

National Police Promotion Framework (NPPF)

Welcome by John Cooke

I am pleased to be asked to write this forward to the second edition of the National Police Promotion Framework (NPPF) Newsletter.

The Association of Police Authorities (APA) has worked closely with representatives from the staff associations, the trial forces, Skills for Justice, ACPO and the NPIA to ensure that there is a positive outcome to this important trial. It has not been an easy journey and there are challenges ahead but from my perspective the outcome is worth the effort. We all recognise that the business of policing is demanding and that there is constant pressure to improve the trust and confidence of the public whilst also providing value for money. The ranks of sergeant and inspector are pivotal if forces are to meet these challenges for it is they who are responsible for managing and supervising frontline officers. That is why it is crucial that the Service identifies those with the potential to be promoted into these key ranks and then provides them with the appropriate training as early as possible. The NPPF meets this challenge by allowing forces to identify, select, develop and promote the right people



John Cooke OBE
APA Representative on the Police Promotion Examinations Board (PPEB) and on the Police Promotion Implementation Project Board (PPIP), Member of Lincolnshire Police Authority

in a transparent, structured and accountable way, whilst providing the flexibility to meet local demands. Cuts in public spending will focus police authorities and chief officers on efficiency savings over the next few years. However, we should all ensure that this important initiative is nurtured through these difficult times for it will ultimately provide well trained future leaders that will have the skills to meet future challenges placed on the Service.

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National Police Promotion Framework - Promotion within Sussex Police



From the outset, Sussex Police were keen to become one of the first trial forces. In 2005 Sussex had some very effective supervisors in acting positions who had been unable to pass Ospre[®] part 2 but who had already proved themselves to be capable of holding the rank. Work based assessment meant that we could promote these officers (temporarily) to their aspired ranks as soon as they had completed step 3.

Work based assessment not only gives forces a larger pool from which to select their best candidates, it also provides a mechanism to support those candidates through their first year. In addition to their line manager, officers are allocated an assessor who is at least substantive in the same rank as the candidate, but often the rank above. In addition to assessment, the assessor provides guidance and advice to those new in rank. One successful candidate said "I made some mistakes during the year and learnt from them, if I had done that in Ospre[®] part 2 I would have just failed".

Sussex also uses the Core Leadership Development Programme and has been working to make effective links between the

two programmes. This has enabled candidates to complete some of the knowledge requirements of assessment though attendance on the mandatory supervisor's courses.

Prior to adopting the promotion trial, Sussex were already requiring promotion candidates to undertake a competitive promotion board, therefore there was little change for us in steps 1-3. The majority of change for us was at step 4. We initially trained line managers to undertake the assessment and although this has many positives we found difficulty in achieving standardisation of assessment. From April 2009 we changed to a central team of assessors. These are Police Inspectors and they assess all promotion candidates across the force. We have found that this enables holistic assessment and achieves an excellent consistency of standard.

Trialling the new arrangements for the National Police Promotion Framework has very much been about building on and improving what we were already doing. There have been some challenges in relation to ensuring that the process is fair. It is relatively easy to make reasonable adjustments

for a candidate within a 90 minute controlled simulation; longer term assessments in the workplace are not so straightforward. Having said that, we have always been able to find a solution. We now have successful candidates who are on permanently restricted duties and candidates who have taken career breaks whilst engaged on step 4 and gone on to complete the programme on their return. We have had candidates transfer both into and out of the force whilst engaged on the NPPF.

We are confident that the NPPF assists us to manage promotions to meet the Force need. Although we do not have a 100% pass rate at step 4, the majority of those who have not completed have withdrawn through their own choice rather than for performance reasons. Our advice to any force adopting this process would be to ensure that they have an effective step 3 in place. If step 3 identifies the right candidates with potential to hold the next rank then they are likely to complete step 4 and go on to be effective leaders.

**Julie Wakeford T/Chief Inspector
Training Delivery Sussex Police**



The 'Five Year Rule' and the National Police Promotion Framework

The Police Promotion Implementation Project Board (PPIPb) met on 07/12/09 and discussed the 'five year rule' and its application relative to the National Police Promotion Framework (NPPF).

The board considered that the four steps of the NPPF are intended to be a continuous process and that the rules require that candidates have five years in which to be successful at Step 3. Candidates who are not successful at Step 3 by

the end of those five years must return to Step 1.

This note is to clarify the requirement in the Operating Manual that candidates must wait until their five years have been completed before applying for Step 1 again. Candidates will have the opportunity to attempt the Step 3 Assessment process up to the expiration date of their Step 2 pass and the NPPF does not allow candidates to be involved in it at two different steps simultaneously.

Forces have the choice as to when they run their Step 1 and Step 3 processes, based on their own force needs.

There is currently no provision for a candidate who has time left in their five years to enter at Step 1 again and this position was confirmed by the Police Promotion Implementation Board (PPIPb) at their December 2009 meeting.

11 December 2009

An introduction to the NPPF Licensing System

The National Police Promotion Framework (NPPF) within all forces is governed by National Operating Requirements and Licensing Criteria as approved by the Minister of State for Policing and the Police Promotion Examinations Board (PPEB).

Similar to OSPRE® this means that an officer's promotion is underwritten by the PPEB and will

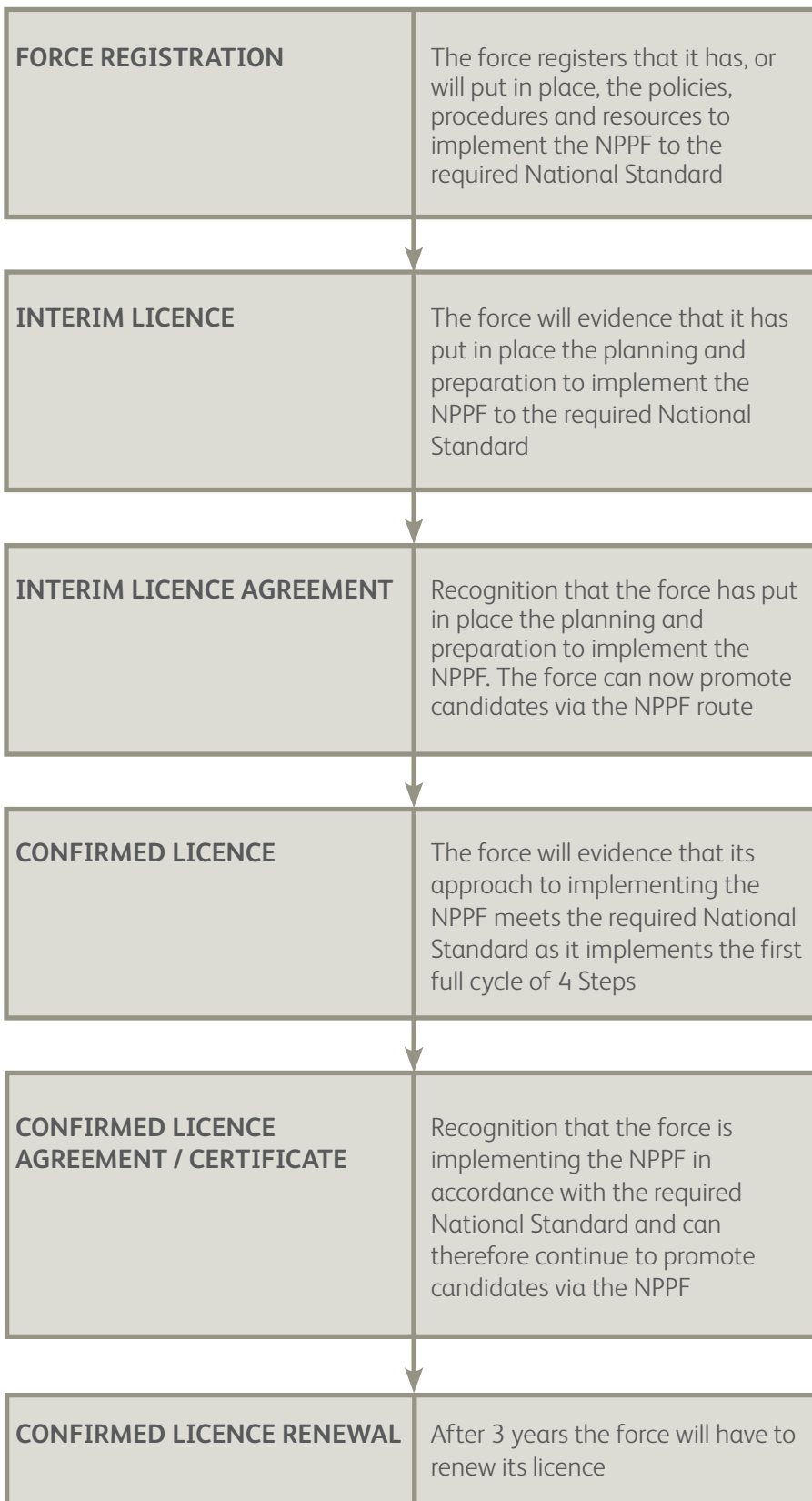
be recognised nationally. The NPPF Licensing system is a rigorous and robust licensing system intended to demonstrate to all stakeholders including and especially candidates that all forces involved with the NPPF are able to demonstrate that their design and implementation meets a set of National Common Standards.

The licensing system involves

validation of a forces approach, at different stages outlined below, against a set of generic licensing criteria. Whilst the licensing team will validate the force it will, as an underlying principle, work with a force to achieve the licence requirements and improve the quality of the promotion system to the benefit of the Service, an individual force and an individual candidate.



The stages of the Licensing system are:



Thames Valley Police in an article in the first edition of this newsletter (November 2009) commented that one of a number of positive outcomes was that;

“ Working towards compliance with the Operating Manual and now completing the Interim Licence gives opportunity to reflect and improve processes even further with support ”.

Copies of the relevant licensing documentation can be accessed via www.npia.police.uk/promotions or alternatively if you have any questions about the Licensing System please send us an e-mail to the following e-mail address: NPPF.LicensingEnquiries@npia.pnn.police.uk



NPIA Quality Assurance Management Systems (QAMS) and the National Police Promotion Framework (NPPF)

The NPIA QAMS application is an innovative online system designed to manage Quality Assurance frameworks or Licensing Systems within modern day policing. The application has been designed and developed by the Quality Assurance and Licensing team based within

the Examinations and Assessment Business Unit at NPIA Harrogate.

The system is capable of facilitating both online self assessment against a set of criteria and then when required the validation of that self assessment. The system can also

facilitate the online peer review of a self assessment. The QAMS will be hosted on the secure police CJX system.

The QAMS has been designed with the key intention of reducing bureaucracy and paperwork in the modern policing world.

The National Police Promotion Framework:

With regards the NPPF Licensing System, everything apart from the validation visit will be able to be undertaken on-line.

Registration:	A force will be able to complete the NPPF Registration Stage on-line.
Self Assessment:	A force will be able to provide a pen picture setting the NPPF within the force structure. It will then be able to complete a self assessment at the Interim or Confirmed stage of the Licensing system against the Licensing Criteria. It will also be able to upload supporting evidence onto the system.
Validation:	The NPPF Licensing Team will then be able to undertake an on-line validation of the force's self assessment.
Licensing Agreements and Certificates:	Licensing Agreements and Certificates will be issued online.
Action Planning:	The application contains an action planning tool to deal with both force and NPIA generated actions.
Communication Log:	A communication log is provided for both the force and the NPIA to keep track of any communication relating to the NPPF Licensing system. The content of emails can be uploaded on to the system.
Noteworthy Practice:	Forces and the NPIA can upload items of noteworthy practice onto the system which can then be accessed by all registered forces. This should encourage the sharing of ideas.

User guides will be produced to assist forces to use the system to its full benefit.

Training events will be held to assist forces in gaining an understanding of the application.

The system will go live from the first of April 2010. There is no charge for the application for Home Office funded forces involved with implementing the NPPF.

For further information please contact us on the following e-mail address:

NPPF.LicensingEnquiries@npia.pnn.police.uk

Updates to the National Occupational Standards (NOS) For Step 4

Following extensive consultation by the NPJA and Skills for Justice since October 2009 the Police Promotions Implementation Project Board, on behalf of the Police Promotions Examinations Board agreed the National Occupational Standards for Step Four of the National Police Promotion Framework (NPPF) for Sergeants and Inspectors at their last meeting in February.

Skills for Justice is now working with the Awarding Bodies to turn these NOS into stand alone qualifications under the Qualifications and Credit Framework (QCF). An FAQ sheet on assessment and QCF is currently being prepared which will hopefully answer any questions that might arise in relation to this matter.

The assessment of these new qualifications and therefore the NPPF will follow the protocols of the new Assessment Strategy that is already being applied within IPLDP. Details of the Assessment Strategy can be found by contacting Skills for Justice.

The new NOS for use in Step Four are as follows:

Sergeants (Six mandatory units):

NOS	NOS Title	
CB3	Conduct intelligence driven briefing, tasking and debriefing	Mandatory
CC7	Prepare for, monitor and maintain, law enforcement operations	Mandatory
HB5	Provide leadership for your team	Mandatory
HA1	Manage your own resources	Mandatory
CIM 1	Provide frontline response to critical incidents	Mandatory
CI 105	Supervise investigations and investigators	Mandatory

Inspectors (Five mandatory units plus one optional unit):

NOS	NOS Title	
CC5	Identify and manage operational threats and risks	Mandatory
HA2	Manage your own resources and professional Development	Mandatory
HB6	Provide leadership in your area of responsibility	Mandatory
HB1	Develop and implement operational plans for your area of responsibility	Mandatory
HD6	Allocate and monitor the progress and quality of work in your area of responsibility	Mandatory
HF15	Provide information to support decision making	Optional
CC3	Plan and deploy resources for law enforcement Operations	Optional
CC4	Determine and review authorisations	Optional
CC6	Plan law enforcement operations	Optional
HE2	Manage finance for your area of responsibility	Optional
CI 106	Manage investigations in your area of responsibility	Optional

User Groups

The Trial Force User Groups continue to participate in the trial of the National Police Promotion Framework, both of these groups have met since the last Newsletter was distributed.

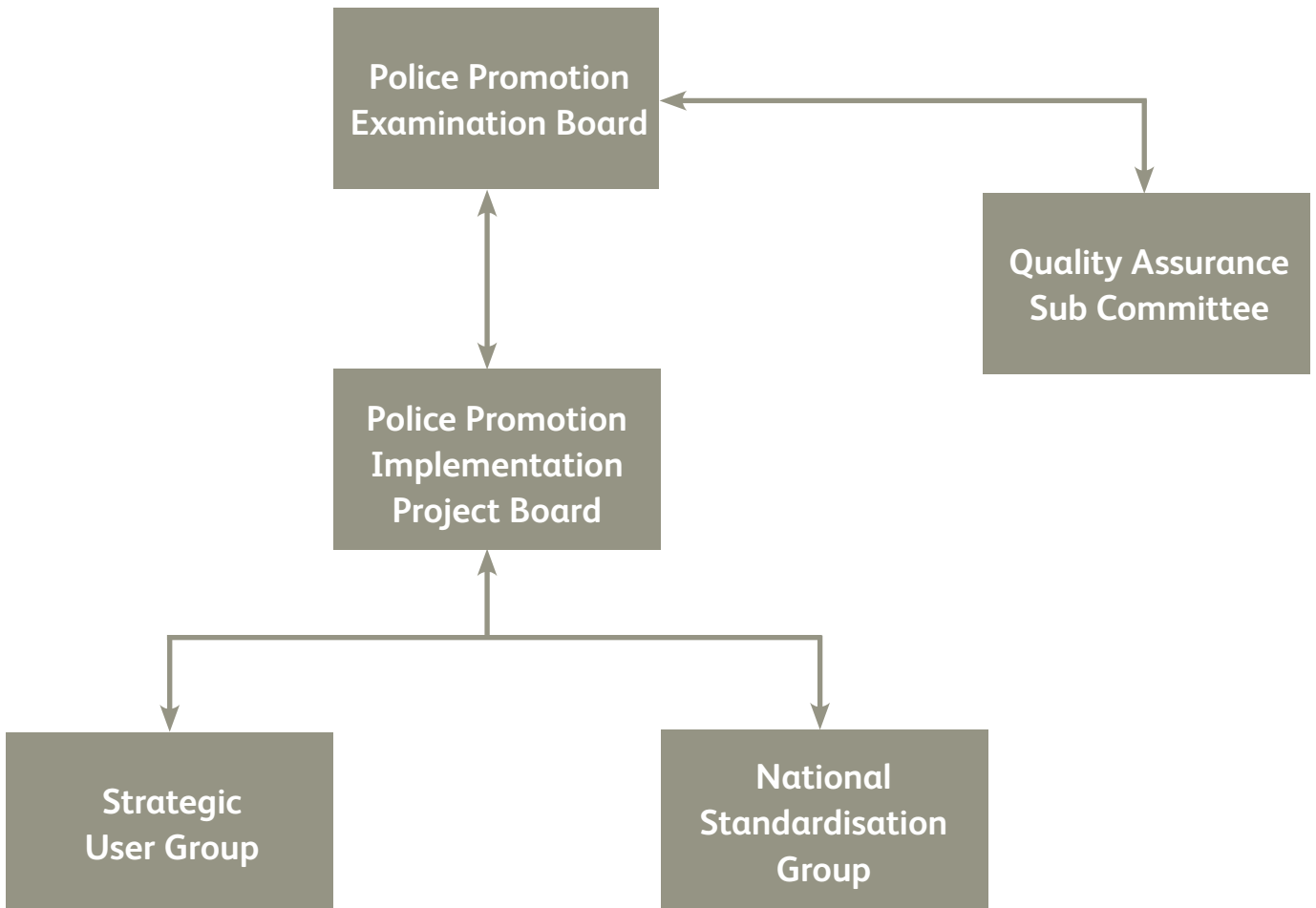
The Forces' User Group has undergone a name change it is now known as The National Standardisation Group. This new name better represents its main role.

This group met in November 2009, the experienced assessors standardised the assessment materials relating to Step Four from 5 different forces. It is clear that there was a good level of consistency in the decision made by the assessors, which is expected from a national product.

The Strategic User Group held its first meeting on the 27th November. This group has immediately started to work on making contributions to the project.

The November meeting dealt with issues such as those relating to Step Three of the NPPF and feedback on elements of the compliance procedure. It's already clear that this group will provide a vital link between forces and the Project Board, and its creation allows the other group to concentrate on standardisation to maintain high standards across all the forces.

A Diagram of the Relationship between the Governance Groups and the User Groups



Equality Impact Assessment Update

The Equality Impact Assessment (EIA) for NPPF was circulated in November 2009 and it can be found on our web page. Work is already underway on the next Stage Two EIA which will be ready by late autumn 2010. The level of support and the contribution of officers from all the trial forces was superb and many of the changes put in place came from suggestions made by officers who attended the focus groups.

EIA focus groups will be held again this year and we are keen to hear from you. Dates will be advertised soon.

Your Chance To Tell Us What You Think

The NPPIA will be undertaking evaluative research into NPPF and its components throughout 2010 and into 2011.

Some of this work will involve asking you, in forces, what you think of the NPPF and asking you for your honest views on the ways to improve it.

We would kindly ask you to please take part in this research as the quality of the research will be all the better for you contributing.

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 July 2010.

