

POLICE NEGOTIATING BOARD
FEDERATED RANKS COMMITTEE

**COMPETENCE RELATED THRESHOLD PAYMENT
SCHEME**

30th September 2002

COMPETENCE RELATED THRESHOLD PAYMENT SCHEME

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<p style="text-align:center">POLICE NEGOTIATING BOARD FEDERATED RANKS COMMITTEE COMPETENCE RELATED THRESHOLD PAYMENT SCHEME</p>
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Introduction

1. The PNB Police Pay and Conditions Agreement, May 2002 introduces a new competence-related threshold payment scheme (hereafter referred to as the "Scheme"] with effect from April 2003. This Scheme is available to officers in the federated ranks who have served for a year at the maximum of their pay scale and who satisfy the requirements of the Scheme.
2. The Scheme is designed to be:
 - rigorous to ensure that successful applicants meet the required standard;
 - fair and consistent in application to ensure that there is no discrimination;
 - transparent and straightforward, avoiding bureaucracy and unnecessary burdens on managers; and
 - consistent with and complementary to other current initiatives.

Elements of the Scheme

3. It will be the responsibility of the eligible officer to make a formal application for payment under the Scheme, by completing a standard application form. The Scheme involves the following main elements:
 - four national standards, with guidance on criteria, against which the assessment is made;
 - individual applicants summarising the case in support of their application, by demonstrating high professional competence against each of the four national standards;
 - an assessment of the application by the line manager against the national standards;
 - a review of the application and the line manager's assessment by the next level manager to determine whether the payment should be made;
 - a paper-based appeals process available to officers whose applications are unsuccessful; and
 - provision for maintaining standards once achieved.

High professional competence

4. The Scheme is designed to recognise and reward experienced officers who are able to demonstrate **high professional competence** under each of the four national standards in paragraph 7. All parties to the process should be clear that to succeed in their application officers would be required to show that they have achieved this level of competence against each of the four national standards.

5. High professional competence is reached under a national standard by demonstrating competence against each of the criteria related to that national standard. The criteria are listed under each of the national standards in paragraph 7.
6. The Police Negotiating Board expects that at least 75 per cent of those eligible will be successful in accessing the threshold payment. All applicants who are assessed as meeting the criteria will receive the payment.

The four national standards and their criteria

7. The four national standards and their criteria are listed below.

(i). Professional competence and results

- effective organisation of work to meet the demands of the applicant's role;
- commitment to Police Service values;
- commitment to health and safety requirements; and
- compliance with the Code of Conduct.

(ii). Commitment to the job

- commitment to achieving Force objectives;
- commitment to personal and professional development; and
- commitment to achieving high levels of attendance.

(iii). Relations with the public and colleagues

- promoting equality, diversity and human rights in working practices;
- contributing to the Force's response, recognising the needs of all relevant communities; and
- working as part of a team.

(iv). Willingness to learn and adjust to new circumstances

- making best use of available technology; and
- demonstrating an openness to change.

8. Some fluctuations in performance are only to be expected, and it is recognised that all officers have some development needs. To qualify for the payment officers will be required to demonstrate that their application is indicative of high professional competence against each of the four national standards.

Who can apply?

9. Officers in the federated ranks who have served a minimum of one year at the top of their pay scale may apply for this payment.

10. Successful applicants will receive the payment with effect from the date at which they become eligible or the date of application, whichever is the later.
11. Officers who apply for but do not satisfy the requirements of the Scheme in any one year can reapply only after a period of twelve months has elapsed since their last unsuccessful application.

Date of implementation of the Scheme

12. The first payments under this Scheme will be made from 1st April 2003. The amount will be uprated (in line with the annual pay award) from 1st September 2004 and annually thereafter. The payment will be pensionable, taxable and paid in accordance with normal pay periods.
13. Normally eligible officers will be able to submit their application for the payment no earlier than three months before the date at which they become eligible. The date of eligibility will be the officer's first anniversary of reaching the top of their pay scale.
14. Any officer who, at 31st March 2003, has served for a year or more at the top of their pay scale will become eligible for the payment from 1st April 2003.

Application process

15. Individual officers are responsible for applying for the payment, which will be by completion of a standard application form. **Applicants should not attach anything to the completed form other than the information specifically requested on the form. Applicants are not required at this stage to prepare portfolios of supporting evidence.** However, since this may be requested in some cases by the assessing or determining officers (see paragraphs 18-19), Forces are advised to ensure that applicants have access to any key supporting material if required.
16. Officers will be required to complete the application form in accordance with the guidelines provided for the appropriate rank [see Annexes 1-4 of this Scheme]. This will include specific examples of success/achievement against each of the criteria under the four national standards.
17. On application, examples should relate to performance over the two years prior to the date of the application (see paragraphs 33 and 34 for exceptions).
18. The completed application form will be submitted to the applicant's immediate line manager (the "assessing officer"). Assessing officers will be appropriately trained in assessment. The role of the assessing officer, consistent with the "guidance for assessing officers" [Annex 5], is:
 - to ensure that the application form has been properly completed;
 - to assess the examples of competency contained in the application, and to ensure they are accurate, relevant and indicative of the officer's performance to a high level of professional competence;
 - to obtain and consider all relevant information on the officer's attendance and conduct records; and
 - to complete in the relevant sections of the form his/her assessment as to whether or not the examples contained in the application are indicative of high professional competence against each of the four national standards.
19. The application form, including the assessing officer's comments, will be submitted to the next level manager (the "determining officer") for review and determination. The

role of the determining officer, consistent with the "guidance for determining officers" [Annex 6], is:

- to ensure that the application form has been properly completed;
 - to ensure that the assessing officer has commented against each of the national standards correctly, fairly and in accordance with national practice;
 - to ensure consistency and fairness in and between the assessments of all assessing officers under his/her supervision;
20. In light of the above the determining officer will consider the assessing officer's assessments and determine whether or not payment should be made.
21. The assessing officer will be able to seek additional information and/or evidence from the applicant if he/she believes that this is necessary in order to make informed judgements. The determining officer will be able to seek additional information and/or evidence from either the applicant or the assessing officer if he/she believes that this is necessary in order to make an informed determination.
22. Assessment and review/determination will usually be completed, and the applicant notified in writing of the decision by no later than 21 days after receipt of the completed application by the assessing officer. In exceptional cases, this period may be extended to 30 days if either the assessing officer or determining officer requires more information.

Feedback to applicants

23. Applicants who are unsuccessful in their application are entitled to receive written feedback on their application from the determining officer. In addition, unsuccessful applicants are entitled to receive oral feedback from their assessing officer. All feedback should:
- be positive, sensitive and constructive, and linked to the officer's professional and personal development;
 - set out concise reasons why the application failed to meet any or all of the four national standards;
 - enable clear priorities for improvement to be identified, together with the mechanisms and support to achieve them.

Unsuccessful applications – appeal of decision

24. Unsuccessful applicants will be entitled to appeal the decision not to award the payment. The applicant's third line manager (the "appeals officer") will undertake the review of the decision. The appeal will be made in writing by the applicant, stating briefly the reasons for disputing the decision. Grounds for appeal will be restricted to one or more of the following:
- the assessing officer or determining officer did not properly take account of the material presented; and
 - the assessing officer or determining officer took account of irrelevant or inaccurate factors.
25. The appeals officer will reconsider the decision in the light of the information provided. The outcome of the appeal will be final. If necessary, the appeals officer

may seek additional information from any party to the process. The applicant will be notified of the decision in writing within 21 days of submitting the appeal.

Maintaining standards

26. It is expected that officers awarded the payment will maintain the level of performance and commitment to the job necessary to achieve the payment. Each Force should put in place local procedures that will support and encourage officers to maintain those standards.
27. Where, under any formal management procedures, including any performance assessment process operated by a Force, concerns are identified with respect to the maintenance of high professional competence by an officer in receipt of the payment, managers should trigger a reassessment of suitability for on-going payment. In these circumstances, the officer should be notified in writing of the areas for concern and invited to resubmit an application which will then be considered in line with the procedures outlined in paragraphs 15-22 above.
28. A reassessment would not normally be triggered by a single incident or event, but be based on broader concerns by management about the officer's overall performance against any of the Scheme criteria. However, the threat of the removal of this payment must not be used by managers as an alternative to normal management support or appropriate action under attendance management policies or the conduct regulations. Each case must be considered on its merits.

Transfers and secondments

29. This Scheme is agreed and implemented for national application within the police service. Any officer who has been assessed as satisfying the requirements of the Scheme and who is in receipt of the payment will, on transfer or secondment to another UK force (or police organisation) in the same rank at the same point in the pay scale, retain their entitlement to the payment. In the event that the new employing police force (or police organisation) identifies any concerns about the officer's maintenance of high professional competence this will trigger a reassessment as provided for in paragraphs 27-28 of this Scheme.

Promoted officers

30. Where an officer who is in receipt of the payment is promoted to a higher rank, the payment will be discontinued with effect from the date the promotion takes effect, subject to a 'no detriment' provision whereby the officer who is promoted should suffer no reduction in his/her pensionable pay.

Officers temporarily promoted

31. Where an officer who is in receipt of the payment is temporarily promoted to a higher rank, the payment will be discontinued with effect from the date the temporary promotion takes effect, subject to a 'no detriment' provision whereby the officer who is promoted should suffer no reduction in his/her pensionable pay. The payment will be reinstated when the officer reverts to his/her substantive rank.

Part-time officers

32. Part-time officers must not be treated less favourably than full-time officers in the assessment process. A part-time officer who is assessed as achieving high professional competence against each of the four national standards will receive the payment on a pro-rata basis.

Officers on maternity leave

33. Where an eligible officer is absent from duties on maternity leave, she will be able to apply for the payment citing examples from the two-year period leading up to the time the leave period started.

Officers on long-term sickness

34. Where an eligible officer is absent due to illness or injury he/she will be able to apply for the payment citing examples from the two-year period leading up to the time the absence commenced. An officer's commitment to achieving high levels of attendance (up to the date of application) will still be taken into account and assessed.

Records

35. Once the determining officer has made his/her decision on the application the applicants will have their assessed application form returned to them, although a copy of the form will be retained on the officer's personal file for record and monitoring purposes.

Monitoring and validation

36. All individuals involved in the assessment process must act fairly and in particular must not unlawfully discriminate.
37. Each Police Force will put in place systems to examine and validate the complete process. The purposes of this validation are to ensure:
 - that the Force has appropriate and objective systems in place for the purpose of this Scheme; and
 - through sampling, discussion and monitoring statistical profiles, that assessing officers and determining officers have applied the national standards correctly, fairly and in line with national practice.
38. Where in exceptional cases this shows that there may be problems with the assessment process either generally across the Force or involving particular assessing officers or determining officers, the Force will take appropriate action to remedy the problems. Such action might include, for instance, further training in assessment techniques, or development activities.
39. Forces will be expected to establish and maintain systems to monitor the operation of the Scheme. This should include recording the details set out in the attached Appendix. These records should be submitted to the Police Negotiating Board, in June 2003 in the first instance, and annually thereafter. A copy of the records should also be made available on request to the Police Authority, Her Majesty's Inspector of Constabulary and the Joint Branch Board.

40. Her Majesty's Inspector of Constabulary will undertake external validation of the process. The purpose of this external validation is to ensure that every Force has appropriate and objective systems in place for the purposes of the Scheme and that Forces have applied the four national standards correctly, fairly and in line with national practice. This will be achieved through sampling, discussion and monitoring statistical profiles.
41. It will be the responsibility of each police authority to assure itself that the arrangements in place in their force for assessment and payment under this Scheme, including arrangements for triggering reassessment, are efficient and effective.

Confidentiality

42. The contents of the application form and any other associated documents are confidential. They should not be disclosed to anyone who is not involved in assessing or determining/reviewing applications, or the appeal or validation process.

Review of the Scheme

43. The Police Negotiating Board will review the operation of the Scheme by no later than the end of 2003. If this review identifies the need for changes or amendments to the scheme the PNB will endeavour to implement these by no later than April 2004.

**COMPETENCE RELATED THRESHOLD PAYMENTS SCHEME
MONITORING**

Each police force should collect and maintain details on the application of the Scheme. This information should be made available as required to:

- the Police Negotiating Board (on an annual basis);
- the Police Authority;
- Her Majesty's Inspector of Constabulary; and
- the Joint Branch Board.

Each Force should collect all the information below, for each rank by:

- gender
- ethnicity
- disability (Police Forces will be subject to the DDA in 2004)
- part-time/full-time

1. Number of officers with sufficient service at the top of the scale to be eligible for the payment.
2. Number of officers as in 1., expressed as a percentage of total strength in the Federated ranks.
3. Number of eligible officers who apply for the payment.
4. Number of officers who receive the payment.
5. Number of officers whose application for the payment is rejected.
6. Number of non-payments identified by reason.
7. Number of officers who appeal against a decision to reject their application.
8. Number of appeals which are successful.
9. Total cost to the Force (including NI and pension contributions) of the payments awarded.

COMPETENCE RELATED THRESHOLD PAYMENT

GUIDANCE NOTES FOR APPLICANTS – CONSTABLES

This guidance is designed to help you complete the application form for the competence-related threshold payment. In order to qualify for the payment, you will need to demonstrate high professional competence under each of the four national standards. High professional competence is reached under a national standard by demonstrating competence against each of the criteria related to that national standard. The four national standards and their related criteria are as follows:

(i) Professional competence and results

- Effective organisation of work to meet the demands of your role
- Commitment to Police Service values
- Commitment to health and safety requirements
- Compliance with the Code of Conduct

(ii) Commitment to the job

- Commitment to achieving force objectives
- Commitment to personal and professional development
- Commitment to achieving high levels of attendance

(iii) Relations with the public and colleagues

- Promoting equality, diversity and human rights in working practices
- Contributing to the force's response, recognising the needs of all relevant communities
- Working as part of a team

(iv) Willingness to learn and adjust to new circumstances

- Making best use of available technology
- Demonstrating an openness to change

The Application Process

You will find attached to this guidance an application form for you to complete. Remember, the onus is on you to show how you have achieved high professional competence under each of the four national standards.

You may submit your application for the threshold payment up to three months before the date at which you become eligible. To be eligible, applicants need to have served for a year at the top of their current pay scale.

You are not required to prepare a portfolio of supporting evidence. Please do not attach additional pages to the form. Use only the space provided. If your line manager or the determining officer require additional supporting information, they will ask you for it.

The Assessment Process

Your immediate line manager (the "assessing officer") will assess your application, and then pass it to the next level of management (the "determining officer") for review and to determine whether or not payment should be made. You are entitled to receive notification of the outcome of your application in writing no later than 21 days after receipt of the completed application form by your line manager (in exceptional cases, this period may be extended to 30 days if either the assessing officer or determining officer requires more information).

PERSONAL DETAILS

Please enter your name, rank, force identification number, ethnic origins and the date at which you reached the top of the pay scale for your rank.

National Standard (i): PROFESSIONAL COMPETENCE AND RESULTS

Under this national standard, you will need to demonstrate high professional competence and results appropriate for your rank. Using only the box provided for your comments, set out clearly and concisely your achievements against the evidence for which assessors and determining officers will generally be looking. The areas that you will need to consider are:

Effective organisation of work to meet the demands of your role

You should indicate, for example, how you:

- Make sure that all matters relating to the processing of information are carried out in a prompt, efficient manner and in accordance with legislation, policy and procedure.

Commitment to Police Service values

- A copy of the Police Service values may be obtained from your human resources department.

Commitment to health and safety requirements

- A copy of your Force's health and safety requirements and risk assessment for your role may be obtained from your human resources department.

Compliance with the Code of Conduct

- A copy of the Code of Conduct may be obtained from your human resources department.

National Standard (ii): COMMITMENT TO THE JOB

Under this national standard, you will need to show how you have, to the necessary standard, demonstrated commitment to your job in the rank of Constable.

Using only the space provided, set out clearly and concisely how you have shown the sorts of achievements that assessors will be looking for. The areas that you will need to consider are:

Commitment to achieving Force objectives

You should indicate, for example, how you:

- Take personal responsibility for your actions;
- Are focused on achieving results;
- Demonstrate sound judgement;
- Identify, implement and monitor development activities to enhance your own performance.

Commitment to personal and professional development

You should indicate, for example, how you:

- Keep yourself up to date with changes affecting your role;
- Assess your skills and identify personal development needs;
- Undertake continuous self-development activities;
- Obtain and utilise feedback from relevant people.

Commitment to achieving high levels of attendance

You should indicate, for example, how you:

- Achieve as high a level of attendance as possible
- Ensure your attendance record demonstrates your commitment to the job.

National Standard (iii): RELATIONS WITH PUBLIC AND COLLEAGUES

Under this national standard, you will need to show, to the necessary standard, how you have achieved good relations with members of the public and with your colleagues, both police officers and support staff. The areas that you will need to consider are:

Promoting equality, diversity and human rights in working practices

You should indicate, for example, how you:

- Develop and maintain positive working relationships;
- Ensure that members of the public and your colleagues are treated fairly.

Contributing to the Force's response, recognising the needs of all relevant communities

You should indicate, for example, how you:

- Provide a service that is responsive and sympathetic and recognises the needs of all relevant communities.

Working as part of a team

You should indicate, for example, how you:

- Work co-operatively with team members and colleagues;
- Contribute positively and constructively to the achievement of team and Service goals.

National Standard (iv): WILLINGNESS TO LEARN AND ADJUST TO NEW CIRCUMSTANCES

Under this national standard, you will need to show how you have, to a high level of professional competence, demonstrated a willingness to learn new skills and adjust to new circumstances. The areas that you will need to consider are:

Making best use of available technology

You should indicate, for example, how you:

- Make best use of available technology in support of your role;
- Ensure correct operation and compliance with Service and legal requirements.

Demonstrating an openness to change

You should indicate, for example, how you:

- Are willing to change and have a positive attitude towards change;
- Are flexible and can adapt to new ways of working;
- Are willing to take on new or different responsibilities or change role;
- Try out new ideas and initiatives with enthusiasm;
- Understand the need for change, see the benefits and co-operate with change, suggesting changes to existing systems.

Remember, use only the space provided. Do not attach additional pages of evidence to the form.

Once you have completed the application form, sign and date the form and submit it to your immediate line manager (the assessing officer).

COMPETENCE RELATED THRESHOLD PAYMENT

GUIDANCE NOTES FOR APPLICANTS – SERGEANTS

This guidance is designed to help you complete the application form for the competence-related threshold payment. In order to qualify for the payment, you will need to demonstrate high professional competence under each of the four national standards. High professional competence is reached under a national standard by demonstrating competence against each of the criteria related to that national standard. The four national standards and their related criteria are as follows:

(i) Professional competence and results

- Effective organisation of work to meet the demands of your role
- Commitment to Police Service values
- Commitment to health and safety requirements
- Compliance with the Code of Conduct

(ii) Commitment to the job

- Commitment to achieving force objectives
- Commitment to personal and professional development
- Commitment to achieving high levels of attendance

(iii) Relations with the public and colleagues

- Promoting equality, diversity and human rights in working practices
- Contributing to the force's response, recognising the needs of all relevant communities
- Working as part of a team

(iv) Willingness to learn and adjust to new circumstances

- Making best use of available technology
- Demonstrating an openness to change

The Application Process

You will find attached to this guidance an application form for you to complete. Remember, the onus is on you to show how you have achieved high professional competence under each of the four national standards.

You may submit your application for the threshold payment up to three months before the date at which you become eligible. To be eligible, applicants need to have served for a year at the top of their current pay scale.

You are not required to prepare a portfolio of supporting evidence. Please do not attach additional pages to the form. Use only the space provided. If your line manager or the determining officer require additional supporting information, they will ask you for it.

The Assessment Process

Your immediate line manager (the "assessing officer") will assess your application, and then pass it to the next level of management (the "determining officer") for review and to determine whether or not payment should be made. You are entitled to receive notification of the outcome of your application in writing no later than 21 days after receipt of the completed application form by your line manager (in exceptional cases, this period may be extended to 30 days if either the assessing officer or determining officer requires more information).

PERSONAL DETAILS

Please enter your name, rank, force identification number, ethnic origins and the date at which you reached the top of the pay scale for your rank.

National Standard (i): PROFESSIONAL COMPETENCE AND RESULTS

Under this national standard, you will need to demonstrate high professional competence and results appropriate for your rank. Using only the box provided for your comments, set out clearly and concisely your achievements against the evidence for which assessors and determining officers will generally be looking. The areas that you will need to consider are:

Effective organisation and delivery of work to meet the demands of your role

You should indicate, for example, how you:

- Make sure that all matters relating to the processing of information are carried out in a prompt, efficient manner and in accordance with legislation, policy and procedure.

Commitment to Police Service values

- A copy of the Police Service values may be obtained from your human resources department.

Commitment to health and safety requirements

- A copy of your force's health and safety requirements and risk assessment for your role may be obtained from your human resources department.

Compliance with the Code of Conduct

- A copy of the Code of Conduct may be obtained from your human resources department.

National Standard (ii): COMMITMENT TO THE JOB

Under this national standard, you will need to show how you have, to the necessary standard, demonstrated commitment to your job in the rank of Sergeant.

Using only the space provided, set out clearly and concisely how you have shown the sorts of achievements that assessors will be looking for. The areas that you will need to consider are:

Commitment to achieving Force objectives

You should indicate, for example, how you:

- Take personal responsibility for your actions and the actions of your team;
- Are focused on achieving results;
- Demonstrate sound judgement;
- Identify, implement and monitor development activities to enhance your own performance.

Commitment to personal and professional development

You should indicate, for example, how you:

- Keep yourself up to date with changes affecting your role;
- Assess your skills and identify personal development needs;
- Undertake continuous self-development activities;
- Obtain and utilise feedback from relevant people.

Commitment to achieving high levels of attendance

You should indicate, for example, how you:

- Achieve as high a level of attendance as possible
- Ensure your attendance record demonstrates your commitment to the job.

National Standard (iii): RELATIONS WITH PUBLIC AND COLLEAGUES

Under this national standard, you will need to show, to the necessary standard, how you have achieved good relations with members of the public and with your colleagues, both police officers and support staff. The areas that you will need to consider are:

Promoting equality, diversity and human rights in working practices

You should indicate, for example, how you:

- Develop and maintain positive working relationships;
- Ensure that members of the public and your colleagues are treated fairly.

Contributing to the Force's response, recognising the needs of all relevant communities

You should indicate, for example, how you:

- Provide a service that is responsive and sympathetic and recognises the needs of all relevant communities.

Working as part of a team

You should indicate, for example, how you:

- Work co-operatively with team members and colleagues;
- Contribute positively and constructively to the achievement of team and Service goals.

National Standard (iv): WILLINGNESS TO LEARN AND ADJUST TO NEW CIRCUMSTANCES

Under this national standard, you will need to show how you have, to a high level of professional competence, demonstrated a willingness to learn new skills and adjust to new circumstances. The areas you will need to consider are:

Making best use of available technology

You should indicate, for example, how you:

- Make best use of available technology in support of your role;
- Ensure correct operation and compliance with Service and legal requirements.

Demonstrating an openness to change

You should indicate, for example, how you:

- Are willing to change and have a positive attitude towards change;
- Are flexible and can adapt to new ways of working;
- Are willing to take on new or different responsibilities or change role;
- Try out new ideas and initiatives with enthusiasm;
- Understand the need for change, see the benefits and co-operate with change, suggesting changes to existing systems.

Remember, use only the space provided. Do not attach additional pages of evidence to the form.

Once you have completed the application form, sign and date the form and submit it to your immediate line manager (the assessing officer).

COMPETENCE RELATED THRESHOLD PAYMENT

GUIDANCE NOTES FOR APPLICANTS – INSPECTORS

This guidance is designed to help you complete the application form for the competence-related threshold payment. In order to qualify for the payment, you will need to demonstrate high professional competence under each of the four national standards. High professional competence is reached under a national standard by demonstrating competence against each of the criteria related to that national standard. The four national standards and their related criteria are as follows:

(i) Professional competence and results

- Effective organisation of work to meet the demands of your role
- Commitment to Police Service values
- Commitment to health and safety requirements
- Compliance with the Code of Conduct

(ii) Commitment to the job

- Commitment to achieving force objectives
- Commitment to personal and professional development
- Commitment to achieving high levels of attendance

(iii) Relations with the public and colleagues

- Promoting equality, diversity and human rights in working practices
- Contributing to the force's response, recognising the needs of all relevant communities
- Working as part of a team

(iv) Willingness to learn and adjust to new circumstances

- Making best use of available technology
- Demonstrating an openness to change

The Application Process

You will find attached to this guidance an application form for you to complete. Remember, the onus is on you to show how you have achieved high professional competence under each of the four national standards.

You may submit your application for the threshold payment up to three months before the date at which you become eligible. To be eligible, applicants need to have served for a year at the top of their current pay scale.

You are not required to prepare a portfolio of supporting evidence. Please do not attach additional pages to the form. Use only the space provided. If your line manager or the determining officer require additional supporting information, they will ask you for it.

The Assessment Process

Your immediate line manager (the "assessing officer") will assess your application, and then pass it to the next level of management (the "determining officer") for review and to determine whether or not payment should be made. You are entitled to receive notification of the outcome of your application in writing no later than 21 days after receipt of the completed application form by your line manager (in exceptional cases, this period may be extended to 30 days if either the assessing officer or determining officer requires more information).

PERSONAL DETAILS

Please enter your name, rank, force identification number, ethnic origins and the date at which you reached the top of the pay scale for your rank.

National Standard (i): PROFESSIONAL COMPETENCE AND RESULTS

Under this national standard, you will need to demonstrate high professional competence and results appropriate for your rank. Using only the box provided for your comments, set out clearly and concisely your achievements against the evidence for which assessors and determining officers will generally be looking. The areas that you will need to consider are:

Effective organisation and delivery of work to meet the demands of your role

You should indicate, for example, how you:

- Make sure that all matters relating to the processing of information are carried out in a prompt, efficient manner and in accordance with legislation, policy and procedure.

Commitment to Police Service values

- A copy of the Police Service values may be obtained from your human resources department.

Commitment to health and safety requirements

- A copy of your force's health and safety requirements and risk assessment for your role may be obtained from your human resources department.

Compliance with the Code of Conduct

- A copy of the Code of Conduct may be obtained from your human resources department.

National Standard (ii): COMMITMENT TO THE JOB

Under this national standard, you will need to show how you have, to the necessary standard, demonstrated commitment to your job in the rank of Inspector.

Using only the space provided, set out clearly and concisely how you have shown the sorts of achievements that assessors will be looking for. The areas that you will need to consider are:

Commitment to achieving Force objectives

You should indicate, for example, how you:

- Take personal responsibility for your actions and the actions of your team;
- Are focused on achieving results;
- Demonstrate sound judgement;
- Identify, implement and monitor development activities to enhance your own performance.

Commitment to personal and professional development

You should indicate, for example, how you:

- Keep yourself up to date with changes affecting your role;
- Assess your skills and identify personal development needs;
- Undertake continuous self-development activities;
- Obtain and utilise feedback from relevant people.

Commitment to achieving high levels of attendance

You should indicate, for example, how you:

- Achieve as high a level of attendance as possible
- Ensure your attendance record demonstrates your commitment to the job.

National Standard (iii): RELATIONS WITH PUBLIC AND COLLEAGUES

Under this national standard, you will need to show, to the necessary standard, how you have achieved good relations with members of the public and with your colleagues, both police officers and support staff. The areas that you will need to consider are:

Promoting equality, diversity and human rights in working practices

You should indicate, for example, how you:

- Develop and maintain positive working relationships;
- Ensure that members of the public and your colleagues are treated fairly.

Contributing to the Force's response, recognising the needs of all relevant communities

You should indicate, for example, how you:

- Provide a service that is responsive and sympathetic and recognises the needs of all relevant communities.

Working as part of a team and (if you have management responsibility) managing the work of teams and individuals

You should indicate, for example, how you:

- Work co-operatively with team members and colleagues;
- Seek to ensure that team objectives and performance indicators are achieved;
- If you have management responsibility, supervise short and medium term objectives, develop plans, and monitor work activities;
- Regularly assess the performance of teams and individuals.

National Standard (iv): WILLINGNESS TO LEARN AND ADJUST TO NEW CIRCUMSTANCES

Under this national standard, you will need to show how you have, to a high level of professional competence, demonstrated a willingness to learn new skills and adjust to new circumstances. The areas you will need to consider are:

Making best use of available technology

You should indicate, for example, how you:

- Make best use of available technology in support of your role;
- Ensure correct operation and compliance with Service and legal requirements.

Demonstrating an openness to change

You should indicate, for example, how you:

- Develop new systems and procedures as appropriate;
- Encourage staff to be flexible and creative;
- Promote an open and tolerant culture;
- Encourage others to recognise the need to change, help them adapt, and manage change in a controlled way;
- Actively promote change and manage resistance to change;
- Use the skills of those able to take change forward.

Remember, use only the space provided. Do not attach additional pages of evidence to the form.

Once you have completed the application form, sign and date the form and submit it to your immediate line manager (the assessing officer).

COMPETENCE RELATED THRESHOLD PAYMENT

GUIDANCE NOTES FOR APPLICANTS – CHIEF INSPECTORS

This guidance is designed to help you complete the application form for the competence-related threshold payment. In order to qualify for the payment, you will need to demonstrate high professional competence under each of the four national standards. High professional competence is reached under a national standard by demonstrating competence against each of the criteria related to that national standard. The four national standards and their related criteria are as follows:

(i) Professional competence and results

- Effective organisation of work to meet the demands of your role
- Commitment to Police Service values
- Commitment to health and safety requirements
- Compliance with the Code of Conduct

(ii) Commitment to the job

- Commitment to achieving force objectives
- Commitment to personal and professional development
- Commitment to achieving high levels of attendance

(iii) Relations with the public and colleagues

- Promoting equality, diversity and human rights in working practices
- Contributing to the force's response, recognising the needs of all relevant communities
- Working as part of a team

(iv) Willingness to learn and adjust to new circumstances

- Making best use of available technology
- Demonstrating an openness to change

The Application Process

You will find attached to this guidance an application form for you to complete. Remember, the onus is on you to show how you have achieved high professional competence under each of the four national standards.

You may submit your application for the threshold payment up to three months before the date at which you become eligible. To be eligible, applicants need to have served for a year at the top of their current pay scale.

You are not required to prepare a portfolio of supporting evidence. Please do not attach additional pages to the form. Use only the space provided. If your line manager or the determining officer require additional supporting information, they will ask you for it.

The Assessment Process

Your immediate line manager (the "assessing officer") will assess your application, and then pass it to the next level of management (the "determining officer") for review and to determine whether or not payment should be made. You are entitled to receive notification of the outcome of your application in writing no later than 21 days after receipt of the completed application form by your line manager (in exceptional cases, this period may be extended to 30 days if either the assessing officer or determining officer requires more information).

PERSONAL DETAILS

Please enter your name, rank, force identification number, ethnic origins and the date at which you reached the top of the pay scale for your rank.

National Standard (i): PROFESSIONAL COMPETENCE AND RESULTS

Under this national standard, you will need to demonstrate high professional competence and results appropriate for your rank. Using only the box provided for your comments, set out clearly and concisely your achievements against the evidence for which assessors and determining officers will generally be looking. The areas that you will need to consider are:

Effective organisation and delivery of work to meet the demands of your role

You should indicate, for example, how you:

- Make sure that all matters relating to the processing of information are carried out in a prompt, efficient manner and in accordance with legislation, policy and procedure.

Commitment to Police Service values

- A copy of the Police Service values may be obtained from your human resources department.

Commitment to health and safety requirements

- A copy of your force's health and safety requirements and risk assessment for your role may be obtained from your human resources department.

Compliance with the Code of Conduct

- A copy of the Code of Conduct may be obtained from your human resources department.

National Standard (ii): COMMITMENT TO THE JOB

Under this national standard, you will need to show how you have, to the necessary standard, demonstrated commitment to your job in the rank of Chief Inspector.

Using only the space provided, set out clearly and concisely how you have shown the sorts of achievements that assessors will be looking for. The areas that you will need to consider are:

Commitment to achieving Force objectives

You should indicate, for example, how you:

- Take personal responsibility for your actions and the actions of your team;
- Are focused on achieving results;
- Demonstrate sound judgement;
- Identify, implement and monitor development activities to enhance your own performance.

Commitment to personal and professional development

You should indicate, for example, how you:

- Keep yourself up to date with changes affecting your role;
- Assess your skills and identify personal development needs;
- Undertake continuous self-development activities;
- Obtain and utilise feedback from relevant people.

Commitment to achieving high levels of attendance

You should indicate, for example, how you:

- Achieve as high a level of attendance as possible
- Ensure your attendance record demonstrates your commitment to the job.

National Standard (iii): RELATIONS WITH PUBLIC AND COLLEAGUES

Under this national standard, you will need to show, to the necessary standard, how you have achieved good relations with members of the public and with your colleagues, both police officers and support staff. The areas that you will need to consider are:

Promoting equality, diversity and human rights in working practices

You should indicate, for example, how you:

- Develop and maintain positive working relationships;
- Ensure that members of the public and your colleagues are treated fairly.

Contributing to the Force's response, recognising the needs of all relevant communities

You should indicate, for example, how you:

- Provide a service that is responsive and sympathetic and recognises the needs of all relevant communities.

Working as part of a team and (if you have management responsibility) managing the work of teams and individuals

You should indicate, for example, how you:

- Work co-operatively with team members and colleagues;
- Seek to ensure that team objectives and performance indicators are achieved;
- If you have management responsibility, supervise short and medium term objectives, develop plans, and monitor work activities;
- Regularly assess the performance of teams and individuals.

National Standard (iv): WILLINGNESS TO LEARN AND ADJUST TO NEW CIRCUMSTANCES

Under this national standard, you will need to show how you have, to a high level of professional competence, demonstrated a willingness to learn new skills and adjust to new circumstances. The areas you will need to consider are:

Making best use of available technology

You should indicate, for example, how you:

- Make best use of available technology in support of your role;
- Ensure correct operation and compliance with Service and legal requirements.

Demonstrating an openness to change

You should indicate, for example, how you:

- Develop new systems and procedures as appropriate;
- Encourage staff to be flexible and creative;
- Promote an open and tolerant culture;
- Encourage others to recognise the need to change, help them adapt, and manage change in a controlled way;
- Actively promote change and manage resistance to change;
- Use the skills of those able to take change forward.

Remember, use only the space provided. Do not attach additional pages of evidence to the form.

Once you have completed the form, sign and date the form and submit it to your immediate line manager (the assessing officer).

COMPETENCE RELATED THRESHOLD PAYMENT

GUIDANCE FOR ASSESSING OFFICERS (1ST LINE MANAGERS)

A competence-related threshold payment scheme (the "Scheme") is being introduced for officers in the federated ranks with effect from 1st April 2003. Officers in the federated ranks become eligible to apply for the payment once they have served for a year at the top of their pay scale.

As a first-line manager of federated rank officers, you will become involved in the application procedure. Your role is that of "assessing officer", and you have three main tasks when receiving applications for the competence-related threshold payment.

First, you need to ensure that the applicant is eligible

There is a space for you to do this at the end of the application form. In deciding whether officers are eligible, you need to ask the following question:

- Have they completed a year at the top of their pay scale or will they complete a year at the top of their scale within the next 3 months? If not, they are not eligible for the payment.

Secondly, you need to assess the application

In particular:

- You will need to look at the examples provided by the applicant under each of the criteria for each of the four national standards, and to ensure that they are relevant, accurate and indicative of the applicant's overall performance. You will also need to obtain and assess all relevant information on attendance and conduct. Please read the "Guidance notes for applicants"; they will help you to understand what is expected of applicants in terms both of their applications and their performance.
- Please note that applicants are not required to prepare portfolios of supporting evidence. They are asked not to attach any additional pages to the form, but to use only the space provided. You may, however, seek additional information and/or evidence from the applicant if you believe it is necessary in order to make informed judgements.
- If you decide that some of the information is irrelevant, or that there is insufficient information, you may wish to return the form to the applicant. The applicant should be given only one chance to complete the form again. On receiving a re-completed form, you will have to assess the application on the basis of the information given.

Thirdly, you will need to make a written assessment as to whether or not high professional competence has been demonstrated by the applicant against each of the four national standards

There are boxes provided for your comments under each of the four national standards. Please do not exceed the space provided.

In assessing the application, you need to take a view on whether the applicant has demonstrated the necessary high professional competence to qualify for the payment. High

professional competence is reached under a national standard by demonstrating competence against each of the criteria related to that national standard.

Your assessment

Taking account of the summary provided by the applicant and your own knowledge of the applicant's performance, assess whether the officer has demonstrated high professional competence under each of the four national standards, and whether or not the examples given are indicative of their overall performance.

If you decide that the applicant has not demonstrated high professional competence under one or more of the four national standards, you should attach a separate sheet to the application form setting out clearly in detail the reasons why all or any of the national standards have not been met, together with your comments on areas for improvement. The applicant will be entitled to receive a copy of the form including your assessment.

Once you have completed your comments, you should sign and date the form and state your rank in the spaces provided.

Then you should pass the form to your immediate line manager (the "determining officer") whose role is to review the assessment you have made, and to determine whether or not payment should be made.

Feedback to applicants

In addition to the written feedback you provide on the form, unsuccessful applicants are entitled to oral feedback from you once they have been notified of the result of their application. All feedback should:

- be positive, sensitive and constructive, and linked to the officer's professional and personal development;
- set out concise reasons why the application failed to meet any or all of the four national standards; and
- enable clear priorities for improvement to be identified, together with the mechanisms and support to achieve them.

Timescale

You should aim to make your assessment and pass the application form on to your line manager as quickly as possible. Applicants are entitled to receive notification in writing of the decision of the determining officer by no later than 21 days after receipt of the application form by you. This period may be extended to 30 days if either you or the determining officer require more information.

Maintaining standards

In the event that concerns about an officer's maintenance of high professional competence trigger a reassessment under paragraphs 27-28 of the Scheme, this reassessment will be undertaken by you, the assessing officer, in accordance with paragraphs 15-22 of the Scheme.

COMPETENCE RELATED THRESHOLD PAYMENT

GUIDANCE FOR DETERMINING OFFICERS (2ND LINE MANAGERS)

A competence-related threshold payment scheme (the "Scheme") is being introduced for officers in the federated ranks with effect from 1st April 2003. Officers in the federated ranks become eligible to apply for the payment once they have served for a year at the top of their pay scale.

As a second-line manager of federated rank officers, you will become involved in the application procedure. Your role as a second-line manager is that of "determining officer". (You may also be a first-line manager of some federated rank officers, when your role in the procedure will be that of "assessing officer". Please refer to the separate guidance for assessing officers.)

When, as a determining officer, you receive completed application forms from the applicants' first-line managers, you have three main tasks:

First, you need to ensure that the application form has been properly completed

You need to ensure that the applicant and the first-line manager (the assessing officer) have completed all the boxes on the form. Please ensure that application forms have been signed and dated.

Secondly, you need to ensure that the assessing officer has commented on each of the four national standards correctly, fairly and in accordance with national practice

Taking account of all relevant legislation, you must ensure that there is no evidence of bias or discrimination in the application of the Scheme. If you have some concerns, you should discuss them with the assessing officer before deciding whether he/she needs to revisit any aspects of his/her comments. To help you put your role into context, please also read the "Guidance notes for applicants", which explain what is expected of applicants on a national basis, together with the details of the Scheme itself.

Thirdly, you need to review the assessing officer's assessment, and to determine whether or not the applicant should receive the payment

The assessing officer has made an assessment, based on the information provided by the applicant and his/her knowledge of the applicant's work. Your role is to ensure that, on the basis of all the information provided in the application form, reasonable assessments have been made. If in your view they have not, or if you consider you do not have sufficient information on which to base your determination, it is open to you to seek additional information from either the applicant or the assessing officer.

Once you have completed your tasks, you should sign and date the form and state your rank in the spaces provided. If you have determined that an applicant should not receive the payment, you should attach a separate sheet to the application form setting out clearly in detail the reasons why together, where appropriate, with your comments on areas for improvement.

You will then need to:

- notify the applicant of the final decision in writing;
- return the application form to the applicant, ensuring a copy is held on his/her file; and
- in the case of successful applications, notify the appropriate pay section/department of the fact, together with the effective date from which payment should begin.

Feedback to applicants

Applicants who are unsuccessful in their application are entitled to receive written feedback from you. Provided it is of sufficient detail, this can be the separate sheet you have attached to the application form of unsuccessful applicants. All feedback should:

- be positive, sensitive and constructive, and linked to the officer's professional and personal development;
- set out concise reasons why the application failed to meet any or all of the four national standards; and
- enable clear priorities for improvement to be identified, together with the mechanisms and support to achieve them.

Timescale

Applicants are entitled to receive notification in writing of the decision of the authorising officer by no later than 21 days after receipt of the application form by his/her assessing officer (first-line manager). It is therefore in your interests to ensure that the applicant's assessing officer processes the application in a timely fashion. This period may be extended to 30 days if either you or the assessing officer require more information.

Maintaining standards

In the event that concerns about an officer's maintenance of high professional competence trigger a reassessment under paragraphs 27-28 of the Scheme, you will also have a role in this reassessment in accordance with the provisions of paragraphs 15-22 of the Scheme.