



**September 2016**

**Chief Constable  
Dyfed-Powys Police Appointment Process**

**Independent Member Report**  
Carolyn Dhanraj MBE JP

## **1. Introduction**

- 1.1 This report provides information on the appointment process for the role of Chief Constable of Dyfed-Powys Police and in particular, it will comment on:
  - how the process met the principles of merit, fairness and openness and
  - the extent to which the Interview Panel were able to fulfil their purpose, to challenge and test the candidate against the stated criteria.
- 1.2 Home Office Circular 20/2012 outlines that it is for the Police and Crime Commissioner to decide how they wish to run their appointment process and which candidate they wish to appoint. However, they should involve an Independent Member as soon as practicable in the process: job specification, shortlisting and interviewing of candidates.
- 1.3 This report is the Independent Member's Report (Carolyn Dhanraj), relating to the appointment process for the role of Chief Constable for Dyfed-Powys Police, which was the responsibility of the newly elected Police and Crime Commissioner Dafydd Llywelyn.

## **2. Aim**

- 2.1 The aim of this report is to provide an assessment of the extent to which the appointment process has been conducted fairly, openly and based on merit. It will also comment on the extent to which the Interview Panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the Chief Constable role.

## **3. Independent Member Role**

- 3.1 The role of the Independent Member is laid out in Home Office Circular 20/2012. It is described more fully within the College of Policing's 'Guidance for the Appointment of Chief Officers'. This Guidance was produced in November 2012 and is maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing including Her Majesty's Inspectorate of Police, Association of Police and Crime Commissioners, Association of Policing and Crime Chief Executives, Senior Police Officers Association, Police Superintendents Association and the Home Office. This was produced under the direction of the Police Advisory Board England and Wales Sub-group on Chief Officer Appointments.
- 3.2 I am currently an Independent Member from the list provided by the College of Policing. In order to become a member of this list I was required to undergo a fair, open and merit-based selection process. This process focussed on my suitability as someone skilled in assessment, capable of quality assuring assessment processes; I also had an induction to this role from the College of Policing and I am continually quality assured in my delivery of services as an Independent Member of Chief Officer Appointments processes. Further details of my background are set out in the role profile in Appendix A.

## **4. Independent Member initial involvement in the Chief Constable Appointment Process for Dyfed-Powys Police**

- 4.1 I was invited to join the process by the Police and Crime Commissioner via the College of Policing to seek my participation. On confirming this, I was contacted by Carys Morgan (Chief of Staff and Monitoring Officer of the OPCC Office), to discuss and review all aspects of the process. The role had already been advertised and my involvement commenced in reviewing and amending the suggested application form and information pack, along with advising the OPCC on the use of Internal and

External stakeholder panels, College of Policing Personality profiles and the other assessment tools available to ensure a robust process. I also suggested, based on my experience, that the PCC could write to his counterparts to encourage as many applications from eligible candidates. I was impressed that the OPCC was open to my advice and suggestions and active involvement from the outset; this demonstrated an openness and transparency to the process.

## 5. Interview panel

- 5.1 The Interview Panel role is set out in the Guidance on Chief Officer Appointments (4.2.2 of the guidance). This outlines that the Interview Panel should be convened by the Police and Crime Commissioner, before any stage of the appointment process takes place and that consideration may be given to having Interview Panel members involved in helping to define the requirements of the role.
- 5.2 In addition, it states the purpose of the Interview Panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the Police and Crime Commissioner should select an Interview Panel capable of discharging this responsibility.
- 5.3 The Police and Crime Commissioner should ensure that Interview Panel members are diverse and suitably experienced and competent in selection practices and that they adhere to the principles of merit, fairness and openness (Principles of Appointment Section 3). It is also the Police and Crime Commissioner's responsibility to ensure that appropriate briefing/assessor training is undertaken by all Interview Panel members. It is suggested that an Interview Panel of approximately five members is convened but this is at the discretion of the Police and Crime Commissioner.
- 5.4 The Interview Panel appointed by the Police and Crime Commissioner were selected to provide an expertise and experience to test potential candidates at a policing executive level. All Interview Panel members had read the College of Policing Guidance on Chief Officer Appointments prior to participating on the recruitment process. I also confirmed that the Interview Panel had previously been involved in senior recruitment and panel participation at the beginning of the process.
- 5.5 There were five Interview Panel members comprising of three male and two female members; three white men, one white woman and one minority ethnic woman, who was also the Independent Member. The Interview Panel were supported by a white male Police Adviser and a white female.
- 5.6 **INTERVIEW PANEL:**
  - Dafydd Llywelyn, Dyfed-Powys Police and Crime Commissioner;
  - Alan Clarke, Professor of Criminology - University of Aberystwyth;
  - Rhian Jardine, Head of Sustainable Communities - Natural Resources Wales;
  - Ian Westley, Chief Executive - Pembrokeshire County Council;
  - Carolyn Dhanraj, Independent Member - College of Policing.

The Panel was also supported by the Chief Constable Sussex Police - Giles York as the Policing Adviser and, Carys Morgans the Police and Commissioner's Monitoring Officer.

## 6. Role profile and attraction strategy

- 6.1 The PCC sought the views of Dyfed-Powys Police employees on the attributes they wanted in a Chief Constable; similarly, he sought views from the public and this stakeholder information was used to develop the role profile. The role profile further reflected the qualities identified by the PCC and stakeholders acknowledging the challenges that would face the new Chief Constable in relation to the emerging new PCC's Police and Crime Plan.

- 6.2 The advertisement was placed on the Police and Crime Commissioner's website, Dyfed-Powys Police's website, the National Police Chief Council website, the Police Professional website and the College of Policing's website. It was also marketed to ACPO members by email and by the PCC writing to other PCC colleagues, asking them to bring the opportunity to the attention of their Chief Officer team. This approach demonstrated an openness and created further opportunity for those suitable, to apply for the post.
- 6.3 The post was advertised from 1<sup>st</sup> August 2016 to 1<sup>st</sup> September 2016 inclusive which was over the recommended time. The College of Policing guidance point 5.3.3 states that 'the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters'. The thoroughness of advertising was to enable an inclusive and openness to attract the most eligible candidate pool of Chief Officers to apply.
- 6.4 A Familiarisation day was scheduled on 25<sup>th</sup> August, which was prior to the closing date to enable candidates to meet with Police and Crime Commissioner for thirty minutes, Heads of Department for an allocated time and spend time within Dyfed-Powys meeting staff and officers.
- 6.5 I am fully satisfied that the Police and Crime Commissioner advertised the vacancy openly (Guidance 3.4.1) to attract the best possible eligible candidate pool.
- 6.6 Please note to ensure absolute fairness, I checked that no direct approaches were made to eligible potential candidates, to encourage or highlight the Chief Constable vacancy. I am satisfied that this part of the process was not biased and was in keeping with transparency of process.

## **7. Shortlisting and Interview Panel briefing**

- 7.1 By the closing date, four application forms had been received for the role of Chief Constable – Dyfed-Powys Police; there had been one additional request for information throughout the process. I am confident that the Chief Constable role had been advertised to enable the best possible pool of candidates to apply, and due process had been followed. It is worth noting, that this role attracted more candidates than other Chief Constable roles that have been advertised in England and Wales in the previous two years.
- 7.2 The short listing meeting was scheduled for Wednesday 7<sup>th</sup> September 2016. The four application forms were securely delivered to the Panel members on Friday 2<sup>nd</sup> September with a shortlisting template, for Panel members to familiarise themselves with the paperwork prior to training and actual shortlisting the following week.
- 7.3 It is noted that two of candidates who applied were known in a professional capacity to the PCC and the Independent Member had previously interviewed three candidates; I checked whether there was any friendship, family or other connections that would indicate a potential bias. The three external Panel members did not know any of the candidates.
- 7.4 I provided an overview of Chief Officer appointments and delivered a briefing on how to shortlist based on the College of Policing guidance using the set criteria and rating scale to ensure a fair and unbiased approach. The Policing Adviser who could not be physically present, joined the Panel via a conference call to provide a briefing on each candidate's policing experience and did not shortlist as he was not a member of the Panel but as a Policing Adviser only.

- 7.5 I invited the PCC to advise the Panel what he was looking for in the new Chief Constable and he drew on his personal views and the needs of the community and the recent staff consultation regarding this key appointment. The Panel confirmed their understanding of the skills, style and commitment the new Chief Constable should demonstrate.
- 7.6 I emphasised that the short listing process and any further assessment should be based on the evidence provided in the application form and not on previous knowledge. This was to ensure fairness (Guidance 3.3.1) and transparency throughout all stages of the assessment. I am confident at this stage that there was nothing that would make the process unfair in terms of bias.
- 7.7 The Interview Panel members individually assessed the application forms against the set criteria using a 1-4 rating scale. To ensure a fair, merit based and transparent assessment of the candidates, I managed the results of this and asked the OPCC to gather the scores from each Panel member and as a Panel, we sought clarification and evidence for the score given. I suggested we alternated who gave their score first to ensure fairness; the Panel then agreed overall score per competency area for each of the four candidates.
- 7.8 Four candidates demonstrated in their application form evidence to enable them to be selected for assessment on Monday 12<sup>th</sup> and Tuesday 13<sup>th</sup> September 2016.
- 7.9 In preparation for the next stage, I requested that the OPCC sought the candidates' SPNAC (Senior Police National Assessment Centre) and latest PDR (Professional Development) reports in order to highlight any areas that the Interview Panel may need to probe through the assessment process.

## 8. Assessment design and delivery

- 8.1 The Interview Panel discussed the merits of assessment through methods such as interview, presentation, media interview, stakeholder panels. I had previously advised the OPCC on the use of stakeholder panels with an internal and external focus and the different assessment methods that could be deployed. The shortlisted candidates would follow a robust and challenging process of:
- two stakeholder panels (internal and external – see Appendix B for list of participants and presentation topic);
  - a presentation, where the topic was provided on the day with limited time to prepare (see Appendix C for the topic) and
  - a competency based interview.
- 8.2 It was confirmed that the Policing Professional Framework (PPF) competencies and the qualities pertaining to Dyfed-Powys Police could be measured fairly and with face and content validity through this assessment process.
- 8.3 **Stakeholder Panels x 2:** one **Internal** comprising of staff and officers, and one **External** with partners and community representatives.

On Monday 12<sup>th</sup> September each of the candidates attended the two Stakeholder Panels; each of these were observed by an Interview Panel member, to ensure it was clear, fair and transparent with the same questions being posed. The core purpose of the two Stakeholder meetings, was to provide an opportunity for the stakeholders to ask the candidate key questions with a particular reference to their community and issues of partnership working and building one team.

The Stakeholder Panels did not score the candidates, but provided the Interview Panel with useful information about the relative strengths and weaknesses of each candidate, which we could consider during the formal interview stage the following day. Feedback was provided to the Interview Panel by the Internal Stakeholder Panel Chair, Lynne Davies and the External Stakeholder Panel Chair, Alun Harries. As a result of feedback received, the interview questions for the following day were formulated to test and probe areas highlighted by the Internal and External stakeholder panels.

8.4 On Tuesday 13<sup>th</sup> September, the full Interview Panel met one hour before the presentation and the interview to review and to confirm the questions and the process. I invited Dafydd Llywelyn (PCC) to remind the Interview Panel what he was looking for in the new Chief Constable; this reminder of the strengths outlined at the beginning of the process can prove helpful, especially when there are candidates' who score similar scores and need to be differentiated.

8.5 The Interview Panel were briefed by Carys Morgans on the documentation contained in each Interview Panel member's folder, which clearly outlined the PPF competencies being tested. The Interview Panel was chaired by the PCC and the questions were evenly asked by the Interview Panel members. The ORCE (observe, record, classify, evaluate) approach to assessing was reinforced to ensure the Panel gathered evidence and a further confirmation of what each scale descriptor represented in terms of evidence observed and the resultant score between 1-4, once again this was beneficial as it ensured that we assessed the candidate in a fair, merit based and transparent manner.

8.6 The candidate was to follow the process of:

30 minutes	Presentation preparation on the day
15 minutes	Presentation delivery
15 minutes	Questions from the Interview Panel
50 mins	Competency based interview, with flexibility to probe

The **Presentation** subject was designed around a Critical Incident was to provide evidence for the competency areas of:

- Decision making
- Serving the Public
- Working with Others

The **Interview** measured the following competency areas:

- Serving the public
- Professionalism
- Leading Strategic Change
- Leading the Workforce
- Managing performance
- Decision making
- Working with Others

## 11.0 Assessment Decision Making

- 11.1 Each Interview Panel member's folder enabled the Interview Panel to record and mark the presentation and the interview questions independently.
- 11.2 After the candidate had been assessed the PCC verbally gathered each Interview Panel Members' individual scores and we confirmed the evidence gathered to justify the grades for both the presentation and the interview. Collectively we ensured the consistency and justification of each score given to ensure it was evidence based and not bias.
- 11.3 To reinforce the open and transparent process, an overall grid with the candidate name and exercise was populated with the individual scores. Two candidates scored within one point of the other, with the other two candidates scoring the same lower score. The Police and Crime Commissioner was reminded of the qualities and expertise he was seeking for this key role and he felt that the candidate who had scored slightly higher overall was indeed the most suitable.
- 11.4 The Interview Panel supported Dafydd Llywelyn (PCC) in his recommendation to the Police and Crime Panel (PCP) scheduled for Friday 30<sup>th</sup> September 2016, that **Mark Collins** currently the Deputy Chief Constable for Bedfordshire Police be the preferred Chief Constable for Dyfed-Powys Police.
- 11.6 I am very satisfied that Dafydd Llywelyn, the Dyfed-Powys Police and Crime Commissioner, fulfilled his responsibility to ensure the assessment process put in place, was in accordance with the responsibilities listed in the College of Policing Guidance.
- 11.7 I am wholly confident that the Interview Panel appointed, performed their duty to challenge and assess the candidate in manner that was fair, transparent and merit based, following the College of Policing Guidance in an exemplary manner.

Carolyn Dhanraj MBE JP BPS  
**College of Policing Independent Member**

**APPENDIX A**  
**COLLEGE OF POLICING – INDEPENDENT MEMBER**

**CAROLYN DHANRAJ MBE JP BPS**

Carolyn brings a breadth of experience, skills and enthusiasm to make a successful contribution in delivering transparent, fair and robust recruitment processes. She has won and managed several successful Executive Search and Selection recruitment campaigns and Assessment Centres for the appointment of central and local Government roles with OCPA and central government/sponsor department scrutiny. She is British Psychological Society (BPS) qualified and has worked in the private sector, specialising as a Client Partner for Government and Public Services (headhunter), designing and running Assessment Centres and personality testing for senior civil servants. Key clients have included the Home Office, Parole Board, Metropolitan Police Authority, ECHR Commission for Equality and Human Rights, Cabinet Office, Ministry of Justice.

Carolyn has seven years experience as a College of Policing Non Service Member, assessing for Senior Police National Assessment Centre (SPNAC), High Potential Development Scheme (HPDS), the Metropolitan Police Graduate Entry process and Direct Entry. She has acted as an College of Policing Independent Member for over twelve Chief Constables and Deputy/Assistant Chief Constables appointments.

Carolyn has also had a varied career within Local Government as a senior local government officer, focusing on establishing and embedding a range of effective Multi Agency Partnerships (Community Safety, Voluntary Sector & Diversity portfolio), with an expertise and skill in engaging with a range of stakeholders and community groups. She has a notable and substantial history of volunteering, including being the first Chair of Metropolitan Police Service Independent Advisory Group (IAG) on Rape and Sexual Assault – leading to the establishment of Project Sapphire and The Havens (SARCs); Member of the Stephen Lawrence Sub Group – Stop and Search, as Trustee of a National Domestic Violence charity – Standing Together and as a Magistrate.

Carolyn will offer you credible advice and guidance, she will support you in a practical way which will ensure the delivery of a bespoke recruitment campaign, reviewing with you the job description and personnel specification, discussing the best attraction strategy; she will train and guide the appointments panel members throughout the process, ensuring they are aware of their responsibilities to allow the recruitment process to be managed in an accountable, fair and transparent manner. Her firm but fair style of engagement is built on an ethos of openness, transparency and most importantly integrity and accountability.



## **APPENDIX B**

### **Internal Stakeholder Panel Members (these were staff and Officers who responded to the PCC's consultation)**

DS Geoff Asson	Pembrokeshire
Karen Caulfield	Headquarters
Insp James Davies	Carmarthenshire
Lynne Davies	Headquarters
PC Neil Davies	Ceredigion
PC Patrick Dewaine	Pembrokeshire
PC Damian Gillespie	Powys
PS Suzanne Lloyd	Powys
Insp Mike Melly	Headquarters
David Morgan	Headquarters
Philip Pennells	Headquarters
Claire Sedgwick	Headquarters
T/PS Gareth Tanswell	Powys
PC Dan Weston	Powys

Candidates were given 15 minutes to prepare their response on the following topic:

'Dyfed-Powys Police is the largest policing area in England and Wales. How would you ensure a one team ethos focused on delivery for the public?'

Candidates had 10 minutes to deliver their response with a Question and Answer session.

### **External Stakeholder Panel Members**

<b>Name</b>	<b>Representing</b>	<b>Area</b>
Michelle Biden	Independent Advisory Group	Ceredigion
Bruce Carlisle	Local farmer	Pembrokeshire
Gwyneth Evans	Independent Custody Visitor	Powys
Mydrian Harries	Mid and West Wales Fire Service	Carmarthenshire
John James	Young Farmers	Carmarthenshire
Glyn Jones	Prince's Gate	Pembrokeshire
Kevin Pett	Carmarthenshire County Council	Carmarthenshire
Ruth Lewis	People First	Carmarthenshire
Mandy Wilmot	Victim Support	Cardiff
Stephen Wood	Independent Custody Visitor	Ceredigion
Alun Harries	Carmarthen Town Council	Carmarthenshire
Bethan Macintyre	Student	Carmarthenshire
Thomas Evans	Student	Carmarthenshire
Eurfil Lewis	Urdd	Pembrokeshire

Candidates were given 15 minutes to prepare their response on the following topic:

'Safeguarding our communities together' is the organisation's vision. What would be your approach for ensuring meaningful engagement with the public and partners to deliver upon this?'

Candidates had 10 minutes to deliver their response with a Question and Answer session.

## APPENDIX C



### Chief Constable Assessment Process

#### Presentation Topic

Please consider a Critical Incident\* that you are familiar with (you do not have to have been involved in managing it).

You have half an hour to prepare to deliver a 15 minute verbal briefing to the PCC.

Please assume this is the first time the Commissioner is being made aware of the incident.

You should include only enough detail of the incident itself to give context for the briefing.

Please concentrate on the issues that you think will be of most importance to the PCC.

\*A Critical Incident is defined as: any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, their family and/or the community (College of Policing APP).

You may take any notes you wish into the meeting to assist you.

***(Questions from the Panel followed the Presentation)***