



FREEDOM OF INFORMATION REQUEST

FOI Reference number: 11/2019

Date: 5 July 2019

Request: "Can you give me the interview questions which were put to candidates applying for the recent vacancy for PSNI Chief Constable?"

Answer: The questions asked to candidates for the position of PSNI Chief Constable are attached at **Annex A** and to provide context, the competency being assessed is also included.

If you have queries about this request or the decision please contact the Board quoting the reference number above. If you are unhappy with the service you have received and wish to make a complaint or request a review you should write to the Board's Chief Executive at the following address:

Northern Ireland Policing Board
Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast BT1 3BG

Email: foi@nipolicingboard.org.uk

If you are not content with the outcome of your complaint, you may apply directly to the Information Commissioner. Generally, the Information Commissioner's Office cannot investigate or make a decision on a case unless you have exhausted the complaints procedure provided by the Board. The Information Commissioner can be contacted at:-

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
SK9 5AF

Telephone: - 0303 1231114
Email: - ni@ico.org.uk

Please be advised that Policing Board replies under Freedom of Information may be released into the public domain via our website @ www.nipolicingboard.org.uk.

Personal details in respect of your request have, where applicable, been removed to protect confidentiality.

Presentation

Questions

What is your vision for the Police Service of Northern Ireland?

- *What do you see as the key challenges you will face to achieving your vision?*
- *What would you do to overcome these challenges?*

Suggested follow up questions:

- *What will you do to ensure everyone in the PSNI has a clear understanding of your vision?*
- *How will you inspire everyone in the PSNI to buy into your vision?*
- *What will you do to make sure stakeholders and partners have a clear understanding and buy into your vision?*
- *What will you do to get the people of NI to understand your vision?*
- *What is your personal ambition for the PSNI?*
- *What will you do to make sure you understand the needs of the different communities within NI?*
- *How will you ensure the expectations and needs of all the communities within NI are taken into account?*
- *What will you do to build trust and legitimacy of the PSNI across all the communities within NI?*
- *How will you improve confidence in the PSNI across all the communities within NI?*
- *What will you do to ensure the effective prioritisation of trust, legitimacy, confidence and performance is maintained?*
- *How will you ensure that all the communities across NI receive an appropriate and effective level of service?*
- *Given all the challenges you mentioned, how will you balance the public's expectation for high visibility against all the other increasing and competing operational demands?*
- *How will you evaluate the success of your approach?*

Competencies/ Values Being Assessed

We Deliver, support & inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support. We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively. This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

Public service

As individuals and as part of a wider organisation, we have a responsibility to ensure that we act in the best interests of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We constantly think about how to create the best possible outcomes for those we serve and we take personal responsibility for delivering these. We show resilience and determination to overcome barriers and to provide the best outcome. We are dedicated to work in the public interest, engaging and listening to their needs and concerns. We work to make sure that the public feel valued and engaged, which helps to build confidence in the police service. We are respectful to the needs and concerns of different individuals and groups.

Interview Area 1 – Emotionally aware

- Focussing on your personal values and leadership style, tell me about a time when your approach to leadership has transformed service delivery and improved organisational performance.
- How will you personally deal with the different organisational issues, competing operational demands as well as constant political and public scrutiny, accountability and regular criticism?

Competency/ Value Being Assessed: We are Emotionally aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions. We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others. Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds. We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

Interview Area 2 – Collaborative

- As Chief Constable of PSNI, how would you work with the Board to make sure that our vision, purpose and priorities are achieved?
- Please describe as a Chief Officer how you have worked with strategic partners to find efficiencies to deliver a better public service.

Competency/ Value Being Assessed: We Collaborate

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes. We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers. We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

Interview Area 3 – Integrity

- Please tell me about a time when you have intervened in a situation where you felt that an individual was not acting in line with the values, ethics and professional standards of the Police Service.

- What does integrity mean to you personally and as the Chief Constable how would you embed ethical and professional standards across the PSNI?

Competency/ Value Being Assessed: Integrity

We understand and reinforce expectations of professional behaviour and openly recognise good and bad performance. We maintain the highest levels of professionalism, making sure that we always uphold the values and ethical standards of the police service. We need to build and maintain confidence with the public, colleagues and partners if we are to deliver a modern and effective police service. Doing the right thing is about becoming a role model and upholding public trust.

Interview Area 4 - Take ownership

- Please describe what you understand by Community Policing and what you have done as a Chief Officer to ensure that staff and all communities are clear about what it means?
- With reducing funds, increased complexity of crime and contrasting public expectations, as Chief Constable of PSNI, how would you ensure the effective use of public spending to maximise value for money.

Competency/ Value Being Assessed: We Take ownership

We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks. We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice. Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making. We take responsibility for ensuring that support or development is sought to minimise any risks.

Interview Area 5 - Impartiality

- As a Chief Officer, please tell me what you have done to make sure the organisation is representative of the communities it serves.
- As the Chief Constable of the PSNI, how would you engender a Service culture of impartiality across the organisation?

Competency/ Value Being Assessed: Impartiality

As a police service, we must show impartiality throughout all our dealings with colleagues, partners and members of the public. This is achieved by being unprejudiced, fair and objective. We consider different sides of a situation and ensure that each side is given equal consideration. We do not favour one person or group over another, acknowledging that discrimination increases feelings of unfairness and makes our jobs harder to do. We must not allow personal feelings, beliefs or opinions to unfairly influence our actions in any situation. We assess each situation based on its own merits ensuring we are fair and consistent in our actions. We are clear in our rationale for the decisions or actions we take ensuring they are clear and evidence-based.

Interview Area 6 - Innovative and open-minded

- As the Chief Constable of the PSNI, how would you lead and inspire your people to continue to find efficiencies and transform given the periods of change they have been through already?
- Please tell me, as a Chief Officer how you have developed a culture of continual improvement.

Competency / Value Being Assessed: We are Innovative and Open Minded

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes. We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors. Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.