

 WARWICKSHIRE POLICE		POLICY
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Warwickshire Police welcome comments and suggestions from the public and staff about the contents and implementation of this policy. Please e-mail policiesandprocedures@warwickshire.police.uk

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1.0 POLICY OUTLINE

Warwickshire Police is committed to providing the highest possible policing standards, and aims to deliver the right leadership for its officers in order to meet the needs of its communities and its workforce.

It is acknowledged that the needs of our communities are the primary reason for our presence as an organisation and this policy will balance the need to provide effective policing services with the desire to support the career aspirations of our officers.

Our leaders need to understand the importance and complex nature of vulnerability and safeguarding; therefore, the promotion process will incorporate assessing competency and capability in this area.

This policy and procedure outlines the process by which Police Officers are selected for Promotion (Substantive, Temporary and Acting), and appointed to Specialist Posts and other roles within the force.

1.1. Purpose

The purpose of this policy and procedure is to ensure that opportunities are accessible to eligible officers, and to ensure that appropriate selection decisions are made for the future of leadership in the organisation. Our intention is that all decisions made are fair, and perceived to be fair, in line with the Code of Ethics.

This policy and procedure complies with the College of Policing NPPF operating manual, the Police Promotion Regulations 1996 (as amended), the Police Conduct Regulations 2020 (as amended) and the Equality Act 2010.

1.2. Principles

- 1.2.1. This Policy aligns with the National Police Promotion Framework (NPPF) and should be read in conjunction with the [College of Policing NPPF Operating Manual July 2024](#), particularly where specific detail is required.
- 1.2.2. The NPPF is a national continuous process and Officers are expected to progress within the defined timescales to ensure completion as soon as possible (taking into account things such as any family leave, disability related leave, career breaks for caring responsibilities, availability of vacancies and reasonable adjustments where required).
- 1.2.3. Warwickshire Police have made a decision to apply the same framework (NPPF Step 3 and 4) to Officers who are OSPRE I and II exam qualified.
- 1.2.4. Warwickshire Police have made a decision to apply a similar process to promotions to the rank of Chief Inspector, although this rank is not officially part of the NPPF. The process may also be used for any other rank from time to time as appropriate.
- 1.2.5. The policy will be consistently applied to all officer promotion processes for ranks up to and including Inspector (notwithstanding the right to make minor deviations from certain aspects of the process depending on the

circumstances). Promotion processes for Chief Inspectors and/or other ranks may deviate from any aspect of this process (due to not being covered by the NPPF). Deviations from this process (for any rank) will be communicated in advance of the process commencing.

- 1.2.6. Alongside the framework described in this policy, the Force also engages in other routes to higher ranks from time to time, such as Direct Entry (Inspector) and Fast track programmes.
- 1.2.7. Details of upcoming promotion processes will be clearly documented and communicated to the workforce before they commence. This will include communication to those on secondments to other organisations or long term absences.
- 1.2.8. Officers who are absent from the force on secondment or other long term absence are eligible to make an application under this Policy (as and when the application process is open) and are able to utilise engagement days to join relevant events such as CPD events.
- 1.2.9. Officers who are suspended as a result of conduct procedures are ineligible to proceed within any Promotion Process and, if they are a member of a Talent Cohort, their membership will be paused.
- 1.2.10. Candidates for promotion will be able to request reasonable adjustments at any stage of the respective process in order to mitigate any disadvantage caused by a disability including neurodivergence, and the force will make candidates aware of the option to do so.
- 1.2.11. Wherever possible and practical, acting and temporary opportunities at the next rank will initially be offered to those who have been accepted into a Talent Cohort within the Promotion Readiness Programme (following the order in section 2.6.1 of the Procedure).
- 1.2.12. Promotional opportunities for those requiring workplace adjustments will be created by moving a fully operational officer from post, where possible and appropriate
- 1.2.13. All promotion activities, pathways and outcomes will be monitored in relation to equality objectives, and Positive Action activities will be incorporated at key stages.
- 1.2.14. All decisions made with respect to this policy and procedure will be clearly documented and retained by HR in line with the appropriate retention schedules.
- 1.2.15. Feedback will be available to candidates at each stage of the process. This can be either verbal or written, however a written summary would be provided at the individual's request. Copies of any written feedback will be placed on the individual's personal file where available.

- 1.2.16. There is no route of appeal against a posting, however where officers have an objection to the posting based on specific and exceptional circumstances or where they believe their skills set does not match their posting, they may make a representation via their Line Manager for onward consideration by the relevant People meeting.
- 1.2.17. Appeals are allowed in specific circumstances under each step of the NPPF, as detailed in procedure section 2.8.
- 1.2.18. All decisions relating to Officer promotion will be governed by the Talent Development Group (TDG).

1.3. Eligibility for Promotion

For information about Acting and Temporary postings to a higher rank, please refer to section 2.6 of the Procedure.

Temporary promotions can only be offered to those who have successfully completed NPPF Steps 1- 3 and who are on a Select List (see section 2.3), subject to a vacancy being identified.

In order to commence Step 1, the individual will need to have the following eligibilities:

- i. completed their probationary period and, for progression to sergeant only, have completed two years' service (or three years' service in the case of the police constable degree apprenticeship (PCDA) programme)
- ii. for sergeant to inspector progression, completed NPPF Step Four work-based assessment (NPPF sergeants only). A candidate seeking to apply for the inspectors' legal knowledge examination needs to be substantive in rank as a sergeant on or before the day of the inspectors' examination and have completed a mandatory 12-month work-based assessment (if NPPF qualified). A candidate cannot be made substantive before this has been completed.
- iii. demonstrated competence in that rank through their performance and development review (PDR), or Student Officer Learning and Assessment Portfolio (SOLAP)/acceptable equivalent
- iv. have no live written improvement notices issued under the Police (Performance) Regulations 2020 or reduction in rank under those procedures in the previous 12 months, beginning with the date of the notice
- v. have no live written warning, final written warning or extended final written warning issued under the Police (Conduct) Regulations 2020.
- vi. adhered to the attendance management policy, taking full account of the Police Advisory Board guidance on attendance management

The above eligibility criteria should remain throughout all steps of the NPPF process. Any changes to eligibility will be addressed on a case by case basis at the relevant time.

Please refer to the NPPF Operating Manual for consideration of individual circumstances such as Officers who have been previously demoted.

1.3.1. Professional Standards / Misconduct

At all stages of the promotion process, feedback from the Professional Standards Department around any concerns, outstanding investigations, or outcomes, will be taken into account. This may result in a decision being made to halt progression along the promotion pathway, or in some cases return to a previous step.

Section 3.8.1 of the CoP NPPF Operating Manual will be referred to as appropriate whenever decisions are made relating to an officer for which there are concerns around conduct, however in summary the key points are:

- The decision whether an officer remains in the process during the course of any investigation is at the discretion of the Chief Officer
- Where an officer is removed from the promotion process, they may appeal this decision (but not the issues relevant to the investigation)
- Decisions to remove an officer from the promotion process must be notified to the College of Policing Exams team
- Where an officer remains in the promotion process it must be made clear whether or not they will be allowed to proceed to the next step while the investigation is live
- Retaining an officer in the process however moving them to a role in which they are unable to gain the necessary skills, knowledge and experience relevant to the promotion process should be avoided
- A promotion decision at the end of Step 4 can be deferred if, at that time, the misconduct or investigation is not yet complete.
- Where, following an investigation or misconduct hearing, an officer is completely exonerated, an officer will resume their position (subject to vetting considerations) in the promotion process.

Reflective Practice activities are not a preclusion to enter a promotion process. Warwickshire Police will apply the criteria as detailed in section 1.3 above, throughout NPPF Steps 1-4 as required, and will make proactive PSD checks at the following points:

- At NPPF Step 1 when considering whether an applicant is endorsed for promotion processes
- At monthly Promotion Governance Meetings (held by the TDG) as needed
- When/if being considered by Chief Superintendents for putting forward to a Confirmation TDG under NPPF Step 3
- At the point of the Confirmation TDG
- At the point of the Professional Discussion with the individual, enabling a final decision
- At the point of NPPF Sign off once NPPF Step 4 has been completed

Officers who are suspended as a result of disciplinary procedures are ineligible to proceed within any Promotion Process and, if they are part of a Talent Cohort, their membership will be paused. Guidance will be taken from the CoP NPPF Operating Manual for those on Fast Track or Direct Entry programmes.

If an officer successfully completes the promotion process, substantive promotion may be delayed pending the outcome of the disciplinary investigation, however temporary promotion may be possible. The rationale around this decision will be recorded and retained by the Force Examinations Officer (via the Talent Development Group) who will ensure that the candidate is informed in writing of the decision.

On conclusion of a Misconduct Procedure, the following criteria will apply:

- a. Where misconduct procedures have concluded with no finding against the officer, they will be eligible for promotion in line with published procedures. If the officer's membership of a Talent Cohort was paused due to these procedures, they will re-enter the Cohort.
- b. Where misconduct procedures have concluded with a finding and sanction against the officer, the case will be referred to the Talent Development Group for a decision around the officer's promotion status (with reference to section 3.8.1 of the CoP NPPF Operating Manual). The outcome will either be returning the officer to Step 1, or a pausing of progression until the sanction has expired.

1.4. Pathways to Promotion

1.4.1. Talent Cohorts and the Promotion Readiness Programme

This is our internal pathway to Promotion. Promotion Talent Cohorts will be formed according to organisational need, identified from succession and workforce planning activities. A flowchart overview of this pathway is included in Appendix A, and is described in section 2.3 of the Procedure.

This approach is focussed on developing individuals to fulfil their potential in terms of becoming ready to perform at the next rank.

Talent Cohorts will usually be formed on an annual basis, aligned with the Talent Development Capture process, and those eligible/selected will complete the 'Promotion Readiness Programme'. Where succession and workforce planning activities identify a lack of upcoming vacancies available within the next 2 years (in accordance with College guidance), the annual programme will not run.

The programme will consist of a mixture of development activities such as 360 degree feedback, CPD days for Leadership learning, involvement in organisational projects and exposure to temporary promotion opportunities, along with assessment activities such as relevant Exams, in-tray exercises, and in-role (at higher rank) performance audits. The specific programme may vary from cohort to cohort.

All individuals will be required to collate a Promotion Evidence record of their competency and 'readiness' during the programme, for review at the appropriate time(s). PDR records will also need to be maintained for this purpose.

Managers are expected to encourage officers they have identified during MAX conversations and talent searches to apply to enter the talent cohort, as well as under-represented officers (with support as appropriate).

All candidates must be able to demonstrate their commitment to Leadership, Workplace Culture, Health & Wellbeing, and Performance of themselves and their team and/or

colleagues. Individuals will also need to understand the importance and demonstrate an appropriate approach to vulnerability and safeguarding.

1.4.2. Fast track and Direct Entry programmes

Aside from the Promotion Readiness Programme, we will use other promotion routes from time to time, such as Direct Entry (Inspector) and Fast track programmes (and any other scheme introduced).

These accelerated promotion and development programmes provide some of our most talented officers with the opportunity to test and develop their skills to advance to the most senior ranks of the Police Service.

Chief Officers will consider participation in 'Fast Track Constable to Inspector' or 'Fast Track Inspector to Superintendent' programmes where there is a need identified through workforce planning activities, and where internal talent pipelines are unlikely to be sufficient to fulfil all requirements.

Generally individuals on Direct Entry programmes complete stages in line with the NPPF framework, other than the selection at Step 3. Individuals engaged on these programmes are prioritised for suitable vacancies as they arise, enabling them to commence Step 4.

In some cases, the absence of a suitable vacancy should not prevent progression to the next rank, for example those on the Fast Track Constable to Inspector programme. There are set timescales within the programme where the officer must be promoted (subject to passing the relevant Steps).

Specific reference should be made to the CoP NPPF Operating Manual when referring to officers on these programmes to ensure appropriate promotion activity at each stage.

1.4.3. Rejoining the police service

Officers rejoining the police service sit outside of the NPPF, however if they are returning at a higher rank (Sgt or Inspector) than they left, they are required to comply in part with the NPPF. Reference should be made to the CoP NPPF Operating Manual for full details.

1.4.4. Communicating opportunities for promotion

Regardless of pathway, options for promotion will be publicised via Force communication and recruitment channels as appropriate. Where a process is going to be different to that contained within the Policy and Procedure, full details of the process to be followed will be included in the communications (which may be at the beginning of a Cohort, or during the Cohort before that next step is taken). Notification of opportunities will be shared with those away from work (maternity, sickness and secondments) by letter.

1.5. Specialist and Hard to Fill posts

Warwickshire Police has a responsibility to support operational policing at a local, regional, and national level. As such there are a number of specialist roles which as an organisation we are required to support. The Specialist Operational Roles policy and

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procedure outlines the way in which we will do this, including eligibility, removal and expectations, fitness and training, roles and responsibilities and the tenure process.

Where there are hard to fill roles which are critical for the force to operate, newly promoted sergeants and inspectors may be expected to be posted to these for a designated minimum tenure on completion of their NPPF qualification (Step 4). For example, historically custody sergeants have been hard to fill posts and OCC Inspector requires considerable investment in training requiring an 18 month tenure.

2. PROCEDURE

2.1. Reasonable Adjustments

It is important for candidates to notify HR if they require reasonable adjustments in order for these to be accommodated at all relevant points during the promotion process.

Individuals can highlight their requirements by emailing hrtalentdevelopment@warwickshire.police.uk.

In relation to the Exams under NPPF Step 2, reasonable adjustment applications will need to be made in good time via the registration process for the exam to ensure that appropriate support can be verified and put in place.

For all other steps, individuals should share any requirements with HR and with any other key individuals involved in their promotion process (for example Talent Cohort leads, L&D colleagues) to ensure they receive the support required. Needs can be documented and shared via the use of a Personal Supportive Passport.

2.2. Useful information for candidates / initial stages/research

Officers who intend to apply for promotion under the NPPF should discuss their suitability for promotion with their line manager as part of the MAX process.

Reflection and self-evaluation are critical elements of professional development and improvement so officers may wish to view the L&D toolkits available via the link here as part of their considerations of their readiness for the next rank.

The College of Policing have produced the 'Leadership for Everyone' toolkit which provides a wealth of additional resources that officers may wish to view as part of their ongoing personal and professional development.

Further support may also be obtained from the Learning and Development department including coaching and mentoring. Further details can be obtained here.

2.3. Stages of promotion – Promotion Readiness pathway

A flowchart overview of the Talent Cohort pathway is included in Appendix A, and key aspects are described below.

2.3.1. Talent Data Capture

Eligible candidates should indicate their interest in entering the talent cohort during the Talent Data Capture for recording by the Force Examinations Officer. This annual process is announced via Force communication channels and the portal is open for a period of time specified within the announcement.

The announcement and details will also be shared to those on secondment or any type of long term absence from the organisation, via a letter to their home address. This excludes those on suspension given that individuals on suspension are not eligible.

Please note that this is not an endorsement step, and any individual, if they believe they are ready for promotion or to develop for the next rank, can identify this via the Annual Talent Data capture whether they believe they will be supported or not.

This data is reviewed by HR and used for the purposes of workforce planning, it does not form part of the NPPF aligned process.

2.3.2. Promotion Readiness Statement – Confirmation of Eligibility Form

Individuals will be invited to submit a Promotion Readiness Statement on an online form, open for a specified period. Submissions will be enabled at least once per year (unless workforce planning identifies too few vacancies), and details (deadlines, application process) will be announced via Force communication channels.

The announcement and details will also be shared to those on secondment or any type of long term absence from the organisation, via a letter to their home address. This excludes those on suspension given that individuals on suspension are not eligible.

Individuals (with eligibility as detailed in Section 1.3 of the Policy) will be expected to provide a 'promotion readiness' statement on their current readiness for promotion to the next rank, and an additional statement on personal development. Details of what is required within these documents will be provided within the announcement/along with the form (also please refer to Appendix C for the Selection Criteria that will be applied in accepting individuals into a Talent Cohort).

The Promotion readiness statement is considered to be both the 'Confirmation of Eligibility' form (referred to in the CoP NPPF operating manual), and a short application for the in Force Promotion Readiness Programme.

Applications to enter the Talent Cohort outside of the specified period may be made where there are exceptional or mitigating circumstances which had prevented the individual from applying before the deadline, such as an absence or secondment from force, or exoneration following suspension. Such cases should be made to the Chief Superintendent/Director for the relevant business area for them to present to the Talent Development Group for consideration. If accepted as an exceptional circumstance, the individual will be required to complete the Promotion readiness statement for full review by the TDG.

Decisions will be documented and communicated in writing to the individual.

2.3.3. Line management inputs

The National Black Police Association recommend removing the process step of allowing line managers being able to prevent an individual applying for promotion during the Step 3 promotion and selection process due to attrition rates of minority ethnicity candidates at this stage. The formal letter to Chief Constables received in January 2020 advised that line manager sign off should be removed but forces should seek endorsement post sifting.

As the talent cohort combines Steps 1 to 3, Line Management will be asked to comment on an individual's application, giving reasons, with evidence, as to why they agree or disagree with the candidate's suitability for promotion.

The application including line management inputs will be shared by HR to the relevant Head of business area for awareness, before being considered by a full TDG (see section 2.3.4 below).

2.3.4. Step 1 NPPF = Competence in current rank

HR will provide a list of all officers who apply to enter the talent cohort to Professional Standards for their feedback to the Talent Development Group on any outstanding investigations or concerns that may need to be taken into consideration.

The Talent Development Group, consisting of HR, PSD and Senior Officer representatives, will meet to review submissions made under 2.3.2 and 2.3.3 alongside the evidence contained within an individuals' PDR and any concerns flagged from the PSD check process. Representatives from Staff networks may also be involved or consulted around process.

Using the selection criteria identified in Appendix C, the TDG will make a decision under NPPF Step 1 as to whether the individual is accepted into the relevant Talent Cohort and may commence the Promotion Readiness Programme.

The TDG are mindful of the National Black Police Association recommendation that Line Management endorsement should be considered post sifting, and will take a rounded view giving weighting to other elements unless there is clear evidence presented within the management input.

A rationale for all decisions will be documented by the TDG, and all outcomes will be logged on Origin by HR.

Successful candidates

A letter will be sent to the individual from HR confirming a place on the Talent Cohort and next steps. The letter will be saved in the individuals' personal file.

Unsuccessful candidates

Where a candidate has not been accepted into a Talent Cohort, the Head of Department or their nominated representative will meet with the individual to provide verbal feedback along with written feedback from the Talent Development Group. The feedback received should be integrated with the MAX conversations. A follow up letter will be sent by HR and saved in the individuals' personal file.

The candidate is expected to take personal responsibility to work with their line manager to identify how best their development needs can be pursued and incorporated into the PDR process, to enable personal development for future promotion applications.

NPPF exam qualified candidates who are unsuccessful at entering the talent cohort can remain within the NPPF process and apply for the next available Process. If their exam expires, they will be eligible to sit the next legal examination once they have successfully entered a talent cohort.

Please refer to Section 2.8 for details of the appeal process should an unsuccessful candidate wish to appeal the decision made by the Talent Development Group.

2.3.5. Step 2 NPPF = Legal Knowledge examination

Only those accepted into a Talent Cohort are considered eligible to take the Sgt/Inspector Legal exams.

Where candidates have passed their legal examination prior to entering a talent cohort, this remains valid for a period of 5 years (less 1 day). If the candidate has not successfully exited the talent cohort before the end of the validity period, they must retake their legal examination successfully before being able to undertake the NPPF Step 3 assessment (see 2.3.6).

Extensions to the exam validity period are possible, and can be requested through the College of Policing if support from the force is granted. Those seeking an extension should contact the HR Talent Team on hrtalentdevelopment@warwickshire.police.uk. Individuals will be contacted by HR with details of the next Exam dates, how to complete their registration, and any other relevant information.

Individuals who register for the exam will be given time off from any scheduled duties to attend, plus travelling time where relevant as authorised by the Duties Manager.

An individual is expected to sit their exam at the first opportunity once accepted into a Talent Cohort although they will have the opportunity to put forward a case for deferral. If this is the case, the individual circumstances will be reviewed at the next meeting of the Talent Development Group and outcome communicated as appropriate.

Once registered, an individual can apply to the CoP for reasonable adjustments and will be asked to provide evidence around their requirements.

Unsuccessful Exam candidates

Where an individual does not successfully pass their first attempt at the legal exam, they will be retained within the Talent Cohort, enabling a further opportunity to pass. The individual must be supported in the second attempt with a Development Plan, in discussion with their line manager.

Repeated failure to pass the exam may mean removal from the current Talent Cohort (please refer to criteria in Appendix C for more details). Individual cases will be reviewed at the monthly meetings of the Talent Development Group for a decision as to how to proceed. Individuals removed from the Talent Cohort for this reason will be supported via further development plans and MAX conversations as necessary.

Individuals will be able to reapply to a future Promotion Readiness Programme cohort as and when announced.

2.3.6. Step 3 NPPF = Assessment against rank-specific competencies and matching to vacancies

The Promotion Readiness programme for Talent Cohorts encompasses Step 2 and other development activities, resulting in a final assessment at the point that Senior Officers believe an individual is ready for promotion. This final assessment is considered to be NPPF Step 3 in line with the NPPF.

The assessment will take place at an appropriate point in the Talent Cohort process, either by nomination from a Chief Superintendent (to be considered by the TDG) or the convening of the TDG to review the entire Cohort.

There is no specific timeframe for the Promotion Readiness programme to be completed, however as a general guide the organisation will be looking for officers to become ready

for promotion within 12 months of being accepted into the cohort. This expected timeframe will be extended for officers who commence absence due to maternity, paternity or adoption leave partway through participating, or have a period of long term sickness.

Individuals who are members of the talent cohort will be given a specified amount of time off from any scheduled duties to attend CPD events and assessment, plus travelling time where relevant.

The Step 3 assessment can only take place when a Legal exam has been completed, and as well as all eligibilities described in Section 1.3 of the Policy continue to be met.

Where the TDG determines that individuals can/should be nominated as ready for promotion: the Chief Superintendent will make a recommendation at the monthly Talent Development Group meeting if they believe an individual fulfils all of the criteria for their final Step 3 assessment, and is ready to exit the Talent Cohort as a competent leader within the organisation.

Alternatively, where the TDG decides to review all cohort members' suitability at one point in the year, they will put into place the relevant TDG meetings and will inform the Cohort of relevant deadlines for being considered.

If the TDG does not accept a recommendation made by the Chief Superintendent the rationale will be documented and the outcome communicated via line management (specifics as determined by the Chief Superintendent).

When the TDG (Confirmation TDG) decide to accept a Ch Supt recommendation, or the TDG have reviewed the entire cohort and have identified individuals who appear ready for promotion; this will either be a final decision; or if needed and appropriate to the circumstances some or all individuals may proceed to a Professional Discussion with the Chief Superintendent (or nominated delegate at Supt rank) and a representative from HR. This meeting would be to explore and confirm full eligibility, to ask clarification questions around the Promotion Evidence record or any other source of information, and for a promotion decision to be made.

Where necessary, a score will be attributed to the individual at either the Panel decision stage, or the Professional Discussion stage, to determine the order by which successful individuals will be placed on the select list.

The TDG criteria are as described in Appendix C.

2.3.6.1. Ready for Promotion

Individuals approved for promotion will receive confirmation of this in writing from HR, and will be added to a Select List awaiting commencement of NPPF Step 4. Origin records will also be updated by HR.

See section 2.3.7 for next steps.

2.3.6.2. Not approved for Promotion

Individuals not approved for promotion will receive confirmation of this in writing from HR, following a discussion with line management. If appropriate, they will continue within the Talent Cohort for further development, and may be given a tailored Development Plan by their line manager for the purposes of becoming ready for promotion, depending on the reasons given.

Appeals against decisions made by the confirmation TDG are explained in section 2.8.

2.3.7. Select List

Select Lists exist as a waiting list for individuals who have completed NPPF Step 3, and who are waiting to commence NPPF Step 4.

Individuals will be added to the Select List in date order of being confirmed as Ready for promotion. Where a group of individuals are identified as confirmed ready for promotion during the same formal discussion time period, the score available from the Professional Discussion will be taken into account in determining the order of the list. Where necessary other measures (such as exam score) may be used.

The order of the Select List, alongside consideration of skillset against vacant posts, will be used to determine the order by which inductions to NPPF Step 4 are offered.

Candidates on routes such as Fast track would also need to be considered as the requirement would usually be to prioritise these for vacancies.

The lists, their order, and the 'release' of individuals to commence their NPPF are verified and controlled by the HR department.

Authorisation to commence Step 4 Work Based Assessments will be granted at WDG, and will depend on the availability of substantive vacancies by the end of the 12 month temporary period (day one for OSPRE qualified officers) and the availability of inductions and assessors.

Wherever possible, each talent cohort will be aligned to the workforce plan resulting in an individual exiting the cohort successfully and soon afterwards commencing Step 4 of the NPPF process. Otherwise, every effort will be made to commence officers on their NPPF Step 4 Work-based Assessment within 12 months; however, this period may be extended up to an additional maximum of 24 months.

Posting decisions for all ranks up to Inspector will be made at directorate People meetings.

In the event that an individuals' eligibility against the NPPF criteria is no longer valid, they would be removed from the Select List.

2.4. Step 4 NPPF = Temporary promotion and work-based assessment

2.4.1. National Policing Qualification through Work-based Assessment (WBA)

The Chief Constable wishes all police officers to be recognised for the work they undertake, and that this should be officially acknowledged. For this reason, all officers who successfully exit a Talent Cohort, whether OSPRE Part II or NPPF qualified, are required to undertake Step 4 to gain a national Policing qualification and evidence

satisfactory performance in the promoted rank of Sergeant/ Inspector by the end of a 12-month period of Work Based Assessment (WBA).

The qualification is an external qualification managed by an awarding body and requires accreditation and certification of the relevant Regulated Qualifications Framework (RQF) units. Evidence collated before the date of induction onto the learning programme and accompanying registration cannot be used as part of the portfolio.

Opportunities for study/protected learning time when undertaking Step Four, will be agreed by the force, and reviewed by management teams and L&D through the individual's personal development plan.

2.4.2. Titles and role arrangements

Step 4 commences when a substantive promotion posting is offered and accepted. Officers will be inducted by the L&D department to commence their WBA, and from this point an officer will hold NPPF status in the promoted rank whilst undertaking Step 4. NPPF qualified officers will remain as temporary promoted during this period, whereas OSPRE Part II qualified officers will be substantively promoted.

Prefix whilst in higher rank (when not yet substantive in that rank)	Used when
APS	An individual acts up for a short period in the Sgt rank, and has not completed Exam or Board
T/Sgt T/Insp	Individual is working to that rank however does not have a substantive post in that rank and has not commenced NPPF Stage 4. Applies also if OSPRE Part 2 qualified and they do not have a substantive post in rank (or have not started their NPPF)
T/Sgt NPPF T/Insp NPPF	Individual has taken the NPPF Exam and has completed their induction at Stage 4 of the NPPF process; they are in a substantive post of that rank. Does not apply to OSPRE qualified individuals.
Sgt NPPF Insp NPPF	Individual is OSPRE Part 2 qualified and is in a substantive post of that rank
Sgt Insp	Once NPPF Step 4 fully completed, they move to prefix of Sgt / Insp as appropriate.

Certain roles do not provide sufficient opportunity to complete all units within the WBA. In these circumstances, officers can be posted to an alternative role, or be released from their current duty on attachments in order to successfully obtain the relevant evidence.

2.4.3. Timescales to complete qualification and WBA

The Work-based Assessment should be successfully completed within 12 months of being inducted. Progress against portfolio requirements will be monitored on a regular basis by L&D, management and HR.

If an officer's performance dips at any stage they will be given the opportunity to develop their skills through a development plan linked to their PDR.

In the case where an individual is not on target to successfully complete within the 12 month period, a Case review will take place. This will be attended by the relevant Superintendent/equivalent (or their nominated delegate), the line manager and/or second line manager of the individual, a representative from L&D and a representative from HR.

The potential outcomes from this are:

- i. An extension to the deadline for completion
- ii. A return to the individuals' former rank with a wait of 12 months before they can apply again for promotion at Step 3 (unless OSPRE qualified – see below)
- iii. Invocation of performance or conduct procedures as appropriate to the circumstances – these could result in the individual returning to their previous rank.

In extenuating circumstances the completion period may be extended for up to a further 24 months (taking it to 36 months in total); however this will not be offered where there are no extenuating circumstances.

Failure to complete within any extended time period, or adhere to any other stipulation from the initial case review, will result in a further case review.

If the WBA is completed early, the individual cannot be permanently promoted prior to the expiry of the 12 month period, and remains subject to the criteria detailed in 1.3.

Additional considerations/information for OSPRE qualified officers

For OSPRE qualified officers, the initial Case Review will be conducted as a Stage 1 meeting in accordance with under-performance procedures, in line with Police Performance Regulations, with the right to be accompanied by a police friend or Federation representative. Further detail should be sought from the Police (Performance) Regulations.

If the individual fails to complete their qualification and WBA within any extended time period, or fails to adhere to any other stipulation from the Stage 1 meeting, this will result in further meetings under the Police (Performance) Regulations and could ultimately lead to demotion.

2.4.4. NPPF Sign off

The form in Appendix E should be used to document all appropriate details and approvals for an officer to be promoted. This includes approval from the relevant Head of Business Area/Superintendent. The form will be copied to the Talent Development Group for noting.

On receipt of the completed form, the officer will be confirmed in post and any temporary status removed.

An NPPF officer who fails to complete the qualification and/or achieve a satisfactory standard of performance during the WBA will return to their former rank and must wait for 12 months before they can apply for the next available talent cohort.

An OSPRE II qualified officer who fails to complete the qualification and/or achieve a satisfactory standard of performance following promotion will be subject to the Police (Performance) Regulations 2012 as described in 2.4.3.

All cases will be reviewed using the above Case Review procedure described in section 2.4.4. Appeal details are described in section 2.8.

All outcomes relating to actions under NPPF Step 4 will be reported back into the Talent Development Group for documenting.

2.5. Stages of promotion – Fast Track / Direct Entry

Where Warwickshire Police chooses to participate in the 'Fast Track Constable to Inspector' or 'Fast Track Inspector to Superintendent' programmes, this will be advertised via force communication channels as appropriate, with criteria outlined.

Only individuals who are members of the talent cohort will be considered for Fast Track, and suitability will be assessed through a review of the information gathered throughout the promotion readiness programme. Applications will be successful where individuals can evidence exceptional performance and can be supported by syndicate leads and senior officers to proceed onto the Fast Track programme.

The Positive Action Team, along with other members of the HR Department, will provide guidance and support to under-represented groups and will advertise appropriately, such as via internal networks, intranet, and force orders.

The selection process will be carried out via the Talent Development Group.

Candidates who are nominated for the National Assessment Centre and who are successful, will then be enrolled onto a talent programme developed by the College of Policing with the intent of a promotion of two ranks within the programme time period.

Direct Entry schemes are advertised externally and are not applicable to internal officer candidates (although are open for Staff to apply).

2.6. Promotion opportunities and postings

2.6.1. Acting and temporary opportunities

Eligibility for temporary opportunities at the next rank will be as follows (considered in this order):

- i. Individuals on a Select list (who have not yet been posted temporarily into that rank) (individuals will still be unable to commence NPPF Step 4)
- ii. Individuals in the relevant Talent Cohort (exam qualified will be considered first but this will not necessarily determine the outcome)

- iii. Individuals who have identified an interest in promotion via the Annual talent data capture

Consideration will also be given to advertising temporary roles to the organisation to allow those substantive in the appropriate rank to apply, prior to temporary promotions being offered.

Postings will take into account:

- Particular skills/training/experience required (as assessed by a recruitment process as necessary – see section 2.6.3)
- Needs of the Public, the organisation and the individual's personal circumstances

This may result in an individual from (ii) or (iii) being selected for a posting despite there being individuals within (i) or (ii) respectively that are not currently acting up to the next rank.

It should also be noted that in the case of short term acting opportunities, practical considerations such as how easily an officer can be released from their existing role, the backfill options for their current role and other impacts will likely be the overriding factors in making a decision.

Where there are a number of potentially suitable candidates, a recruitment process may be followed (see Section 2.6.3).

Where the above posting principles have been exhausted, consultation with Staff Associations will take place to explore and agree further posting criteria.

Where there are concerns about a posting, the final decision will be made by the Chief Superintendent or Chief Officer depending on the rank.

2.6.2. Substantive Promotion Postings

The Workforce Development Group (WDG) will authorise vacancies to be filled substantively.

Where appointing to a substantive vacancy is approved, the following considerations will be made in allocating an individual to that vacancy and enabling them to commence NPPF Step 4 (see section 2.4):

- 'Order' on the relevant Select List (see section 2.3.7)
- Particular skills/training/experience required (assessed by a recruitment process as necessary, see section 2.6.3)
- Needs of the Public, the organisation and the individual's personal circumstances

The Workforce Development Group will review selection recommendations and determine which individuals may commence their NPPF Step 4.

NPPF induction dates will be offered by the L&D department to those allocated to substantive vacancies in the order of their score on the Select List. Where an individual is unable to take the space offered (for any reason), it will be offered to the next person on the list.

The Workforce Development Group (WDG) will authorise where minimum tenure applies. Minimum tenures are considered based upon the role and the costs and training incurred. This will ensure that all parties will benefit from the skills and training individuals will gain during their period in post.

2.6.3. Recruitment process

Where a recruitment process is required for an Acting, Temporary or Substantive vacancy, this will be advertised and appointed to via the 'Expression of Interest' (EOI) process. Consideration of the above principles around postings will still apply, however the EOI process may be used to determine whether individuals have the appropriate skills, training and experience required for the role.

In the case of Acting/Temporary roles, the EOI process may also be used if there are a high number of individuals deemed suitable for the opportunity.

Candidates will be asked to evidence why they consider themselves suitable for the vacancy against the requirements for the role and the Competency Values Framework (CVF) and in accordance with the advert as to which competencies are being assessed and appropriate word limits.

Where a number of candidates achieve similar scores, or there is a need to obtain further information, an interview process can be held to determine the candidate most suitable for the role. Such interviews must consist of appropriately trained individuals. Expression of interest and any interview documentation should be sent to HR to be held in accordance with the appropriate retention schedules.

2.7. Pay and Pension implications of postings

Pay, increment entitlement and pension implications for temporarily working in a higher rank are covered by Regulation 34 (Annex UU) and Regulation 27 (Annexes I and J) of Police Regulations 2003.

Situation	Wording/Pay terms	Increments	Pension
Officer has not yet completed Step 2 of the NPPF OR Officer has completed Step 2 (but not 3 or 4) *as counted within each year from 01 April	Days 1 -10* "Acting" Rate for current substantive role	Pay increments in the higher rank do not apply.	N/A
	Days 11-56* "Acting up allowance" Daily allowance rate		Acting up allowance is not pensionable.
	After 46 days* "Temporary Salary" Rate equal to the lowest rate of pay to which the member would be entitled to on promotion to the higher rank		Additional pay under Temporary Salary is pensionable.
Officer has completed Step 3 (but is not attached to a	Days 1 -10* ** "Acting" Rate for current substantive role	Do not apply	N/A

substantive vacancy and has not started Step 4)	Days 11-56* ** “Acting up allowance” Daily allowance rate	Do not apply	Acting up allowance is not pensionable.
OR Officer is OSPRE Part II qualified. **if is not a short term need, should be classed as Temporary Promotion from day one	After 46 days* ** “Temporary Promotion” Paid on the point they would be entitled to if substantively promoted	Pay increments in the higher rank apply.	Additional pay under Temporary Promotion is pensionable.
Officer is attached to a substantive vacancy however has not completed Step 4	“Temporary Promotion” (Unless OSPRE qualified in which case they are permanently promoted)	Pay increments in the higher rank apply.	Pay is pensionable.
Officer has completed full promotion process	Permanent in the higher rank.	Pay increments apply.	Pay is pensionable.

The above can also be found in a flowchart in Appendix F – Temporarily Working at a Higher Rank.

2.8. Appeals Process

Appeals can be made against decisions at each Step of the NPPF, from initial endorsement through to substantive postings prior to commencement of NPPF Step 4 (workplace assessment) and confirmation of promotion to the next rank at the end of NPPF Step 4.

Before considering an appeal, it may be appropriate for the individual to make an enquiry, for example why a certain process was used, or why they scored as they did. Such enquiries do not constitute an appeal, and are for clarification rather than a request for specific action to be undertaken.

2.8.1. Grounds for appeal

Grounds for appeal will include:

- a) If the candidate believes that a decision has been made on inaccurate information*
- b) If there were extenuating circumstances (such as serious events at work or home, or a series of events, such as death or serious illness of a family member, illness, accident, or serious injury to the candidate) contributing to an adverse decision

- c) If the candidate believes they have been discriminated against
- d) If there are considered to have been procedural errors made, for example not being supported at Step 1 despite fulfilling CoP NPPF criteria
- e) Where an individual believes they have been disadvantaged due to reasonable adjustments not being accommodated

*Appeals against Talent Cohort decisions (non-entry to the cohort, pausing of the cohort, removal from the cohort, not successful at confirmation TDG or professional discussion) are limited to this specific ground of appeal. This is because all other factors should have been mitigated through the full moderation process applied.

An individual should specify their grounds, plus the remedy or action they are requesting as part of their appeal. Examples of potential remedies/actions/requests could include an extension to a deadline, a review of a decision based on new information, re-scoring of an assessment, or allowing a further opportunity with reasonable adjustments in place.

2.8.2. Submitting an appeal

Individuals must submit the grounds of their appeal, in writing, within 21 calendar days after receiving confirmation that they have been unsuccessful at a particular stage. Appeals made outside of this timescale will not be considered.

The individual should make clear in their submission the grounds on which they are appealing, and the potential remedy, action or change they are requesting. Where relevant grounds cannot be identified, the appeal will not proceed.

If the individual wishes to make representations in person to support their appeal, they should make this clear in their written submission. The opportunity to make representations would be enabled along the lines of the Case Review process outlined in 2.4.3.

The appeal should be sent to the Force Examinations Officer via hrtalentdevelopment@warwickshire.police.uk, who will assess each case and progress accordingly in line with section 2.8.3 below.

2.8.3. Considering Appeals and determining outcomes

Appeals will be considered in the following way:

- Step 1:** Appeals will be reviewed, and outcomes determined, by the Case Review process and the Talent Development Group. Appeals at this Step are allowed only on the basis of factual inaccuracy.
- Step 2:** Appeals are made externally via the Qualifications Centre Manager and the procedure controlled by the College of Policing.
- Step 3:** Appeals will be reviewed, and outcomes determined, by the Case Review process and the Talent Development Group. Appeals at this Step are allowed only on the basis of factual inaccuracy.
- Step 4:** Appeals will be reviewed, and outcomes determined, by the Case Review process and the Talent Development Group.

2.8.4. Outcomes

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Outcomes will be communicated in writing to the individual within 7 days of a decision being made. Decisions will be made as soon as possible following an appeal being made, and by the latest within a maximum of 3 months of the appeal being submitted. The appeal process is limited to one stage and the outcome is final.

The Fairness at Work procedure may be used by the individual for anything falling outside of the above appeal grounds listed in 2.8.1, or where an individual remains unsatisfied about the procedure followed and/or outcome arrived at (on relevant grounds).

3. DOCUMENT HISTORY

Date	Author / Reviewer	Amendment(s) & Rationale	Date approval / adoption
February 2021	Vicki Sawyer	Amalgamation of historical promotion and selection documents. Final policy and procedure for JNCC circulation post WDG and People Board comments	10/03/22
March 2024	Vicki Sawyer	Policy and Procedure whole review following workforce feedback and process modernisation	
April 2024	Vicki Sawyer	Updates following initial JNCC consultation meeting	
Jan 2025	Paula Perry	Rewritten following launch of Promotion Readiness Programme to reflect updates.	March 2025
April 2025	Amanda Simpkins- Policy and Assurance Officer	Missing wording which was part of the previous version added in	April 2025

4. CONSULTATION

As part of the consultation process for this policy, consultation has taken place with the Workforce Development Group to ensure that the detail is aligned to the workforce planning; and the People Board to ensure that it aligns with the force strategic objectives.

This policy has been endorsed by the Warwickshire Police Joint Negotiating and Consultative Committee following consultation with representatives from

Chief Officers
Business Leads
UNISON
Police Federation
Superintendents Association
Occupational Health
Health and Safety
HR Business Partners
Internal Staff Support Networks

Chief officer / Business Area Lead	Date Communication Sent
David Gardner	March 2024

5. ASSESSMENT AND ANALYSIS

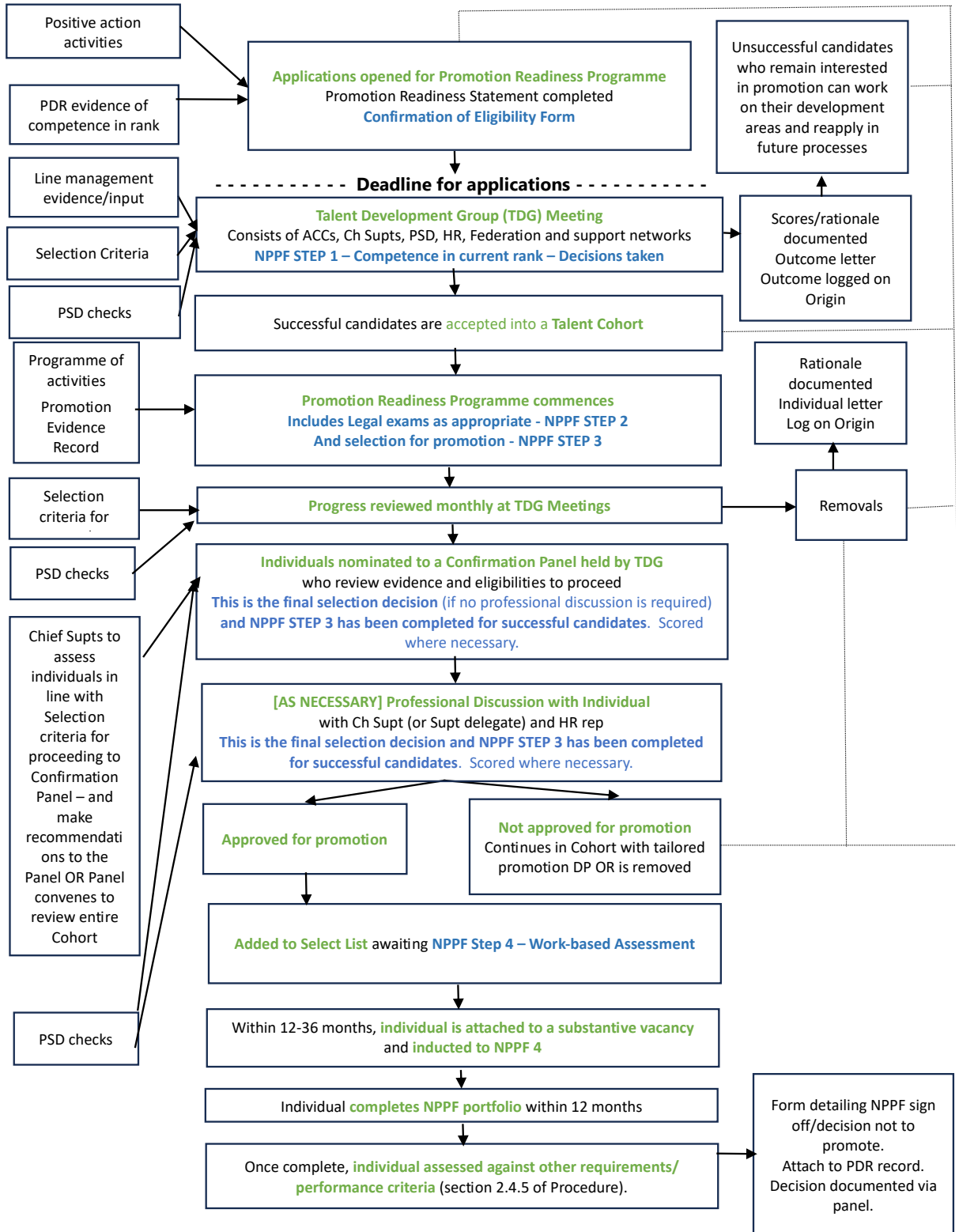
This Policy and Procedure have been created in line with the Police (Promotion) Regulations 1996, as interpreted via the College of Policing National Police Promotion Framework Operating Manual (July 2024 version).

A Warwickshire Police EIA has been completed for this policy/procedure and ongoing monitoring will take place.

6. APPENDICES

- 6.1. APPENDIX A – Officer Promotion Pathway Flowchart
- 6.2. APPENDIX B - Expression of Interest Template
- 6.3. APPENDIX C – Selection Criteria
- 6.4. APPENDIX D – Flowchart NPPF Step 4
- 6.5. APPENDIX E – NPPF Sign Off
- 6.6. APPENDIX F - Temporarily working at a higher rank

APPENDIX A – Officer Promotion Pathway Flowchart



For details of any appeal process available at any stage of this process, please refer to section 2.8 of the Procedure.

APPENDIX B – Expression of Interest Template

Expressions of Interest - <Team Name>

Positions available:

2 x <RANK> < TITLE if applicable> <Temporary (number of months/years)/Permanent>

1 x <RANK><TITLE if applicable> <Temporary (number of months/years)/Permanent>

If the vacancy is Sergeant or Inspector level or above, this must be included

Section 2.6 of the Promotion and Selection Policy & Procedure will apply to this vacancy with suitable substantive officers then those on the promotion select list taking precedence over those who are exam qualified or not exam qualified in that order. The HR Advisor will review the selection process in order to ensure fairness in line with the policy and organisational needs.

Closing Date: <DATE>

Applications to join <enter related detail: team/department/directorate> **are now open.**

<Provide detail about your team, example below>

The Warwickshire Rural Crime team (WRCT) is established to manage rural and wildlife crime across the county. This small team works within the boundary of the National Rural Affairs and National Wildlife strategies targeting specific areas of criminality.

The team has 3 specific objectives:

- To undertake engagement with rural communities, to understand their needs and offer reassurance and support.*
- To build strong partnerships and work together with other organisations and communities to effectively problem solve.*
- To undertake investigations into rural crime, offer preventative advice and contribute towards making rural communities a safer place to be.*

Some of these communities are hard to reach and excellent verbal and electronic communication skills are required to improve engagement, gather intelligence, and provide appropriate support.

The team's roles are demanding and will see them deployed in remote parts of the county, in all weathers and at all times of the day/night. There will be a degree of lone/isolated working so resilience is also required. Officers will also be expected to patrol large areas therefore driving for extended periods will also be involved.

The team works with both internal and external partners and are involved in multi-agency operations. These will become more frequent as the team establishes itself. Problem solving to focus on threat, harm, risk and vulnerability, support victims and communities, plus increased partnership working.

Due to the nature of the team, a large degree of flexibility is required from those successful. Operations may be spontaneous or become protracted which will require the officer to work extended shifts or accept short notice changes. A good level of physical fitness is also required as officers will be expected to cross muddy and challenging terrain on foot.

<Provide detail about your vacancy, example below>

Rural Crime Officer

Expressions of interest are sought from Police Constables interested in working within a countywide Rural Crime Team.

A total of four constables are required and will be based at Greys Mallory on a 333 pattern of days/lates and RD's, but subject to change as the role demands for operational reasons.

The posts are expected to become available over the coming months.

Essential criteria:

- Have successfully completed their probationary period*
- Have a passion for rural and wildlife issues*
- Be up to date on all NCALT packages*
- Be up to date with OST*
- Are not currently subject to discipline/misconduct procedures*
- Hold a current standard vehicle authority*
- Have excellent communication and interpersonal skills*
- Proven problem-solving skills*

Desired Criteria:

- *A proven track record in managing rural or wildlife investigations*
- *A proven track record in planning and managing intelligence led operations*
- *Be a trained wildlife officer*
- *Hold a 4 x 4 driving authority*
- *Use all forms of social media to promote the work that they do within the force*

<Provide detail about the application and selection process, detail which CVF you are assessing against and the related sections of the role profile, example below>

To express your interest in either role, please provide information/evidence in no more than 500 words on the following:

1. *Openness to change*
2. *Service delivery – a crime related investigation you have carried out*
3. *Professionalism – examples of engagement undertaken*
4. *Decision making*
5. *Working with others – why you want to be a part of this team*

All expressions of interest to be submitted to <NAME> by <DATE>. A selection process will then take place and the successful candidates will be notified as soon as possible. Should there be multiple candidates shortlisted, an interview process will take place on <DATE>.

APPENDIX C – Selection Criteria

Selection Criteria for acceptance into Talent Cohorts

Criteria are set by the CoP in section 3.7 of the NPPF Operating Manual and these are detailed in section 1.3 of our Policy.

Further expansion of Warwickshire Police's application of criteria iii) *demonstrated competence in current rank*, is detailed below:

iii) demonstrated competence in current rank

In practice, this will include review of the individual's operational performance (for example investigations, audits, and other measures of operational performance), observations around leadership style and approach to personal development.

Assessment will be made via:

- PDR evidence and outcomes
- Operational audit results
- Review of the individuals involvement in work across varied parts of the organisation, for example completion of other portfolios (eg DDP), project work
- Inputs from Line Management, HR and PSD

Consideration of all PSD complaints, investigations and outcomes will be taken into account for all applicants; and the NPPF is clear that those with live notices/warnings cannot start or continue with their promotion journey.

Where there are issues relating to performance or conduct which are not yet concluded, or which are concluded and outcomes have fallen short of written sanctions, careful assessment will take place taking into account the circumstances of the case and the level of evidence available in the case. The TDG may deem that due to the nature of the case, the individual has not yet demonstrated competence in their current rank, and will make an informed judgment as to acceptance or otherwise into the Talent Cohort at that time. Those who are accepted into a Cohort with a live case pending, may subsequently be removed from the Talent Cohort (please see further information below), or may not be able to proceed to Step 4 until the matter is satisfactorily resolved, dependent on the circumstances and eventual outcome of the case.

Contra-indications under this specific criteria (which will usually rule out acceptance into the Cohort) will include:

- Being on a development plan to meet the needs of current rank and role
- Identification of performance issues which bring into question competence in current rank and require a development plan or other actions to be implemented
- Not engaging with current learning and outstanding accreditation portfolios
- Where any case of any nature has brought into question the suitability of the individual to be a leader in the organisation (and within their current rank) and sufficient time has not lapsed/sufficient evidence of their suitability has not been built since.

Additional criteria for promotion to Chief Inspector rank

In addition to the NPPF criteria, and the points above, applicants for promotion to Chief Inspector rank will be expected to be actively working towards holding Command at Silver

level, and have evidence of additional portfolio and wider influence across the organisation at a strategic level.

Selection Criteria for continuation and/or removal from a Talent Cohort

Individuals accepted into Talent Cohorts are expected to demonstrate positive performance within their current rank and role, active engagement with their personal development and the Promotion Readiness Programme, and positive behaviours which contribute towards the future culture of the organisation.

Progress monitoring will be reviewed by the Governance TDG on a monthly basis, and will cover items such as:

1. Engagement with the activities of the Talent Cohorts, including attendance at events, registering for exams, participation with the syndicate group they are allocated to
2. Academic progress in terms of any assessments and any Exams required
3. Completion of own PDR and their team PDRs (as appropriate)
4. Operational performance in current role
5. Performance in temporary promotion opportunities
6. Completion of mandatory College Learn packages
7. Feedback received via line management, Syndicate leads, and 360 channels, via the programme portfolio requirements
8. CVF and behavioural competencies
9. Code of Ethics

Removals will be considered where:

- There is a pattern of non-engagement with the Programme (either justified or non-justified)
- There are new PSD matters, or developments/outcomes to existing PSD matters
- If there are serious concerns around operational performance within current role
- If it becomes necessary to implement a Development Plan to address operational performance concerns in the current role
- If the exam is not satisfactorily completed within a period of 12 months
- Any other circumstances exist whereby for whatever reason it is not the right time for the individual to continue on the programme.

If an individual wishes to opt out of the Programme, they should speak to their Syndicate Lead in the first instance to discuss reasons for this. Syndicate leads will feed this into the TDG for information and review of any ongoing support required.

Re-entry to a Talent Cohort can only take place when the application process is officially open; unless there have been factual inaccuracies in the decision to remove, or the individual's membership has been paused for a suspension and they have subsequently been exonerated.

Selection Criteria for proceeding to Confirmation Panel (held by the TDG)

The following needs to have happened prior to an applicant being supported by their Ch Supt or Director to proceed to a Confirmation Panel (in the case of a panel review of the entire cohort, these eligibilities will be checked at that time):

All Ranks

- a. 3-6 months to have passed within cohort, to enable time for development
- b. Appropriate engagement with the Programme activities and participation in the development activities at the quarterly CPD events
- c. Satisfactory completion of all required elements of the Programme, including but not limited to:
 - a. Promotion Evidence Record
 - b. Mandatory training
 - c. Leadership courses by invitation (FLL and MLL)
- d. Completion of minimum service requirements outline by the College of Policing NPPF Operating Manual

In addition, PC to Sergeant:

- a. Completion of probationary period (PC to Sgt)
- b. Satisfactory completion of:
 - a. Legal Exam (and remains within expiry date)
 - b. Completion of the Sgt Passport to Lead programme

In addition, Sergeant to Inspector:

- a. Satisfactory completion of:
 - a. Legal Exam (and remains within expiry date)
 - b. Completion of the Inspector Passport to Lead programme

In addition, Inspector to Chief Inspector:

- a. Satisfactory completion of:
 - a. Middle Line Leaders course
- b. Undertaking Command or Senior Investigating Officer responsibilities in accordance with the role appointed to

At Confirmation Panel, the above will be reviewed along with the following:

1. PSD records of outstanding investigations or concerns – please note if there are unresolved concerns indicated, you will not be able to proceed at this point.
2. Evidence presented against the selection criteria detailed below:

Role Model

- Does the candidate act as a role model to others?
- Does the candidate demonstrate a positive 'can do' attitude?
- Does the candidate reflect the organisation's values?

OFFICIAL

- Does the candidate put the public and the organisation before themselves?

Performance

- Does the candidate deliver on time, and to a high standard?
- Does the candidate's team or business area perform well?
- What was the candidate's most recent PDR grading?
- Is there sufficient understanding and regard for the importance of safeguarding vulnerable people?

Experience

- Does the candidate have sufficient breadth of experience for the next rank?
- Has the candidate been tested in a challenging role?
- Has the candidate taken on any additional portfolios or projects?

Skills

- Does the candidate have any additional skills or qualifications?
- Specifically for senior roles – is the candidate a TFC, Public Order Commander or Senior Detective

Resilience

- Is the candidate coping with the pressures of their current rank?
- Will the candidate have sufficient resilience to manage the pressures of the next rank?

Relationships

- Does the candidate maintain positive relationships with their team(s), peers and managers?
- Does the candidate work effectively with external partners?

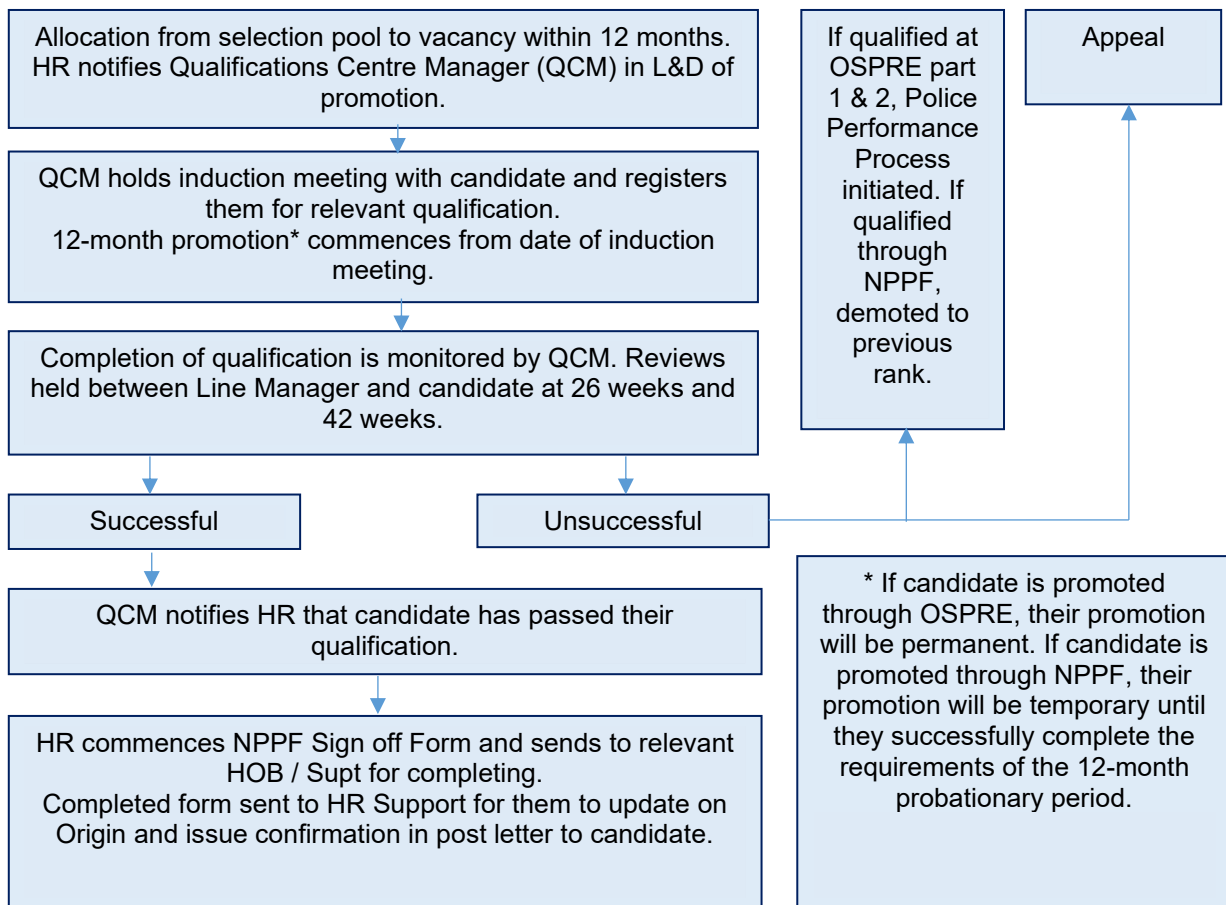
Intelligence and Problem Solving

- Does the candidate possess the intelligence and motivation to solve complex problems?
- Does the candidate make rational, balanced and evidence based decisions?

Transformation

- Does the candidate understand the concepts of productivity and efficiency, and can they demonstrate genuine improvements in these areas?
- Has the candidate delivered successful change within their team or business area?

The Confirmation Panel will make a decision as to whether the individual can proceed to the final stage of a Professional discussion with the individual. At that point, a decision is made as to whether the individual has completed NPPF Step 3 and can be added to a Select List ready for substantive promotion as a vacancy arises. Where multiple individuals are undertaking their professional discussion within the same timeframe, a score will be allocated to provide ranking within the Select List.

APPENDIX D – Flowchart NPPF Step 4

APPENDIX E – NPPF Sign Off**CONFIRMATION OF SUBSTANTIVE PROMOTION**

This form should be completed by the HR Co-ordinator and the appropriate Head of Business area / Superintendent when an Officer has completed their NPPF Step 4 Work Based Assessment.

The form will be sent out by the HR Co-ordinator to the Head of Business area / Superintendent following confirmation from the L&D department that NPPF Step 4 is complete.

To be completed by the HR Co-ordinator:

Criteria met for substantive promotion	Tick
(If PC to Sgt); Individual has completed their probationary period and has completed 2 years (non PCDA) or 3 years (PCDA) service	
(If Sgt to Insp); Individual has completed 12 months service in the rank of Sgt	
Has completed the Work Based Assessment achieving the required RQF units	
Has completed 12 months service following their NPPF Step 4 induction date	

HR Co-ordinator to send form to relevant Head of Business Area / Superintendent.

To be completed by the Head of Business Area / Superintendent:

Criteria met for substantive promotion	Tick
Individual's overall performance within the temporary rank has been satisfactory (as evidenced in PDR)	
Individual has no live written improvement notices issued under the Police (Performance) Regulations 2020	
Individual has not been reduced in rank under the Police (Performance) Regulations 2020 in the previous 12 months	
Individual has no live written warning, final written warning or extended final written warning issued under the Police (Conduct) Regulations 2020	
Individuals' attendance record is satisfactory and performance has not been compromised as a result of absence during agreed hours of duty	
A PSD check has been completed and there are no live investigations involving this individual	

- ☐ I recommend that this individual is confirmed as substantive in the rank of Sgt / Insp (please circle)
- ☐ The individual does not fulfil all criteria above, and I will convene a Case Review under sections 2.4.4 and 2.4.5 of the Procedure.

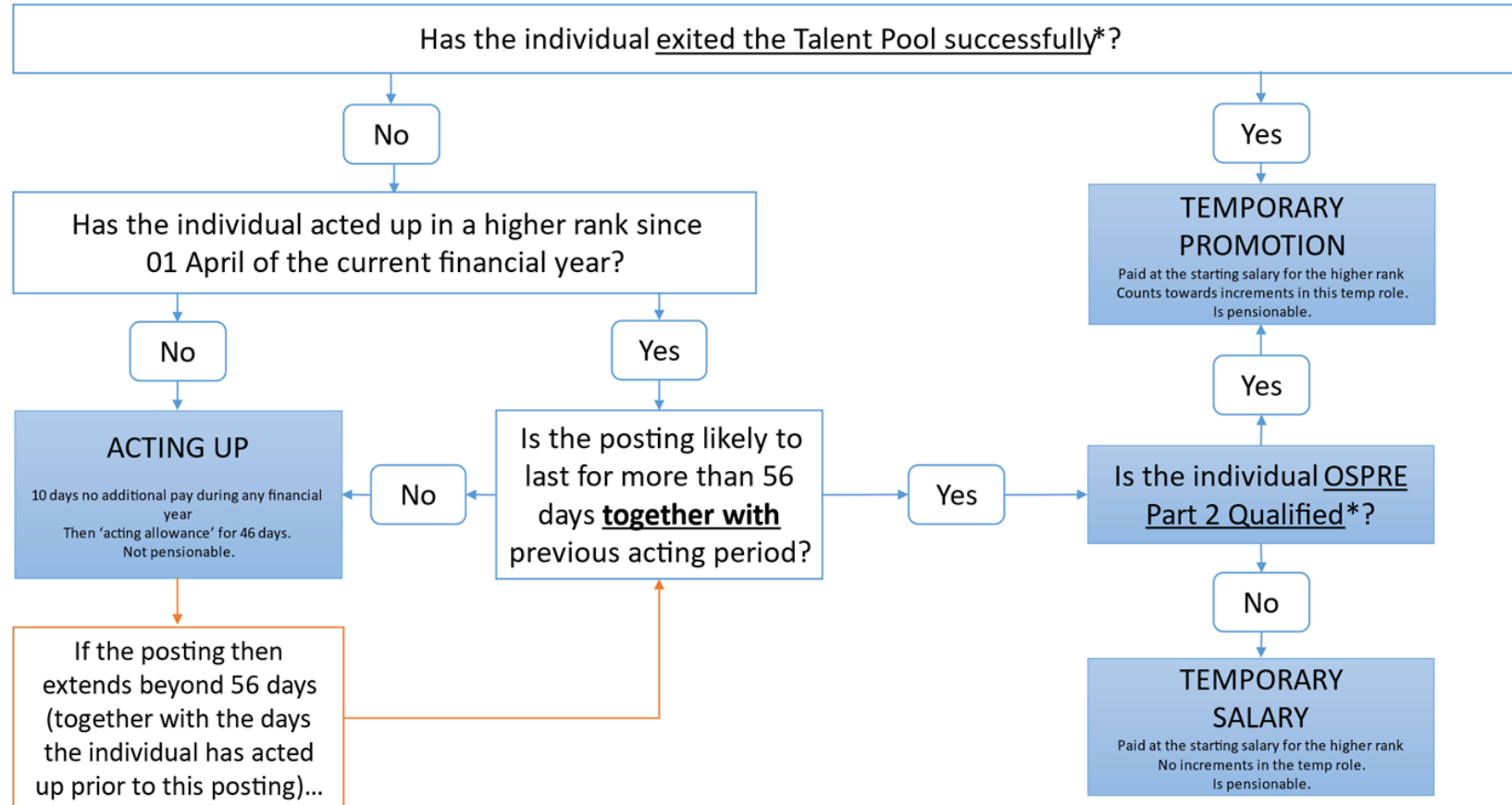
Signature:

Date:

HOB/Supt to send form to hrtalentdevelopment@warwickshire.police.uk who will action via the Talent Development Group and HR Support as necessary

APPENDIX F – Temporarily working at a higher rank

Temporarily Working at a Higher Rank



*This information can be found on the individual's SIT records: Police Officer Promotions and OSPRE Tracking

