



# **Operating Manual for the National Police Promotion Framework**

**April 2009**

national **AGENCY** POLICING

**April 2009 Version 1**



© - National Policing Improvement Agency 2009

All rights reserved. No part of this publication may be reproduced, modified, amended, stored in any retrieval system or transmitted, in any form or by any means, without the prior written permission of the National Policing Improvement Agency or its representative.

For additional copies, or to enquire about the content of the document, please contact NPIA Workforce Strategy Unit on 0208 358 5492

For copyright specific enquiries, please telephone the NPIA National Police Library on 01256 602650.

This document was produced by the NPIA on behalf of the Police Promotion Examinations Board (PPEB).

This document is classified as 'Not Protectively Marked' within the government protective marking scheme.

## CONTENTS

Executive Summary.....	4
1. Introduction.....	5
2. Operating Manual for the National Police Promotion Framework...6	
3. Step One: Suitability.....	9
4. Step Two: Legal Examination.....	12
5. Step Three: Assessment Against Rank and Role-Specific Competencies and Matching to Vacancies.....	14
6. Step Four: Temporary Promotion and Work-Based Assessment.....	17
7. National Police Promotion Framework Flow Chart.....	19
8. Leadership, Learning and Development and the National Police Promotion Framework.....	20
9. Guidance on Extenuating Circumstances and Appeals Procedures.....	21
10. High Potential Development Scheme.....	25
11. Contacts.....	26
References.....	27

## Executive Summary

1. This Operating Manual provides clear procedures for forces implementing the National Police Promotion Framework for promotion to the rank of sergeant and inspector. This manual supersedes the Home Office Operating Manual<sup>1</sup> of 2006 and any earlier Home Office prospectus or guidance documents.
2. The requirements in this manual are mandatory. In addition, forces implementing the framework must meet the requirements of the National Police Promotion Framework licensing system and the national data capture process (References A and G).
3. Compliance with the requirements outlined in this manual, and those outlined above, will satisfy the Police Promotion Examinations Board (PPEB) that the National Police Promotion Framework is being applied rigorously, fairly and consistently by all participating forces.
4. The PPEB has implemented a National Police Promotion Framework Compliance Procedure (Reference C) and a Quality Assurance sub-committee to which forces that do not comply will be subject.
5. Forces operating the National Police Promotion Framework must:
  - know and understand their statutory obligations under employment equality legislation on age, disability, equal pay, flexible working, gender reassignment, race, religion or belief, sex and marriage, and sexual orientation; and
  - know and understand their statutory duties under Race, Disability and Gender Equality Schemes, and in particular the requirement to actively promote equality of opportunity.<sup>2</sup>
6. Women officers and officers from minority ethnic groups are under-represented in supervisory ranks. These officers should be specifically encouraged to apply. This is a competitive process and final selection and promotion will be based on merit, with the best officers promoted to the rank of sergeant or inspector in each force.

---

<sup>1</sup> Home Office Police Promotions Operating Manual for Police Promotion to the Rank of Sergeant and Inspector Incorporating Work-Based Assessment, June 2006.

<sup>2</sup> Forces should note that legislation is planned which will provide for a single public sector equality duty which will also cover age, gender reassignment, religion or belief and sexual orientation. For more information, see the Government Equalities Office website at [www.equalities.gov.uk](http://www.equalities.gov.uk).

## 1. Introduction

- 1.1 In 2008 the PPEB agreed to a phased roll-out of the National Police Promotion Framework and the Minister of State for Policing approved this recommendation.
- 1.2 In order to adopt the National Police Promotion Framework a force must inform NPIA by registering their interest and obtaining an interim licence. From 1<sup>st</sup> April 2009 forces will be invited to register for an interim licence provided they have met the registration criteria (Reference B).
- 1.3 This Operating Manual details the mandatory steps of the National Police Promotion Framework. In particular, the Operating Manual:
  - describes the operating **procedures** for the four steps of the promotion process;
  - describes the **process of applying the four steps** to all candidates for sergeant and inspector promotions from 1<sup>st</sup> April 2009 (when forces have achieved their interim licence);
  - outlines **arrangements for further monitoring** of the framework; and
  - explains the **compulsory data capture requirements** for participating forces.
- 1.4 This document also recommends that forces consider incorporating a leadership, learning and development programme into the National Police Promotion Framework.
- 1.5 Contact details for the NPIA Project Team are provided in section 11.

## **2. Operating Manual for the National Police Promotion Framework**

- 2.1 This Operating Manual for the National Police Promotion Framework for promotion to the rank of sergeant and inspector provides clear operating procedures which forces must follow. This manual supersedes the Home Office Operating Manual<sup>3</sup> of 2006 and any earlier Home Office prospectus or guidance documents.
- 2.2 Compliance with the requirements in this manual is mandatory. In addition, forces implementing the framework must meet the requirements of the National Police Promotion Framework licensing system and the national data capture process (References A and G).

### **Data Capture Process**

- 2.3 Engaging in the data capture process is a key requirement of the National Police Promotion Framework licensing criteria. NPIA have a software system that records the required data and provides forces with the information they need. This allows forces to meet their all the duties relating to the six strands of diversity. It also allows the PPEB to fulfil its obligations to monitor the fairness of the National Police Promotion Framework on a national level.
- 2.4 Forces must provide the required data for all candidates who apply to and progress through the National Police Promotion Framework. Forces need to verify, clarify and update this candidate data at each stage by the prescribed quarterly dates. This will take the form of quarterly candidate data tracking spreadsheets. Forces must therefore put in place a system to provide and validate the mandatory required data.
- 2.5 The rules applying to applications for the National Police Promotion Framework and data capture can be obtained from the Data Capture Force Guidance (Reference G).
- 2.6 Forces must advise the NPIA at an early stage of any candidates likely to require any reasonable adjustments.

### **Licensing System**

- 2.7 An overview of the licensing process is set out below. Full details can be found in the licensing system guidance (Reference A).

1) Force registration – This is where forces commit to implementing the National Police Promotion Framework in

---

<sup>3</sup> Home Office Police Promotions Operating Manual for Police Promotion to the Rank of Sergeant and Inspector Incorporating Work-Based Assessment, June 2006.

accordance with the Operating Manual, the licensing system and the national data capture process and commit to putting in place the organisational infrastructure within which the framework is implemented (Reference B).

2) Interim licence – This is the licensing stage at which forces provide evidence of their preparations to implement the National Police Promotion Framework. Once a force is awarded an interim licence it can begin to enter promotion candidates through the National Police Promotion Framework.

3) Confirmed licence – This is the licensing stage at which forces provide evidence that they have successfully implemented the National Police Promotion Framework. A force is awarded a confirmed licence once it has demonstrated successful implementation and operation of the framework.

Confirmed licences are renewed every three years

2.8 The National Police Promotion Framework has four steps, ending in an assessed temporary period of promotion in the rank to which the candidate aspires. At each step it is possible for a candidate to attain, exceed or fall short of the standards required. The four steps of the process are as follows:

- **Step One: Suitability**
- **Step Two: Legal examination**
- **Step Three: Assessment against rank or role-specific competencies and matching to vacancies**
- **Step Four: Temporary promotion and work-based assessment**

2.9 These four steps are a continuous process and candidates must undertake each step with the intention of completing the whole process as soon as possible. This is to allow candidates to make best use of the skills they develop as they go through the four steps, and to allow forces to control the promotion process and promote the right number of officers to meet the needs of the force. However, allowances can be made for circumstances such as maternity leave, workforce planning requirements and availability of vacancies.

2.10 Candidates are eligible for a maximum of five years from the date when they take their OSPRE<sup>®</sup> Part 1 Legal Examination to being selected at Step Three by the force they apply to. After five years, the candidate must return to Step One and, if deemed suitable, retake the legal examination at Step Two. Please see 4.4 for further information.

### **3. Step One: Suitability**

#### **Purpose**

3.1 The purpose of this step is to ensure that candidates are competent in their current rank and eligible to enter the promotion process. Step One confirms that candidates have:

- completed the probation period in their current rank;
- demonstrated competence in that rank through their Performance Development Review (PDR), or Student Officer Learning and Assessment Portfolio (SOLAP);
- no current improvement notices in force under the unsatisfactory performance procedures;
- no current live misconduct issues or findings;
- adhered to the attendance management policy, taking full account of the Police Advisory Board guidance on sickness management.

#### **Procedure**

- 3.2 It should be made clear to all prospective candidates at Step One that promotion opportunities are limited and that the National Police Promotion Framework is a competitive process. Not all candidates will get a temporary promotion opportunity and, of those that do, not all will be successful. Candidates need a realistic understanding of what is required of them throughout the four steps of the process.
- 3.3 Step One consists of a formal application by the candidate using the National Police Promotion Framework Candidate Registration Form. The line manager and Basic Command Unit/Operational Command Unit (BCU/OCU) Commander/Head of Department (or nominated delegate) must then complete the separate Line Manager Endorsement Form to state whether or not the candidate's application to the National Police Promotion Framework is supported. Once the candidate completes the Candidate Registration Form, the line manager must discuss the candidate's promotion with them.
- 3.4 Officers whose application is supported must include evidence of competence in their current rank, as shown in the PDR or SOLAP, and demonstrate that they will have met the minimum time requirement in the current rank. Both supported and unsupported applications should be sent to NPIA, Examinations and Assessment. The PDR must be completed in line with the principles of Home Office Circular (HOC) 14/2003.
- 3.5 Candidates who are successful at Step One will automatically be entered for Step Two (OSPRES<sup>®</sup> Part I Legal Examination).



## Criteria

- 3.6 Competence in the current rank should be demonstrated through a 'competent' rating (or equivalent such as 'satisfactory') in the applicant's current PDR.<sup>4</sup> PDR processes in each force must comply with the principles of HOC 14/2003. Competence in the current rank must be assessed against the Integrated Competency Framework (ICF) competencies and behaviours for constables or sergeants (Reference D), or their equivalent.
- 3.7 If a force uses an equivalent process to the ICF, it must be shown that this assesses an individual's potential to perform against a set of competencies relevant to their current rank. Any equivalent must follow the principles of the ICF, be capable of being mapped to the ICF and be of a similar or higher standard.
- 3.8 Candidates deemed to lack competence for promotion at Step One may make a fresh application if they are able to provide further evidence of competence. If there is no immediate new evidence, the candidate must be given the opportunity to develop through a development plan agreed with their manager and to then re-apply in line with that plan. This development plan must be a part of the candidate's PDR. If an applicant is unsuccessful at Step One, the reasons must be recorded and detailed in the candidate's PDR.
- 3.9 Steps One and Two do not apply to those candidates who gained a pass for OSPRE<sup>®</sup> Part I before the date on which the force converted to the National Police Promotion Framework. These candidates have the one-off option either to continue to OSPRE<sup>®</sup> Part II, or to join the National Police Promotion Framework at Step Three.
- 3.10 Admission to Step Two (OSPRE<sup>®</sup> Part I Legal Examination) for promotion to the rank of sergeant is restricted to regular constables who by the date of the legal Examination have:
- completed two years service; and
  - been confirmed in their appointment; and
  - not previously obtained a pass to the rank of sergeant in a recognised police promotion examination.

Candidates nearing completion of their probation may apply for promotion at Step One if they expect to achieve substantive rank by the date of Step Two (OSPRE<sup>®</sup> Part I Legal Examination).

---

<sup>4</sup> For more information on the national PDR for police officers, see Home Office Circular 014/2003 and Skills for Justice PDR implementation guide: <http://www.skillsforjustice.com/websitefiles/PDRguide.pdf>

3.11 The exception is constables participating in the High Potential Development Scheme (HPDS), who may take Step Two the next time it is delivered.

3.12 Admission to Step Two (OSPRES<sup>®</sup> Part I Legal Examination) for promotion to the rank of inspector is currently restricted to sergeants who by the date of the Step Two (OSPRES<sup>®</sup> Part I Legal Examination) have:

- attained the substantive rank; and
- not previously obtained a pass to the rank of inspector in a recognised police promotion examination.

3.13 Sergeants must be of substantive rank before undertaking Step Two (OSPRES<sup>®</sup> Part 1 Legal Examination) for the rank of inspector. They can, however apply for promotion to the rank of inspector (Step One of the National Police Promotion Framework) when nearing the completion of temporary promotion to sergeant (Step Four) if they expect to achieve substantive rank of sergeant by the date of the inspectors' Step Two. There is no exception for sergeants participating in HPDS.

### **Monitoring and Reporting**

3.14 The Licence requires Forces to provide NPIA with the completed Candidate Registration Forms of both supported and unsupported candidates at Step One during the submission periods specified in the Data Capture Force Guidance.

## **4. Step Two: Legal Examination**

### **Purpose**

4.1 The purpose of this step is to:

- ensure candidates have the appropriate legal knowledge relevant to the rank of sergeant or inspector.

### **Procedure**

- 4.2 Step Two is the OSPRE<sup>®</sup> Part I Legal Examination. It is a national paper-based multiple-choice question examination. The syllabus is the same for all candidates everywhere.
- 4.3 A pass in OSPRE<sup>®</sup> Part I is valid for five years. If a candidate is not successful at Step Three within five years, they must return to Step One.
- 4.4 However, time taken for maternity or paternity leave, maternity or paternity support, adoption leave, or a career break for the purposes of care does not count as part of this five years. For example, a candidate who passed the OSPRE<sup>®</sup> Part I two years ago and takes maternity leave for one year will still have three years to succeed at Step Three on return to work.

### **Criteria**

- 4.5 The pass mark in the OSPRE<sup>®</sup> Part I Examination is an absolute standard, and is set by the PPEB at 55% for the sergeants' Part I Examination and 65% for the inspectors' Part I Examination. Candidates who achieve the set pass mark or higher are awarded a pass.
- 4.6 All candidates who are unsuccessful at Step Two must return to Step One if they still wish to seek promotion. Unsuccessful candidates must be given a development plan after discussion with their line manager.
- 4.7 Candidates who obtain a low fail mark will not be eligible to enter the examination the next time it is held, in line with the rules and syllabus for promotion (Reference E). Candidates that fall into this category should not re-apply at Step One until the bar on sitting OSPRE<sup>®</sup> Part I has expired.

### **Monitoring and Reporting**

- 4.8 NPIA Examinations and Assessment monitor Step Two and provide forces with the results. This will include performance analysis of successful and unsuccessful candidates, using the biographical

information outlined in the National Police Promotion Framework Data Capture Force Guidance (Reference G).

- 4.9 The Candidate Registration Form required at Step One must be received by NPIA by the Step Two (OSPRES<sup>®</sup> Part I) closing dates published in the annual rules and syllabus. These are typically the first working day of January (sergeants) and July (inspectors) each year.
- 4.10 The examination process at Step Two is designed, delivered, administered and quality assured by NPIA. The NPIA processes are also subject to the National Police Promotion Framework Licensing System (Reference A).

## **5. Step Three: Assessment against Rank or Role-Specific Competencies and Matching to Vacancies**

### **Purpose**

5.1 The purpose of this step is to:

- assess candidates' potential to perform the required competencies for the next rank;
- provide a robust and fair mechanism to broadly match the number of successful candidates to the number of expected vacancies. Forces must take account of the Step Two (OSPRES<sup>®</sup> Part I Legal Examination) five year expiry period when considering their succession planning needs.

### **Procedure**

- 5.2 It is the responsibility of the force's senior management, in conjunction with human resources specialists, to decide on the structure and techniques to be employed in Step Three. The structure and techniques chosen must use rank-specific competencies from the ICF or its equivalent.
- 5.3 It is also the responsibility of the force to ensure that the process used at this step is subjected to an Equality Impact Assessment (References I and K). The force should actively encourage applications from officers in minority groups that are under-represented in supervisory ranks.
- 5.4 If a force uses an equivalent process to the ICF, the competencies must be linked to the requirements of the rank and show how well an individual may perform in that role. Any equivalent must follow the principles of the ICF, be capable of being mapped to the ICF and be of a similar or higher standard.
- 5.5 Human resources practitioners in the police service use a range of assessment and selection techniques to help identify candidates with the potential to perform effectively in the next rank.
- 5.6 Forces must advertise at an early stage the method chosen to test candidates at Step Three and the National Occupational Standards used at Step Four, to give candidates the opportunity to prepare for the process. Forces must set out the competencies they are testing and any other requirements of candidates. Candidates must be told about any changes to the advertised process as soon as possible.
- 5.7 Whichever techniques are used, at the end of Step Three candidates should be assessed as either suitable or unsuitable for temporary promotion.

- **Suitable for promotion.** As vacancies occur, candidates selected for promotion will be posted on a temporary basis for a minimum of 12 months as part of an organisational succession plan. This posting will take into account factors such as specialist skills, need for further skills-based training, recent completion of probation and geographic location. If there are no vacancies, individuals will be placed in a 'pool' of candidates to await placement when a suitable vacancy arises. Forces should not pool a candidate for longer than 12 months.
  - In exceptional cases it may not be possible to place a pooled candidate within 12 months. Forces should then make every effort to place the individual within the next 12 months. If no suitable vacancy is found within this extended period, the candidate must re-apply at Step Three.
  - In considering whether or not to extend the 12 month period, forces must distinguish between candidates who have not previously been offered temporary promotion at Step Four and those that have, but have chosen not to accept. The reasons for that choice must be considered, taking account of all the circumstances. In some cases it may be more appropriate for the candidate to return to Step Three than to extend their time in the pool. Each case must be treated on its merits.
  - Forces must ensure that the management of pooled candidates is consistent and fair. The additional 12 months is *not* a default position, but is available for use only in exceptional circumstances. It is for forces to decide what qualifies as exceptional circumstances.
  - **Unsuitable for promotion at this stage.** A candidate who is unsuccessful at Step Three can remain within the National Police Promotion Framework and retake Step Three again as long as their OSPRE<sup>®</sup> pass remains valid. The candidate should be given feedback and offered support and development with a view to successfully retaking this step. If the candidate can present new evidence of competence, they may retake Step Three based on this development.
- 5.8 In all cases, candidates must be given the opportunity to develop through an action plan agreed with their line manager and then to retake Step Three, as long as their Step Two pass remains valid. This development plan forms part of the candidate's PDR and must set out milestones so that the candidate knows when they have reached the appropriate point to retake Step Three.

## Criteria

- 5.9 Candidates will be assessed against criteria selected from the ICF (or force equivalent) relevant to the rank aspired to and any

standards set by the force. These standards must be monitored by the force to ensure fairness and equality of opportunity, and be of a standard consistent with the licensing system.

### **Monitoring and Reporting**

5.10 Forces must monitor the processes at Step Three and provide NPIA with the results of successful and unsuccessful candidates, as set out in the National Police Promotion Framework Data Capture Force Guidance (Reference G).

## **6. Step Four: Temporary Promotion and Work-Based Assessment**

6.1 The National Police Promotion Framework is based on workplace assessment of candidates temporarily promoted to and undertaking the duties of sergeant or inspector. This requirement was initiated by the Association of Chief Police Officers (ACPO) and developed in discussion with other representatives on the Police Promotions Review Board.

### **Purpose**

6.2 The purpose of this step is to:

- provide candidates with an opportunity to demonstrate competence in the rank to which they aspire;
- assess candidates against National Occupational Standards with a view to their achieving substantive promotion at the end of the 12 month assessment.

6.3 Candidates who are successful at Step Three must be registered with an external awarding body for the relevant National Occupational Standards. The standard of assessment for those candidates must comply with standards required by the codes of practice of the Qualifications and Curriculum Authority (QCA) (Reference J). This is part of the wider goal to professionalise the police service.

6.4 The PPEB have determined that assessors and internal verifiers involved in the assessment of candidates must be qualified to A1 and V1 respectively, and that assessment practice should comply with the QCA NVQ Code of Practice."

### **Procedure**

6.4 Step Four is a mandatory 12 month period of temporary promotion, during which candidates are assessed in the workplace against selected National Occupational Standards for the new rank (Reference F), and the ICF or equivalent. Successful completion of work-based assessment should lead to substantive promotion after 12 months. In extenuating circumstances, temporary promotion can be extended for another 12 months maximum (see section 9).

6.5 A candidate who fails to achieve a satisfactory assessment in all the standards during the assessment period (including any extension – see 6.4 and 9.1 below) must return to Step Three. The candidate must wait for 12 months from the date they reverted to their substantive rank before they can retake Step Three. They must be supported with a development plan during this period.



- 6.6 The exception to this rule is if a candidate leaves Step 4 on a voluntary temporary basis due to ill health or for other welfare reasons (see 9.1). Candidates who voluntarily withdraw from Step Four without such reasons, and who then fail to achieve the required standards, must wait for 12 months from the date they reverted to their substantive rank before they can retake Step Three. The force must provide candidates with feedback and a development plan before they retake Step Three.

### **Criteria**

- 6.7 Candidates will be assessed against the relevant National Occupational Standards (see Reference F). Each standard typically sets out relevant performance criteria, the range of circumstances and a statement of evidence requirements. Candidates will be assessed in line with current assessment practices and the QCA codes of practice.

### **Monitoring and Reporting**

- 6.8 Forces must monitor the processes at Step Four and provide NPIA with the results as specified in the National Police Promotion Framework Data Capture Force Guidance (Reference G).

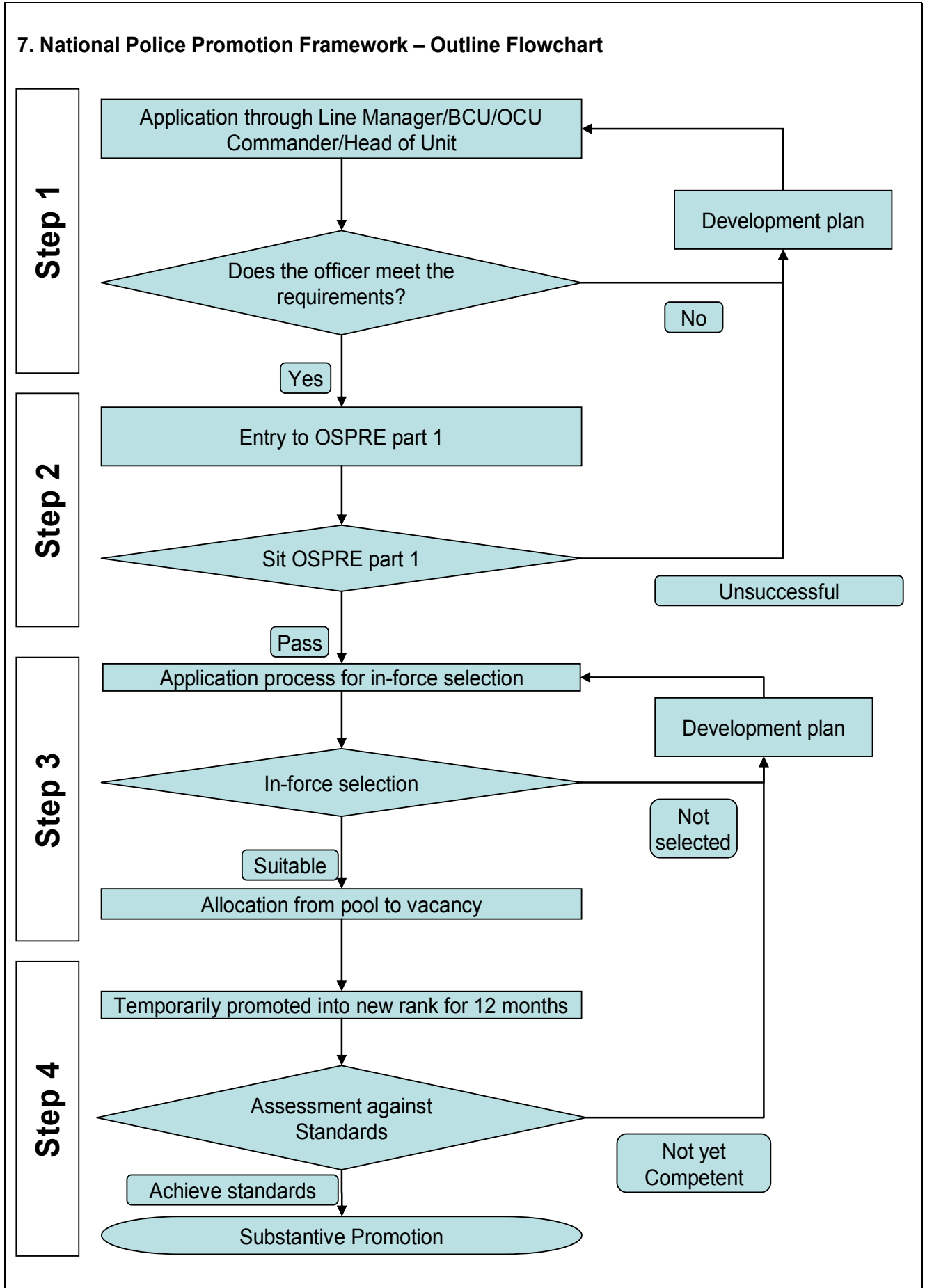
### **Substantive Promotion**

- 6.9 When a candidate has successfully completed the 12 month period of temporary promotion and work-based assessment, they must be considered for promotion to the substantive rank. At this point, forces must also take into consideration the candidate's:
- length of service in the previous rank that is required by Police (Promotion) Regulations 1996 – usually two years' service<sup>5</sup> (Reference H); (as amended by Police Promotion (Amendment ) Regulations 2005.
  - overall performance (as recorded in the candidate's PDR);
  - attendance management record;
  - conduct record; and
  - recommendation from the candidate's BCU/OCU Commander/Head of Department (or nominated delegate).
- 6.10 If a candidate who has successfully completed work-based assessment is not given substantive promotion, the reasons for this decision must be evidence-based, justifiable and documented. The process must be fair, consistent and capable of standing scrutiny.
7. National Police Promotion Framework Flow Chart

---

<sup>5</sup> This does not apply to officers participating in HPDS where the minimum period of service is one year.

**7. National Police Promotion Framework – Outline Flowchart**



## **8. Leadership Learning and Development and the National Police Promotion Framework**

8.1 Forces should consider incorporating further leadership learning and development into the National Police Promotion Framework as a way of providing candidates with underpinning knowledge. One way of doing this is through the Core Leadership and Development Programme (CLDP).<sup>6</sup> This is not a requirement of promotion candidates, but is recommended. Incorporating CLDP or an equivalent into the National Police Promotion Framework could:

- better equip newly promoted candidates for their role by developing their leadership and management skills;
- develop the careers of candidates through the achievement of nationally recognised qualifications (in the case of CLDP this could lead to candidates achieving the National Certificate or National Diploma in Management).

8.2 While it is open to forces to decide how they incorporate leadership development programmes into the Framework, it is recommended that they start at an early stage so that work-based knowledge can be integrated with later work-based assessment.

---

<sup>6</sup> For more information on CLDP, see the following NPIA webpage:  
<http://www.npia.police.uk/en/6083.htm>

## **9. Guidance on Extenuating Circumstances and Appeals Procedures**

- 9.1 Candidates are required to inform their force of any reasonable adjustment they may require through the four steps of the Police Promotion Framework and forces should comply with the duty to take these adjustments into account at all steps. If it is considered that reasonable adjustments should be made during any part of the National Police Promotion Framework, candidates should be told in good time what adjustments will be made at each of the four steps.
- 9.2 Candidates may appeal against a decision at each step of the promotion process. There may also be extenuating circumstances affecting the candidate's ability to successfully complete certain steps. 'Extenuating circumstances' could be a serious event or series of events, such as death or serious illness of a family member, illness, accident or serious injury to the candidate.
- 9.3 Forces must develop and implement an appeals procedure at each step for unsuccessful candidates who wish to appeal against the decision. This is in addition to any in-force fairness at work or grievance procedure. This appeals procedure must be delivered centrally within the force and be independent of the candidate's line management to ensure impartiality and create confidence in the process. It is recommended that police staff support associations are involved.
- 9.4 At each step, there is a procedure to follow where (a) a candidate appeals or where (b) there are extenuating circumstances:

### **Step One: Suitability**

- (a) Candidates should be referred to the in-force appeals procedure if they have grounds to believe that they met the relevant criteria at Step One but have not been successful at that step.
- (b) Candidates who have grounds to believe that they met the relevant criteria at Step One but have not been successful due to extenuating circumstances should also be referred to the in-force appeals procedure but fairness at work and grievance procedures may also be considered.

### **Step Two: Legal Examination**

- (a) Where candidates feel their performance at Step Two has been adversely affected by procedural flaws or extenuating circumstances, please refer to the rules and syllabus document (Reference E) for guidance on reporting to the PPEB Reports and Disqualifications Panel.

**Note:** A lack of preparation and/or a heavy workload before taking Step Two (OSPRES<sup>®</sup> Part I Legal Examination) do not count as extenuating circumstances.

- (b) If a candidate is aware of extenuating circumstances before or on the day of the examination, they should decide whether to sign the 'declaration notice' and attempt Step Two (OSPRES<sup>®</sup> Part I Legal Examination) or not attend.

### **Step Three: Assessment against Rank or Role-Specific Competencies and Matching to Vacancies**

- (a) The in-force appeals procedure should apply to appeals at Step Three. Fairness at work/grievance procedures may also be considered.

### **Step Four: Temporary Promotion and Work-Based Assessment**

- (a) Forces must apply the in-force appeals procedure at this step. Fairness at work and grievance procedures may also be invoked. The force's appeals procedure must adhere to the requirements of the relevant awarding body for assessment of National Occupational Standards. If the in-force appeals procedure is exhausted and the candidate wishes to take their appeal further, the matter may be reported to the PPEB Reports and Disqualification Panel.

**Note:** Not every appeal should go to the PPEB Reports and Disqualifications Panel – only those that a candidate still wishes to progress after having undertaken and exhausted the in-force appeals process.

- (b) In exceptional circumstances the following questions may be considered:
- Was the candidate aware of the likelihood of interruption to the period of temporary promotion at the time they took Step Two (OSPRES<sup>®</sup> Part I)?
  - Has the candidate worked consistently throughout the 12 month period to gather evidence for the National Occupational Standards, or has this been left to the last opportunity?
  - Does any legislation cover the type of interruption to their temporary promotion e.g. employment law on maternity or paternity leave?
  - Does the candidate's line manager support continuation of the temporary promotion beyond the maximum period of 24 months?

## **Extending the Length of Work-based Assessment**

- 9.5 It is not appropriate to routinely extend a temporary promotion for a further 12 months. In some cases a shorter period (e.g. a further two months) is more appropriate. Each case needs to be considered individually.
- 9.6 It is highly unlikely that the maximum 24 month period will be extended due to operational commitments. Police officers deal with operational commitments as part of their daily routine and the National Occupational Standards have been selected with this in mind.
- 9.7 The decision to extend a candidate's period of work-based assessment beyond 12 months must be evidence-based, justifiable and documented. When considering an extension, forces should take into account any extenuating circumstances (see 9.2), the assessor's judgement and the line manager's recommendation. Forces must establish a central decision-making panel to consider such applications on their behalf. The decision-making process must be fair and consistent.
- 9.8 If during Step Four it appears that a candidate may not reach the required standard, they must be informed of the reasons and an action plan put in place. Candidates and forces must take into consideration the time limit for completion of work-based assessment, which is an absolute maximum of 24 months.
- 9.9 If the candidate still does not succeed in reaching the appropriate standard, they must be removed from Step Four, informed of the reasons for removal and supported by a development action plan. They will be able to re-attempt Step Three 12 months after their removal from Step Four (see 5.7).

## **Part-Time Candidates in Stage Four**

- 9.10 Part-time officers must complete the required National Occupational Standards within 12 months on a *pro rata* basis. However, part-time candidates may be substantively promoted once they have completed 12 calendar months of temporary promotion and achieved all of the required National Occupational Standards. Any extensions to the temporary promotion period must also be granted on a *pro rata* basis commensurate with the part-time hours worked (e.g. someone who works exactly 50% of full-time hours would have exactly 24 months in which to complete Step 4.)

## **Maternity Leave, Pregnancy Leave and Career Breaks**

- 9.11 Where a candidate has begun Step Four work-based assessment and takes maternity or paternity leave, maternity or paternity support, adoption leave, or a career break for the purposes of care,

the process should be suspended and resumed upon the candidate's return. Candidates concerned should be re-entered into the process where they left off and any previously completed assessments against National Occupational Standards be taken into account, provided that they are still academically valid.

- 9.12 An officer may if they wish take OSPRE<sup>®</sup> Part I during pregnancy, after an individual risk assessment by their own force. Forces must comply with the rules and syllabus document dealing with pregnant officers.

## **10. High Potential Development Scheme (HPDS)**

- 10.1 Candidates on the HPDS must go through all steps of the National Police Promotion Framework with the exception of Step Three. On completing Step Two, HPDS candidates deemed ready for promotion to sergeant or inspector must be prioritised where a suitable promotion vacancy arises.
- 10.2 An HPDS candidate can submit a Promotion Assessment Form at any stage when they feel ready. The line manager can recommend promotion based on this evidence and their own knowledge of the individual. If agreed by the ACPO level officer in-force, the candidate can be temporarily promoted and undertake Step Four.
- 10.3 HPDS candidates will therefore progress from Step Two to Step Four. As with non-HPDS candidates, they will be temporarily promoted to the aspired rank for a period of 12 months and assessed against the National Occupational Standards for that rank.
- 10.4 Apart from exemption from Step Three, HPDS candidates should be treated the same as other candidates – that is, with no guarantee of substantive promotion and subject to the same assessment methods. If an HPDS candidate is removed at Step Four they may restart Step Four after suitable feedback and completion of a development plan.
- 10.5 For more information relating to the HPDS Scheme, see the High Potential Development Scheme Manual of Guidance, May 2008 (Reference L).



## 11. Contacts

The website address for the National Police Promotion Framework Project is: [www.npia.police.uk/promotions](http://www.npia.police.uk/promotions)

The roll-out of the National Police Promotion Framework is the responsibility of the **Police Promotions Implementation Project Board**.

### Implementation Project Manager

Andrew Clayton  
NPIA Examinations and Assessments  
Yew Tree Lane  
Pannal Ash  
Harrogate  
HG2 9JZ

Tel: +44 (0) 1423 876823  
Email: [andrew.clayton@npia.pnn.police.uk](mailto:andrew.clayton@npia.pnn.police.uk)

### Policy Contact

Inspector Ian Barry  
NPIA Workforce Strategy Unit  
New King's Beam House  
22 Upper Ground  
London  
SE1 9QY

Tel: +44 (0) 20 8358 5492  
Email: [ian.barry@npia.pnn.police.uk](mailto:ian.barry@npia.pnn.police.uk)

### Project Board Representation

Board members include the following:

- ACPO
- Association of Police Authorities (APA)
- National Policing Improvement Agency (NPIA)
- Police Federation of England and Wales
- Superintendents Association of England and Wales
- Skills for Justice
- Trial force representatives (Sussex Police and the Metropolitan Police Service)
- Non-trial force representatives (West Midlands Police and Derbyshire/Nottinghamshire Constabulary)
- HMIC

## REFERENCES

A. National Police Promotion Framework Licensing System

[www.npia.police.uk/promotions](http://www.npia.police.uk/promotions)

B. National Police Promotion Framework Licensing System – Document 1 Force Registration

[www.npia.police.uk/promotions](http://www.npia.police.uk/promotions)

C. National Police Promotion Framework Compliance Procedure

[www.npia.police.uk/promotions](http://www.npia.police.uk/promotions)

D. Skills for Justice – Integrated Competency Framework

[www.skillsforjustice.net/category.php?ID=85](http://www.skillsforjustice.net/category.php?ID=85)

E. Rules and Syllabus – Qualifying Examinations for Promotion to the Ranks of Sergeant and Inspector

[www.npia.police.uk/en/6767.htm](http://www.npia.police.uk/en/6767.htm)

F. National Police Promotion Framework National Occupational Standards for the ranks of Sergeant and Inspector

[www.npia.police.uk/promotions](http://www.npia.police.uk/promotions)

G. National Police Promotion Framework Data Capture Force Guidance

[www.npia.police.uk/promotions](http://www.npia.police.uk/promotions)

H. Police (Promotion) Regulations 1996 and the Police (Promotion) (Amendment) Regulations 2005

[www.opsi.gov.uk/si/si1996/Uksi\\_19961685\\_en\\_1.htm](http://www.opsi.gov.uk/si/si1996/Uksi_19961685_en_1.htm)

[www.opsi.gov.uk/si/si2005/20050178.htm](http://www.opsi.gov.uk/si/si2005/20050178.htm)

I. National Police Promotions Framework Equality Impact Assessment

[www.npia.police.uk/promotions](http://www.npia.police.uk/promotions)

J. NVQ Qualifications and Curriculum Authority Codes of Practice

[www.qca.org.uk](http://www.qca.org.uk)

K. National Police Promotions Framework Independent Equality Impact Assessment

[www.npia.police.uk/promotions](http://www.npia.police.uk/promotions)

L. High Potential Development Scheme Manual of Guidance

[www.npia.police.uk/en/docs/HPDS Manual of Guidance FINAL 241108.pdf](http://www.npia.police.uk/en/docs/HPDS_Manual_of_Guidance_FINAL_241108.pdf)