

National Police Promotion Framework (NPPF)

Welcome By Peter Fahy

Welcome to the third edition of the National Police Promotions Framework (NPPF) newsletter. The Association of Chief Police Officers (ACPO) has representation on the Police Promotion Examinations Board (PPEB) but I write this forward in my capacity as Head of the ACPO Workforce Development Business Area (WDBA).

The NPPF work cuts across several of the WDBA portfolios and work streams including Leadership (Core Leadership Programme and Frontline Supervision), Personnel Management and Training and Development and as such is an integral part of the ACPO Strategy to professionalise the service.

ACPO believe that a common assessment and accreditation framework for the service, based upon a solid training foundation, will not only enhance the professional status of a police officer but would also improve future performance both in terms of effectiveness and efficiency. A professional framework will assist the shift from officers passing examinations just for promotion purposes and move towards the accreditation of expertise and lateral development in line with other professions, for example, the nursing and teaching professions.

The NPPF will now form part of the central spine of that framework utilising the Qualifications and Credit Framework and linking into the Core Leadership Programme. Without doubt there are difficult financial



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times ahead but the NPPF along with core leadership training has greater emphasis and focus on business skills which will equip future leaders with the skills to help address some of the difficult decisions ahead.

The pilots of the framework have uncovered concerns with both the assessment and the licensing processes but after all this is the purpose of the pilots and it gives an opportunity to refine and develop the framework going forward to ensure the processes are not bureaucratic but provide sufficient evidence of competency in the workplace.

What's inside?

- National Police Promotion Framework (NPPF) Licensing System
- Avon and Somerset Constabulary and National Police Promotion Framework (NPPF)
- NPIA Quality Assurance Management Systems (QAMS)
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Issue **03**
July 2010

Avon and Somerset Constabulary & The National Police Promotion Framework (NPPF)



Avon and Somerset Constabulary, along with North Wales Police and West Midlands Police, was selected in July 2009 to join the existing seven forces in the NPPF trial.

The aim for these three forces is to test the earlier stages of the licensing system and allow for the collection of information on start up costs, and provide a large pool of candidates for meaningful data analysis.

In preparation for that original application an Implementation Team was established consisting of the Head of Corporate Learning & Development, the Learning and Support Manager, a Senior Human Resource Planning Officer with the Head of Corporate Human Resource Planning as the project lead.

A Project Board was also created led by an Assistant Chief Constable with the Implementation Team and representatives from the Police Authority, Superintendents' Association and the Police Federation.

The task of the Implementation Team was to gather 'best practice' from the existing seven trial forces and prepare the Constabulary's Interim Licence and the business case for initial submission to the Project Board and then to the NPJA.

Information was provided on NPPF process and the Constabulary's application status was provided on the Intranet.

Line Managers within the Constabulary had already been scheduled to attend a new Assessment at Work course which provides them with the knowledge equivalent of the A1 Assessor standard.

The Constabulary submitted the Interim Application to the NPJA for consideration in April 2010. Following further clarification on a number of areas the Interim Licence was granted in June 2010 thus enabling us to become the first of the three new forces to promote officers via the NPPF.

The timing of being granted the Interim Licence coincided with OSPRE® Inspectors Part I candidates being required to register. This meant that candidates had a short period of time to make the decision whether they wished to opt for the NPPF route or remain with OSPRE®.

One of the benefits of the NPPF process will be that officers will not be able to self nominate for OSPRE® Part 1 with applications needing to reflect projected vacancies and be actively supported by line managers.

The force has had in place a competitive promotion board process for all ranks so the introduction of Step 3 of the NPPF will mean little change.

However, the Constabulary has taken the decision that all future candidates whether OSPRE® Parts

I and II qualified or those who have opted for the NPPF route and are OSPRE® Part I qualified, will be required to take Steps 3 and 4 of the NPPF process.

The introduction of the NPPF will also enable the Constabulary to better target leadership training delivery and coaching support to those who have been identified as being capable of achieving promotion and we envisage that this can only further improve the quality of our leaders in the future.

Assessment at Step 4 will be undertaken by the temporarily promoted officer's line manager for the operational National Occupational Standards and by an assessor from Corporate Learning and Development for the Leadership related NOS. This Assessor will also provide support through the process to both the individual and the line manager and will be supported by local Professional Development Unit staff, already trained as assessors and internal verifiers, who will also ensure that evidence standardisation processes are implemented.

The force is presently going through an extensive budget review process so when the first NPPF Step 3 process will take place has yet to be determined.

John Harding

Head of Corporate Human Resource Planning
Avon and Somerset Constabulary

National Police Promotion Framework (NPPF) Licensing System

Forces have made considerable progress in addressing the requirements of the NPPF Licensing System, which is acknowledged and appreciated in a time of considerable change for the Service and for individual forces.

Interim Licence: Avon and Somerset Constabulary have achieved their Interim Licence and will work towards their Confirmed Licence once candidates start on the NPPF promotion process.

Confirmed Licence: Forces are at

various stages towards achieving a Confirmed Licence. Sussex Police are working on a number of outstanding actions; Bedfordshire Police, Hertfordshire Constabulary, Merseyside Police, Thames Valley Police have either completed or have dates in the diary for validation visits. The Metropolitan Police service will shortly be submitting its self-assessment.

The licensing team are putting in further measures to support forces in achieving their licenses. Additional associate staff have

been recruited and trained to undertake validation work. The size of the team undertaking validation visits has been increased so that any additional evidence can be viewed on site rather than expecting forces to send in further material. Moderation now takes place on site and remotely.

Further information, associated documentation and contact details can be found on the NPIA website at <http://www.npia.police.uk/promotions>

NPIA Quality Assurance Management Systems (QAMS)

QAMS is an online software application designed to manage quality assurance schemes, frameworks and business improvement models used within policing.

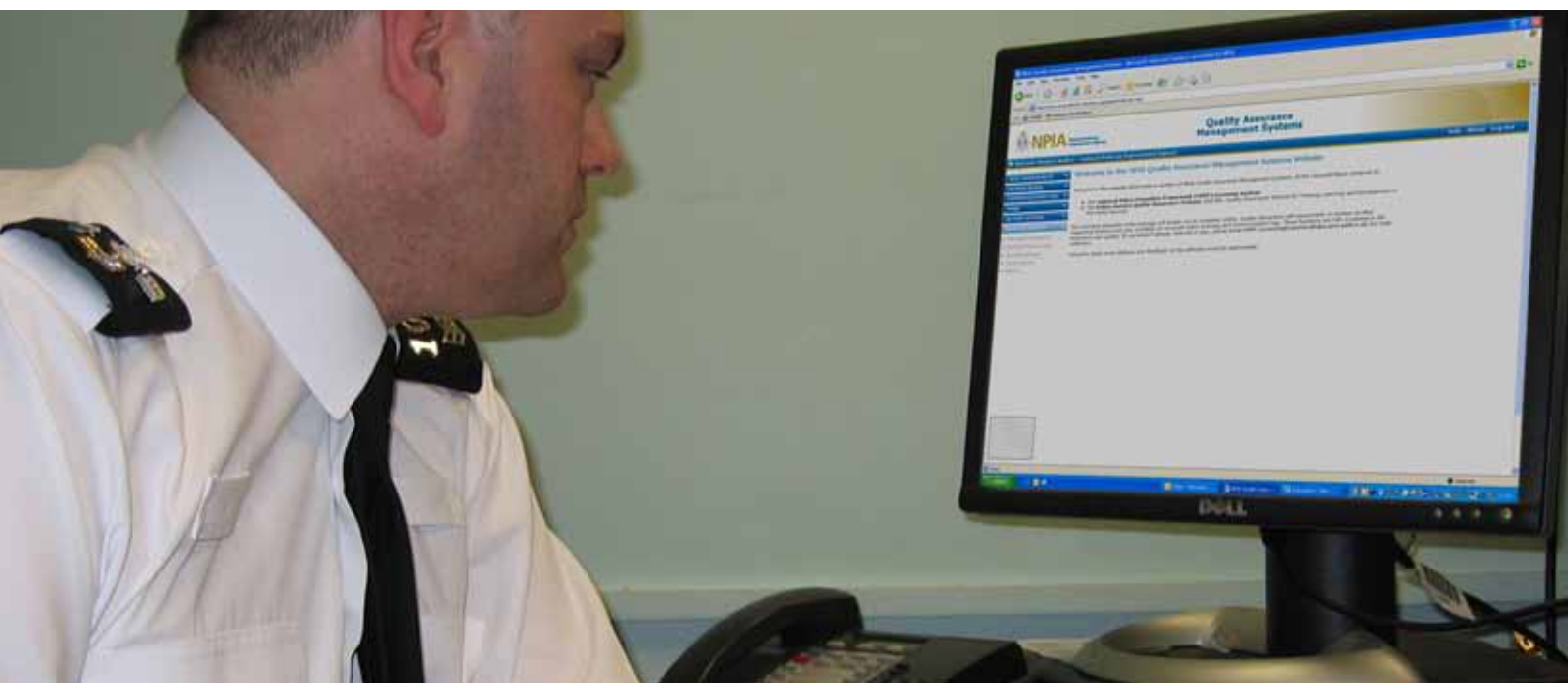
The system was launched in June for use with the Quality Assurance Scheme for Training, Learning and Development in the Police Service (also known as Police Service Quality Assurance). At the time of writing 30 Home Office Forces and the British Transport Police had

registered to use the system to complete their first self assessment.

In terms of the National Police Promotion Framework (NPPF) it is not intended to use the system as part of the trial as most forces are well on their way to addressing the requirements of the Licensing System. It will however be available to support both trial forces and other forces if the decision is made to roll out the Framework in spring of 2011.

Consideration is also being given to use the system in relation to the recently launched Productivity Framework and for addressing the compliance requirements in relation to Initial Police Learning and Development Programme (IPLDP), Firearms and High Speed Driver Training.

Further information, associated documentation and contact details can be found on the NPIA website under Police Service Quality Assurance Scheme.



Part I Information

For the Sergeants' 2010 OSPRE® Part I examination candidates from the six National Police Promotion Framework (NPPF) forces had a pass rate of 50.6% (1504 successful candidates). This was higher than the pass rate for non-NPPF forces, which was 41.2% (2629 successful candidates). There was a significant difference between these pass rates. This trend has been observed since the Inspectors' 2008 OSPRE® Part I examination when NPIA began monitoring this aspect of candidate performance.

The full breakdown of OSPRE® Part I results by force are below: (NPPF trial forces highlighted in gold).

OSPRE® Part I Sergeants' Examination 2010 Success Rates by Force

Force	Number of Successful Candidates	Success Rate (%)
Avon & Somerset	118	44.0
Bedfordshire	46	70.8
Cambridgeshire	36	38.3
Cheshire	36	40.9
City of London	31	50.8
Cleveland	65	44.5
Cumbria	44	60.3
Derbyshire	72	44.2
Devon & Cornwall	92	54.4
Dorset	33	41.3
Durham	18	22.8
Dyfed Powys	13	37.1
Essex	104	41.1
Greater Manchester	257	43.0
Gloucestershire	27	44.3
Gwent	21	35.6
Hampshire	109	44.0
Hertfordshire	59	45.0
Humberside	56	38.6
Kent	115	44.9
Lancashire	93	55.0
Leicestershire	41	48.2
Lincolnshire	37	42.5
Merseyside	103	63.6
Metropolitan	1046	47.8
Norfolk	36	44.4
Northamptonshire	46	38.3
Northumbria	77	34.7
North Wales	49	40.2
North Yorkshire	33	34.0
Nottinghamshire	58	43.6

Part I Information

Force	Number of Successful Candidates	Success Rate (%)
South Wales	86	38.6
South Yorkshire	87	42.6
Staffordshire	43	43.0
Suffolk	45	45.5
Sussex	102	57.3
Surrey	47	34.8
Thames Valley	148	60.2
Warwickshire	23	39.7
West Mercia	60	42.6
West Midlands	218	30.2
West Yorkshire	183	41.2
Wiltshire	46	46.5

PDR – An Update

Following the Workforce Strategy Board meeting in June, approval was given to proceed with the previously circulated performance model PDR. Draft guidance notes and an example of the PDR will be circulated by the end of July 2010. All force level Single Points of Contact (SPOC) and anyone who has had involvement in

presentations and participated in focus groups will be canvassed and will be asked to provide their feedback or comments by the end of August.

A second draft will be circulated in late September which will include all of the issues identified within the Equalities Impact Assessment

(EIA). Responses will be requested by the end of October. The final amended product will then go to the Workforce Strategy Board for agreement and sign off in November 2010. Forces will then be given time from January through to March to consider the guidance and to agree locally how to best implement the arrangements.

Equality Impact Assessment (EIA) Focus Groups

As a part of the ongoing work around the Equality Impact Assessment (EIA) of the National Police Promotion Framework (NPPF), NPIA ran a series of focus groups in June 2010 in London and at NPIA Ryton.

Six trial forces were represented at these groups and over forty officers were spoken to and asked for their own views and experience within the NPPF.

It was heartening to hear again

that no candidate reported being the subject of any direct discrimination because of any personal characteristics, and that many of the candidates had no issues at all to report in respect of equality and diversity.

Some issues around fairness for all candidates, and suggestions as to how to improve the framework were put forward by the practitioners, and these will be included in the work that NPIA is already undertaking around the EIA, as

well as being a part of the next stage two EIA on the NPPF that is scheduled for later this year.

There is also the intention to feed back force specific information to the trial forces themselves.

NPIA would like to take this opportunity to thank trial forces for allowing their candidates to attend, and to thank the candidates for being so open and willing to put forward positive suggestions.

5 Year Rule

As of 1st July 2010 a change to the application of the OSPRE® five year rule has been authorised by the Police Promotion Examinations Board which seeks to bring greater parity between OSPRE® and National Police Promotion Framework (NPPF) Trial candidates who have not been promoted within that five years.

From now on, NPPF Trial candidates in the fifth year of their OSPRE® Part I pass can choose to enter the next available OSPRE® Part I examination. NPPF Trial candidates have a choice between two courses of action as they get to the end of their five year period.

1. Register for the OSPRE® Part I examination which occurs five years after their previous pass. This means that from the closing date of registering for that examination until the date of the examination itself those candidates could not take a NPPF Trial Step Three selection process should one be programmed.

2. Remain at NPPF Trial Step Three awaiting selection at that step if one was programmed, and accept that when the fifth anniversary of their examination has passed, they will have to wait until the next calendar year to re-enter OSPRE® Part I if they choose to do so.

This change has been put in place to give NPPF Trial officers the option to either take the OSPRE® Part I examination at the same time as their OSPRE® counterparts, or a year later.

How this will work practically in the next year is:

a. For the inspectors exam in September 2010 the date for entries has been extended from the 1st July 2010 to the 28th July 2010. NPPF Trial candidates in the fifth year of their five year shelf life can make a choice between remaining at Step Three until 07 September 2010 in anticipation of a Step Three process being held, or returning to Step One and re-entering Step Two.

b. For those NPPF Trial candidates with a pass obtained from the Sergeants examination in March 2006, registration for entries is due to close on 04/01/11. A Constable in a NPPF Trial force choosing to retake the OSPRE® Part I examination in March 2011 (on the basis of not being promoted in the previous five years) can register by the 04/01/11 date, but cannot take part in any Step Three selection process that the force may run between January 2011 – March 2011.

It is suggested that all NPPF Trial candidates who are coming up to the end of their five years establish if their force is likely to run a Step Three process for which they are eligible. This will help allow those candidates to make an informed choice in respect of re-taking the OSPRE® Part I examination.

Force HR directors, examination officers and project managers have all received a letter from NPPIA on the subject and candidates are advised to seek advice locally if needed.



Back to Basics in Assessment

(An event for Skills for Justice delivered by ENTO)

This article was compiled by a colleague who attended the ENTO delivered event and felt that the information contained within relating to generic work-based assessment could be of benefit to those involved at step 4 of the National Police Promotion Framework (NPPF) as it deals with the subject of work-based assessment. Please note that this article does not represent the views of the NPIA or the writer.

The challenges facing many assessors is the level of documentation and bureaucracy

in the assessment process, much of which is unnecessary.

The Back to Basic principles:

- A candidate centred process
- An assessor led process
- Removes the need for unnecessary paper based evidence
- Uses assessment methods appropriate to the candidate
- Naturally occurring evidence whilst the candidate does their job
- Uses technology to reduce the need for paper based evidence



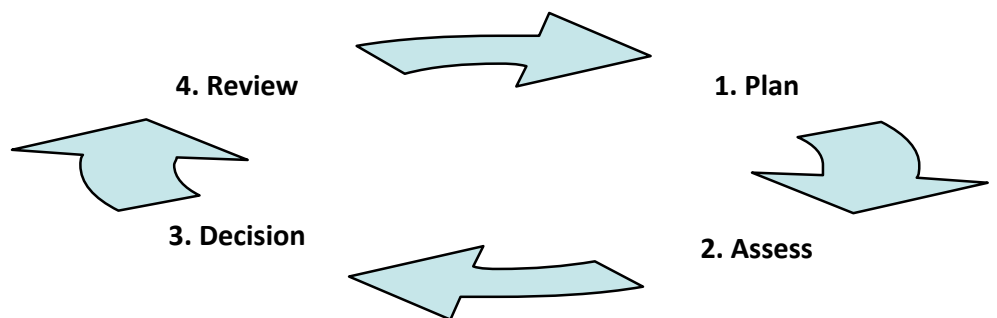
“Candidate Centred but Assessor led”



A qualification/work based assessment is: a collection of assessment decisions not a collection of evidence.

Assessment

Assessment Cycle



“Job competent not Portfolio Competent”

Back to Basics in Assessment

✓ Back to Basics

- Observation
- Professional discussion incorporating questions
- Witness testimony
- Work product evidence
- External test

X Bureaucratic Methods

- Written questions
- Projects and assignments
- Candidate accounts
- Reflective accounts

Fiction – Don't....

- Cross reference matrices
- Unit summary reports (because they are led by the qualification or unit not the naturally occurring work)
- Signatures/dates
- Witness status/signatures

Fact – Do....

- Audit trail
- Assessment decisions
- Declaration
- Assessment judgements

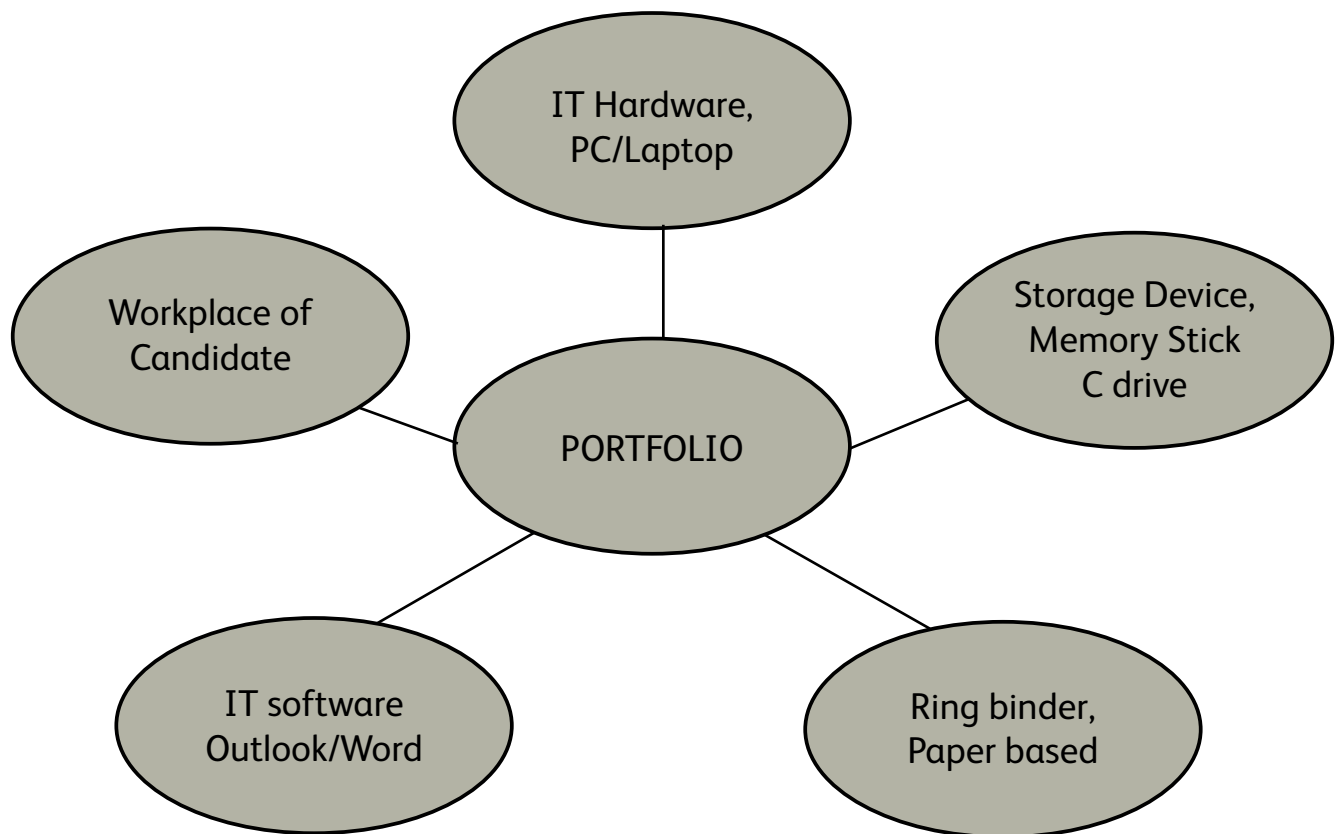
“ Work Activity not NVQ Activity ”



Back to Basics in Assessment

Knowledge is inferred through performance

What should a Portfolio look like?



*Portfolio contents: Declaration, Assessment Plans, Recorded Assessment, Decisions, Feedback, Reviews.

NVQs/NOS: These measure competency not quality or values etc. (Competent or yet to evidence competency, no grades or scale.)

Accreditation of Prior Learning (APL) is for filling gaps – it is not a starting point.



New documents on the National Police Promotion Framework (NPPF) web page

Regular readers will be aware that documentation and updates around the NPPF can be found at

www.npia.police.uk/promotions

Just to advise readers that the following documents are being updated and will be included on the web page in the next 3 – 4 weeks

Planning Toolkit

This document which gives advice to forces as to how to plan and prepare for a move from OSPRE® to NPPF has been updated with the assistance of Thames Valley Police.

Equality Impact Assessment (EIA) Work Package

This has been continually updated as NPIA has been speaking to stakeholders, staff support associations and candidates. This has been agreed recently and will be added to the web page shortly. It is hoped that this will assist forces in the completion and updating of their own EIA's and will allow NPIA to demonstrate the work that has been done to ensure a fair and equal process for candidates.

Communications and Marketing plan

Updated for this year and might assist forces who are looking at how to get messages out to their officers around the NPPF.

Information to forces interested in joining the NPPF early.

This document looks at what those forces that have already expressed an interest, or are considering joining the NPPF in the first year (in the event of a decision to roll out) can do to prepare. It includes advice to forces that are considering shadowing the NPPF. This document is being consulted upon at present.

Operating Manual

This document will be updated shortly to take account of the changes to assessment of candidates brought about by the Qualifications and Credit Framework and units being updated to take account of this. Likely to be circulated in August 2010.

Next Edition

Thank you for taking the time to read this edition of the NPPF newsletter we hope that you have found it instructive. We welcome your feedback please e-mail:

NPPF.LicensingEnquiries@npia.pnn.police.uk

The next edition of this newsletter will be released in October 2010.

