

## Police Officer Postings and Promotions

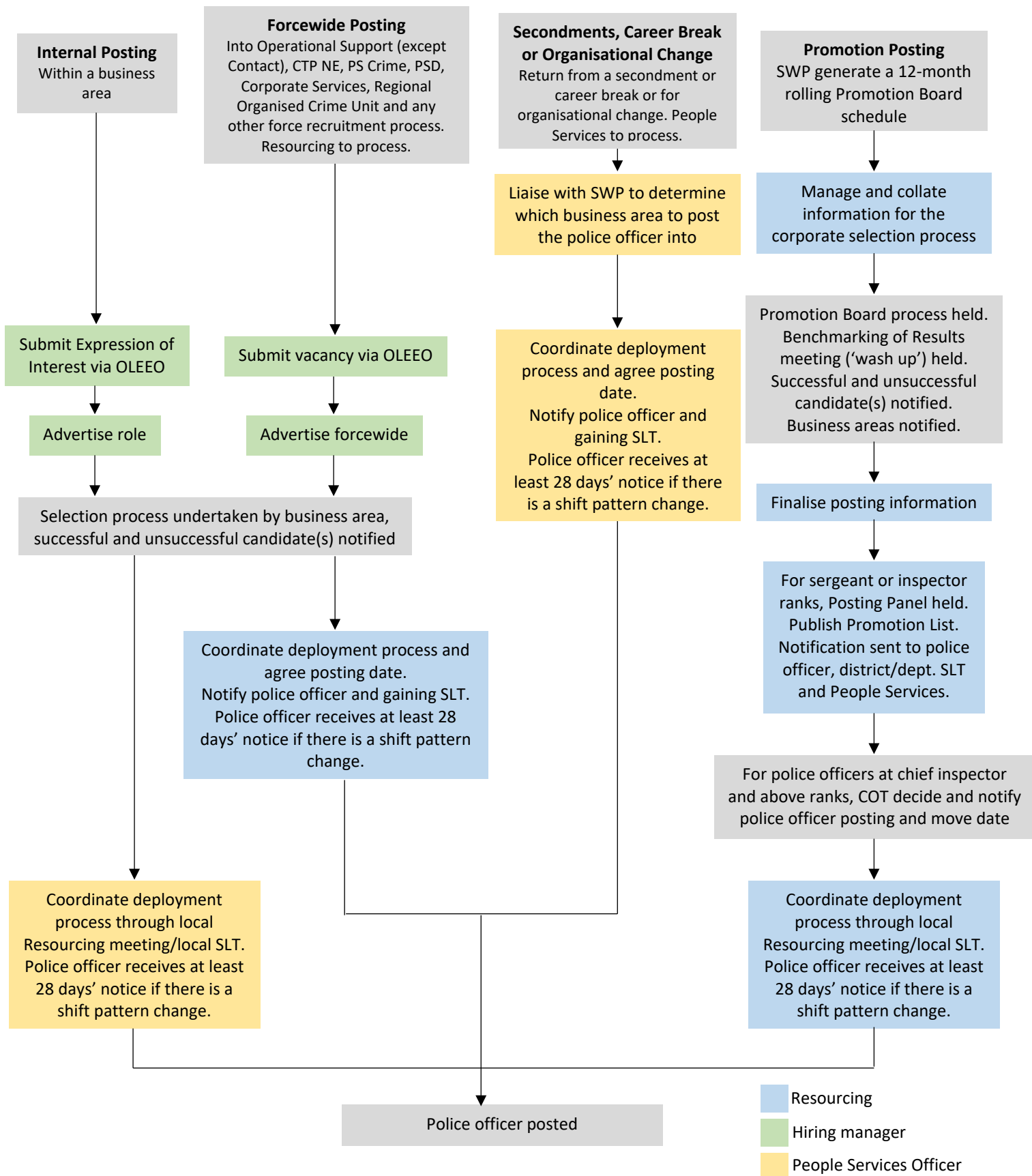
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## Flowchart – Postings



## Policy Statement

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### Summary

West Yorkshire Police (WYP) is committed to delivering the highest quality of service to the public. The Chief Constable can post police officers to any district or department to achieve this.

WYP is also committed to identifying the most talented police officers to serve in future leadership roles and our selection processes to achieve this objective are designed to be robust and fair.

This policy outlines the approach to both police officer postings and police officer promotions under the National Police Promotion Framework (NPPF) for those officers seeking promotion to the rank of sergeant and inspector, which necessitates the development of the skills and competencies necessary for the next rank. It also includes senior officer promotions. The Police Promotion Regulations 1996 (as amended) are also adhered to throughout the promotion process.

Promotion is not just about evidencing behavioural competencies in a particular rank but, in line with our People Ambition, also includes:

- Having and displaying integrity and ethical behaviour in all aspects of day-to-day policing;
- Championing WYP's purpose and values;
- Rational and ethical decision making capabilities; and
- Appropriate leadership and management qualities.

Therefore, all of the above will be taken into consideration during the promotion selection processes.

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### Scope

This policy applies to all police officers.

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## Police Officer Postings

### Principles

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#### General

- Posting decisions are based on the budgeted business area profile of each district, department or directorate, the organisational requirements and operational need, and take account of the current and forecasted workforce profile.
- In order to meet organisational needs, a police officer can be posted from their existing role and moved into another role if identified they have the

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skills, experience and attributes necessary for that role. The move will adhere to the Leave and Hours of Duty policy and consideration on changes in shift patterns. This applies to all police officers, including:

- Student officers;
- Transferees;
- Those returning from career break or secondment; and
- Police officers requiring a new posting for any other reason.
- Whilst the organisation will endeavour to seek police officers' posting preferences and accommodate these, it may not always be possible. Police officers will be posted to suitable roles within a district, department or directorate based on organisational and operational need.
- Where a posting or promotion requires the police officer to change their current published roster, the police officer will be given a suitable posting date with at least 28 days' notice. Where an agreement cannot be reached, the police officer will be entitled to work their remaining published three-monthly roster. This notice is only relevant for a shift change and not a posting change or location change.
- Police officers awaiting promotion to sergeant or inspector may decline one or two promotion postings when offered, but must accept the third offer or drop off the Promotion List unless exceptional circumstances apply, which may include the need for reasonable adjustments and/or flexible working arrangements, e.g. where a posting could result in there being a significant impact on the police officer. Any exceptional circumstances will be considered by the People Director, whose decision will be final.
- Upon promotion, there is an expectation that police officers will do a minimum of 12 months in their new role, unless there is organisational need to rescind this decision. A move from a uniform role due to being on a Detective Selection List for a specialist posting, or moving from a uniform role to a District detective role within the same district, are examples. The Posting Panel will determine the decision.
- The organisation reserves the right to post police officers into vacancies as and when appropriate, as directed by the Chief Officer Team (COT), Postings Panel or local Senior Leadership Team (SLT).
- Police officers cannot apply for or move to a specialist role, or apply for or undertake a lateral move, whilst under a live written and/or live final written warning following a misconduct or performance matter (served notice of UPP/UAP stage 1 or higher), other than in exceptional circumstances when a decision will be made by the Assistant Chief Constable (ACC) People. Any decision to allow a lateral move will include an assessment of whether there is a conflict of interest between the misconduct finding and the business area, and also a consideration of any welfare issues around the officer staying in their current posting. Where an officer has been subject to a reduction in rank, they will not be able to apply for any such move for a period of 18 months. Where an officer has a

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live written warning they will not be able to move for 18 months, and for a live final written warning for two years. For those subject to an extended final written warning, any move must be considered by ACC People after two years.

- Alternative postings must be considered and directed where there is a conflict of interest between interested parties who were part of a misconduct investigation. This would only apply where all parties form part of the same team or business area within a district/department, or where there is a conflict of interest between the misconduct finding and the current posting.
- The National Police Promotion Framework (NPPF) is a four-step continuous process to select and assess suitability for promotion. It includes:
  - Step 1 – Understanding the officer's competence level in their current rank;
  - Step 2 – Completing the National Legal Examination;
  - Step 3 – Assessment against the promotion rank specific competencies (in-force Promotion Boards); and
  - Step 4 – A temporary promotion to complete a work-based assessment (WBA).
- Success at the WBA will lead to a professional qualification for the officer, awarded through a recognised body, as well as a substantive promotion in alignment with available vacancies.
- All officers are expected to demonstrate behavioural competencies and values in their newly promoted rank as outlined in the College of Policing Competency and Values Framework (CVF) and may be returned to their previous rank if they fail to do so.
- All matters relating to attendance/performance will be dealt with confidentially.
- All officers have a right of appeal under this process and may invite a Federation/Union representative to any Appeal Panel.

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**Constable to  
sergeant and  
sergeant to  
inspector  
promotion**

**Constable to Sergeant promotion**

- In accordance with the Regulations, when a constable is promotion under:
  - Previously held Objective Structured Performance Related Examination (OSPRE) Part I and II qualifications, they will be substantively promoted to the rank of sergeant and required to successfully complete a minimum 12 months' probationary period before they are confirmed in rank.
  - The NPPF, they will be temporarily promoted for a period of a minimum of 12 months and must successfully complete the WBA modules before being confirmed in the substantive role.
- Newly promoted sergeants will evidence their competence for the new rank during their probationary period through performance reviews, or during the completion of their WBA under the NPPF.

- In addition, prior to being confirmed in the sergeant rank, individuals must complete the mandatory leadership training courses as set by the Force, for example:
  - Leadership Essentials 1
  - Sergeants operational activities
  - Health and safety workshop
  - Managing Performance, Conduct and Welfare

### **Sergeant to Inspector promotion**

- In accordance with the Regulations, when a sergeant is promoted under:
  - Previously held OSPRE Part I and II qualifications, they will be substantively promoted to the rank of inspector.
  - The NPPF, they will be temporarily promoted for a period of a minimum of 12 months and must successfully complete the WBA modules before being confirmed in the substantive role.
- In addition, prior to being confirmed in the inspector rank, individuals must complete the mandatory leadership training courses as set by the Force, for example:
  - Leadership Essentials 2
  - Inspectors' Statutory Responsibilities
- Sergeants and inspectors are not permitted to apply for a different post during the initial 12 months of promotion, and this applies to all officers promoted under either the NPPF or OSPRE. However, there may be exceptional circumstances where there is a specific business or organisational need to allow officers in this category to apply for roles and the ACC People would make the decision to suspend this provision in these cases.

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### **Chief inspector and above promotions**

- The NPPF does not apply to promotions of chief inspector and above, however, the same principles of fairness and equality will apply in any selection process.
- COT will decide on an appropriate and fair process for the assessment and selection for promotion to the rank of chief inspector and above, taking into account any specific skills and abilities required at the relevant time.

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### **Fast Track Programmes**

- Officers on the Fast Track (constable to inspector) Programme will go through all the NPPF steps, apart from Step 3, as this is dealt with by way of the Promotion Assessment Review (PAR).
- Promotion opportunities for Fast Track officers are not subject to, or affected by, vacancies. They will be prioritised over other officers on normal promotion at Step 4, even if there are limited places.

- Officers on the Fast Track (constable to inspector) Programme who pass the in-Force selection process but not the National Assessment Centre will be offered temporary promotion to sergeant at the earliest opportunity (subject to successfully passing the national Sergeants' Legal Exam). They will then follow the normal promotion process for an NPPF candidate or an OSPRE candidate (as applicable) as per this policy.
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**Development and Personal Development Review (PDR) process**

- Officers considering promotion must also understand that there is an expectation that they will undertake continuous professional development (CPD) to prepare them for the next rank. They must demonstrate that they have taken responsibility for developing skills and competencies in an environment of continuous improvement, of which the promotion selection procedure is only a part.
  - Technique coaching undertaken merely for passing an assessment process will not be supported.
  - It is fully expected that, as part of an officer's PDR, officers discuss their promotion aspirations with their line manager so that they can work together to set a development plan to assist the individual in achieving their goals.
  - For the NPPF, the PDR is a formal part of the process and therefore it is a requirement that line managers make reference to an officer's PDR when deciding whether or not to endorse their promotion application as being competent in their current rank at Step 1 and support their application at Step 3.
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## Responsibilities

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**Individuals**

Individuals are responsible for:

- Following force procedures and associated policies;
  - Ensuring submission of their completed NPPF portfolio for verification within 10 months of the temporary promotion;
  - Undertaking continuous personal development to prepare them for the next rank;
  - Submitting any appeals within the timescales as stated in the policy; and
  - Ensuring all mandatory courses are completed within the 12 months of temporary promotion. Details of the mandatory courses for sergeants and inspectors can be found above.
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**Line managers**

Line managers are responsible for:

- Supporting officers who seek promotion, providing learning and development opportunities when required;

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- Ensuring that officers continue with continuous professional development (CPD) to evidence improvement in their current rank and develop the skills, knowledge and abilities required in the next rank;
  - Determining whether to endorse an individual's competence for Step 2 NPPF, in line with their PDR grading, taking into account:
    - Whether the officer is competent or not in any areas at the time they complete the Police Promotion Application form;
    - Whether the officer has or has not developed in line with their development plan;
    - Whether the officer has the appropriate attitudes and behaviours as expected under the Code of Ethics and People Ambition;
    - Undertaking an interim PDR, no later than six months into the 12-month temporary promotion period, ensuring appropriate objectives and/or development plans are in place; and
    - Monitoring the completion of the individual's portfolio and setting a development plan through an interim PDR where the expected progress has not been achieved;
  - Supporting officers after promotion or temporary promotion;
  - Communicating any concerns regarding an individual's performance either before or after Step 4 NPPF, or probationary period for OSPRE I and II qualified officers, to the Senior Leadership Team (SLT) so that appropriate action can take place;
  - Ensuring officers are booked onto all of their mandatory training courses within three months of their temporary promotions;
  - Ensuring that individuals have completed all mandatory training within the 12-month period of their temporary promotion;
  - Producing a report for the consideration of the district/department SLT where an individual has failed to meet one or more of the required standards;
  - Completing the relevant section of the request for an extension form and forwarding to the organisation lead Independent Quality Assurer (IQA); and
  - Attending the Panel where an individual has submitted an appeal.
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### Resourcing

Resourcing are responsible for:

- For an internal or forcewide posting:
  - From receiving notification of a police officer vacancy, requesting from the hiring manager details for the vacancy to be filled, checking the advert and setting up the selection process for each role; and
  - Once filled by the hiring manager, notifying the gaining and losing SLT and then updating records on the HR System and arranging for CARM to be updated via the Duties Planning Team.
- For the Promotions Posting process:
  - Based on the published Promotions Schedule, undertaking planning, advertising and delivering on the selection process to collate relevant

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information for the Postings Panel, to include the posting preference information and the Promotion List;

- Notifying the Central Assessment Unit of the volume of potential candidates (and, when known, the number of actually successful candidates) who require registration with the external awarding body;
  - Following the benchmarking of results, contacting successful and unsuccessful candidates and circulating candidate results to each District Commander and/or Departmental Head relevant to that business area;
  - Following the Posting Panel or COT meeting, publishing a Promotion List of the successful candidate posting decisions to District Commanders and Heads of Departments/Directorates, and People teams;
  - Identifying the predicted number of vacancies for each rank as well as matching promotion processes to meet organisational need;
  - Ensuring that all promotion processes, including assessment details, are advertised on the intranet, when there is a need for officers to be promoted to the next rank within the following 12 months;
  - Providing advice in relation to policy where required; and
  - Ensuring that the probationary forms for officers are stored in their personal files, and the HR System is updated following a successful or unsuccessful completion of a probationary period.
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**People Services Officers**

People Services Officers are responsible for:

- Liaising with Resourcing to provide release dates through local resourcing meetings/local SLTs for advertised vacancy posts, except if the posting is:
  - A senior police officer promotion, then COT will set the promotion date; and/or
  - A Postings Panel decision, then the Panel will set the posting date.

For an internal posting (move, temporary, acting up etc.) within the district/department, then local SLT will set the posting date and People Services will update records on the HR System and notify the CARM Duties Planning Team.

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**Deputy People Director**

The Deputy People Director is responsible for:

- Chairing the Promotions Posting Panel following the Promotion Process to decide police officer postings and provisional posting dates; and
  - Holding a Posting Panel to consider a district/directorate request for their function-specific RAG rating to be reviewed which, thereafter, influences the timeframes applicable to functional postings.
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**Hiring manager**

The hiring manager is responsible for:

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- For internal vacancies within a district/department, submitting the Expression of Interest via OLEEO; and
  - For forcewide or specialist vacancies, submitting a vacancy via OLEEO.
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**Lead  
Independent  
Quality Assurer**

The lead Independent Quality Assurer (IQA) is responsible for:

- Notifying an individual of the decision not to confirm stage 4 portfolio completion, and informing of their right to appeal;
  - Notifying the relevant SLT and Employee Relations team of the decision not to confirm stage 4 portfolio completion;
  - Receiving initial portfolio extension requests;
  - Determining whether the portfolio extension request can be approved in accordance with the criteria outlined within the College of Policing NPPF policy;
  - Informing the individual of the extension period, where the criteria is met; and
  - Referring the request to the District Commander/Departmental Head, where the criteria is not met.
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**Senior  
Leadership  
Teams (SLTs)**

SLTs are responsible for:

- Encouraging individual personal development through coaching and mentoring in competencies and opportunities for performing duties in a higher rank, where appropriate;
  - Deciding fairly and appropriately in accordance with the criteria to support a candidate for promotion at Step 3;
  - Determining whether an individual should revert to stage 3 where they have failed to meet one or more of the required standards;
  - Recording a rationale for the decision;
  - Informing the individual of the outcome and of their right of appeal; and
  - Supporting and developing newly promoted officers.
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**District  
Commanders or  
Department/  
Directorate  
Heads**

District Commanders and Department/Directorate Heads are responsible for:

- Providing details of district/departmental vacancies to Strategic Workforce Planning;
- Providing to Resourcing a rationale if they require a particular officer from a Promotion Succession List;
- Considering applications for portfolio extension periods which do not meet the criteria outlined within the College of Policing NPPF policy;
- Determining whether an extension may be granted;
- Recording a rationale for their decision;
- Notifying the individual of their decision; and

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- Ensuring that the Force lead IQA and Employee Relations are notified of the decision.
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**People Director** The People Director is responsible for:

- Receiving appeals in relation to requests for extensions for portfolio completion;
- Receiving appeals in relation to decisions not to confirm an individual at stage 4; and
- Participating as an appeal panel member in relation to all appeals as outlined in the policy.

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**ACC People** The ACC People is responsible for:

- For promotions:
  - Undertaking a Benchmarking of Results following a Promotion process for the rank of sergeant and inspector;
  - Chairing any appeal panel;
  - Considering appeals as outlined in the policy;
  - Recording a rationale for the decision of the appeals panel;
  - Informing the individual of the outcome of the appeal; and
  - Ensuring that the relevant district/departmental SLT and Employee Relations team and Force lead IQAs are notified of the outcome of the appeal.
- For senior officer postings:
  - Following a COT Postings meeting, informing police officers from the rank of chief inspector and above of their new role and posting date.

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**Chief Officer Team (COT)**

- COT will make the decisions on the postings of chief inspectors, superintendents and chief superintendents following a Promotion Board process, or during a review of senior officer postings.
- In the case of Promotion Boards to chief inspector, superintendent and chief superintendent, the COT lead member will chair a benchmarking exercise regarding the results.

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**Head of Learning and Organisational Development (L&OD)**

The Head of L&OD is responsible for:

- Participating as a panel member in relation to all appeals as outlined in the policy.

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<b>Employee Relations</b>	<p>Employee Relations are responsible for:</p> <ul style="list-style-type: none"><li>• Providing advice, guidance and support to line managers in relation to the policy; and</li><li>• Providing advice in relation to employment law.</li></ul>
<b>Learning and Organisational Development (L&amp;OD)</b>	<p>L&amp;OD is responsible for:</p> <ul style="list-style-type: none"><li>• Ensuring that sufficient assessors are trained, and supporting them with their responsibilities where necessary;</li><li>• Training and the support of IQAs at districts/departments;</li><li>• Ensuring assessors and IQAs have current CPD;</li><li>• Registering officers temporarily promoted at Step 4 with the appropriate Awarding Body, e.g. City and Guilds;</li><li>• Acting as Force IQA for WBA;</li><li>• Managing the e-portfolio for WBA;</li><li>• Submitting WBA assessments to the Awarding Body; and</li><li>• Obtaining the appropriate qualification certificates for officers who successfully complete the WBA modules.</li></ul>

## Internal Posting

<b>Principles</b>	<ul style="list-style-type: none"><li>• Internal postings are moves within the same business area (district, department and directorate).</li><li>• The hiring manager will seek Expressions of Interest via OLEEO.</li><li>• Resourcing will advertise internal opportunities forcewide on OLEEO for transparency. If applicants are limited to a particular district this will be specified.</li><li>• The hiring manager will arrange and run the selection process within the business area and notify the successful and unsuccessful candidate(s).</li><li>• The People Services Officer will co-ordinate the deployment process through local Resourcing meetings/local SLT using the RAG rating process. The police officer will receive at least 28 days' notice if there is a shift pattern change. Where an agreement cannot be reached, the police officer will be entitled to work their remaining published three-monthly roster. This notice is only relevant for a shift change, and not a change of location.</li><li>• There may be other reasons to post a police officer within a district/directorate which do not require an Expression of Interest process. This will be at the discretion of the District Commander/Director and will be facilitated by the People Services team to complete administrative functions around system updates.</li></ul>
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## Forcewide Posting

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### Principles

- Forcewide postings include postings into Operational Support (except Contact), CTP NE, Protective Services Crime, Professional Standards Directorate, Corporate Services and for a forcewide recruitment process to post between business areas.
  - The hiring manager will submit the vacancy via OLEEO.
  - Resourcing will advertise forcewide for a vacancy:
    - Into police constable rank specialist posts; and
    - Into an officer supervisory rank for newly promoted and substantive police officers, i.e. those out of their probation or, in the case of sergeants and inspectors, OSPRE qualified, on the Promotion List or within their NPPF probationary period.
  - The hiring manager will set up and run the selection process.
  - The hiring manager will notify the successful and unsuccessful candidate(s).
  - Resourcing will co-ordinate the deployment process in liaison with People Services for the agreed posting date and notify the police officer and the gaining SLT of the posting date.
  - There is an expectation that the police officer will move in accordance with the timeframes set as per the RAG rating process, which is a minimum of 45 days' notice. Where a posting or promotion requires a change of published roster, the receiving district/ department will liaise with the police officer to agree a suitable transfer date with at least 28 days' notice. Where an agreement cannot be reached, the police officer will be entitled to work their remaining published three-monthly roster. **Note:** this only affected published shifts, not the posting location or role.
  - If the district or department where the police officer is leaving, or will be receiving the police officer, identifies a reason for why the timeframe is insufficient/too long, the matter can be referred to the Posting Panel for a review of the RAG rating, and they will make the final decision based on the RAG rating process for both business areas.
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## Secondment, Career Break and Organisational Change

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### Secondment application

- Where a police officer would like to apply for an external or internal secondment, they must seek the approval of their line manager before submitting an application.
- Where a line manager supports the application, the police officer's substantive post may be backfilled on a temporary basis and at the end of the secondment period, the police officer may return to their substantive role.

- Where the role is not suitable to be filled on a temporary basis, the police officer and line manager must discuss whether the police officer still wishes to apply for the secondment on the understanding that they will be posted to an alternative role at the end of the secondment period.
  - Police officers will not be supported for internal or external secondments during the period of a live written and/or live final written warning following a misconduct investigation or whilst under investigation unless there are exceptional circumstances, in which case this must be authorised by the ACC People. Those subject to a reduction in rank sanction will not be eligible to apply for internal or external secondments for at least an 18-month period (or a two-year period if others involved in the same investigation received a final written warning) unless authorised by ACC People.
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#### Principles

- This process includes police officers returning into the organisation from a secondment or an internal secondment, a career break or due to organisational change.
  - Where officers are returning to the organisation, People Services will liaise with Strategic Workforce Planning to determine which business area to post the police officer based on organisational need and the police officer's skills/abilities and location preference will be considered. In the case of a secondment where the police officer's substantive post has been temporarily filled, then the police officer will return to the substantive post. People Services will manage the end-to-end process, including notifications to the officer.
  - For secondments into the organisation, Resourcing will manage the end-to-end process.
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## Police Officer Promotions

### Eligibility Criteria

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#### Principles

- Officers must meet the following when intending to apply for promotion:
  - For the rank of sergeant, have met their two-year probationary period (three years for PCDA entrants);
  - For the rank of inspector, must be in the substantive rank of sergeant – there are no exceptions;
  - Must have achieved a rating of Strong Performer, Core Performer, Solid Performer, Early Promise/High Potential, High Performer, Consistent Performer/Emerging Talent or Exceptional Contributory/Highest Potential (or equivalent) through their PDR process;

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- Must not be on a live performance related action plan when submitting their application. Where an officer is prevented from applying due to this, they may appeal to their District Commander/Head of Directorate (unless that person is their second line manager, in which case an independent person of equivalent rank will be utilised). The officer may attend any such appeal meeting with a police friend or Staff Association representative;
- Must not have a live Written Improvement Notice (WIN) under the Police (Performance) or Police (Conduct) Regulations, or have had a reduction in rank under the procedures in the previous 18 months;
- Must not have a live written warning or live final written warning under the Police (Conduct) Regulations 2020; and
- Must meet the attendance standard set by the Force.
- Admission to Step 2 for constables applying for promotion to sergeant and for sergeants apply for promotion to inspector must have not previously obtained a pass to the next ranks under OSPRE, or any other qualifying examination.
- Constables and sergeants nearing completion of their probationary period in their current rank may apply to sit the National Examination at Step 1, if they expect to be confirmed in post by the date of the legal examination.
- All ranks must have the support of their District Commander or Departmental Head when submitting their application at Step 3 (in-force Promotion Boards). This can be waived for all candidates for a specific promotion process on the authority of the ACC People and would apply equally to all participants for that specific process.
- Officers subject to ongoing misconduct investigations can apply for a promotion process and go through the various stages, but cannot be substantively promoted (or temporarily promoted under NPPF to sergeant or inspector) whilst they remain under investigation, without the approval of ACC People.
- Officers subject to a live written and/or live final written warning cannot act up or be temporarily promoted other than in exceptional circumstances, which require the authorisation of the ACC People. Those who have received a reduction in rank will not be considered for acting up or temporary promotion for an 18-month period (or a two-year period if others involved in the same investigation received a final written warning), unless authorised by ACC People. See Performing Duties in a Higher Rank policy.

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**Previously  
qualified  
officers under  
OSPRE (Part I &**

- Sergeants and inspectors who have previously passed both parts I and II will still be required to apply for and pass Step 3 prior to promotion in the same manner as officers following the NPPF process.

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**II and Part I only)**

- Promotion for these officers who have passed both parts I and II will be to the next rank with substantive status. There is no expiration date for these officers already qualified.
  - Newly promoted sergeants must successfully complete a 12-month probationary period.
  - Sergeants and inspectors who have only previously passed Part I will follow the NPPF process.
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## Procedure

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**Step 1 –  
Competence in  
current rank**

- Officers wishing to be considered for promotion must initially complete an NPPF candidate registration form from the Force Examination Officer and also send their line manager the Line Manager Endorsement form.
- Line managers, when receiving the officer's intention to seek promotion, must:
  - Make a structured assessment of their level of performance against the selection criteria for the desired rank;
  - Determine if they are competent in any areas at the time they have applied and also consider if they have developed in line with any existing or previous developmental action plan;
  - Identify any areas for development, referring to their last PDR if appropriate, devising a developmental action plan for the next six months if necessary;
  - Determine whether or not to support the officer;
  - Complete the Line Manager Endorsement form with the officer's District Commander or Departmental Head; and
  - Arrange a meeting with the officer to explain their decision and to also provide a rationale.
- If an officer is successful they will be automatically entered for the National Legal Examination in Step 2.
- Officers who are not supported at Step 1 who are deemed to lack competence against the criteria can make a fresh application if they are able to provide further evidence of competence. If there is no immediate new evidence, the officer must be given a development plan agreed with their manager and then re-apply in line with that plan.
- Developmental plans will enable officers to meet the required competency levels for the rank desired. It must be integrated into the PDR process and will assist the continuing process of gathering examples of evidence. Officers must remember the plan will not form part of the selection process at Step 3.
- All candidates' registration forms, successful or not, must be submitted back to the Force Examinations Officer, who will forward them to the College of Policing.



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**Step 2 – Legal examination**

- The College of Policing administers the legal examination and will notify Forces of the relevant examination dates.
- Officers are notified of the outcome of the exam results by the College of Policing and Force Training Customer Services Team.
- On both the sergeants' and inspectors' examinations, there is a nationally set pass mark, which officers will be informed of prior to the exam. Therefore, officers must achieve the score equal to or above to be awarded a pass and before they can progress to Step 3.
- If an officer does not achieve a pass in the exam, they will return to Step 1 and a developmental action plan will be discussed with their line manager.
- The legal examination is valid for a period of five years from the anniversary of taking the exam.
- If officers take any of the following leave, the time will count towards an extension in the validity period:
  - Maternity or paternity leave;
  - Maternity or paternity support leave;
  - Adoption or adoption support leave;
  - Disability related leave; or
  - A career break for the purposes of care.

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**Step 3 – In-force selection process**

- As there is a requirement to match officers to predicted vacancies in the rank, only those passing any shortlisting process will progress to the promotion interview, taking into account any necessary reasonable adjustments that an officer may require.
  - The Recruitment Onboarding and Resourcing Manager will moderate the full promotion selection process which will be determined based on Force predicted requirements and will be designed around the relevant competency framework leadership qualities and values (College of Policing Competency and Values Framework). Candidates will be informed of the promotion process at the time of advertisement.
  - Officers who are unsuccessful at Step 3 may re-apply for other promotions, as long as their legal examination qualification remains valid.
  - Officers who are successful at Step 3 will be placed on a succession plan where it is likely that they will be temporarily promoted within 12 months when a vacancy arises. However, this may be extended by up to a further 24 months (making 36 months in total), in exceptional circumstances.
  - If a suitable vacancy does not arise, and they are not promoted within 36 months, they must re-apply for Step 3.
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**Step 4 –  
Temporary  
promotion**

- Other than in exceptional circumstances, officers on a succession plan will temporarily be promoted to the next rank within 12 months.
- Officers temporarily promoted to sergeant or inspector under NPPF will be posted to a role that covers the full range of activities required to successfully pass the WBA.
- Officers awaiting a promotion under NPPF will generally not be permitted to commence their WBA if they move to a temporary or seconded role at the higher rank, where that role lasts for less than 12 months (other than in exceptional circumstances). Additionally, the role must provide suitable breadth of work to enable the officer to successfully complete the WBA. If the role is less than 12 months, or provides insufficient breadth of work to complete the WBA (as assessed by an inspector at the Central Assessment Unit), the officer generally cannot be temporarily promoted under NPPF and cannot commence their WBA.
- Officers at Step 4 will be assessed against Qualification and Credit Framework units for their new rank and the Competency and Values Framework. They must pass both the academic assessment and evidence satisfactory performance before substantive promotion takes place.
- At the end of the 12-month period, and on successful completion of the modules of the WBA, officers will be promoted substantively in rank and receive their professional policing qualification.
- Officers who are unsuccessful in completing the WBA will revert back to their previous rank. If they wish to restart the promotion process, this will be from Step 3 as long as their Step 2 qualification remains valid.
- Part-time officers will be required to complete the WBA, but the time limits for completion may be extended.
- In certain circumstances, such as for maternity/parental leave etc., the time limit for Step 3 and Step 4 will be extended, usually not exceeding 12 months. An individual may apply for an extension by submitting the Request for Extension form which is also available from the Central Assessment Unit.
- The Force lead IQA will consider requests for an extension against the College of Policing NPPF policy. Where this criteria is not met, the decision will be referred to the District Commander/Departmental Head.
- All decisions are made on an individual case-by-case basis.
- An individual may apply for an extension at Step 4 where they have had sickness absence which may have impacted upon their ability to complete the portfolio or demonstrate satisfactory performance in role. In such cases, the extension granted and the period of temporary promotion already undertaken will not exceed a total of 12 months.
- Where an extension is approved, only in exceptional circumstances will the maximum extension of 12 months be granted.
- If an individual, having had the maximum extension, has not completed the NPPF portfolio successfully, they must revert back to Step 3.
- In order to be substantively promoted, an individual must:

- Have a PDR rating of Strong Performer, Core Performer, Solid Performer, Early Promise/High Potential, High Performer, Consistent Performer/Emerging Talent or Exceptional Contributory/Highest Potential (or equivalent);
  - Have completed all specified mandatory training;
  - Have met the attendance standard;
  - Not be subject to or have any misconduct process pending;
  - Have successfully completed their NPPF portfolio within 12 months, unless an extension has been agreed; and
  - Have successfully completed their NPPF portfolio within the specified period where an extension has been agreed. In all cases this cannot exceed 24 months as outlined in the NPPF guidance.
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**Step 4 – Failure to achieve required standards**

- Where an individual has failed to achieve any of the required elements, the individual must return to Step 3 of the NPPF process.
  - The officer will revert back to their previous rank 14 days after being notified of the decision if no appeal has been received.
  - Where an officer submits an appeal within the specified timescale, the individual will remain in their temporary rank until the appeal outcome is known.
  - If an appeal is unsuccessful, the officer will return to their previous rank with immediate effect.
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## Appeals

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**Step 1**

- Officers can appeal at Step 1 if they are not endorsed by their first line manager or SLT member for progression to Step 2 on one of the following grounds:
  - Their line manager has not fully considered their competence; or
  - Their decision to not endorse to Step 2 has been applied unfairly.
- Officers, when notified of the Step 1 outcome, must appeal in writing to their District Commander/Head of Directorate, stating their grounds of appeal.
- Officers must provide any supporting evidence as to how the process has been unfair.
- Before engaging the appeal process, officers who have not been supported through lack of competence are expected to have submitted a re-application with additional evidence to the line manager for reconsideration.
- The Recruitment Onboarding and Resourcing Manager will write to the individual within 10 working days of the appeal being made, with a

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potential resolution. This may include them speaking to the SLT for reasoning on their original decision or arranging an appeal hearing.

- Officers will not progress to Step 2 if the Recruitment Onboarding and Resourcing Manager agrees with the initial decision made by the line manager. However, they may ask for a developmental plan to be devised to support the officer.
  - A copy of the appeal decision will be retained in the officer's personal file.
  - No further appeals will be allowed.
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**Step 3**

- Officers can appeal at Step 3 if they are unsuccessful in the selection process on one of the following grounds:
  - The process was unfair;
  - The process has been applied unfairly; or
  - Other participants in the process have acted unfairly.
- Officers, when notified of the Step 3 shortlisting outcome or earlier if appropriate, must appeal in writing to the Recruitment Onboarding and Resourcing Manager, stating their grounds of appeal.
- Officers must provide any supporting evidence as to how the process has been unfair, such as an example of what stage of the selection process was unfair to them.
- Officers must also provide further details of other individuals who may be able to provide supporting information to aid the resolution, stating also their preferred resolution.
- The Recruitment Onboarding and Resourcing Manager will write to the individual within 10 working days of the appeal being made with a potential resolution. This may include them speaking to the selection panel chair for reasoning on their original decision or arranging an appeal hearing.
- Potential resolutions include:
  - Appeal not founded due to insufficient supporting information;
  - Acknowledgement that alternative processes may have been more appropriate but it is likely that the outcome would not have been affected;
  - Acknowledgement that alternative processes may have been more appropriate and, as the selection process has not concluded, the officer will be included;
  - Acknowledgement that alternative processes may have been more appropriate but the selection process has finished, so the officer must re-apply next time or, if a succession plan exists, the officer can be placed on it. Under no circumstances must the officer bypass any stage. They must complete the whole process; or
  - Any other action deemed necessary based on the circumstances, such as disciplinary action.
- A copy of the appeal decision will be retained in the officer's personal file.

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- No further appeals will be allowed.
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#### **Step 4**

- Officers may appeal against decisions made by their assessor or IQA on the WBA evidence via the e-portfolio system (OneFile).
  - Any appeal must be submitted within 14 working days of being notified of the assessor's decision.
  - Officers may appeal on one of the following grounds only:
    - NPPF – their WBA evidence was not assessed correctly or fairly;
    - They were disadvantaged in the process, e.g. the Force did not register them with the Awarding Body; or
    - They were disadvantaged in the process due to a lack of support relating to the assessment process.
  - Officers wishing to appeal against a refusal to substantively promote them in rank at the end of Step 4 for any other reason must submit a written notification including their grounds of appeal to the People Director within 14 days of being notified of a reduction in rank.
  - The People Director will consider the grounds of the appeal made.
  - The officer, their representative and line manager will be invited to a panel to discuss the appeal. The appeal panel comprises of the ACC People, People Director and Head of L&OD.
  - The officer will be notified in writing within 14 calendar days of the meeting.
  - A copy of the appeal decision will be retained in the officer's personal file.
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#### **Chief inspector ranks and above – promotion appeals**

- Officers can appeal if they are unsuccessful in the selection process for promotion to a senior rank (chief inspector and above) on one of the following grounds:
    - The process was unfair;
    - The process has been applied unfairly; or
    - Other participants in the process have acted unfairly.
  - The appeals process to be followed is as per Step 3 above.
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### **Probationary Period – Police Sergeant (OSPRE I & II Qualified)**

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#### **Principles**

- In accordance with the Police (Promotion) Regulations 1996, when a constable who is OSPRE Part I and II qualified is promoted, they must successfully complete a minimum 12-month probationary period before they are confirmed in rank.
- Performance reviews must be conducted by line managers after six months of the probationary period, and the interim sections of the review form

completed. Also a final review must be conducted at the end of the period, and the full review form be fully completed.

- A probation extension form must be completed if an extension is granted.
- If the extension period is longer than three months, then an interim review must be conducted three months before the end of the extension, and subsequently a final review, recording this on the review form.
- All forms will be retained in the officer's personal file.
- If at the end of the probationary period the attendance standard is breached then, in discussion with line management, the District Commander or Departmental Head will decide if confirmation can take place. Line management must be satisfied that the officer is committed to high levels of attendance. An extension may be given to allow for this.
- Extensions can only be given by District Commanders or Departmental Heads.

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**Outcome**

- For an officer to be confirmed in the rank of sergeant, their District Commander or Departmental Head must be satisfied after discussion with their line manager that the individual is satisfactorily performing duties of that rank.
- The final performance review will include the officer's rating. If they are graded Strong Performer, Core Performer, Solid Performer, Early Promise/High Potential, High Performer, Consistent Performer/Emerging Talent or Exceptional Contributory/Highest Potential (or equivalent) they will be confirmed in rank. They will be notified in writing of their successful probationary period.
- An officer must have been notified of their confirmation in rank before applying for a transfer to another district.
- If an officer receives a rating of Inconsistent Performer or Improvement Required (or equivalent), then the District Commander or Departmental Head will extend the probationary period and a development action plan will be devised. Extensions will be between three and 12 months, with exceptional circumstances allowing for longer than 12 months.
- At the end of the initial extension, the District Commander or Departmental Head will discuss with line management if the officer will be confirmed in rank as a sergeant or will return to the rank of constable. A further extension is usually not granted, however this is at the discretion of the District Commander or Departmental Head if they deem appropriate in relation to documented evidence of significant improvement.
- If an officer receives a rating of Improvement Required (or equivalent), then their District Commander or Departmental Head will decide with their line manager if they should return to the rank of constable. Officers may be posted to an alternative role or similar to that held before promotion, subject to organisational needs.

- The officer will be notified in writing of their unsuccessful probationary period and will be informed of the appeals process.
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#### **Appeals**

- Officers wishing to appeal must submit a written notification, including their grounds of appeal, to the People Director within 14 days of being notified of a reduction in rank.
  - The People Director will consider the appeal made by the officer as well as their PDR and probationary review forms.
  - The officer, their representative and line manager will be invited to a meeting to discuss the appeal. This will be with the appeal panel, which comprises of the ACC People, People Director and Head of L&OD.
  - The officer will be notified in writing within 14 calendar days of the meeting.
  - A copy of the appeal decision will be retained in the officer's personal file.
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## **Promotion Posting**

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#### **Promotions Schedule**

- The 12-month rolling Promotions Schedule based on current and forecasted vacancy information for all business areas is available on the intranet.
  - For sergeant and inspector promotions, consideration is given to the College of Policing exam dates and referred to as the NPPF Step 3 In-Force Selection Process.
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#### **Promotion Board post-application**

Following the closure of the promotion advert, and once all applications are received, for each promotion process the following information is collated by Resourcing:

- Details of police officer posting preferences. A police officer can select up to three (limited to districts and Contact), although preferences cannot be guaranteed for the posting decision. Where no preferences are stated, it is assumed the officer can be posted anywhere;
- A summary table is requested from L&OD of police officer recorded skills and experience information;
- For sergeant and inspector promotions, the Assessment Unit capability provision to support NPPF Step 4 is summarised;
- Strategic Workforce Planning (SWP) capture district and Contact vacancies and the local SLT confirm/amend the information if required and advise of imminent future vacancies. SWP send the district/department Vacancy List to Resourcing;

- Resourcing invite the local SLT to provide a rationale for why a particular police officer is being requested from the promotion list that will be considered, but is not guaranteed.
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**Post Promotion  
Board process**

Once the Promotions Board process has concluded for all candidates, the following will happen sequentially:

- Within five working days of the promotion process concluding, the ACC People will hold a Benchmarking of Results ('wash up') using Resourcing data to decide promotion scoring pass mark based on organisational need.
  - Resourcing will notify each police officer of being successful/unsuccessful. Business areas will receive a list of their own successful/unsuccessful police officers.
  - Within 10 working days of the Promotion Board process concluding, Resourcing will obtain the following posting information:
    - Police officer preferences and any restrictions, organisational need based on district/department;
    - Vacancies/predicted vacancies;
    - Force Assessment Unit capability to deliver (if applicable);
    - Applicant personal qualities and skills;
    - Details relevant to Talent Management and Succession Planning; and
    - Candidate score order.
  - For sergeant and inspector promotions, police officers will normally be posted into core policing roles (districts and Contact).
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**Posting Panel  
for sergeant and  
inspector ranks**

- A Posting Panel process will be held within 15 working days of the Promotion Board process concluding, chaired by the Deputy People Director.
  - The Panel will consist of the Recruitment Onboarding and Resourcing Manager, and a police officer at the rank of chief inspector or above.
  - The posting information will be used to determine the posting decision.
  - Within five working days of the Posting Panel, Resourcing will publish the Promotion List (posting decision and posting date). Notification will be sent to the police officer(s), the gaining and losing district/department SLT and People Services.
  - If required, a Posting Panel will be held to post police officers on an ad-hoc basis if another process, such as the Limited Duties – Police Officers policy, does not cover them.
  - Police officers can remain on the Promotion List for a maximum of 36 months.
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<b>Chief inspector ranks and above</b>	<ul style="list-style-type: none"><li>• The Chief Officer Team (COT) are responsible for promotions and appointments to the rank of chief inspector, superintendent and chief superintendent.</li></ul>
<b>Promotion Panel process</b>	<ul style="list-style-type: none"><li>• The Promotion Panel is chaired by members of COT with the People Director in attendance.</li><li>• The police officer aspirations and career intentions are prepared by Resourcing, along with promotion information obtained previously, which will be used to determine the posting match decision.</li><li>• A member of COT will notify the individual police officer of the new appointment and posting date.</li></ul>
<b>Deployment to posting</b>	<ul style="list-style-type: none"><li>• The People Services Officer will manage the deployment process through local Resourcing meetings/local SLT, within five weeks (35 calendar days) of the Panel decision.</li><li>• The police officer will receive formal notification of at least 28 days' notice of the move/posting. Where an agreement cannot be reached, the police officer will be entitled to work their remaining published three-monthly roster.</li><li>• For sergeant and inspector promotion postings only, the Central Assessment NPPF Unit mailbox are advised of the transfer date. By exception due to significant risk, a promotion posting date may extend up to 12 weeks. Once a posting is accepted and the transfer date agreed, this date will commence the individual's probationary period in that new rank. For further information, see Promotions.</li></ul>

## Unable to Fulfil Full Police Officer Duties

<b>Principles</b>	<ul style="list-style-type: none"><li>• The SLT lead within the district, department or directorate is expected to manage all police officers within the business area effectively.</li><li>• This includes police officers who are unable to perform their full duties due to a medical restriction, performance need or other work-related issue.</li><li>• For a police officer who has a condition covered by the Equality Act 2010, reasonable adjustments must be considered in the first instance.</li><li>• For a police officer who is placed on adjusted duties, they will be posted in accordance with the Limited Duties policy and the adjusted duties arrangements.</li><li>• Local SLT within the district, department or directorate will post a police officer taking into consideration the needs of the police officer, on a case-by-case basis.</li><li>• A police officer with limitations may be referred to Employee Relations to find and post the police officer to a suitable role within the organisation. In a case such as loss of vetting status or misconduct matters where a police</li></ul>
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officer requires an alternative posting to another district/department, then Employee Relations, in consultation with Resourcing, will find and post the police officer to a suitable role within the organisation.

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## Additional Information

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### Compliance

This policy complies with the following legislation, policy and guidance:

- Equality Act 2010
  - Police Regulations 2003
  - Police (Promotions) Regulations 1996 (as amended)
  - Police (Conduct) Regulations
  - Police (Performance) Regulations
  - Part Time Workers (Prevention of Less Favourable Treatment) Regulations 2000 (Amendment) Regulations 2002
  - Data Protection Act 2018
  - Leave and Hours of Duty – Police Officers policy
  - Limited Duties – Police Officers policy
  - Performance Development Review (PDR) policy
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### Further Information

Further guidance in relation to this policy can be sought from:

- Resourcing
  - Line managers
  - Force Training – Customer Service Team
  - College of Policing
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