



The National Police Promotion Framework – Candidate Survey

July 2009

national AGENCY POLICING

Version 1:



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1. Introduction

- 1.1** Between April and May 2009 a survey was offered to candidates who were taking or had taken part in the National Police Promotion Framework. These were candidates who were doing so between April 2008 and April 2009. All seven trial forces took part in the survey. This work was requested at a meeting of the user group for trial forces, and NPIA was requested to take on this piece of work to ensure standardisation across the forces taking part.
- 1.2** The seven trial forces involved in the National Police Promotion Framework are Hertfordshire, Bedfordshire, Leicestershire (Inspectors only), Thames Valley, Sussex, Merseyside and the Metropolitan Police Service. Candidates from all forces have completed the survey which asked them about their experiences in the National Police Promotion Framework, and for their views on elements of the framework. Biographical data was sought from those completing the survey. The purpose of the survey was to assist to maintain the effectiveness and efficiency of this process. The NPIA and the seven trial forces felt it would be helpful to gather the views of candidates on various aspects of the framework.
- 1.3** This was a worthwhile endeavour as these views will be considered when making any improvements or changes to the National Police Promotion Framework in the future. Therefore this was a valuable opportunity for candidates who have been through, or are in the process to have their say. Completion of the survey was anonymous and responses have been treated in the strictest confidence.
- 1.4** In total 603 candidates responded to the survey, which it is estimated went to around 2000 people. Quantitative data, including biographical data across the responses is included at Appendix A. Quantitative data by force is at Appendix B. It should be noted that 65 respondents did not identify which force they were from, so this might have an effect on the outcome by force.

2. Quantitative Data - Summary

National Police Promotion Framework – Your Views Survey

- 2.1 603 respondents completed the on-line National Police Promotion Framework Survey. The information presented below is a summary in relation to the quantitative questions asked of respondents.
- 2.2 Respondents were asked to indicate at which step of the National Police Promotion Framework they were currently active. Table 1 indicates the most frequently represented step at which respondents reported being currently active was 'completed process and substantively promoted' (250, 41.5%) and the least represented step was 'withdrawn from process' (4, 0.7%).

	Number of Respondents	Percentage of Respondents
Step One – Suitability	5	0.8%
Step Two – Legal Examination	60	10.0%
Step Three – Assessment against role specific competencies and matching to vacancies	54	9.0%
Selected at Step Three and awaiting placement into vacancy	65	10.8%
Step Four – Temporary promotion and work based assessment	136	22.6%
Completed process and substantively promoted	250	41.5%
Completed process and not substantively promoted	16	2.7%
Withdrawn from process	4	0.7%
Missing Data	13	2.2%

Table 1: Steps of the National Police Promotion Framework within which respondents were engaged

- 2.3 Respondents were asked whether they joined the promotion process for promotion to sergeant or to inspector. 370 respondents (61.4%) indicated they joined the National Police Promotion Framework for the Constable to Sergeant process, whilst 220 respondents (36.5%) indicated they joined the National Police Promotion Framework for the Sergeant to Inspector process. 13 respondents (2.2%) of respondents did not specify a process.
- 2.4 Respondents were asked before they entered the National Police Promotion Framework if they had the option of

choosing, which promotion process would they have chosen. 241 respondents (41.1%) indicated they would have chosen to undertake the National Police Promotion Framework, whilst 183 respondents (31.3%) indicated they would have chosen to undertake the OSPRE[®] promotion process. 148 respondents (25.3%) indicated that prior to entering the National Police Promotion Framework they had no preference in relation to the promotion process they would have chosen. 13 respondents (2.2%) indicated they would prefer to have undertaken another route to promotion.

2.5 Other promotion processes stated by the respondents included:

- *"A promotion process which is reflective of individuals performance"*
- *"Assessment by line manager"*
- *"Coached to promotion"*
- *"Mixture of both" (OSPRE[®] and National Police Promotion Framework)*
- *"OSPRE[®] and board"*

2.6 Respondents were asked, having entered the National Police Promotion Framework, which promotion process they would prefer to undertake in future. 258 respondents (44.8%) indicated they would prefer to undertake the National Police Promotion Framework in future, whilst 164 respondents (28.5%) indicated they would prefer to undertake the OSPRE[®] promotion process. 132 respondents (22.9%) indicated they had no preference in relation to the promotion process they would prefer to undertake in the future. 22 respondents (3.8%) indicated they would prefer to undertake another route to promotion in future.

2.7 Other promotion processes stated by these respondents included:

- *"A mixture of the two"*
- *"A quicker process"*
- *"A shorter version of the National Police Promotion Framework"*
- *"A written exam"*
- *"Access to board upon completion of development plan"*
- *"An improved WBA more role relevant"*
- *"Board interview"*
- *"Proven ability to be promoted"*
- *"Work based assessment in a less bureaucratic format"*

2.8 Respondents were asked to indicate how strongly they agreed with a number of statements in relation to the National Police Promotion Framework.

- 2.9 371 (69.2%) of respondents who responded to the statement indicated they agreed to some extent that the National Police Promotion Framework provided an opportunity to develop themselves as a supervisor. 51 (9%) of respondents disagreed with this statement.
- 2.10 297 (55.5%) of respondents who responded to the statement indicated they agreed to some extent that at each step of the National Police Promotion Framework they had known what was required of them. 121 (23%) of respondents disagreed with this statement.
- 2.11 282 (52.8%) of respondents who responded to the statement indicated they agreed to some extent that the National Police Promotion Framework is a fair process to all candidates in their force. 119 (23%) of respondents disagreed with this statement.
- 2.12 393 (73.5%) of respondents who responded to the statement indicated they agreed to some extent that they felt confident performing in their new rank at Step Four. 10 (2%) of respondents disagreed with this statement. It should be noted that 64 (12%) of respondents felt that this statement did not apply to them, the reason mostly given for this was that they are not at Step 4 of the Framework.
- 2.13 360 (67.3%) of respondents who responded to the statement indicated they agreed to some extent that they had the opportunity to discuss their progress with their assessor at Step Four. 22 (4%) of respondents disagreed with this statement. It should be noted that 78 (15%) of respondents felt that this statement did not apply to them, the reason mostly being given was that they are not at Step 4 of the Framework.
- 2.14 215 (40.8%) of respondents who responded to the statement indicated they agreed to some extent that the inclusion of the Core Leadership Development Programme (CLDP) in the National Police Promotion Framework had provided them with additional development. 60 (11%) of respondents disagreed with this statement. It should be noted that 66 (13%) of respondents felt that this statement did not apply to them, one likely reason being that their force does not include CLDP in the Framework.
- 2.15 192 (35.9%) of respondents who responded to the statement indicated they agreed to some extent that the National Police Promotion Framework is effective at identifying officers who have the potential to perform at the next rank. 150 (28%) of respondents disagreed with this statement. A look at

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qualitative responses gives rise to the impression that this question might have caused confusion amongst respondents, with some feeling it meant promotion to the rank they are promoted to, and others to the rank above that to which they have been promoted.

National Police Promotion Framework – Your Views Survey – MPS Excluded

- 2.16 As the largest force involved in the national Police Promotion Framework, the views and responses of candidates from that force will possibly be in a position to influence the outcome of the survey in general. To establish if this is the case, the results of all forces, excluding the MPS have been grouped together.
- 2.17 374 respondents completed the on-line National Police Promotion Framework Survey. The information presented below is a summary in relation to the quantitative questions asked of respondents.
- 2.18 Respondents were asked to indicate which step of the National Police Promotion Framework they were currently active. Table 1 below indicates the most frequently represented step respondents reported being currently active was 'Step Four – temporary promotion and work based assessment' (125, 33.4%) and the least represented step was 'withdrawn from process' and 'Step One – Suitability' (4, 1.1%).

	Number of Respondents	Percentage of Respondents
Step One – Suitability	4	1.1
Step Two – Legal Examination	59	15.8
Step Three – Assessment against role specific competencies and matching to vacancies	53	14.2
Selected at Step Three and awaiting placement into vacancy	25	6.7
Step Four – Temporary promotion and work based assessment	125	33.4
Completed process and substantively promoted	84	22.5
Completed process and not substantively promoted	7	1.9
Withdrawn from process	4	1.1
Missing Data	13	3.5

Table 1: Steps of the National Police Promotion Framework within which respondents were engaged

- 2.19 Respondents were asked to indicate which promotion process they joined the National Police Promotion Framework for. 222 respondents (59.4%) indicated they joined the National Police Promotion Framework for the Constable to Sergeant process, whilst 139 respondents (37.2%) indicated they joined the National Police Promotion Framework for the Sergeant to Inspector process. 13 (3.5%) of respondents did not state a process.
- 2.20 Respondents were asked before they entered the National Police Promotion Framework if they had the option of choosing which promotion process to undertake, which promotion process would they have chosen. 163 respondents (43.6%) indicated they would have chosen to undertake the National Police Promotion Framework, whilst 98 respondents (26.2%) indicated they would have chosen to undertake the OSPRE[®] promotion process. 86 respondents (23.0%) indicated that prior to entering the National Police Promotion Framework they had no preference in relation to the promotion process they would have chosen. 3 respondents (0.8%) indicated they would prefer to have undertaken another route to promotion. Other promotion processes stated by the respondents included:
- *"A promotion process which is reflective of individuals performance"*
 - *"Coached to promotion"*
 - *"Sussex Police – NPIA framework enforced"*
- 2.21 Respondents were asked having entered the National Police Promotion Framework, which promotion process they would prefer to undertake in future. 174 respondents (46.5%) indicated they would prefer to undertake the National Police Promotion Framework in future, whilst 83 respondents (22.2%) indicated they would prefer to undertake the OSPRE[®] promotion process. 78 respondents (20.9%) indicated they had no preference in relation to the promotion process they would prefer to undertake in the future. 7 respondents (1.9%) indicated they would prefer to undertake another route to promotion in future. Other promotion processes stated by these respondents included:
- *"A mixture of the two"*
 - *"A shorter version of the National Police Promotion Framework"*
 - *"Access to board upon completion of development plan"*
 - *"An improved WBA more role relevant"*
 - *"Board interview"*
 - *"Proven ability to be promoted"*
 - *"The WBA Assessment needs to be more flexible to take in account other more specialist roles"*
 - *"Work based assessment in a less bureaucratic format"*

2.22 Respondents were asked to indicate how strongly they agreed with a number of statements in relation to the National Police Promotion Framework.

a) 234 (62.6%) of respondents who responded to the statement indicated they agreed to some extent that the National Police Promotion Framework provided an opportunity to develop themselves as a supervisor.

b) 190 (50.8%) of respondents who responded to the statement indicated they agreed to some extent that at each step of the National Police Promotion Framework they had known what was required of them.

c) 179 (47.9%) of respondents who responded to the statement indicated they agreed to some extent that the National Police Promotion Framework is a fair process to all candidates in their force.

d) 225 (60.2%) of respondents who responded to the statement indicated they agreed to some extent that they felt confident performing in their new rank at Step Four.

e) 211 (56.4%) of respondents who responded to the statement indicated they agreed to some extent that they had the opportunity to discuss their progress with their assessor at Step Four.

f) 157 (42.0%) of respondents who responded to the statement indicated they agreed to some extent that the inclusion of CLDP in the National Police Promotion Framework had provided them with additional development.

g) 126 (33.7%) of respondents who responded to the statement indicated they agreed to some extent that the National Police Promotion Framework is effective at identifying officers who have the potential to perform at the next rank.

3. Qualitative Data – Summary

- 3.1 Respondents were asked before they entered the National Police Promotion Framework if they had the option of choosing which promotion process to undertake, which promotion process would they have chosen. The results are shown at 2.4 above. They were then asked to explain the reason for the answer to this question. The responses, which have been divided into Pro NPPF and Pro OSPRE for ease of reference were as follows;

Pro NPPF

NPPF provides 'better assessment in the workplace
OSPRE process issues
OSPRE unrealistic

Pro OSPRE

NPPF takes too long
NPPF too bureaucratic/ Additional Workload.

Don't know/ untested/ no preference

- 3.2 To add some detail to these headings, typical responses around better assessment centred on the opportunity for their assessor to see how they worked over a year and assess them in the required rank. There were many suggestions that this was fairer to candidates, allowed them to show their capability in an operational environment and took away from the pressure to perform on an exam day. There were also views that this was a more natural way to gather evidence of performance.
- 3.3 Those who identified issues with the OSPRE process primarily felt that as individuals they were poor at role acting scenarios, had struggled in previous OSPRE examinations or through their own or others experience felt the process lacked credibility as a method of assessing performance in the work place. There was a considerable group who focussed on the OSPRE process being unrealistic and false.
- 3.4 Those thinking that the NPPF was too long primarily focussed on Step 4, where OSPRE was seen by respondents to be a 1 day all or nothing alternative. There were many candidates that identified their preference for a one day exam with a pass or fail. Others indicated that they felt that the evidence at Step Four could be found well within 12 months. Some candidates felt that OSPRE offered the substantive rank of sergeant quicker, citing forces not running regular Step Three processes or delays getting onto Step Four once selected.

- 3.5 Some who had a preference for OSPRE identified NPPF as too bureaucratic and time consuming. There appeared to be some force elements in this. Repetitious paperwork was identified as one issue, but the main concern here was the work for NPPF being in addition to and not complimentary to the working day. Officers reported working on their days off and after shifts to compile NPPF evidence.
- 3.6 A lot of respondents were unable to give a view comparing NPPF and OSPRE. The reasons for this were that they had not been all the way through NPPF so could not fully compare the two processes. Others had not been through OSPRE as NPPF was their first promotion process. Some candidates indicated that since they, as individuals, wanted promotion, they would go through whatever process they had to.
- 3.7 Other additional issues that some candidates raised included concerns around the 5 year rule for OSPRE 1 and concerns around specialist roles. One issue was individuals indicating that NPPF put the onus on the force to run the promotion in that force, and did not allow the respondent to 'bank' passes for a later date.
- 3.8 Respondents were asked having entered the National Police Promotion Framework, which promotion process they would prefer to undertake in future. The results are shown at 2.6 above. Respondents were similarly asked to explain their reasons for the choice made.
- 3.9 Observations from respondents that replied to the additional question were in the main, similar to those above. Many chose to refer to their earlier answer and others repeated their views verbatim. Some respondents made comment here that they were concerned that the Step Three process could be better planned and organised, and others identified the fact that they are temporarily promoted rather than being substantive on promotion at Step 4.
- 3.10 Respondents were then asked a final qualitative question around any additional comments that they had around the National Police Promotion Framework. Respondents gave mainly individual responses as to their experience and suggestions for the future. 367 people chose not to respond.
- 3.11 Of those that responded, some felt that ensuring early assessor input was important, while others identified the burden on the candidate as being considerable, alongside other responsibilities. Others identified work load for the assessor and regular and easy access to assessors as issues for them. There was no major theme running consistently through responses to this question.

4. Recommendations

- 4.1 This has been a useful exercise and it is very encouraging in that it has shown that a large number of the respondents are happy with the NPPF. In some cases it is the only promotion processes respondents knew. It is clear however that some people would prefer OSPRE due to concerns they identify with the NPPF or a simple preference for the OSPRE process.
- 4.2 It needs to be remembered that the target group for respondents taking this survey was officers who were in the process between April 2008 and April 2009, so many were part way through the process or waiting to move into varying Steps. Many of the respondents will not have completed the Framework and it is possible that their views may change as they go through.
- 4.3 It is recommended that this exercise is repeated towards the end of the new trial to see if the work being undertaken to reduce bureaucracy, the new data and other processes within the trial and the additional familiarity with the process on behalf of candidates has an effect on the views of officers taking part.
- 4.4 It is also recommended that the views expressed by candidates are fed into the Equality Impact Assessment process to establish how they fit in with the views expressed by respondents to that process, and to inform that process to allow stakeholders to work on mitigating concerns raised about the framework.
- 4.5 This survey was conducted with the assistance of and at the request of the trial forces, through the trial forces user group. It is recommended that this report be circulated to that group, to allow forces to identify and mitigate concerns within their own processes and systems.

Policy Contact

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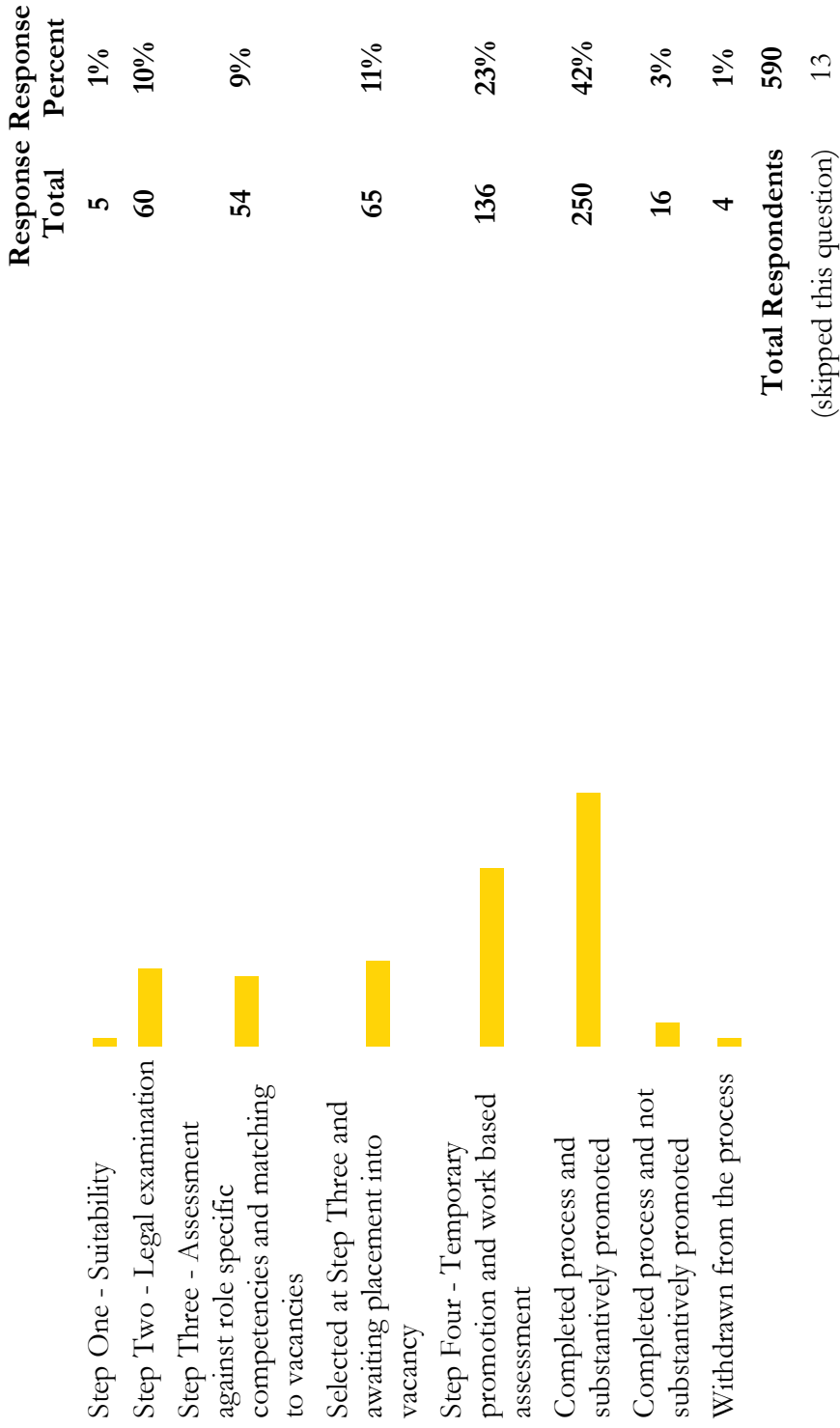
Tel: +44 (0) 20 8358 5492

Email: ian.barry@npia.pnn.police.uk

4. Quantitative Data –Appendix A

Which step of the National Police Promotion Framework are you currently active?



1. step



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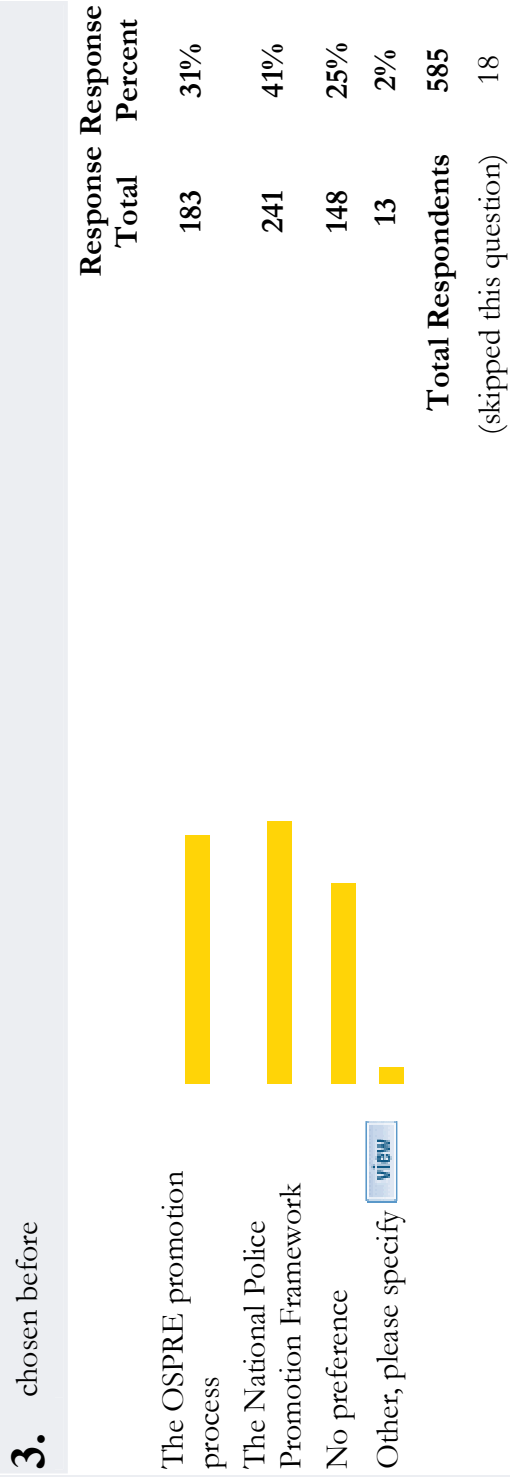
For which promotion process did you join the National Police Promotion Framework?

2. process

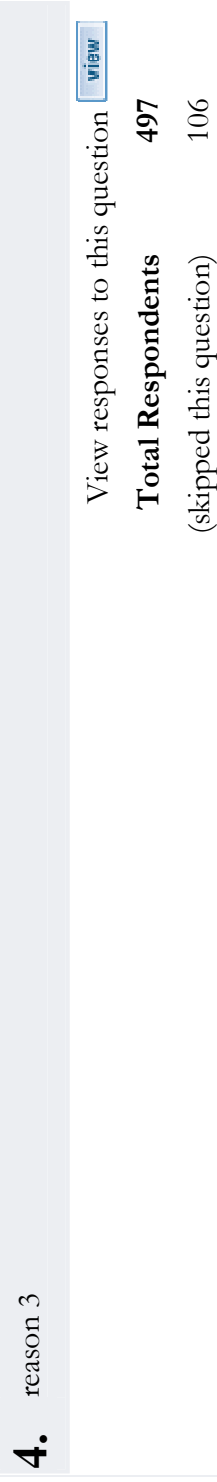
		Response Total	Response Percent
Constable to Sergeant		370	63%
Sergeant to Inspector		220	37%
Total Respondents		590	
		(skipped this question)	13

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Before you entered the National Police Promotion Framework, if you had the option of choosing which promotion process to undertake, which of the following would you have chosen?

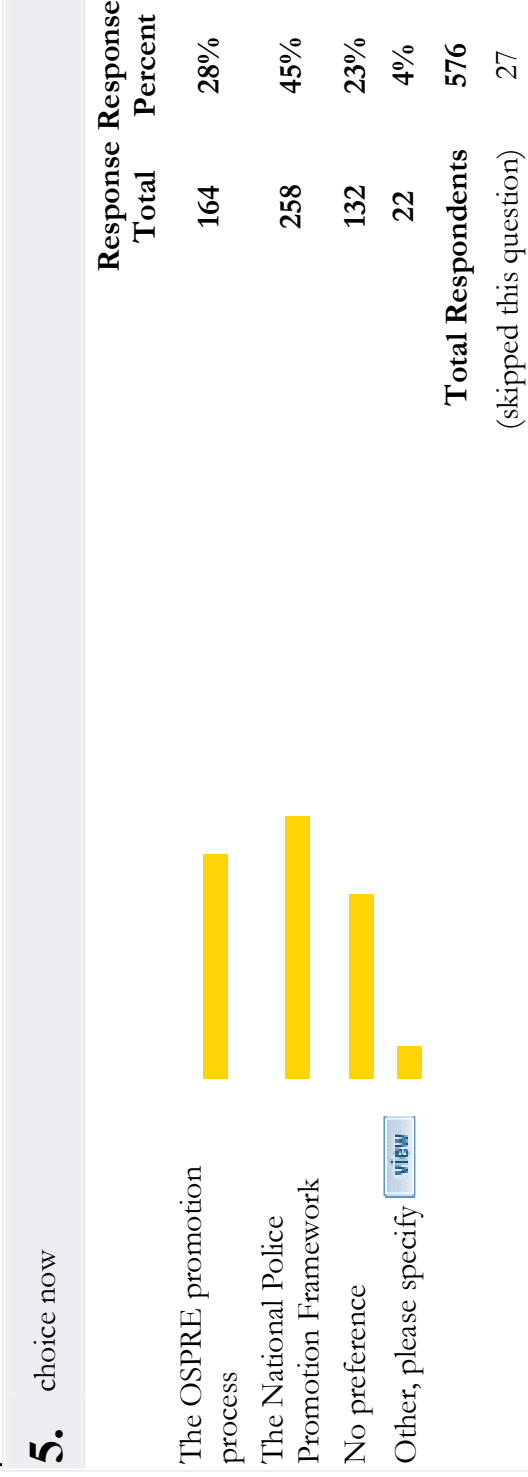


Please explain your reason to Question 3 below

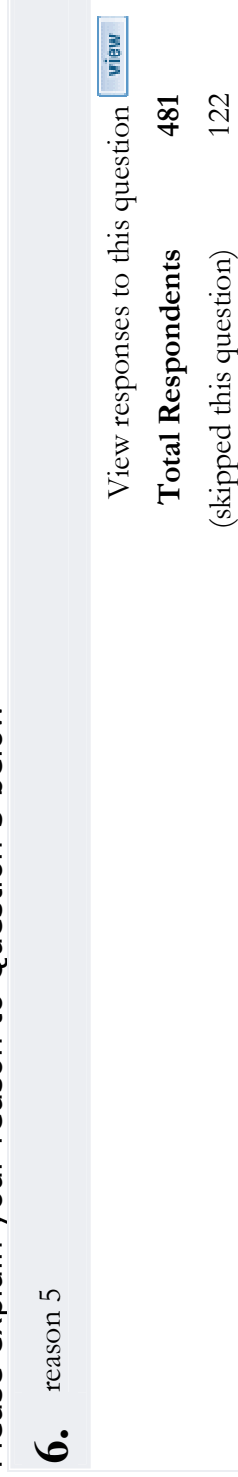


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Having experienced the National Police Promotion Framework, which promotion process would you prefer to undertake in future?



Please explain your reason to Question 5 below



Please look at the following statements below and indicate how strongly you agree or disagree with the following statements

7. statement agreement	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable	Response Total
The NPPF provides an opportunity to develop me as a supervisor	14% (73)	56% (298)	20% (107)	6% (33)	3% (18)	1% (7)	536
At each step of the NPPF I have known what is required of me	10% (54)	45% (243)	19% (100)	18% (96)	5% (25)	3% (17)	535
The NPPF is a fair process to all candidates in my force	11% (59)	42% (223)	23% (123)	16% (84)	7% (35)	2% (10)	534
I feel confident performing in my new rank at Step 4	26% (140)	47% (253)	13% (68)	2% (9)	0% (1)	12% (64)	535
I have the opportunity to discuss my progress with my assessor at Step 4	22% (119)	45% (241)	14% (75)	3% (18)	1% (4)	15% (78)	535
The inclusion of CLDP in the NPPF has provided me with additional development	8% (43)	33% (172)	35% (186)	7% (39)	4% (21)	13% (66)	527
The NPPF is effective at identifying officers who have	7% (38)	29% (154)	32% (172)	16% (87)	12% (63)	4% (21)	535

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the potential to perform at the next rank	Total Respondents	3737
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Please use the box below to provide any further comments on the National Police Promotion Framework

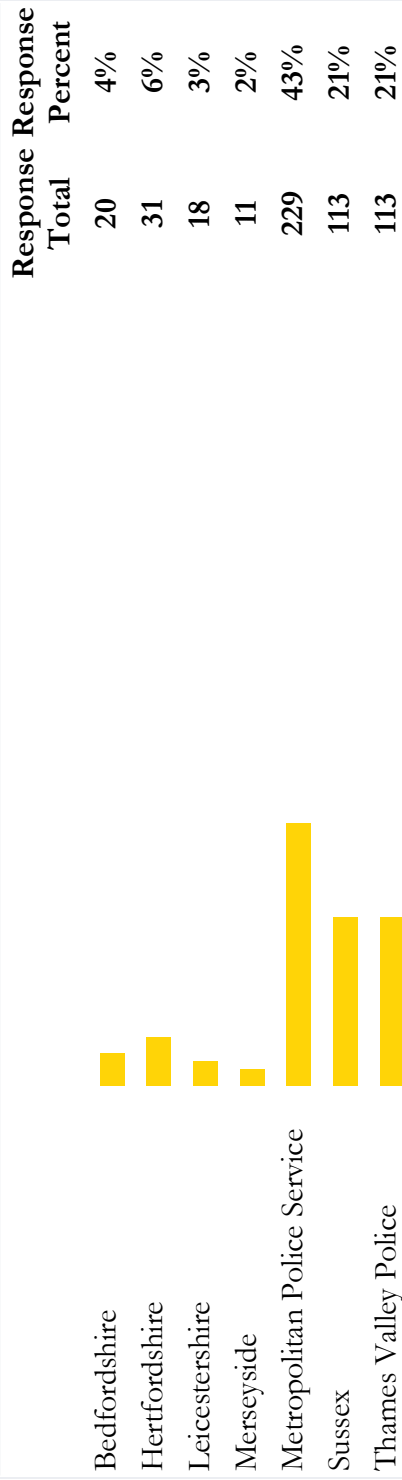
8. further comments

View responses to this question [VIEW](#)

Total Respondents 149
(skipped this question) 454

Which Police Force do you currently work in?

9. Force

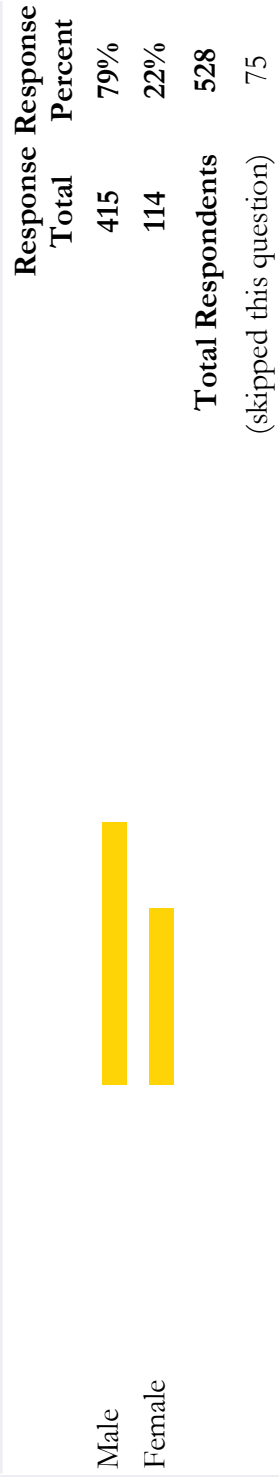


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Total Respondents	534
(skipped this question)	69

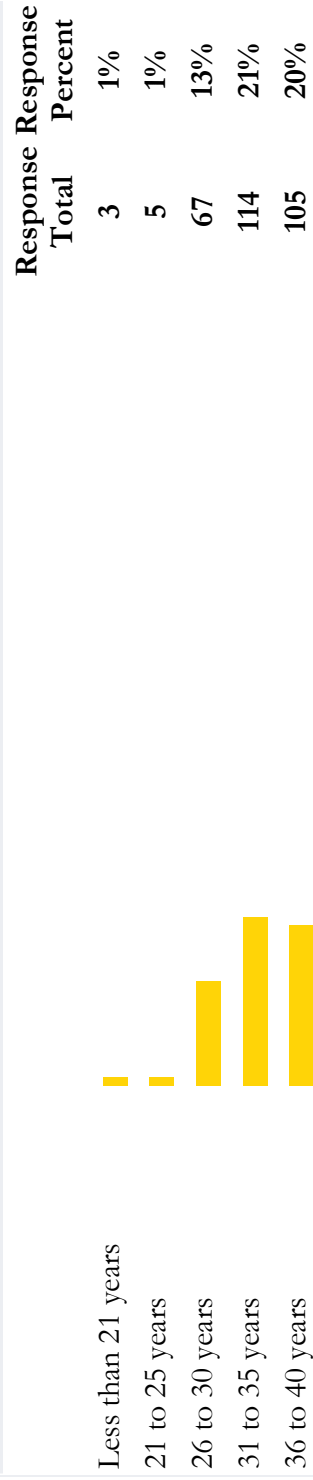
What is your sex?

10. sex




What is your age?

11. Age





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Over 40 years		239	45%
		Total Respondents	532
		(skipped this question)	
		Total Respondents	71

Is English your first language?

12. Language

		Response Total	Response Percent
Yes		528	100%
No, please specify		3	1%
		Total Respondents	530
		(skipped this question)	
		Total Respondents	73

Please indicate your ethnic group by choosing ONE of the options below.
 (The categories shown here are those currently recommended for ethnic monitoring purposes, by the Equality and Human Rights Commission and are currently recommended by the Home Office and Association of Chief Police Officers (ACPO)).

13. Asian

		Response Total	Response Percent
Bangladeshi		15	32%
Indian		19	40%

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Pakistani	2	4%
Any other Asian Background	12	26%
Total Respondents	47	
(skipped this question) 556		

14. Black

	Response Total	Response Percent
African	3	50%
Caribbean	1	17%
Any other Black Background	3	50%
Total Respondents	6	
(skipped this question) 597		

15. Chinese

	Response Total	Response Percent
Chinese	1	0%
Total Respondents	0	
(skipped this question) 603		

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16. Mixed

	Response Total	Response Percent
White and Asian	1	17%
White and Black African	1	17%
White and Black Caribbean	0	0%
Any Other Mixed Background	5	83%
Total Respondents	6	
	(skipped this question)	
		597

17. White

	Response Total	Response Percent
English	420	86%
Irish	17	3%
Scottish	17	3%
Welsh	12	2%
Other British	11	2%
Any Other White Background	15	3%
Total Respondents	491	

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	(skipped this question)	112
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18. Any other

	Response Total	Response Percent
Any Other Background	7	117%
	Total Respondents	6
	(skipped this question)	597

Please indicate your religious belief/faith

The categories shown are those currently recommended by the Home Office and the Association of Chief Police Officers

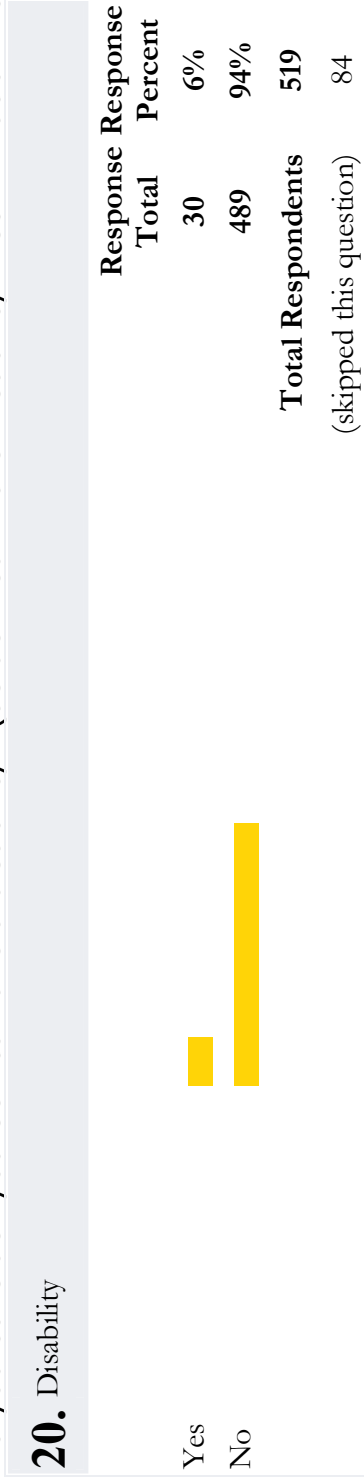
19. Religion

	Response Total	Response Percent
Buddhist	3	1%
Christian	313	61%
Hindu	0	0%
Jewish	2	0%
Muslim	1	0%
Sikh	1	0%
None	123	24%

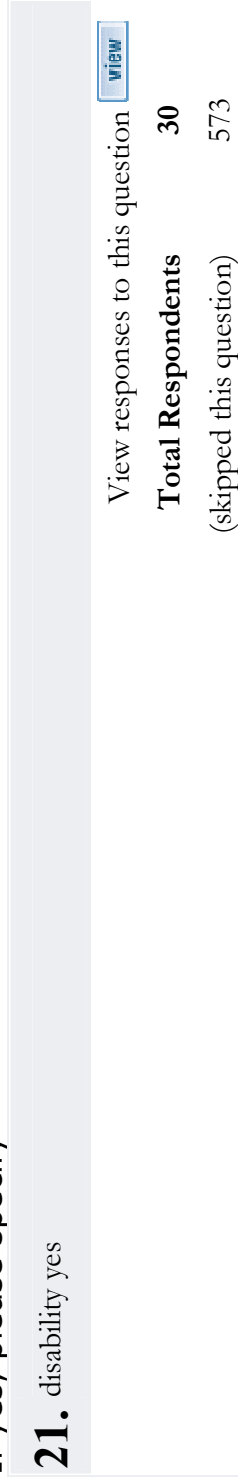
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20. Do you consider yourself to have a disability? (as defined in the Disability Discrimination Act)



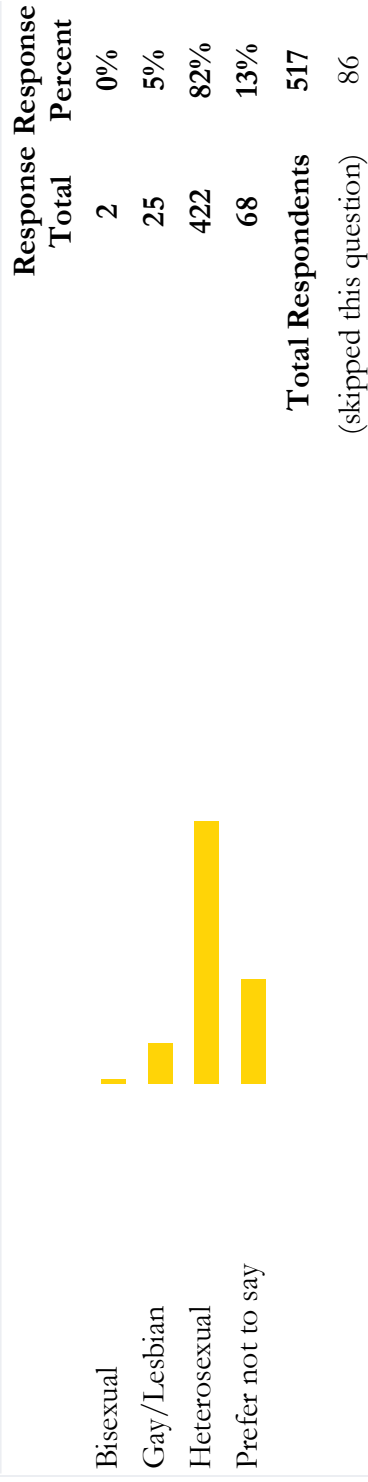
If yes, please specify



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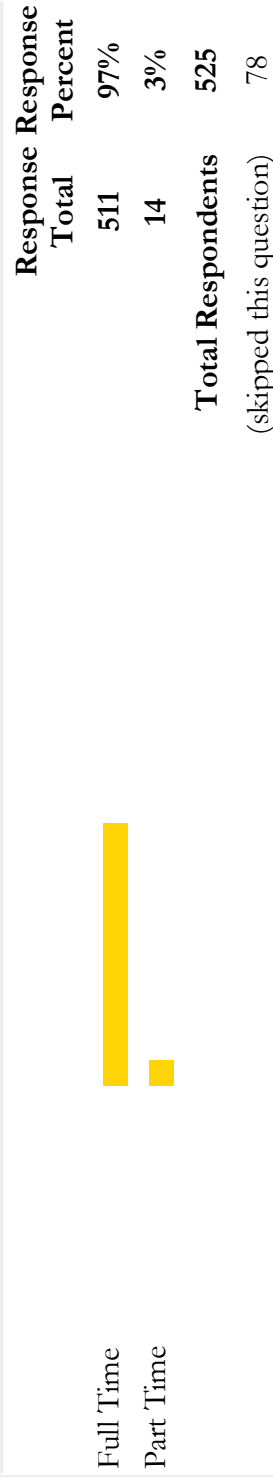
Please state your sexual orientation

22. sexual orientation



What is your employment status?

23. empstat



5. Quantitative data by Force – Appendix B

Bedfordshire

	Strongly Agree		Agree		Agree nor Disagree		Disagree		Strongly Disagree		Not Applicable	
The NPPF provides an opportunity to develop me as a supervisor	2	10.0%	12	60.0%	5	25.0%	0	0.0%	0	0.0%	1	5.0%
At each step of the NPPF I have known what is required of me	1	5.0%	8	40.0%	8	40.0%	2	10.0%	0	0.0%	1	5.0%
The NPPF is a fair process to all candidates in my force	3	15.0%	7	35.0%	7	35.0%	2	10.0%	0	0.0%	1	5.0%
I feel confident performing my new rank at Step 4	8	40.0%	2	10.0%	3	15.0%	0	0.0%	0	0.0%	7	35.0%
I have the opportunity to discuss my progress with my assessor at Step 4	6	30.0%	4	20.0%	2	10.0%	1	5.0%	0	0.0%	7	35.0%
The inclusion of CLDP in the NPPF has provided me with additional development	2	10.0%	6	30.0%	6	30.0%	1	5.0%	0	0.0%	5	25.0%
The NPPF is effective at identifying officers who have the potential to perform at the next rank	1	5.0%	3	15.0%	11	55.0%	4	20.0%	0	0.0%	1	5.0%

NOT PROTECTIVELY MARKED

Leicestershire

	Strongly Agree		Agree		Agree nor Disagree		Disagree		Strongly Disagree		Not Applicable	
The NPPF provides an opportunity to develop me as a supervisor	5	27.8%	8	44.4%	4	22.2%	0	0.0%	1	5.6%	0	0.0%
At each step of the NPPF I have known what is required of me	4	22.2%	7	38.9%	2	11.1%	4	22.2%	0	0.0%	1	5.6%
The NPPF is a fair process to all candidates in my force	2	11.1%	8	44.4%	3	16.7%	5	27.8%	0	0.0%	0	0.0%
I feel confident performing my new rank at Step 4	6	33.3%	8	44.4%	1	5.6%	0	0.0%	0	0.0%	3	16.7%
I have the opportunity to discuss my progress with my assessor at Step 4	6	33.3%	6	33.3%	2	11.1%	0	0.0%	0	0.0%	4	22.2%
The inclusion of CLDP in the NPPF has provided me with additional development	3	16.7%	6	33.3%	5	27.8%	1	5.6%	0	0.0%	3	16.7%
The NPPF is effective at identifying officers who have the potential to perform at the next rank	2	11.1%	6	33.3%	6	33.3%	4	22.2%	0	0.0%	0	0.0%

NOT PROTECTIVELY MARKED

Hertfordshire

	Strongly Agree		Agree		Agree nor Disagree		Disagree		Strongly Disagree		Not Applicable		No Response
The NPPF provides an opportunity to develop me as a supervisor	3	9.7%	17	54.8%	6	19.4%	3	9.7%	1	3.2%	1	3.2%	0
At each step of the NPPF I have known what is required of me	3	9.7%	15	48.4%	4	12.9%	7	22.6%	1	3.2%	0	0.0%	1
The NPPF is a fair process to all candidates in my force	2	6.5%	15	48.4%	10	32.3%	0	0.0%	4	12.9%	0	0.0%	0
I feel confident performing my new rank at Step 4	11	35.5%	15	48.4%	1	3.2%	1	3.2%	0	0.0%	2	6.5%	1
I have the opportunity to discuss my progress with my assessor at Step 4	6	19.4%	17	54.8%	5	16.1%	1	3.2%	0	0.0%	2	6.5%	0
The inclusion of CLDP in the NPPF has provided me with additional development	5	16.1%	9	29.0%	6	19.4%	4	12.9%	5	16.1%	2	6.5%	0
The NPPF is effective at identifying officers who have the potential to perform at the next rank	3	9.7%	8	25.8%	7	22.6%	5	16.1%	8	25.8%	0	0.0%	0

NOT PROTECTIVELY MARKED

Merseyside

	Strongly Agree		Agree		Agree nor Disagree		Disagree		Strongly Disagree		Not Applicable	
The NPPF provides an opportunity to develop me as a supervisor	1	9.1%	10	90.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
At each step of the NPPF I have known what is required of me	2	18.2%	6	54.5%	1	9.1%	2	18.2%	0	0.0%	0	0.0%
The NPPF is a fair process to all candidates in my force	2	18.2%	5	45.5%	2	18.2%	2	18.2%	0	0.0%	0	0.0%
I feel confident performing my new rank at Step 4	6	54.5%	4	36.4%	1	9.1%	0	0.0%	0	0.0%	0	0.0%
I have the opportunity to discuss my progress with my assessor at Step 4	6	54.5%	3	27.3%	1	9.1%	0	0.0%	1	9.1%	0	0.0%
The inclusion of CLDP in the NPPF has provided me with additional development	1	9.1%	3	27.3%	5	45.5%	1	9.1%	0	0.0%	1	9.1%
The NPPF is effective at identifying officers who have the potential to perform at the next rank	1	9.1%	3	27.3%	5	45.5%	1	9.1%	1	9.1%	0	0.0%

Metropolitan Police

	Strongly Agree		Agree		Agree nor Disagree		Disagree		Strongly Disagree		Not Applicable		No Response
The NPPF provides an opportunity to develop me as a supervisor	24	10.5%	113	49.3%	57	24.9%	22	9.6%	11	4.8%	2	0.9%	0
At each step of the NPPF I have known what is required of me	16	7.0%	91	39.7%	46	20.1%	50	21.8%	20	8.7%	6	2.6%	0
The NPPF is a fair process to all candidates in my force	17	7.4%	86	37.6%	55	24.0%	50	21.8%	17	7.4%	3	1.3%	1
I feel confident performing my new rank at Step 4	63	27.5%	105	45.9%	37	16.2%	6	2.6%	0	0.0%	18	7.9%	0
I have the opportunity to discuss my progress with my assessor at Step 4	51	22.3%	98	42.8%	36	15.7%	14	6.1%	3	1.3%	27	11.8%	1
The inclusion of CLDP in the NPPF has provided me with additional development	7	3.1%	51	22.3%	98	42.8%	20	8.7%	10	4.4%	34	14.8%	9
The NPPF is effective at identifying officers who have the potential to perform at the next rank	9	3.9%	57	24.9%	68	29.7%	50	21.8%	36	15.7%	9	3.9%	1

NOT PROTECTIVELY MARKED

Sussex Police

	Strongly Agree		Agree		Agree nor Disagree		Disagree		Strongly Disagree		Not Applicable		No Response
The NPPF provides an opportunity to develop me as a supervisor	15	13.3%	73	64.6%	15	13.3%	4	3.5%	4	3.5%	1	0.9%	1
At each step of the NPPF I have known what is required of me	11	9.7%	60	53.1%	20	17.7%	17	15.0%	1	0.9%	3	2.7%	0
The NPPF is a fair process to all candidates in my force	12	10.6%	52	46.0%	26	23.0%	14	12.4%	6	5.3%	2	1.8%	0
I feel confident performing my new rank at Step 4	21	18.6%	67	59.3%	11	9.7%	1	0.9%	0	0.0%	12	10.6%	1
I have the opportunity to discuss my progress with my assessor at Step 4	22	19.5%	57	50.4%	17	15.0%	2	1.8%	0	0.0%	14	12.4%	0
The inclusion of CLDP in the NPPF has provided me with additional development	4	3.5%	50	44.2%	41	36.3%	6	5.3%	4	3.5%	7	6.2%	1
The NPPF is effective at identifying officers who have the potential to perform at the next rank	9	8.0%	40	35.4%	39	34.5%	11	9.7%	9	8.0%	3	2.7%	1

NOT PROTECTIVELY MARKED

Thames Valley

	Strongly Agree		Agree		Agree nor Disagree		Disagree		Strongly Disagree		Not Applicable		No Response	
The NPPF provides an opportunity to develop me as a supervisor	23	20.7%	64	57.7%	18	16.2%	3	2.7%	1	0.9%	2	1.8%	0	0
At each step of the NPPF I have known what is required of me	17	15.3%	54	48.6%	19	17.1%	13	11.7%	3	2.7%	5	4.5%	0	0
The NPPF is a fair process to all candidates in my force	21	18.9%	50	45.0%	17	15.3%	11	9.9%	8	7.2%	3	2.7%	1	1
I feel confident performing my new rank at Step 4	25	22.5%	51	45.9%	11	9.9%	1	0.9%	1	0.9%	22	19.8%	0	0
I have the opportunity to discuss my progress with my assessor at Step 4	22	19.8%	55	49.5%	10	9.0%	0	0.0%	0	0.0%	23	20.7%	1	1
The inclusion of CLDP in the NPPF has provided me with additional development	21	18.9%	47	42.3%	22	19.8%	6	5.4%	2	1.8%	13	11.7%	0	0
The NPPF is effective at identifying officers who have the potential to perform at the next rank	13	11.7%	35	31.5%	36	32.4%	11	9.9%	8	7.2%	8	7.2%	0	0

