

National Police Promotion Framework (NPPF)

Welcome by Merielle Ghali

Welcome to the first edition of the National Police Promotion Framework (NPPF) Newsletter. It is our intention to issue you this publication every quarter, thereby keeping you informed of the latest updates and information relating to NPPF; the new Trial of the four-step licensed process for those aspiring to the ranks of Sergeant and Inspector.



I hope that you find this Newsletter helpful and insightful.

Merielle Ghali,

Project Executive for the National Police Promotion Framework

This quarter we are welcoming on board 3 new Forces to join the pre-existing 7 Forces in forming the new two year NPPF Trial. This edition will provide updates on Stage Two Equality Impact Assessment, changes to the Operating Manual and the User Groups. This edition also contains an article from Thames Valley Police, who as a part of the Police Promotion Trial have been trialling

an alternative approach to OSPRE[®] incorporating work-based assessment for four years. I would like to take this opportunity to thank TVP along with the other original six Forces for all of their efforts over the past few years. All of your efforts have helped to shape the new license process.

This newsletter aims to provide clear and useful information to those Officers who are currently going through the Trial and to Officers who will be going through the Trial in the future. The Newsletter will also be useful to Forces who want to know more about the National Police Promotion Framework Process. The NPIA took over this area of work in April 2007, when the Trial was already underway. In April 2008, a project board was established to better manage the programme, the Project Board consists of, ACPO, APA, HMIC, the Police Federation, Superintendents Association and representatives from Forces.

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Promotion within Thames Valley Police

Prior to March 2005 Thames Valley Police had difficulty promoting enough talented officers into its leadership roles. Very able officers with years of valuable experience were unable to pass the OSPRE[®] Part II assessment. As one, now promoted Inspector, said "Every time I failed I was given different advice. I think my problem was that I could not fit what I wanted to say into just five minutes. To pass OSPRE[®] Part II you need to be able to fire off responses very quickly whereas I prefer to go into more detail."

Therefore when the opportunity to trial a new work-based approach to promotion was available Thames Valley were keen to be involved. At our first induction of temporary Sergeants at Step 4 in March 2005 their comments included: "thank goodness today has come" and "I've sat OSPRE[®] Part II seven times."

Within Thames Valley the Step 4 assessment process is managed by a central team of police staff. The central team assess the four management units and train and certificate against A1 the line manager who assesses the two policing units. Assessment is assessor led with slim portfolios of assessors decisions. Evidence is signposted. Decisions are recorded on digital recorders and stored on our IT system ready for the Internal Verifier and External Verifier to sample.

The positive outcomes of the new approach have included:-

- Less officers sitting OSPRE[®] Part I but a better pass mark. Less abstraction of duty time.
- Officers more focused on promotion due to the 5 year rule. Our resources going to those who are engaged in the process.
- A more fair Step 3 board process.
- Development for those looking for promotion through the CLDP workshops and Step 3 workshops, giving individuals every opportunity to show they have the potential.
- Step 4 pool kept to a minimum while temporary postings agreed as workforce planning calculates how many Sgts/Insp are needed.
- The best officers promoted as the board only moves to Step 4 the amount of officers needed at that time who are above the pass grade.
- Working towards compliance with the Operating Manual and now completing the Interim Licence gives opportunity to reflect and improve processes even further with support.

- Improved assessment (appraisal) skills for line managers who assess the two policing units of their temporary Sergeant or Inspector.
- Standardisation of policing practices by Inspectors and Chief Inspectors at their assessor standardisation workshops e.g. Briefing, tasking and debriefing.
- Newly promoted officers supported through a 12 month development and assessment period. One temp Sergeant said "It's the first time I have been trained to do a job before being given it, thank you".

The new Trial with a revised Operating Manual and licence has not been a difficult move for Thames Valley. We welcome the 3 new Forces to join the Trial; North Wales, West Midlands and Avon and Somerset. Support is available for us all through the new Strategic User Group which reviews all four steps of the process and offers guidance and advice and the NPPF Standardisation Group who meet to ensure assessment at Step 4 is standardised ensuring consistency of a national award.

Exciting news for us is that the Thames Valley Step 4 process has been short listed for the Programme of the Year/Best Implementation of a National Programme Award at the national Learning and Development Conference at Ryton on the 12th November. We are honoured, watch this space.....

For Thames Valley the new process for promotion has been an outstanding success. We have the right number of competent officers, in role, where they are needed. Improving leadership at the front line.



Amanda Thomson
Accreditation and Quality Manager
Thames Valley Police • Oct 2009

New Forces

April 2009 marked the launch of the new Trial and it also welcomed the arrival of three new Forces to join the seven pre-existing Forces in joining the Trial of the National Police Promotion Framework. We welcome the arrival of Avon & Somerset, North Wales and West Midlands. The new Forces have all successfully registered onto the NPPF programme and have all had their preparation visits and are all now currently working towards their Interim Licence with support and guidance from the NPIA. The three Forces have been very enthusiastic and have taken a very professional approach in desiring to take a full and active part in the Trial.

Operating Manual

The Operating Manual has been updated. The current version of the Operating Manual can be found on our website www.npia.police.uk/promotions

There is a section at the very beginning of this document which clarifies where the changes have taken place and where the document has been updated. Many of these changes have come about as a result of the Equality Impact Assessment and as a result of direct feedback received from the Officers in the Trial Forces.

We would at this point like to extend our gratitude to everyone who took the time to provide feedback and ideas whilst the Operating Manual was being updated.



Equality Impact Assessments

Work on the Equality Impact Assessment is currently ongoing. A stage two report was formulated in October 2009, this can also be found on our website www.npia.police.uk/promotions

It is important to deal with a few misconceptions concerning the Equality Impact Assessment;

The report produced in October does not mark the end of the process. This work will be ongoing through the course of the Trial in order to establish if there are any adverse impacts to any groups, if any are identified the aim is then to eradicate, mitigate or reasonably justify any such impacts.

All 10 new Trial Forces have a statutory requirement to undertake their own Equality Impact Assessment of the way they implement the National Police Promotion Framework, and Forces currently using OSPRE[®] to promote Officers must undertake a similar impact on the processes that they have in place to select candidates after OSPRE[®] II.

The production of the stage two report has come about as a result of close co-operation with the Police Federation and Superintendents Association as well as guidance from members of the Diversity Staff Support Associations. All of the stakeholders involved in the Trial of the National Police Promotion Framework are committed to ensuring an open and fair promotion process for constables and sergeants.

Topics to be covered in the next NPPF Newsletter

Explanation Of The Five Year Rule

First Quarter Data

An Introduction To NPPF Licensing

A Force Perspective On NPPF By Sussex Police

Software - NPIA Quality Assurance Management Systems

The Next Edition of the NPPF Newsletter will be out in March 2010.



User Groups

The Trial Forces have played an instrumental role in helping to evaluate and shape the Trial of the National Police Promotion Framework. One of the ways that the Trial Forces contribute to NPPF is through their membership of the Project Board concerned with implementing the Framework (this forum also includes other non-Trial Forces). In addition to this two separate groups from within the

Trial Forces have been formed and they will be involved in monitoring and evaluating the Trial.

The Forces User Group work at an implementation level, to highlight and provide advice about practical issues that are affecting them. This group has a dual function in that it also carries out standardisation of assessment at Step 4 of the National Police Promotion Framework in order to ensure that a high standard of assessment is maintained throughout the 10 Trial Forces.

The strategic User Group has recently been formed and its first meeting is scheduled to take place on 27 November 2009. This group will be involved in identifying noteworthy practice and it will also consider issues and provide feedback on the issues that have been allocated to it by the project board such as further standardisation of Step Three.

All of the ten Trial Forces are represented in the two groups.

Data Capture

The new data capture process went live in April 2009 and the seven Trial Forces have just produced their second quarter of information. NPIA have also produced two biographical reports, for each Force, on each quarter.

The process is new for both NPIA and Forces but the initial reactions from Forces have been positive and see this process as an improvement on the previous system. Reports were also produced for the Police Promotion Examinations Board (PPEB) and Police Promotions Implementation Project Board (PIPB) documenting all the data so far for the sergeants and inspectors process which were also well received.

Data is currently collected on a monthly basis from Forces but will be collated after April 2010 in order to produce a fuller picture of the data from the National Police Promotion Framework over its first year.

Any questions or enquiries regarding data capture should be emailed to:

NPPF.DataCaptureEnquiries@npia.
pnn.police.uk



National Occupational Standards (NOS)

Work is currently ongoing in respect to getting the National Occupational Standards ready for use alongside the Qualifications and Credit Framework. In the meantime, Forces should continue to register candidates on the existing NOS. Skills for Justice is leading on this work and is challenging those rewriting the NOS to move quickly. It is anticipated that the NOS will be ready for use in early 2010.

The new NOS concerning managing critical incidents is in draft form and will be reviewed with Forces in November 2009. The new NOS should be ready in time to consider its inclusion alongside the existing NOS in early 2010.

Developments in NPPF Work-Based Assessment

Skills for Justice have been asked by PPEB to look at developing new qualifications for Sergeants and Inspectors within the National Police Promotions Framework. These qualifications will sit on the Qualifications and Credit Framework and be available in the Spring of 2010. Skills for Justice and the NPIA are currently organising a series of consultation events in November to discuss the content of the qualifications which will be based on National Occupational Standards.

Until the new qualification is available the work-based assessment element of the NPPF will remain the same. Forces will need to register NPPF candidates against the existing NVQ Units and will need to comply with the existing NVQ assessment strategy.

Three NOS Consultation Events were held in November:

9 November 2009 in London

17 November 2009 at Ryton

20 November 2009 in Sheffield

These events were well represented by Forces. The Forces made a valuable contribution towards deciding which NOS will be included in the NPPF in the future.



What have the candidates got to say about NPPF?

During April and May of this year the NPIA conducted a candidate survey to ascertain the candidates feelings towards the new Trial. This was what some of the candidates had to say:

“On-going assessment is realistic, allows candidate to learn “on the job” and deal with issues in a sensible, timely fashion”

“The processes are slicker, give confidence, build on strengths and allow slower time reflection and development”

“It gave me an opportunity to develop in the role whilst proving I was up to the role. I felt suitably supported by line management but suitably trusted and respected to get on with the job. Maintaining my own evidence was not a chore as it was basically just a record of my normal working day.”

As we can see from the above statements, NPPF has received a lot of good reviews from the candidates. Further information concerning this survey can be found on our website www.npia.police.uk/promotions

“I think this assessment in the workplace is a more effective way of identifying those with the necessary skills & abilities & because it takes time peoples true ability will be identified”

“Having completed the process I feel that this system was better than OSPRE[®] 2, it assisted me in developing into the new rank and gave me a structure in area’s of management that I have found very useful.”

NPPF Contacts

For Licensing queries please contact:

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For Operating Manual and general enquiries please contact:

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Feedback

This is the first NPPF newsletter and it will be sent out on a quarterly basis to keep updated on what is currently happening within the world of the National Police Promotion Framework.

We value your opinions. In order to ensure that we provide you with the most helpful and pertinent information concerning NPPF, we would be grateful if you could let us know what you think of the newsletter. Please feel free to pass on any suggestions for improvements. Equally, please feel free to contact us regarding suggestions of topics that you would like to be covered in future editions.

All feedback and suggestions should be directed to: NPPF.
LicensingEnquiries@npia.pnn.police.uk