

LEICESTERSHIRE POLICE AUTHORITY

PAPER MARKED

E

Meeting **STANDARDS COMMITTEE**

Date **THURSDAY 25 JUNE 2009 AT 2.00 p.m.**

Report of **CHIEF EXECUTIVE**

Subject **MEMBER DEVELOPMENT INTERVIEWS**

Purpose of Report

1. This report enables the Standards Committee to review the Member Development Interview process carried out in March 2009, and to make recommendations to the full Police Authority about how the interview process should occur in the current financial year.

Commentary

2. By minute 35/09 of 5 May 2009 the Police Authority agreed that the Standards Committee should review the Member Development Interview process and make recommendations back to the full Authority.
3. Each of the Member interviews, except the Chairman, Vice Chairman and Chairman of Human Resources Committee, took place in the following way. The Member was given the opportunity of choosing either the Chairman or Vice Chairman to undertake the interview and provided with specific dates for the interview to take place. In advance of the interview, usually at least a week in advance, the Member was sent a letter setting out the agenda for the meeting together with a self assessment checklist of competencies of a Police Authority Member. The Member was also sent a list of their attendance to the end of the calendar year and a profile of the roles and activities he/she undertakes for the Authority. Copies of the template letter and competency score sheet are attached at Appendix 1.
4. The Chief Executive was present during the interviews and maintained a record of the matters discussed which was then agreed between the Chief Executive and the Member involved as the interview record subsequently. The template for such record is found at Appendix 2.
5. The Chairman and Vice Chairman wanted a second member present when conducting each other's interview. A volunteer for this role was sought via the Members' Newsletter and the Chairman of Human Resources Committee, Mrs Newton, applied. Therefore both Chairman and Vice-Chairman were present when Mrs Newton's interview was conducted.
6. Subsequently the Chief Executive produced a report to the 5 May Police Authority indicating in general terms the themes and issues that has arisen from the development interviews and proposing some actions to address these issues. The Police Authority agreed to these.

7. The issue for the Standards Committee to consider today is how effective and robust the process was in achieving improvement. Are there any further benefits the Police Authority could reap by altering the interview process and any development benefits for individual Members that could arise in that manner? Here are a few observations of the Chief Executive.
8. The self assessment competency checklist. Some Members completed this in advance, others did not. Those that did not were invited to complete the checklist during the course of the interview. The Chief Executive can comment on the degree of challenge in respect of the self assessed scores.
9. Timing of interviews. The timetable of interviews was as follows.
2 March 2.00pm; 2.45pm; 3.30pm.
5 March 2.00pm; 4.15pm.
12 March 2.00pm; 2.45pm; 3.30pm.
19 March 10.00am; 10.45am; 11.30am; 12.15pm.
20 March 2.00pm.
24 March 12.00 noon; 12.30pm; 1.00pm
31 March 12.00 noon.
10. Normally three-quarters of an hour was allowed for the interview. The quick succession of interviews made it difficult for the Chief Executive to promptly produce a record of the interviews and this has had a detrimental effect on providing the final record. However having the matters dealt with quickly and in a short time period no doubt helped the interviewers (Chairman and Vice Chairman) in dealing with the general issues that were common to all Members and following recurring themes through. Issues of this nature can be improved by the Chief Executive discussing with the Chairman and Vice Chairman the process timetable for this financial year.
11. No objectives were set for Members this year. This acknowledges the fact that the Members are not in a position of employer / employee or supervised in their role by the Chairman or Vice Chairman. The accountability of individual Members to the Authority and to the Chairman is fairly complex.
12. In the meantime Derbyshire Police Authority has attempted to undertake some regional work to identify qualities and competencies needed to be a Police Authority Member. It has also looked at the member development interviews around the region. Mrs Martin and the Vice-Chairman have participated for this Authority in this review.

Recommendation

13. Members are invited to discuss the changes they wish to suggest to the full Police Authority to make the Member Development Interview process more helpful to the Authority and to individual Members.

Implications

Financial: none. Legal: none. Diversity: none. Risk Management: none.

Background Papers

None.

Contact Officer

Robert Swinfield, Chief Executive. Tel. 0116 229 8980.
Email: police.authority@leicestershire.pnn.police.uk.

Specimen Letter to Member

Dear

Member Development Interview
[DATE] at [TIME] in the Chief Executive's Office with the [Vice-]Chairman

I refer to the above appointment.

Perhaps I can try to reassure you about the reasons for these interviews. Meetings of this sort might fill all attendees with some trepidation. A [Vice-]Chairman who is critical of his colleagues might risk his future status. A member might fear receiving criticism about their performance. The idea behind these meetings is to achieve improvement for the Police Authority as a whole. This can best be achieved through a frank exchange of views about how the Authority operates, and the part you do and can play in that. In order to get the most out of the interview, I set out the way forward.

BEFORE THE INTERVIEW

- (A) Look at the attached profile of your current role.
- (B) Please fill in the attached competencies form and bring this with you to the meeting. This is intended to help you and the [Vice-]Chairman to establish the strengths you bring to the organisation and identify any areas for future development.
- (C) Look at the attached record of your attendance up to December 2008. Is this a fair picture of the number of meetings you attend and the activity you undertake for the Authority? Is this level of attendance likely to change in 2009? Bear in mind that under the Freedom of Information Act, attendance levels from the start of 2009 will be published.

DURING THE INTERVIEW

The "agenda" for discussion is as follows:

- (i) Sharing the self assessment scores and discussing relative strengths and areas for future development and training
- (ii) Attendance record and contributions at meetings
- (iii) Are there any obstacles to you performing at your optimum level for the Authority?
- (iv) What future ambitions do you have as an Authority member?
- (v) Any Other Issues?

AFTER THE INTERVIEW

I will produce a short note of the meeting. Once you have agreed the content of the note it will be placed on your personal file in the Authority office so that it may inform next year's interview.

Yours sincerely

Robert Swinfield
Chief Executive

Copy: [Vice-]Chairman

COMPETENCIES OF A POLICE AUTHORITY MEMBER

Please score yourself on a scale of 0 to 5 for each of the following competencies, where 0 = Poor and 5 = Excellent. The competencies derive from an APA list which forms the basis for Person Specifications when recruiting Independent Members

Skills and Personal Qualities	Your Score of yourself
Community engagement – engage actively and participate in local community activities	
Analytical ability – the ability to interpret and question complex written material, including financial data and be able to identify the salient points	
Respect for Others – the capacity to treat all people fairly and with respect, to value diversity and respond sensitively to difference	
Integrity – embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all	
Strategic thinking – to possess breadth of vision and the ability to rise above detail, to see problems and issues from a wider perspective and to make the appropriate linkages	
Ability to communicate effectively – to be able to explain issues clearly and to engage in constructive dialogue with local communities, the police and other key partners	
Team Working – play an effective role in committees and other partnerships through listening, persuading and showing respect for the views of others	
The ability to scrutinise and challenge – to be able to scrutinise rigorously and challenge constructively and to exercise effective oversight of all aspects of force performance	
Enthusiasm and drive – be proactive in seeking out learning and developmental opportunities to enhance knowledge and understanding	
Good judgement – to be able to take a balanced, open-minded and objective approach to issues and develop an understanding of the challenges officers face in their day-to-day work	
Self-Confidence – challenge accepted views constructively without becoming confrontational	
Effective time management – to be able to identify priorities and make the most productive use of own and others` time	

MEMBER DEVELOPMENT INTERVIEW RECORD

Name:

Others present:

Date of Interview:**Time:****Location:**

Discussion of competencies	
Discussion of attendance record	
Obstacles to optimum performance	
Future Ambitions	
AOB	

Signed.....

Dated.....