policing agencies and bodies, such as Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), National Crime Agency (NCA) and the College of Policing to ensure the force meets and maintains professional standards.
- Complete all annual and mandatory training to retain occupational and operational accreditation.

Eligibility

Applications for the role of Deputy Assistant Commissioner are invited from Assistant Chief Constables, Commanders, and Deputy Chief Constables.

REMUNERATION PACKAGE

We want to attract the very best officers into London and in doing so we recognise that our reward package needs to be sufficiently flexible to take into account individual circumstances. We are committed to exploring options that will work for you wherever you currently live in the country.

Terms of Appointment

You will be appointed to the office and rank of Deputy Assistant Commissioner on a fixed term basis for five years.

Place of Work and Hours

Your normal place of work will be New Scotland Yard. You may be required to travel to such places as may be reasonably necessary for the proper performance of your duties, both inside and outside of the UK. Working hours are such as are needed to fulfil the requirements of the post, including operational call-outs.

Salary and London Allowances (effective from 1st September 2020)

Basic Pay £156,693 p.a.

London weighting £2,568 p.a.

London allowance £1,011 p.a.

Plus:

For officers who joined before 1st September 1994: Rent or Housing Allowance (amounts payable are dependent on individual circumstances)

or

For officers who joined on or after 1st September 1994:

London allowance 2 - £3,327 p.a.

Travel

MPS officers may use TfL bus, rail and tram services free of charge under a concession granted by TfL upon production of their warrant card. You are also eligible to join the ATOC rail travel scheme under the terms and conditions which apply. The ATOC travel scheme allows eligible officers travel on National Rail services within a radius of 70 miles of London, for a monthly contribution. Officers must produce their ATOC smartcard if requested to do so by rail staff and must use this to gain access to services through automated ticket gates.

Full reasonable travel and subsistence costs and expenses necessarily incurred in the performance of duty will be reimbursed in accordance with the Regulations and MPS policies.

CPOSA Subscriptions

You are responsible for payment of CPOSA subscriptions, but the cost of the legal indemnity cover provided as part of CPOSA subscriptions will be met by the MPS. You must meet any taxable benefit arising.

REMUNERATION PACKAGE

Vehicle Allowance

A car will be provided to you, available for both personal and business use. You will be required meet the asset-based tax liability of private use of the vehicle, including home to office use, and reimburse the MPS for private fuel use (including home to office) at MPS determined rates.

Alternatively, you may choose an allowance of £10,500 p.a. On taking the allowance you will be expected to use your own vehicle for all operational business travel where possible.

Accommodation and Relocation

We recognise that accommodation and relocation needs will be based on individual circumstances and have developed a range of options to allow you to either relocate to London, contribute to the cost of renting a property in London, or contribute to your travel costs. We would be happy to discuss these further with you on application. However, in summary terms, candidates who currently live more than 70 miles or more from Charing Cross and who are prepared to move to within 35 miles of Charing Cross will be able to claim either:

Relocation expenses of up to £40,000 subject to agreement. Current HMRC guidelines (which are subject to change), state that the first £8,000 of costs allowed by HMRC will be tax exempt and any additional costs up to a maximum of £40,000 will be subject to Tax and National Insurance deductions;

Or

Contributions of up to £1,500 per month or up to £50 pro rata per night towards the cost of rental. These payments are payable against receipted accommodation costs for a maximum period of three years and are subject to tax and national insurance deductions. Where available, a property on the MPS estate can be rented for a maximum period of six months though any period spent in MPS owned accommodation will be deducted from the maximum three year period.

THE PROCESS

Selection process

Stage 1 - Application Pack

Candidates will be required to submit a CV alongside a two page supporting statement against the Competency and Values Framework (CVF), and the requirements of the role. Candidates will also need to send in the reference form from the candidate's current or most recent manager. The CV, reference form, supporting statement and a diversity monitoring questionnaire should be submitted by midday on the **11th January 2021**.

Stage 2 - Shortlisting

Your CV and supporting statement will be reviewed and assessed against the Competency and Values Framework (CVF), and the requirements of the Deputy Assistant Commissioner role on the **13th January 2021** (subject to operational commitments).

Candidates who are successful at the short listing stage will be invited to a final panel interview, as below. Unsuccessful candidates will be advised in writing.

Stage 3 - Final Interview Panel

The final interview panel will be held **20th January 2021** (subject to operational commitments). Please ensure you keep this date clear.

The interview panel will be chaired by the Commissioner. Other panel members will be confirmed to candidates prior to the interview.

You will be required to complete a short presentation followed by an interview. The interview will be based on the Competency and Values Framework (CVF) and the requirements of the Deputy Assistant Commissioner role.

Stage 4 - Post Interview Stage

Candidates successful at interview will be sent an initial offer of appointment.

A formal offer of appointment will be made, subject to satisfactory completion of enquiries into your health and character.

Candidates unsuccessful at interview will be advised in writing and offered the opportunity for feedback.

Please e-mail the following application documents to Maria.M.Asmar@met.police.uk by midday on the **11th January 2021**.

- CV, reference form and supporting statement
- Diversity Monitoring Questionnaire

COMPETENCIES AND VALUES FRAMEWORK FOR CHIEF OFFICERS

Your application to become a Chief Officer in the Met will be assessed against Level 3 of the Competency and Values Framework and the requirements of the Deputy Assistant Commissioner role. More information about Level 3 of the framework can be found on the Met Careers website.

Competency & Values Framework

We are Emotionally Aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.

We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

We Take Ownership

We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks.

We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision-making. We take responsibility for ensuring that support or development is sought to minimise any risks.

We are Collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes.

We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.

COMPETENCIES AND VALUES FRAMEWORK FOR CHIEF OFFICERS

We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

We Deliver, Support and Inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

We Analyse Critically

We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.

We are Innovative and Open minded

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.

We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors. Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.