

Senior Police National Assessment Centre 2009

national **AGENCY** POLICING

Results and Analysis Report

November 2009

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EXECUTIVE SUMMARY

1. The Senior Police National Assessment Centre (Senior PNAC) 2009 was delivered from 13 September to 28 September at NPIA Bramshill.
2. Sir Hugh Orde, as the Senior PNAC Service Director, was responsible for overseeing the design and delivery of the Senior PNAC process. As part of this role, he attended and assumed the role of Service Director for Intake 2 of this year's Senior PNAC. Chief Constables Steve House (Strathclyde Police) and Barbara Wilding (South Wales Police) attended and fulfilled the role of Service Co-Director for Intake 1 and Intake 3 respectively. The Service Director and Co-Directors were supported for the duration of Senior PNAC by Ciaran McGuigan (Senior PNAC Non Service Director) and members of the NPIA, Examinations & Assessment Business Unit.
3. The strategic interests of the different Police Authorities from across the four jurisdictions (England, Northern Ireland, Scotland and Wales) were represented through the attendance of the following appointed Associate Directors; Paul Deneen (West Mercia Police Authority), Brian Sangha (Kent Police Authority), Susan Hughes (Essex Police Authority), Sir Desmond Rae (Northern Ireland Policing Board), Ian Blake (Dumfries and Galloway Police, Fire and Rescue Committee) and Iain Whyte (Lothian and Borders Policing Board) across the three intakes.
4. 89 candidates attended Senior PNAC in 2009 across three intakes.
5. 44 candidates were successful, giving a success rate of 49.4%. The success rate in 2009 was lower than the success rate in 2008 but higher than the preceding three years.
6. The 'Unsuccessful' category is broken down by two further groupings; 'Unsuccessful Encouraged to Return' and 'Unsuccessful Question of Return Left Open'. 15 (16.9%) candidates were 'Unsuccessful Encouraged to

Return', and 30 (33.7%) candidates were 'Unsuccessful Question of Return Left Open'.

7. Analysis of significant differences could not be conducted for all the biographical variables due to insufficient numbers of candidates in some categories which would have led to unreliable results. Where it was possible to conduct this analysis, this is reported.
8. Female candidates represented 21.3% (19) of the candidate group and male candidates 78.7% (70) of the candidate group. This is an increase of six female candidates compared to 2008 and in real number terms represents the highest number of female candidates to have attended Senior PNAC or any of the predecessor Chief Officer selection processes.
9. 11 female candidates were successful; a success rate of 57.9% and 33 males were successful; a success rate of 47.1%. The difference between success rates of males and females is not statistically significant.
10. The representation of female candidates at Senior PNAC (19, 21.3%) and now going forward to the Strategic Command Course (11, 25.0%) is higher than the representation of females at the superintending ranks within England & Wales, Scotland and Northern Ireland.
11. Candidates from a Black and Minority Ethnic (BME) background represented 5.6% (5) of the candidate group. This is the highest number of BME officers to have attended Senior PNAC and in real number terms is an increase of two BME candidates compared to the 2007 and 2008 candidate cohorts.
12. 40.0% (2) of the candidates from a Black and Minority Ethnic (BME) background were successful compared to 50.0% (42) of the White group. Due to small numbers it was not possible to determine whether a statistically significant difference exists.

13. The representation of candidates from Black and Minority Ethnic (BME) groups at Senior PNAC (5 candidates, 5.6%) and now going forward to the Strategic Command Course (SCC) (2, 4.5%) was greater than the overall representation of BME officers at superintending ranks in the police forces within England & Wales, Scotland and Northern Ireland.
14. The '36 – 40 years' age group achieved the highest success rate (4, 100.0%) with the lowest success rate for the '51 – 55 years' age group (0, 0.0%). The average age of successful candidates was 44.7 years compared to an average age of 45.0 years for all candidates.
15. The results suggest that those candidates with more service were less likely to be successful than candidates with fewer years service although the small numbers involved mean this trend should be treated with caution. The average length of service for successful candidates was 22.4 years compared to 23.1 years service for the whole candidate cohort.
16. The success rates of candidate groups based on their highest level of academic attainment indicated that most groups had similar success rates, ranging from 48.1% (13) for candidates with a Degree or equivalent to 57.1% (4) for candidates with O-Levels or equivalent.
17. One (50.0%) of the two candidates, who disclosed that they had a disability, as defined under the Disability Discrimination Act, was successful at Senior PNAC. Three candidates (3.3%) applied for, and were provided with appropriate reasonable adjustments according to their individual needs. One further candidate applied for and received adjustments for restricted mobility which was not classed as a disability.
18. Candidates from 42 separate forces were represented at Senior PNAC including the Police Service of Northern Ireland, the British Transport Police and six Scottish forces. The force with the highest numbers of candidates was the Metropolitan Police Service (11, 12.4%).

19. The one candidate from Northern Ireland was successful (1, 100.0%). Candidates from Scottish forces and Non-Home Office forces had the lowest success rate (25.0%, 3 and 1 respectively). The success rate of candidates from English forces was 56.1% (37).
20. Most candidates (82, 92.1%) indicated that their rank was 'Chief Superintendent'. Of these 52.4% (43) were successful. One of the seven (14.3%) candidates who stated their current rank was 'Superintendent' was successful.
21. Those that stated they had attended Senior PNAC previously had a greater combined success rate (55.9%, 19) than those candidates who were attending Senior PNAC for the first time (45.5%, 25). The difference between success rates based on whether candidates had previously attended Senior PNAC is not statistically significant.
22. The majority of candidates (76.4%, 68) had some involvement with either the National Senior Careers Advisory Service (NSCAS) or the Senior Careers Development Service (SCDS). The group with the highest success rate were those candidates who had been involved with full NSCAS Client Services (28, 60.9%).
23. In each exercise, assessors awarded candidates' an overall exercise mark, which reflected a combination of their performance in the competencies and how well they achieved the overall aims of the exercise. Assessors did this using a six point Exercise Mark Scale ranging from '1' (Very Effective Task Performance) to '6' (Very Ineffective Task Performance).
24. Generally, the distribution of marks across the exercises were in line with the frequencies expected with the exception of the Non-Service Interview where '1' and '2' were the most frequently awarded marks. Similarly, for both the Policing Presentation and Interview and the Media Exercise, the distribution of marks shows that '2' and '3' were the most commonly awarded marks. These distributions indicate that in these exercises the

candidates achieved a slightly higher score profile than would be typically expected.

25. Analysis of the exercise marks achieved by candidates at Senior PNAC show that the mean score for the majority of the exercises was broadly around the mid-point. The Policing Presentation and Interview (2.87) and Non-Service Interview (2.53) had the lowest mean scores which shows that candidates' achieved the highest average performance ratings in these exercises.
26. The inter-relationships between different competencies in the same exercise tended to be higher than relationships between the same competencies in different exercises. This is known as the exercise effect and is a common finding in assessment centre research. The finding reinforces the importance of representing contemporary and job-related tasks, issues and priorities within the exercises.
27. Both candidates and assessors were asked to provide feedback on aspects of the Assessment Centre, including the exercises and the site. 53 candidates (59.5%) and 53 assessors (76.8%) responded to the feedback questionnaires.
28. On average 86.4% of candidates thought the exercises were either 'Relevant' or 'Very Relevant'. When this is broken down further into individual exercises the majority of candidates considered all six exercises to be either 'Relevant' or 'Very Relevant'. The exercise seen to be the most relevant was the Media Exercise (100.0%, 50) and the Negotiating Exercise was seen to be the least relevant exercise with 64.7% (51) of candidates indicating that they thought it was either 'Relevant' or 'Very Relevant'.
29. On average 91.7% of candidates thought the exercises were 'Fair' or 'Very Fair'. Again when broken down by exercise the majority of candidates considered all six exercises to be either 'Fair' or 'Very Fair'. The exercise

seen to be most fair was the Non-Service Interview (97.9%, 47) and the Negotiating Exercise was seen to be the least fair exercise with 82.0% (50) of candidates indicating that they thought it was either 'Fair' or 'Very Fair'.

30. On average 93.0% of assessors thought that the exercises were either 'Relevant' or 'Very Relevant'. On average 95.6% of assessors thought that the issues contained in the exercises were either 'Fair' or 'Very Fair'.
31. Within the questionnaire candidates were asked how satisfied they were with the site used as the location for the Assessment Centre. Of the 53 respondents, 89.1% (51) of candidates were either 'Satisfied' or 'Very Satisfied'.
32. Within the questionnaire assessors were asked if they considered the Bramshill site suitable for the delivery of Senior PNAC, 92.5% (49) of assessors considered the Bramshill site suitable for Senior PNAC.
33. In addition to obtaining the views of candidates and assessors directly involved in the process, a total of 27 different stakeholders and customers visited the site during the delivery of the 2009 Senior PNAC process. These interested parties included; Derek Barnett (Superintendents' Association - President elect), Tessa Brook (Senior Appointments Panel Independent Member), Sir Ronnie Flanagan (Senior Appointments Panel Chair), Everett Henry (NPIA, Head of Equality, Diversity and Human Rights), Bob Hodgson (Independent Equality, Diversity and Human Rights Advisor), Peter Holland (NPIA Chair), Jayne Monkhouse (Superintendents' Association Equality, Diversity and Human Rights Advisor), Peter Neyroud (NPIA Chief Executive), Angela O'Connor (NPIA Chief People Officer), Melanie Roberts (Senior Appointments Panel Secretariat), Bill Skelly (HMIC - Scotland), Andrew Wren (Senior Appointments Panel - Home Office member) and Adrian Wight (Senior Appointments Panel Secretariat).

34. The visitors provided very positive feedback about the contemporary content, fairness, objectivity and robustness of the Senior PNAC process. Many stakeholders also indicated that they were reassured and felt confident that the Senior PNAC selection process was a good test for identifying appropriate police leaders for the future. Details about specific comments and any reports provided by stakeholders and visitors are available on request.

1. BACKGROUND

- 1.1. The overall aim of the Senior Police National Assessment Centre (Senior PNAC) is to identify those police officers who are deemed 'ready now' to operate at the rank of Assistant Chief Constable (ACC) or Commander.
- 1.2. Those successful at Senior PNAC are eligible to attend the Strategic Command Course (SCC). The SCC is being delivered at NPIA Bramshill, from the beginning of January 2010. Upon successful completion of the SCC in March 2010, the SCC graduates will be eligible to apply for Assistant Chief Constable and Commander positions across the UK.
- 1.3. Senior PNAC in its current format was first designed by the Assessment and Consultancy Unit (ACU) at the Home Office, in consultation with chief officers and other stakeholders from across the UK, in 2005 and delivered by ACU in 2005 and 2006.
- 1.4. In creating the National Policing Improvement Agency (NPIA) in 2007 the part of the Home Office ACU responsible for police assessments and the Centrex Examinations & Assessment Unit were brought together. The NPIA Examinations & Assessment Unit then took over the design, delivery and management of the third Senior PNAC in 2007. The fourth Senior PNAC was delivered in September 2008.
- 1.5. In 2008, Senior PNAC was delivered at the NPIA Bramshill site for the first time. In 2009, Senior PNAC was again delivered at NPIA Bramshill.

2. INTRODUCTION

- 2.1 The Senior Police National Assessment Centre (Senior PNAC) 2009 was delivered from 13 September to 28 September at NPIA Bramshill.
- 2.2 The design and delivery of the Senior PNAC process in 2009 was overseen by Sir Hugh Orde, in his role as Senior PNAC Service Director. As part of this role, he attended and assumed the role of Service Director for Intake 2 of this year's Senior PNAC. Chief Constables Steve House (Strathclyde Police) and Barbara Wilding (South Wales Police) attended and fulfilled the role of Service Co-Director for Intake 1 and Intake 3 respectively. The Service Director and Co-Directors were supported for the duration of Senior PNAC by Ciaran McGuigan (Senior PNAC Non Service Director) and members of the NPIA, Examinations & Assessment Business Unit.
- 2.3 The strategic interests of the different Police Authorities/Policing Boards from across the four jurisdictions (England, Northern Ireland, Scotland and Wales) were represented through the attendance of the following appointed Associate Directors; Paul Deneen (West Mercia Police Authority), Brian Sangha (Kent Police Authority), Susan Hughes (Essex Police Authority), Sir Desmond Rae (Northern Ireland Policing Board), Ian Blake (Dumfries and Galloway Police, Fire and Rescue Committee) and Iain Whyte (Lothian and Borders Policing Board) across the three intakes.
- 2.4 Candidates from Forces in England & Wales, Scotland, and the Police Service of Northern Ireland were eligible to apply. Candidates needed to hold the substantive rank of Superintendent or Chief Superintendent in order to apply for Senior PNAC.
- 2.5 Candidates were required to submit an application form to apply to attend Senior PNAC. The application form required evidence against the four core eligibility criteria; Substantial and Challenging Command in a Significant Role, Policing Operations, Organisational Strategy and

Promoting, Managing and Respecting Race and Diversity. In addition, the application required the support of their Chief Constable. All applicants who were assessed by their Chief Constable as being eligible, and were supported, were invited to Senior PNAC.

- 2.6 There were three intakes of candidates during the Assessment Centre, each lasting four days. Candidates were assigned to one of six groups of five candidates in each intake. Intake two was the only exception where there was one group of four due to a late withdrawal.
- 2.7 All candidates completed six exercises. These included; two written exercises (Strategic Review; Management), a group interactive exercise (Negotiating), an individual interactive Exercise (Media), and two competency-based structured interviews (Non-Service Interview; Policing Presentation and Interview). All exercises were weighted equally in the decision making process.
- 2.8 During the Assessment Centre candidates were asked to complete three ability tests; the Rust Advanced Numerical Reasoning Appraisal (RANRA), the Raven's Advanced Progressive Matrices and the Watson Glaser Critical Thinking Appraisal (WGCT). The results of these tests were made available to assessors at the conclusion of the Assessment Centre exercises. The ability tests did not play a substantial role within the Assessment Centre decision making, however in borderline cases, assessors were able to consider performance on these tests, along with all other information available about the candidate.
- 2.9 Candidates also completed two personality questionnaires (the NEO-PIR and the Hogan Development Survey) and a Situational Judgement Test (Scenarios) on-line prior to the Assessment Centre. These were for development purposes only and did not form part of the decision making process.

- 2.10 Each candidate group was assessed by a group of four assessors over the course of the four days. Each assessor group consisted of two 'Service Member' assessors, and two 'Non-Service Member' assessors. 'Service Member' assessors are serving, or in a very limited number of instances, recently retired officers of the rank of Assistant Chief Constable/Commander or above. 'Non-Service Members' are either senior managers/executives from outside of the Police Service or members of Police Authorities or Policing Boards from across England & Wales, Scotland and Northern Ireland. These individuals have had experience of selecting at senior levels within public, private and voluntary sector organisations. One 'Service Member' assessor in each group undertook the role as the assessor group's 'Chair'.
- 2.11 All assessors had previously attended a three day assessor training course, which included an assessed post-course assignment. In addition, at the start of the Assessment Centre, all assessors attended an exercise familiarisation training day. This provided specific training in relation to the exercises used within the Assessment Centre with the aim of creating shared understanding of the key concepts and benchmarking assessor marking.
- 2.12 The Assessment Centre exercises measured seven competencies from the Integrated Competency Framework Version 9(a). This also incorporates the Police Leadership Qualities Framework (PLQF). The competencies measured were taken from the Generic Assistant Chief Constable Role Profile. The following competencies were assessed at the Assessment Centre; Community and Customer Focus, Maximising Potential, Negotiation and Influencing, Problem Solving, Resilience, Respect for Race and Diversity, and Strategic Perspective. All competencies were assessed at the highest category level (level A).
- 2.13 In keeping with the British Psychological Society's and the International Task Force's definition of an Assessment Centre, all

competencies were measured at least twice during the Assessment Centre.

- 2.14 The assessment write-ups produced by assessors in relation to candidates' performances in the exercises were reviewed by a quality assurance team to support assessors in producing accurate, evidenced and consistent feedback.
- 2.15 The exercises used at the Assessment Centre were designed by trained psychologists in consultation with chief officers from all parts of the UK using a structured exercise design model. The exercise design model contains a series of eight stages that each exercise goes through to help ensure that the exercises are reliable, valid and fair to all candidates.
- 2.16 This report is split into a number of sections including; details on the biographical profile of the candidate cohort (Section 3), overall results and an analysis of candidates' success rates broken down by biographical factors (Section 4), an analysis of the Assessment Centre exercises and competency areas and a summary of key feedback obtained from both candidates and assessors (Section 5).

3. BIOGRAPHICAL PROFILE OF CANDIDATES

3.1 Attendees by Number of Candidates

3.1.1 The total number of candidates attending Senior PNAC in 2009 was 89. There were 110 candidates in 2008, 92 candidates in 2007 and 58 in 2006. The number of candidates in 2009 represented a 19.1% decrease on the number of candidates in 2008, a 3.3% decrease on 2007 but a 53.4% increase on 2006.

3.1.2 Applications from 90 candidates were supported by their Chief Constable as suitable to attend Senior PNAC. One candidate withdrew from the process prior to the Assessment Centre.

3.1.3 All 89 candidates who attended Senior PNAC completed and returned an biographical monitoring form, however some candidates did not provide all the information requested on the biographical monitoring form. Therefore there are a number of candidates whose data within this section is described within tables as 'missing'.

3.2 Attendees by Sex

3.2.1 70 (78.7%) candidates who attended Senior PNAC were male and 19 (21.3%) were female. This represents the highest percentage and raw number of females attending Senior PNAC.

	Number of Candidates (N)	Percentage of Candidates (%)
Male	70	78.7%
Female	19	21.3%
Missing	0	0.0%

Table 1 – Number Attended by Sex

3.2.2 The representation of females from Home Office Police Forces in England & Wales, at Senior PNAC was 17 (30.9%). Current figures¹ relating to

¹ Based upon Home Office Statistical Bulletin 13/09; Police Service Strength, England and Wales. Ravi Mulchandani and Jenny Sigurdsson, 23 July 2009.

police strength in England and Wales show that females represent between 11% and 12% of Superintendents and Chief Superintendents ranks in Home Offices Forces. The proportion of female officers from England and Wales represented at Senior PNAC, was therefore greater than the representation of females across all Home Office Forces at these ranks.

- 3.2.3 Current figures² relating to the Police Service of Northern Ireland show that females represent approximately 24% of all Police Officers. The one candidate from the Police Service of Northern Ireland in 2009 was male.
- 3.2.4 One (8.3%) of the 12 candidates from Scotland was female. Current figures³ show that approximately 24% of all Police Officers in Scotland describe themselves as female. A further breakdown indicates that females represent approximately 10% of superintending ranks in Scotland⁴. The female representation at the Senior PNAC from Scotland is therefore broadly representative of the proportion of female officers in the superintending ranks within Scottish forces.

3.3 Attendees by Ethnicity

- 3.3.1 84 (94.4%) candidates who attended Senior PNAC declared that they were from a White background and five (5.6%) candidates declared that they were from a Black and Minority Ethnic (BME) background.

	Number of Candidates (N)	Percentage of Candidates (%)
White	84	94.4%
BME	5	5.6%
Missing	0	0.0%

Table 2 – Number Attended by Ethnicity

² Based upon Workforce Composition data obtained from the Police Service of Northern Ireland, 1 August 2009.

³ Based upon data obtained from the House of Commons Police Service Strength statistics, 3 September 2009.

⁴ Based upon HMICS Police Officer numbers 2007/08.

- 3.3.2 Current figures⁵ relating to police officer strength in England and Wales show that minority ethnic officers make up between 2.8% and 3.2% of superintending ranks within Home Office forces. The representation of BME candidates from Home Office forces at Senior PNAC was 5.6% (5).
- 3.3.3 In Scotland current figures⁶ show that approximately 0.9% of officers in superintending ranks describe themselves as BME compared to 1.3% across all ranks⁷. None of the 12 candidates from Scotland described themselves as BME.
- 3.3.4 The one candidate from Northern Ireland was not from a BME background. Current figures⁸ relating to the Police Service in Northern Ireland (PSNI) show that approximately 0.4% of all officers in Northern Ireland describe themselves as BME.
- 3.3.5 Table 3, overleaf, outlines the ethnicity of candidates who attended Senior PNAC broken down further to consider each of the individual ethnicity categories that candidates declared. Of the 89 candidates, 47 (52.8%) declared themselves as 'White British', and a further 23 (25.8%) candidates declared themselves as from a 'White British English' background. Of the candidates from a BME background, one candidate (1.1%) described themselves as being 'Asian/Asian British Indian', one (1.1%) as 'Asian/Asian British Pakistani' and two candidates (2.2%) described themselves as being from a 'Black/Black British Caribbean' background.
- 3.3.6 The one (1.1%) candidate who declared their ethnicity as 'Other Ethnic Background' described their ethnicity as 'Asian/Caribbean'.

⁵ Based upon Home Office Statistical Bulletin 13/09; Police Service Strength, England and Wales. Ravi Mulchandani and Jenny Sigurdsson, 23 July 2009.

⁶ Based upon HMICS Police Officer numbers 2007/08.

⁷ Based upon data obtained from the House of Commons Police Service Strength statistics, 3 September 2009.

⁸ Based upon Workforce Composition data obtained from the Police Service of Northern Ireland, 1 August 2009.

	Number of Candidates (N)	Percentage of Candidates (%)
Asian/Asian British	2	2.2%
Bangladeshi	0	0.0%
Indian	1	1.1%
Pakistani	1	1.1%
Any Other Asian Background	0	0.0%
Black/Black British	2	2.2%
African	0	0.0%
Caribbean	2	2.2%
Any Other Black Background	0	0.0%
Chinese	0	0.0%
Mixed	0	0.0%
White and Black African	0	0.0%
White and Black Caribbean	0	0.0%
White and Asian	0	0.0%
Any other Mixed Background	0	0.0%
White	84	94.4%
British	47	52.8%
British English	23	25.8%
British Scottish	10	11.2%
Irish	0	0.0%
Welsh	4	4.5%
Any other White Background	0	0.0%
Any Other Background	1	1.1%
Missing	0	0.0%

Table 3 – Number Attended by Ethnicity (breakdown)

3.4 Attendees by Age

3.4.1 Table 4, overleaf, shows the age categories of the candidates who attended Senior PNAC. Candidates' ages were put into age bands and ranged from '36 – 40 years' to '51 – 55 years'. The group with the highest representation was the '41 – 45' years' group (47, 52.8%). The average age of candidates attending Senior PNAC in 2009 was 45.0 years.

	Number of Candidates (N)	Percentage of Candidates (%)
30 years and under	0	0.0%
31 – 35 years	0	0.0%
36 – 40 years	4	4.5%
41 – 45 years	47	52.8%
46 – 50 years	36	40.4%
51 – 55 years	2	2.2%
Missing	0	0.0%

Table 4 – Number Attended by Age

3.5 Attendees by First Language

3.5.1 Table 5 below shows the first language of the candidates who attended Senior PNAC. Four (4.5%) candidates declared that English was not their first language. 85 (95.5%) candidates declared that English was their first language. When asked what their first language was, for those candidates who declared that it was not 'English', one candidate (1.1%) stated this as 'Welsh' and further information was not provided by the other candidates.

	Number of Candidates (N)	Percentage of Candidates (%)
English Not First Language	4	4.5%
English First Language	85	95.5%
Missing	0	0.0%

Table 5 – Number Attended by First Language

3.6 Attendees by Academic Attainment

3.6.1 Table 6 shows the highest level of academic attainment of candidates who attended Senior PNAC. 64 (71.9%) candidates were educated to at least 'Degree/NVQ Level 5' or 'Postgraduate MSc/PhD' level.

	Number of Candidates (N)	Percentage of Candidates (%)
No formal qualifications	0	0.0%
O Level/GCSE/CSE	7	7.9%
A Level/NVQ Level 3	16	18.0%
Degree/NVQ Level 5	27	30.3%
Postgraduate MSc/PhD	37	41.6%
Missing	2	2.2%

Table 6 – Number Attended by Academic Attainment**3.7 Attendees by Marital Status**

3.7.1 Table 7 outlines the marital status of candidates who attended Senior PNAC. The group with the highest representation was 'Married' (73, 82.0%).

	Number of Candidates (N)	Percentage of Candidates (%)
Civil Partnered	2	2.2%
Cohabiting/Partnered	4	4.5%
Divorced	4	4.5%
Married	73	82.0%
Re-Married	3	3.4%
Separated	1	1.1%
Single	2	2.2%
Widowed	0	0.0%
Prefer Not to Say	0	0.0%
Missing	0	0.0%

Table 7 – Number Attended by Marital Status**3.8 Attendees by Sexual Orientation**

3.8.1 Table 8 shows the sexual orientation of the candidates who attended Senior PNAC. The majority of candidates (85, 95.5%) indicated that they were 'Heterosexual'.

	Number of Candidates (N)	Percentage of Candidates (%)
Bisexual	0	0.0%
Heterosexual	85	95.5%
Gay/Lesbian	2	2.2%
Prefer Not to Say	1	1.1%
Missing	1	1.1%

Table 8 – Number Attended by Sexual Orientation

3.9 Attendees by Disability

3.9.1 Table 9 shows the number of candidates who attended Senior PNAC who declared that they had a disability. Two (2.2%) candidates declared a disability as defined under the Disability Discrimination Act. One further candidate applied for and received adjustments for restricted mobility which was not classed as a disability.

3.9.2 Whilst only two candidates declared that they had a disability as defined under the Disability Discrimination Act, three candidates (3.3%) applied for, and were provided with, appropriate reasonable adjustments according to their individual needs. It should be noted that in line with the Senior PNAC Reasonable Adjustment Policy all candidates who received an adjustment at the Assessment Centre provided a medical report or assessment containing a diagnosis of their disability and recommendations for reasonable adjustment from an appropriate specialist in the area of their disability.

	Number of Candidates (N)	Percentage of Candidates (%)
Disability	2	2.2%
No Disability	86	96.8%
Prefer Not To Say	1	1.1%
Missing	0	0.0%

Table 9 – Number Attended by Disability

3.10 Attendees by Religion/Belief

3.10.1 Table 10, overleaf, shows the religious belief or faith of the candidates who attended Senior PNAC. The candidate group profile indicates that the highest representation were those candidates who stated their religion/belief as 'Christian' (69, 77.5%). The one candidate who stated their religious belief/faith as 'Other' described this as 'Roman Catholic'.

	Number of Candidates (N)	Percentage of Candidates (%)
Buddhist	0	0.0%
Christian	69	77.5%
Hindu	1	1.1%
Jewish	0	0.0%
Muslim	1	1.1%
Sikh	0	0.0%
Other	1	1.1%
No Religion	13	14.6%
Prefer Not to Say	4	4.5%
Missing	0	0.0%

Table 10 – Number Attended by Religion/Belief

3.11 Attendees by Caring Responsibilities

3.11.1 Table 11 shows whether candidates stated that they had caring responsibilities or not. The majority of candidates (50, 56.2%) stated that they did not have caring responsibilities.

	Number of Candidates (N)	Percentage of Candidates (%)
Yes	38	42.7%
No	50	56.2%
Prefer Not to Say	0	0.0%
Missing	1	1.1%

Table 11 – Number Attended by Caring Responsibilities

3.12 Attendees by Force

3.12.1 Table 12 shows candidates' force. 42 forces were represented, including the PSNI, five Scottish forces, and the British Transport Police. The forces with the highest numbers of candidates were the Metropolitan Police Service (11, 12.4%), Grampian Police (5, 5.6%), Greater Manchester Police, West Midlands Police and British Transport Police (all 4, 4.5%).

3.12.2 There were no candidates from Central Scotland Police, Cheshire Constabulary, Dorset Police, Durham Constabulary, Essex Police, Fife Constabulary, Kent Police, Merseyside Police, Nottinghamshire Police, West Mercia Constabulary and West Yorkshire Police.

	Number of Candidates (N)	Percentage of Candidates (%)
Avon & Somerset Constabulary	3	3.4%
Bedfordshire Police	2	2.2%
British Transport Police	4	4.5%
Cambridgeshire Constabulary	2	2.2%
Central Scotland Police	0	0.0%
Cheshire Constabulary	0	0.0%
City of London Police	1	1.1%
Cleveland Police	1	1.1%
Cumbria Constabulary	1	1.1%
Derbyshire Constabulary	2	2.2%
Devon & Cornwall Constabulary	2	2.2%
Dorset Police	0	0.0%
Dumfries & Galloway Constabulary	1	1.1%
Durham Constabulary	0	0.0%
Dyfed-Powys Police	1	1.1%
Essex Police	0	0.0%
Fife Constabulary	0	0.0%

	Number of Candidates (N)	Percentage of Candidates (%)
Gloucestershire Constabulary	2	2.2%
Grampian Police	5	5.6%
Greater Manchester Police	4	4.5%
Guernsey Police	0	0.0%
Gwent Police	1	1.1%
Hampshire Constabulary	2	2.2%
Hertfordshire Constabulary	2	2.2%
Humberside Police	2	2.2%
Isle of Man Constabulary	0	0.0%
Kent Police	0	0.0%
Lancashire Constabulary	1	1.1%
Leicestershire Constabulary	1	1.1%
Lincolnshire Police	1	1.1%
Lothian & Borders Police	2	2.2%
Merseyside Police	0	0.0%
Metropolitan Police Service	11	12.4%
Ministry of Defence Police	0	0.0%
Norfolk	1	1.1%
North Wales Police	2	2.2%
North Yorkshire Police	2	2.2%
Northamptonshire Police	1	1.1%
Northern Constabulary	1	1.1%
Northumbria Police	3	3.4%
Nottinghamshire Police	0	0.0%
Police Service of Northern Ireland	1	1.1%
South Wales Police	2	2.2%
South Yorkshire Police	1	1.1%
Staffordshire Police	1	1.1%
States of Jersey Police	0	0.0%

	Number of Candidates (N)	Percentage of Candidates (%)
Strathclyde Police	2	2.2%
Suffolk Constabulary	1	1.1%
Surrey Police	3	3.4%
Sussex Police	3	3.4%
Tayside Police	1	1.1%
Thames Valley Police	2	2.2%
Warwickshire Police	2	2.2%
West Mercia Constabulary	0	0.0%
West Midlands Police	4	4.5%
West Yorkshire Police	0	0.0%
Wiltshire Constabulary	2	2.2%

Table 12 - Number Attended by Force**3.13 Attendees by Country of Force**

3.13.1 Table 13, overleaf, combines the candidates' forces by country. The group with the most candidates was 'England' (66, 74.2%).

	Number of Candidates (N)	Percentage of Candidates (%)
England	66	74.2%
Northern Ireland	1	1.1%
Scotland	12	13.5%
Wales	6	6.7%
Non Home Office	4	4.5%
Missing	0	0.0%

Table 13 – Number Attended by Country of Force**3.14 Attendees by Rank**

3.14.1 Table 14 shows the substantive rank of the candidates attending Senior PNAC in 2009, at the time of application. The majority of candidates

(82, 92.1%) who attended Senior PNAC had the substantive rank of Chief Superintendent. Of these candidates 12 (13.5%) stated that they were temporarily promoted to the rank of Assistant Chief Constable at the time of application.

	Number of Candidates (N)	Percentage of Candidates (%)
Superintendent	7	7.9%
Chief Superintendent	82	92.1%
Missing	0	0.0%

Table 14 – Number Attended by Rank

3.15 Attendees by Length of Service

3.15.1 Table 15 shows the length of service of the candidates who attended Senior PNAC. The group with the highest representation of candidates was the '21 – 25 years' group (40, 44.9%). The average length of service for candidates at Senior PNAC in 2009 was 23.1 years.

	Number of Candidates (N)	Percentage of Candidates (%)
15 years and below	6	6.7%
16 – 20 years	10	11.2%
21 – 25 years	40	44.9%
26 – 30 years	29	32.6%
31 – 35 years	0	0.0%
More than 35 years	0	0.0%
Missing	4	4.5%

Table 15 – Number Attended by Length of Service

3.16 Attendees by Previous Appearances at Senior PNAC

3.16.1 Table 16 shows the number of previous appearances at Senior PNAC for candidates in 2009. Of the 89 candidates who attended this year's

Senior PNAC, 34 (38.3%) had attended Senior PNAC previously. 55 (61.8%) were attending Senior PNAC for the first time.

	Number of Candidates (N)	Percentage of Candidates (%)
0	55	61.8%
1	24	27.0%
2	7	7.9%
3	3	3.4%
4 or more	0	0.0%
Missing	0	0.0%

Table 16 – Number Attended by Previous Appearances at Senior PNAC

3.17 Attendees by NSCAS/SCDS Involvement

3.17.1 Table 17 shows whether candidates had accessed the support services of the National Senior Careers Advisory Service (NSCAS) or the Senior Careers Advisory Service (SCDS) in Scotland, prior to attending Senior PNAC in 2009. 68 (76.4%) candidates had had some involvement with either NSCAS or SCDS.

	Number of Candidates (N)	Percentage of Candidates (%)
NSCAS PDP	10	11.2%
NSCAS	46	51.7%
SCDS	12	13.5%
No SCDS/NSCAS Involvement	21	23.6%
Missing	0	0.0%

Table 17 – Number Attended by NSCAS/SCDS Involvement

4. ANALYSIS OF RESULTS

4.1 Overview of Results

4.1.1 This section of the report contains the success rates of different candidate groups. Candidate success rates were analysed to determine whether there were any statistically significant differences between groups of candidates. Unfortunately analysis of significant differences could not be conducted for all groups due to insufficient numbers of candidates in some categories which would have led to unreliable results. Where it was possible to conduct this analysis this has been included.

4.1.2 Where the number of candidates in any group is low, care should be taken to avoid over inferring or generalising from this data. The larger the group sizes, the more confidence there can be in the reliability of the results.

4.1.3 89 candidates attended Senior PNAC in 2009 of which 44 candidates were successful, giving a success rate of 49.4%. The success rate in 2009 was lower than the success rate in 2008 but higher than the preceding three years. In 2008 the success rate was 52.7% (58 candidates), in 2007 the success rate was 41.3% (38 successful candidates), in 2006 the success rate was 31.0% (18 successful candidates) and in 2005 the success rate was 31.5% (17 successful candidates).

4.2 Success Rate

4.2.1 Table 18 shows the success rates of candidates by category. The 'Unsuccessful' category is broken down by two further groupings; 'Unsuccessful Encouraged to Return' and 'Unsuccessful Question of Return Left Open'. 15 (16.9%) candidates were 'Unsuccessful Encouraged to Return', and 30 (33.7%) candidates were 'Unsuccessful Question of Return Left Open'.

	Number of Candidates (N)	Percentage of Candidates (%)
Successful	44	49.4%
Unsuccessful	45	50.6%
Unsuccessful Encouraged to Return	15	16.9%
Unsuccessful Question of Return Left Open	30	33.7%

Table 18 – Breakdown of Result by Result Category

4.3 Success by Sex

4.3.1 Table 19 shows the success rates according to the sex of candidates. Male candidates achieved a success rate of 47.1% (33), compared to female candidates who achieved a success rate of 57.9% (11). This represents the highest number of successful female candidates in Senior PNAC since it has been run. The difference between success rates of males and females is not statistically significant.

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
Male	70	33	47.1%
Female	19	11	57.9%
Missing	0	0	0.0%

Table 19 – Analysis of Results by Sex

4.3.2 Of the 44 candidates that were successful at Senior PNAC in 2009, 11 were female (25%). Of the 33 candidates from England and Wales that were successful, 11 (33.3%) were female. This is higher than the representation of females of superintending ranks within Home Offices forces in England and Wales (11 – 12%).

4.3.3 The three successful candidates from Scotland and the one candidate from PSNI were all male.

4.4 Success by Ethnicity

4.4.1 Table 20 shows the success rates according to the ethnicity of the candidates. 42 (50.0%) candidates in the 'White' group were successful compared to two (40.0%) of the candidates in the Black and Minority Ethnic group (BME). It was not possible to determine whether there were any statistically significant differences between the groups due to the small candidate numbers within the groups.

4.4.2 This represents the joint highest number for successful BME candidates in Senior PNAC and the first successful female BME candidate since it was first delivered.

4.4.3 Of the 44 candidates successful at Senior PNAC in 2009, two (4.5%) described themselves as from a BME background. Current figures relating to police officer strength in England and Wales show that minority ethnic officers make up between 2.8% and 3.2% of superintending ranks within Home Office forces.

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
White	84	42	50.0%
BME	5	2	40.0%
Missing	0	0	0.0%

Table 20 – Analysis of Results by Ethnicity

4.5 Success by Age

4.5.1 Table 21 shows the success rates according to the age of candidates. The '36 – 40 years' age group achieved the highest success rate (4, 100.0%). The lowest success rate was for the '51 – 55 years' age group (0, 0.0%).

4.5.2 The average age of successful candidates was 44.7 years compared to an average age of 45.0 years for all candidates.

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
30 years and under	0	0	0.0%
31 – 35 years	0	0	0.0%
36 – 40 years	4	4	100.0%
41 – 45 years	47	21	44.7%
46 – 50 years	36	19	52.8%
51 – 55 years	2	0	0.0%
Missing	0	0	0.0%

Table 21 – Analysis of Results by Age Group

4.6 Success by First Language

4.6.1 Table 22 shows the success rates according to the first language of candidates. Four candidates declared that English was not their first language and of these two were successful (50.0%).

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
English Not First Language	85	42	49.4%
English First Language	4	2	50.0%
Missing	0	0	0.0%

Table 22 – Analysis of Results by First Language

4.7 Success by Academic Attainment

4.7.1 Table 23 shows the success rates according to the highest academic attainment of candidates. The most successful group at Senior PNAC were candidates whose highest level of academic attainment was 'O Level/GCSE/CSE' (4, 57.1%) although success rates were broadly similar across all levels of academic attainment.

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
No Formal Qualifications	0	0	0.0%
O Level/ GCSE/CSE	7	4	57.1%
A Level/NVQ Level 3	16	8	50.0%
Degree/NVQ Level 5	27	13	48.1%
Postgraduate MSc/PhD	37	18	48.6%
Missing	2	1	50.0%

Table 23 – Analysis of Results by Academic Attainment

4.8 Success by Marital Status

4.8.1 Table 24 shows the success rates of candidate groups according to marital status. The group with the largest number of candidates, 'Married', achieved a success rate of 47.9% (35).

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
Civil Partnered	2	1	50.0%
Cohabiting/ Partnered	4	3	75.0%
Divorced	4	2	50.0%
Married	73	35	47.9%
Re-Married	3	1	33.3%
Separated	1	1	100.0%
Single	2	1	50.0%
Widowed	0	0	0.0%
Prefer Not to Say	0	0	0.0%
Missing	0	0	0.0%

Table 24 – Analysis of Results by Marital Status

4.9 Success by Sexual Orientation

4.9.1 Table 25 shows the success rates of candidate groups according to their sexual orientation. The group with the largest number of candidates, 'Heterosexual', achieved a success rate of 49.4% (42).

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
Heterosexual	85	42	49.4%
Bisexual	0	0	0.0%
Gay/Lesbian	2	1	50.0%
Prefer Not to Say	1	1	100.0%
Missing	1	0	0.0%

Table 25 – Analysis of Results by Sexual Orientation

4.10 Success by Disability

4.10.1 Table 26 shows the success rates of candidate groups according to whether they had a recognised disability or not. One (50.0%) of the two candidates who disclosed that they had a disability as defined under the Disability Discrimination Act was successful at Senior PNAC.

4.10.2 As identified previously whilst only two candidates stated that they had a recognised disability, three candidates applied for and were provided with a reasonable adjustment at Senior PNAC in 2009. Of these three candidates, one (33.3%) candidate was successful.

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
Disability	2	1	50.0%
No Disability	86	43	50.0%
Prefer Not To Say	1	0	0.0%
Missing	0	0	0.0%

Table 26 – Analysis of Results by Disability

4.11 Success by Religion/Belief

4.11.1 Table 27 shows the success rates of various groups according to religious belief or faith. The two largest groups, 'Christian' and 'No Religion' achieved success rates of 49.3% (34) and 53.8% (7) respectively.

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
Buddhist	0	0	0.0%
Christian	69	34	49.3%
Hindu	1	0	0.0%
Jewish	0	0	0.0%
Muslim	1	0	0.0%
Sikh	0	0	0.0%
Other	1	1	100.0%
No Religion	13	7	53.8%
Prefer Not to Say	4	2	50.0%
Missing	0	0	0.0%

Table 27 – Analysis of Results by Religion/Belief

4.12 Success by Caring Responsibilities

4.12.1 Table 28 shows the success rate according to whether a candidate stated that they had caring responsibilities. The success rates were similar for those candidates who stated that they had caring responsibilities (19, 50.0%) and those that did not (24, 48.0%).

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
Yes	38	19	50.0%
No	50	24	48.0%
Prefer Not to Say	0	0	0.0%
Missing	1	1	100.0%

Table 28 – Analysis of Result by Caring Responsibilities

4.13 Success by Force

4.13.1 Table 29 shows the success rate according to candidates force. The forces with the highest numbers of candidates, Metropolitan Police Service, Grampian Police, Greater Manchester Police, West Midlands Police and British Transport Police had success rates of 36.4% (4), 0.0% (0), 100.0% (4), 75.0% (3) and 25.0% (1) respectively.

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
Avon & Somerset Constabulary	3	0	0.0%
Bedfordshire Police	2	2	100.0%
British Transport Police	4	1	25.0%
Cambridgeshire Constabulary	2	2	100.0%
Central Scotland Police	0	0	0.0%
Cheshire Constabulary	0	0	0.0%
City of London Police	1	0	0.0%
Cleveland Police	1	0	0.0%
Cumbria Constabulary	1	0	0.0%
Derbyshire Constabulary	2	0	0.0%
Devon & Cornwall Constabulary	2	2	100.0%
Dorset Police	0	0	0.0%
Dumfries & Galloway Constabulary	1	0	0.0%
Durham Constabulary	0	0	0.0%
Dyfed Powys Police	1	0	0.0%
Essex Police	0	0	0.0%
Fife Constabulary	0	0	0.0%
Grampian Police	5	0	0.0%
Greater	4	4	100.0%

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
Manchester Police			
Gloucestershire Constabulary	0	0	0.0%
Guernsey Police	0	0	0.0%
Gwent Police	1	1	100.0%
Hampshire Constabulary	2	2	100.0%
Hertfordshire Constabulary	2	1	50.0%
Humberside Police	2	0	0.0%
Isle of Man Constabulary	0	0	0.0%
Kent Police	0	0	0.0%
Lancashire Constabulary	1	1	100.0%
Leicestershire Constabulary	1	1	100.0%
Lincolnshire Police	1	1	100.0%
Lothian & Borders Police	2	0	0.0%
Merseyside Police	0	0	0.0%
Metropolitan Police Service	11	4	36.4%
Ministry of Defence	0	0	0.0%
Norfolk	1	0	0.0%
North Wales Police	2	1	50.0%
North Yorkshire Police	2	2	100.0%
Northamptonshire Police	1	0	0.0%
Northern Constabulary	1	1	100.0%
Northumbria Police	3	1	33.3%
Nottinghamshire Police	0	0	0.0%
Police Service of Northern Ireland	1	1	100.0%

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
South Wales Police	2	0	0.0%
South Yorkshire Police	1	1	100.0%
Staffordshire Police	1	1	100.0%
States of Jersey Police	0	0	0.0%
Strathclyde Police	2	1	50.0%
Suffolk Constabulary	1	1	100.0%
Surrey Police	3	2	66.7%
Sussex Police	3	2	66.7%
Tayside Police	1	1	100.0%
Thames Valley Police	2	1	50.0%
Warwickshire Police	2	1	50.0%
West Mercia Constabulary	0	0	0.0%
West Midlands Police	4	3	75.0%
West Yorkshire Police	0	0	0.0%
Wiltshire Constabulary	2	1	50.0%

Table 29 – Analysis of Results by Force**4.14 Success by Country of Force**

4.14.1 Table 30 shows success by country. The 'Northern Ireland' group achieved the highest success rate of 100.0% (1), albeit that this category had only one candidate in it. The lowest success rate was for the 'Scotland' and 'Non-Home Office' groups (25.0%, 3 and 1 respectively). It could not be determined whether the differences between the categories are statistically significant due to insufficient candidate numbers in some of the categories.

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
England	66	37	56.1%
Northern Ireland	1	1	100.0%
Scotland	12	3	25.0%
Wales	6	2	33.3%
Non Home Office	4	1	25.0%
Missing	0	0	0.0%

Table 30 – Analysis of Result by Country of Force

4.15 Success by Rank

4.15.1 Table 31 shows the success rates of candidates according to their substantive rank at the time of application. Those that had stated their rank as 'Superintendent' had a success rate of 14.3% (1). Of the 12 candidates who indicated that they were, at the time of application, temporarily promoted to Assistant Chief Constable (ACC), 7 were successful (58.3%).

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
Superintendent	7	1	14.3%
Chief Superintendent	82	43	52.4%
Missing	0	0	0.0%

Table 31 – Analysis of Results by Rank

4.16 Success by Length of Service

4.16.1 Table 32 shows the success rates of candidates according to length of service. The results suggest that those candidates with more service were less likely to be successful than candidates with fewer years service although the small numbers involved mean this trend should be treated with caution. The average length of service for successful candidates

was 22.4 years compared to 23.1 years service for the whole candidate cohort.

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
15 years and below	6	5	83.3%
16 – 20 years	10	5	50.0%
21 – 25 years	40	20	50.0%
26 – 30 years	29	12	41.4%
31 – 35 years	0	0	0.0%
More than 35 years	0	0	0.0%
Missing	4	2	50.0%

Table 32 – Analysis of Results by Length of Service

4.17 Success by Previous Appearances at Senior PNAC

4.17.1 Table 33 shows candidate success by the number of previous appearances at Senior PNAC. Those that stated they had attended Senior PNAC previously had a higher combined success rate (55.9%, 19) than those candidates who were attending Senior PNAC for the first time (45.5%, 25). The difference between success rates, based on whether candidates had previously attended Senior PNAC or not, is not statistically significant.

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
0	55	25	45.5%
1	24	12	50.0%
2	7	5	71.4%
3	3	2	66.7%
4 or more	0	0	0.0%
Missing	0	0	0.0%

Table 33 – Analysis of Result by Previous Appearances at Senior PNAC

4.18 Success by NSCAS/SCDS Involvement

4.18.1 Table 34 shows candidate success by involvement with NSCAS/SCDS services. The group with the highest success rate were those candidates who had been involved with full NSCAS Client Services (28, 60.9%).

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
NSCAS PDP	10	4	40.0%
NSCAS	46	28	60.9%
SCDS	12	3	25.0%
No NSCAS/SCDS Involvement	21	9	42.9%
Missing	0	0	0.0%

Table 34 – Analysis of Result by NSCAS/SCDS Involvement

4.19 Success by Intake

4.19.1 Table 35 shows candidate success by the Senior PNAC intake they attended. The intake with the highest success rate was Intake Three (16, 53.3%). The difference between success rates over the three intakes is not statistically significant.

	Number of Candidates (N)	Number of Successful Candidates (N)	Success rate (%)
Intake 1	30	15	50.0%
Intake 2	29	13	44.8%
Intake 3	30	16	53.3%

Table 35 – Analysis of Result by Intake

5. PERFORMANCE OF EXERCISES

5.1 Overview

- 5.1.1 This section of the report examines the performance of the exercises that were used at Senior PNAC in 2009.
- 5.1.2 Section 5.3 provides an analysis of the frequencies with which assessment centre exercise marks were awarded, and Section 5.4 gives an analysis of the means, range and dispersion of the exercise marks. Together these sections answer the question of how well each of the exercises discriminated between the different performance levels of candidates.
- 5.1.3 Section 5.5 looks at the inter-relationship between exercise ratings in different exercises and Section 5.6 goes on to examine the inter-relationship between the individual competencies both across and within exercises.
- 5.1.4 Sections 5.7 through to 5.10 then provide a summary of some the key findings from the feedback received from candidates, assessors and visitors following the process.

5.2 Competency Grade Scale and Exercise Mark Scale

- 5.2.1 Each of the exercises at Senior PNAC contained measures of the candidate's performance on two or more of the seven competencies outlined in Section 2.10. Assessors awarded candidates grades against each competency area within each exercise according to the quantity and quality of evidence demonstrated by candidates.
- 5.2.2 Figure 1, overleaf, shows the Competency Grade Scale used by assessors. This scale ranges from 'A' (highest performance) to 'D' (lowest performance).

A	Substantial positive evidence of the competency observed with regard for the quality and quantity of the evidence, and few or no areas for development observed.
B	Positive evidence of the competency observed and some areas for development but on balance more positive evidence with regard for the quality and quantity of the evidence.
C	Some positive evidence of the competency observed but on balance more areas for development with regard for the quality and quantity of the evidence.
D	Substantial areas for development identified and little or no positive evidence of the competency observed, with regard for the quality and quantity of the evidence.

Figure 1 – Competency Grade Scale

5.2.3 In addition to the competency grades within each exercise, assessors also awarded candidates' an overall exercise mark. This reflects the composite of a candidate's performance in the competencies and how well they completed the tasks and achieved the overall aims of the exercise. Assessors did this using the six point Exercise Mark Scale shown in Figure 2, overleaf. This scale ranges from '1' (Very Effective Task Performance) to '6' (Very Ineffective Task Performance).

1	<p>Very Effective Task Performance</p> <p>The candidate performed the task very effectively and almost entirely achieved the aims of the exercise. Performance on competencies was exclusively high grades (e.g. mostly As with some Bs).</p>
2	<p>Effective Task Performance</p> <p>The candidate performed the task effectively and mostly achieved the aims of the exercise. Performance on the competencies was mostly high grades (e.g. mostly Bs with some As, possible C).</p>
3	<p>Satisfactory Task Performance</p> <p>The candidate performed the task to a satisfactory standard and met some of the aims of the exercise although some elements were not satisfactory. On balance performance on competencies was more high grades than low grades (e.g. mostly Bs with some Cs).</p>
4	<p>Just Below Satisfactory Task Performance</p> <p>The candidate performed the task to a below-satisfactory standard overall and did not quite meet the aims of the exercise, although there were some areas that were effectively handled. On balance performance on competencies was more low grades than high grades (e.g. mostly Cs with some Bs).</p>
5	<p>Ineffective Task Performance</p> <p>The candidate performed the task largely ineffectively and did not meet the aims of the exercise, although there were some areas that were acceptable. Performance on the competencies was mostly low grades (e.g. mostly Cs and Ds, possible B).</p>
6	<p>Very Ineffective Task Performance</p> <p>The candidate performed the task very ineffectively and did not meet the aims of the exercise, although there may have been some minor areas that were acceptable. Performance on the competencies was exclusively low grades (e.g. mostly Ds with some Cs).</p>

Figure 2 – Exercise Mark Scale

5.3 Frequency Distributions of Candidates' Exercise Marks

- 5.3.1 Exercises which are well designed and assessed should differentiate across candidate performances. Ideally the distribution of exercise marks should be normally distributed with 50.0% of candidates above the mid point and 50.0% below.
- 5.3.2 If this is taken further, in line with the normal distribution, approximately 34.0% of candidates should be awarded a mark of '3' in each exercise, and the same percentage should be awarded a '4'; approximately 14.0% should be awarded a '2' and a '5'; and approximately 2.0% should be awarded a '1' and a '6'. This is clearly a theoretical model, however it is reasonable to expect the largest

proportion of candidates to receive a '3' or a '4', fewer to receive a '2' or '5' and even a smaller percentage to receive a '1' or '6' in each exercise.

5.3.3 Table 36 shows the percentage of candidates awarded each of the exercise marks in each of the six exercises across Senior PNAC in 2009.

	1	2	3	4	5	6
Strategic Review	3.4%	19.1%	27.0%	31.5%	14.6%	4.5%
Management Exercise	11.2%	20.2%	22.5%	33.7%	12.4%	0.0%
Negotiating Exercise	2.2%	15.7%	38.2%	34.8%	6.7%	2.2%
Media Exercise	6.7%	25.8%	31.5%	24.7%	7.9%	3.4%
Policing Presentation and Interview	16.9%	25.8%	25.8%	19.1%	10.1%	2.2%
Non-Service Interview	24.7%	33.7%	15.7%	16.9%	7.9%	1.1%

Table 36 – Frequency Distribution of Candidates' Exercise Marks

5.3.4 For the majority of exercises the frequency distribution generally follows a normal distribution, with the middle two marks ('3' and '4') used most frequently and the more extreme marks ('1' and '6') more infrequently.

5.3.5 The distribution of marks for the Non-Service Interview shows that '1' and '2' were the most frequently awarded marks. For both the Policing Presentation and Interview and the Media Exercise the distribution of marks shows that '2' and '3' were the most commonly awarded marks. These distributions indicates that candidates achieved a higher score profile for these exercises than in other exercises and slightly higher than would be typically expected.

5.4 Descriptive Statistics of Assessment Centre Exercises

5.4.1 If the exercises were normally distributed, the mean or average score would be 3.5, at the mid-point of the Exercise Mark scale. Generally, the closer the mean score is to 3.5 the more there is to conclude that the exercises are being marked at an appropriate level for the candidate group. A mean score significantly less than 3.5 may be an indication that the exercise was too easy, that this group of candidates were particularly adept at the exercise or that assessors were marking too generously. A mean score significantly greater than 3.5 may be an indication that the exercise was too difficult, that candidates were performing at a lower level on this exercise or that assessors were marking harshly. Table 37 shows that the mean score of the majority of the exercises was around the mid-point. The Policing Presentation and Interview and Non-Service Interview had the lowest mean scores (i.e. that candidates achieved the highest average performance ratings in these exercises), which both fell below 3.0.

5.4.2 This analysis is consistent with previous findings, with the Non-Service Interview having the lowest mean score following Senior PNAC in 2007 and 2008.

	Mean score	SD	Range
Strategic Review	3.48	1.18	1 – 6
Written Management	3.16	1.21	1 – 5
Negotiating Exercise	3.35	0.98	1 – 6
Media Exercise	3.11	1.18	1 – 6
Policing Presentation and Interview	2.87	1.32	1 – 6
Non-Service Interview	2.53	1.31	1 – 6

Table 37 – Descriptive Statistics for Exercise Marks

5.4.3 Standard deviation (SD) and range calculations are used as an indication of the dispersion of the exercise marks which can be used as a measure of how well the exercise was able to differentiate between candidates' levels of performance on the exercise. Table 37 indicates that the Policing Presentation and Interview had the greatest discrimination between candidates' marks (SD=1.32). The Negotiating Exercise had the lowest SD (SD=0.98) indicating that it was the exercise that discriminated between candidates' performances the least. The full range of the six exercise marks available was utilised in all but one of the six exercises.

5.5 Correlation Analysis of Exercises and Final Grade

5.5.1 The different Assessment Centre exercises were used to assess the seven competency areas from the Integrated Competency Framework (version 9a). As the exercises differ in the abilities that they require, (e.g. good verbal communication skills as opposed to written ability), it could be anticipated that some candidates may do well in some exercises and less well in others. However, it is also possible that some candidates will perform consistently well or consistently poorly across all exercises.

5.5.2 The inter-relationship between different candidate performances across different exercises can help inform whether or not some exercises may be redundant (i.e. just duplicating information gained from other exercises) or whether they are bringing additional value to the assessment of the candidates. To investigate this, a correlation analysis was conducted. The correlations were then examined between each of the exercises as well as the candidates' overall performance. This is presented in Table 38.

5.5.3 Significant correlations were found between each of the exercises and the final result. This is to be expected as all exercise marks contribute to the final result.

- 5.5.4 The strongest statistical correlation was found between the Policing Presentation and Interview and the final result. This may be influenced by there being more competencies measured within this exercise than the majority of other exercises. Therefore, it had a greater contribution to the final score than some of the other exercises. The next strongest relationship was between the Non-Service Interview and the final result. The exercise with the lowest correlation with the final grade was the Negotiating Exercise. These findings are consistent with analysis conducted following Senior PNAC in 2008.
- 5.5.5 Table 38 also shows correlation co-efficients between exercises. The higher the correlation, the greater the overlaps in what the exercises are measuring. Given that the exercises have a collective aim of identifying those police officers who are deemed 'ready now' to operate at the rank of Assistant Chief Constable (ACC) or Commander, statistically significant correlations are expected. However, because exercises contain different tasks and contemporary issues there should not be exceptionally high significant correlations otherwise this would suggest duplication.
- 5.5.6 There are statistically significant correlations between the majority of exercises; these can be seen in Table 38. With the exception of the correlations between the Management Exercise and Media Exercise, the Management Exercise and Negotiating Exercise, the Media Exercise and Negotiating Exercise, and between the Non-Service Interview and Negotiating Exercise, the inter-correlations are between 0.3 and 0.5 and are therefore defined as moderate (Cohen, 1988)¹. The correlation co-efficients for the above exercises are below 0.3 and therefore would be described as low (Cohen, 1988).

¹ Cohen, J. (1988) – Set Correlation and Contingency Tables. *Applied Psychological Measurement*. 12: 425-434

- 5.5.7 The correlation between the Management Exercise and the Non-Service Interview was just above 0.5 and would therefore be described as large (Cohen, 1988). This correlation would suggest that the candidates' scores in both of these exercises are similar which could be explained by the fact that both assess the same three competency areas of Maximising Potential, Problem Solving and Respect for Race and Diversity.
- 5.5.8 In comparing the inter-exercise correlations to those following Senior PNAC in 2008, the correlation co-efficients from 2009 are higher. This could suggest that candidates' performances are more consistent across the exercises and that exercise specific factors (e.g. written ability) have had a smaller impact. Alternatively it could suggest that some exercises are providing similar measures of the same competencies as other exercises and are therefore providing some level of duplication. When interpreting this analysis it is useful to consider that the tasks that candidates complete and the contemporary issues covered in each exercise vary and so this may address any concerns regarding duplication.
- 5.5.9 Caution should be taken into reading too much into data based on one years' cohort and longer terms trends should be used to draw any concrete conclusions.
- 5.5.10 Overall, it can be concluded that all exercises contributed positively (i.e. there were no negative correlations) to the Assessment Centre.

	Strategic Review	Management Exercise	Negotiating Exercise	Media Exercise	Policing Presentation and Interview	Non-Service Interview
Strategic Review	Correlation coefficient <i>Significance</i>	.396** .000	.342** .001	.301** .004	.369** .000	.449** .000
Management Exercise	Correlation coefficient <i>Significance</i>	.396** .000	.259* .014	.138 .197	.376** .000	.513** .000
Negotiating Exercise	Correlation coefficient <i>Significance</i>	.342** .001	.259* .014	.290** .006	.337** .001	.228* .032
Media Exercise	Correlation coefficient <i>Significance</i>	.301** .004	.290** .006	.290** .006	.419** .000	.440** .000
Policing Presentation and Interview	Correlation coefficient <i>Significance</i>	.369** .000	.337** .001	.419** .000	.399** .000	.399** .000
Non-Service Interview	Correlation coefficient <i>Significance</i>	.449** .000	.228* .032	.440** .000	.399** .000	.610** .000
Final result	Correlation coefficient <i>Significance</i>	.595** .000	.377** .000	.534** .000	.654** .000	.610** .000

** - Correlation is significant at the 0.01 level (2-tailed).

* - Correlation is significant at the 0.05 level (2-tailed).

Table 38 – Correlation Analysis between Exercises and Final Grade

5.6 Correlation Analysis of Competency Areas

- 5.6.1 A series of correlation analyses were completed to look at relationships between candidates' grades on individual competencies across the Assessment Centre. This included analysis of the correlations between competency areas and the overall result and this data is presented in Table 39.
- 5.6.2 The analysis indicates that all competencies were significantly correlated with the final result. These results are to be expected as all competencies contribute to the final result. However, this provides reassurance that all measures of all competencies added value to the Assessment Centre.
- 5.6.3 There were statistically significant relationships between all the competency areas, as presented in Table 39. The inter-competency area correlation co-efficients ranged from between 0.4 and 0.7 which would be described as between moderate and large correlations (Cohen, 1988). These correlations indicate that candidates who perform well in one competency area performed similarly well in the other competency areas or vice versa.
- 5.6.4 In analysing this data in combination with the moderate correlations between exercises, described in Section 5.5, this may suggest that there is an underlying measure of effective performance that is being assessed by all the exercises and competency areas.
- 5.6.5 To provide further exploration of this, it can be useful to compare these competency area correlations across exercises with correlations between the competency areas assessed within an exercise. When analysing this data it indicated that were moderate to large correlations between the competencies measured in each exercise. The only exception was within the Negotiating Exercise where the correlation between Negotiation and Influencing and Respect for Race and Diversity would be classed as low. This analysis suggests that

generally candidates who performed well in one competency area within an exercise performed well in the other competency areas assessed in that exercise.

- 5.6.6 Analysis of the correlations between the same competency areas as measured in different exercises indicated that there were statistically significant correlations across the exercises for all of the competency areas. The strength of the majority of these correlations would be described as low with the exception of Maximising Potential and Negotiation and Influencing which would be described as moderate. This indicates that each of the competency areas appear to be being assessed as individual constructs.
- 5.6.7 However, more detailed analysis of this revealed that the competency areas measured within each exercise were more cohesive than measures of the same competency across different exercises (i.e. correlations between competency areas in an exercise were higher than correlations within a competency area but across exercises). This is a common finding in assessment centre research and is known as the 'exercise effect'. This finding suggests that there is a strong effect created by the task a candidate is required to participate in as part of an exercise, and the issues contained within an exercise.
- 5.6.8 This reinforces the value of efforts within the design of the Assessment Centre to maximise the extent to which exercise types, tasks within exercises and contemporary issues represented within exercises, are relevant to the target role and therefore remain an important consideration in developing effective assessment centres in the future.

	Community & Customer Focus	Maximising Potential	Negotiating & Influencing	Problem Solving	Resilience	Respect for Race and Diversity	Strategic Perspective
Community & Customer Focus	Correlation coefficient <i>Significance</i>	.426** .000	.592** .000	.501** .000	.668** .000	.452** .000	.713** .000
Maximising Potential	Correlation coefficient <i>Significance</i>	.426** .000	.519** .000	.617** .000	.370** .000	.668** .000	.476** .000
Negotiating & Influencing	Correlation coefficient <i>Significance</i>	.592** .000	.519** .000	.610** .000	.552** .000	.506** .000	.662** .000
Problem Solving	Correlation coefficient <i>Significance</i>	.501** .000	.610** .000	.617** .000	.397** .000	.671** .000	.528** .000
Resilience	Correlation coefficient <i>Significance</i>	.668** .000	.552** .000	.397** .000	.000 .000	.451** .000	.572** .000
Respect for Race and Diversity	Correlation coefficient <i>Significance</i>	.452** .000	.506** .000	.671** .000	.451** .000	.544** .000	.544** .000
Strategic Perspective	Correlation coefficient <i>Significance</i>	.713** .000	.662** .000	.528** .000	.572** .000	.544** .000	.720** .000
Final result	Correlation coefficient <i>Significance</i>	.672** .000	.663** .000	.577** .000	.613** .000	.543** .000	.720** .000

** - Correlation is significant at the 0.01 level (2-tailed).

* - Correlation is significant at the 0.05 level (2-tailed).

Table 39 – Correlation Analysis between Competencies and Final Grade

5.7 Exercise Relevance and Fairness

- 5.7.1 Both candidates and assessors were asked to provide feedback on the exercises in terms of their relevance and fairness. 53 candidates (59.6%) and 53 assessors (76.8%) responded to the feedback questionnaires.
- 5.7.2 Table 40 shows how relevant and fair candidates' felt the issues contained within the Assessment Centre exercises were. On average 86.4% of candidates thought the exercises were either 'Relevant' or 'Very Relevant'. When this is broken down further into individual exercises the majority of candidates considered all six exercises to be either 'Relevant' or 'Very Relevant'.
- 5.7.3 The exercise seen to be the most relevant was the Media Exercise with 100.0% (50) of candidates who responded indicating that they thought this exercise was either 'Relevant' or 'Very Relevant'. The Negotiating Exercise was seen to be the least relevant exercise although the majority of candidates still considered this exercise to be either 'Relevant' or 'Very Relevant' (64.7%, 33).
- 5.7.4 The Ability Tests were not included as a core exercise in the above analysis given that they are only considered by assessors in borderline cases, however only 32.0% (15) of candidates indicated that they thought the Ability Tests were 'Relevant' or 'Very Relevant'.
- 5.7.5 On average 91.7% of candidates thought the exercises were 'Fair' or 'Very Fair'. Again when broken down by exercise the majority of candidates considered all six exercises to be either 'Fair' or 'Very Fair'.
- 5.7.6 The exercise seen to be most fair was the Non-Service Interview with 97.9% (46) of candidates indicating that they thought this exercise was either 'Fair' or 'Very Fair'. The Negotiating Exercise was seen to be the least fair exercise although the majority of candidates still considered this exercise to be either 'Fair' or 'Very Fair' (82.0%, 41).

	Relevant ('very relevant' and 'relevant')		Fairness ('very fair' and 'fair')	
	N	%	N	%
Strategic Review	43	86.0%	46	92.0%
Written Management	39	78.0%	47	92.2%
Negotiating Exercise	33	64.7%	41	82.0%
Media Exercise	50	100.0%	47	94.0%
Policing Presentation and Interview	47	94.0%	45	91.8%
Non-Service Interview	46	95.8%	46	97.9%
Ability Tests	15	32.0%	36	78.0%

Table 40 – Candidate Relevance and Fairness Ratings

- 5.7.7 Table 41 shows how relevant and fair assessors' felt the issues contained within the Assessment Centre exercises were to the objective of the Assessment Centre (i.e. to identify individuals who are ready to operate at Assistant Chief Constable/Commander level).
- 5.7.8 On average 93.0% of assessors thought that the exercises were either 'Relevant' or 'Very Relevant'. On average 95.6% of assessors thought that the issues contained in the exercises were either 'Fair' or 'Very Fair'.
- 5.7.9 The Media Exercise was rated by the assessors as the most relevant and fair exercise with 98.0% (49 and 49 respectively) rating it as either 'Relevant' or 'Very Relevant' and 'Fair' or 'Very Fair'.

5.7.10 The exercise that the assessors considered to be least relevant or fair was the Negotiating Exercise with 80.8% (42) and 90.2% (46) of assessors rating it as either 'Relevant' or 'Very Relevant' and 'Fair' or 'Very Fair' respectively.

	Relevant ('very relevant' and 'relevant')		Fairness ('very fair' and 'fair')	
	N	%	N	%
Strategic Review	23	95.8%	23	95.8%
Written Management	31	93.9%	31	96.9%
Negotiating Exercise	42	80.8%	46	90.2%
Media Exercise	49	98.0%	49	98.0%
Policing Presentation and Interview	24	96.0%	25	96.2%
Non-Service Interview	28	93.5%	29	96.7%

Table 41 – Assessor Relevance and Fairness Ratings

5.8 NSCAS/SCDS

5.8.1 Candidates were asked to provide feedback regarding the services offered by the NSCAS/ SCDS.

5.8.2 More than half of the candidates (31, 58.5%) who responded to the questionnaire had used the NSCAS Level 1/SCDS services (online resource).

	Number of Candidates (N)	Percentage of Candidates (%)
Yes	31	58.5%
No	20	37.7%
Missing	2	3.8%

Table 42 – Have you used the NSCAS Level 1/SCDS Services?

- 5.8.3 Table 43 shows that the majority of candidates (37, 69.8%) who responded to the questionnaire had used the NSCAS Level 2/SCDS services either this year or in the past.

	Number of Candidates (N)	Percentage of Candidates (%)
Yes	37	69.8%
No	15	28.3%
Missing	1	1.9%

Table 43 – Have you used NSCAS Level 2/SCDS services, i.e. a Development Adviser?

- 5.8.4 The average amount of time candidates reported that they had spent with a Development Adviser was 12 hours. The total time ranged from 1 hour to 60 hours. These responses are consistent with data from 2008.
- 5.8.5 Of those candidates who used the NSCAS Level 2/SCDS services, the majority (35, 66.1%) indicated that they found their Development Adviser either 'Very Helpful' or 'Helpful'.

	Number of Candidates (N)	Percentage of Candidates (%)
Very Helpful	18	34.0%
Helpful	17	32.1%
Neither Helpful Nor Unhelpful	4	7.5%
Unhelpful	1	1.9%
Very Unhelpful	0	0.0%
Missing	13	24.6%

Table 44 – How helpful to your development has having a Developmental Adviser been?

5.9 Senior PNAC Site

- 5.9.1 Table 45 shows that 90.5% (48) of candidates were either 'Satisfied' or 'Very Satisfied' with the Bramshill site used as the location for this year's Senior PNAC.

	Number of Candidates (N)	Percentage of Candidates (%)
Very Satisfied	29	54.7%
Satisfied	19	35.8%
Neither Satisfied Nor Dissatisfied	1	1.9%
Dissatisfied	2	3.8%
Very Dissatisfied	0	0.0%
Missing	2	3.8%

Table 45– How satisfied were you with the site used as the location for your Senior PNAC?

5.9.2 Table 46 shows that 92.5% (49) of assessors considered the Bramshill site suitable for Senior PNAC.

	Number of Assessors (n)	Percentage of Assessors (%)
Yes	49	92.5%
No	1	1.8%
Missing	3	5.7%

Table 46 – Overall, do you consider the Bramshill site suitable for the Senior PNAC?

5.10 Visitor Feedback

5.10.1 In addition to obtaining the views of candidates and assessors directly involved in the process, a total of 27 different stakeholders and customers visited the site during the delivery of the 2009 Senior PNAC process. These interested parties included; Derek Barnett (Superintendents' Association - President elect), Tessa Brook (Senior Appointments Panel Independent Member), Sir Ronnie Flanagan (Senior Appointments Panel Chair), Everett Henry (NPIA, Head of Equality, Diversity and Human Rights), Bob Hodgson (Independent Equality, Diversity and Human Rights Advisor), Peter Holland (NPIA Chair), Jayne Monkhouse (Superintendents' Association Equality, Diversity and Human Rights Advisor), Peter Neyroud (NPIA Chief Executive), Angela O'Connor (NPIA Chief People Officer), Melanie

Roberts (Senior Appointments Panel Secretariat), Bill Skelly (HMIC - Scotland), Andrew Wren (Senior Appointments Panel - Home Office member) and Adrian Wight (Senior Appointments Panel Secretariat).

- 5.10.2 The visitors provided very positive feedback about the contemporary content, fairness, objectivity and robustness of the Senior PNAC process. Many of these stakeholders also indicated that they were reassured and felt confident that the Senior PNAC selection process was a good test for identifying appropriate police leaders for the future. Details about specific comments and any reports provided by stakeholders and visitors are available on request.

6. CONCLUSIONS

- 6.1 Findings regarding the results and analysis should be monitored closely in future assessment processes. Where larger samples are available, statistical analysis should be carried out. Where significant findings occur consistently over time, consideration should be given to undertaking further exploratory research.
- 6.2 Frequency and means scores indicate that the Non-Service Interview received the highest exercise ratings. This is a consistent finding over the last three years data and warrants further consideration as to why this trend might be. Other trends identified across exercises and competencies should be monitored in future assessment processes.
- 6.3 Analysis of the exercises indicated a higher correlation between exercises than in 2008; in particular between the Management Exercise and the Non-Service Interview. This relationship should be monitored in future assessment processes.
- 6.4 Feedback from both assessors and candidates indicated that overall they felt the issues contained within the exercises are fair and relevant. The exception to this was the Ability Tests which received a low rating for relevance. Action should be taken to address the perception of how relevant these tests are to the target role should the tests continue to be used at Senior PNAC.
- 6.5 Candidate feedback should continue to be monitored and where appropriate, research undertaken to ensure that the assessment process is fair to all candidates.
- 6.6 Assessor feedback should continue to be monitored to assist with the design and development of future assessment processes.