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**COMPETENCE RELATED THRESHOLD  
PAYMENT SCHEME**

**FORCE REFERENCE DOCUMENT**

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## **POLICY**

1. The PNB Police Pay and Conditions Agreement introduces a new Competence Related Threshold Payment Scheme ("the Scheme") with effect from April 2003. The Scheme, set out in PNB Circular 02/17, is available to officers in the federated ranks who have served for one year at the maximum of their pay scale and who satisfy the requirements of the Scheme. The Scheme is designed to recognise and reward experienced officers who are able to demonstrate high professional competence under four national standards. All applicants who are assessed as meeting the criteria will receive the payment.
2. This Force Reference Document has been drafted in line with PNB Circular 02/17.

## **STANDARDS**

1. The Competence Related Threshold Payment Scheme (the Scheme) is available to officers in the federated ranks who have served for one year at the maximum of their pay scale and who satisfy the requirements of the Scheme.
2. It is the responsibility of the eligible officer to make a formal application for payment under the Scheme, by completing a standard application form. The contents of this application form and other associated documents are confidential and will not be disclosed to anyone who is not involved in assessing, determining, reviewing or monitoring applications.
3. For an application to be successful, an officer must show that they have achieved high professional competence against four national standards.
4. The four national standards are: (1) professional competence and results (2) commitment to the job (3) relationships with the public and colleagues (4) willingness to learn and adjust to new circumstances.
5. All applicants who are assessed as meeting the criteria will receive the payment.
6. Successful applicants will receive the payment with effect from the date at which they become eligible or the date of the application, whichever is the later.
7. Officers who apply for but who do not satisfy the requirements of the Scheme in any one year can reapply only after a period of twelve months has lapsed since their unsuccessful application.
8. Individual officers are responsible for applying for the payment by way of a standard application form (AD/18/26). Applicants should not attach anything to the completed form other than the information specifically requested on the form.

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9. Officers will be required to complete the application form including specific examples of success/achievements against each of the criteria under the four national standards. Examples should relate to performance over the last two years prior to the date of the application.
10. Completed application forms should be submitted to the applicant's immediate line manager (assessing officer).
11. The line manager is responsible for ensuring the application has been properly completed. If required, the assessing officer will be able to seek additional information and/or evidence from the applicant if this is necessary in order to make an informed judgement.
12. The application form will be forwarded to the next level of management for review and determination.
13. The determining officer will consider the assessing officer's assessments and determine whether or not payment should be made.
14. The determining officer will be able to seek additional information and/or evidence from either the applicant or the assessing officer if this is necessary in order to make an informed determination.
15. Assessment and review/determination will normally be completed and the applicant notified in writing of the decision within 21 days after receipt of the completed application by the assessing officer. If the assessing or determining officer requires more information, then this period may be extended to 30 days.
16. Applicants who are unsuccessful in their application are entitled to receive written feedback on their application from the determining officer and are entitled to oral feedback from the assessing officer.
17. Unsuccessful applicants will be entitled to appeal the decision not to award the payment. The line manager of the determining officer (the appeals officer) will undertake the review of the decision.
18. The applicant must submit the appeal in writing, stating briefly the grounds of the appeal.
19. The appeals officer will consider the decision in the light of the information provided. The outcome of the appeal is final. If necessary, the appeals officer may seek additional information from any party to the process. The applicant will be notified of the decision in writing within 21 days of submitting the appeal.
20. Where, under any formal management procedures, e.g. appraisal, concerns are identified with respect to the maintenance of high professional competence by an officer in receipt of the payment, the line manager should trigger a reassessment of suitability for ongoing payment. In these circumstances, the officer should be notified in writing of the areas for concern and invited to

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resubmit an application, which will be reconsidered in line with the procedures detailed above.

21. Any Police Officer of the Federated Ranks who has appeared at a Misconduct Hearing and if any of the allegations made against that Police Officer have been found proved at the Misconduct Hearing, that Police Officer will have his/her Competence Related Threshold Payment referred back to the Area Commander/Service Unit Manager for reconsideration by the appropriate Assessing and Determining Officers. Professional Standards will undertake this referral on behalf of the Chairperson of the Hearing.
22. Any Police Officer of the Federated Ranks who has received a warning under Regulation 5 and/or 6, Police (Conduct)(Scotland) Regulations 1996 within 12 months prior to the date of award of the Competence Related Threshold Payment must have his/her Competence Related Threshold Payment reviewed by the Area Command. Guidance from the Deputy Chief Constable indicates that where an officer has received more than one warning the Area Command should normally consider withdrawing the Competence Related Threshold Payment.
23. The Scheme is a national scheme. Any officer who has been assessed as satisfying the requirements of the Scheme and who is in receipt of the payment will, on transfer or secondment to another UK Force (or police organisation, e.g. SDEA) in the same rank at the same point in the pay scale, retain their entitlement to the payment.
24. In the event that the new employing police force or organisation identifies any concern about the officer's maintenance of high professional competence, this will trigger a reassessment.
25. Where an officer who is in receipt of the payment is promoted (either temporarily or substantively) to a higher rank, the payment will be discontinued with effect from the date of promotion, subject to a no detriment provision whereby the officer should suffer no reduction in his/her pensionable pay. In the case of temporary promotion, the payment will be reinstated when the officer reverts to his/her substantive rank.
26. A promoted officer can reapply for CRTP once they have reached the top of the pay scale for a period of one year. Chief Inspectors on a development plan or in a temporary rank must wait 2 years before they can apply for payment.
27. Part-time officers must be treated no less favourably than full-time officers in the assessment process. A part-time officer of high professional competence will receive the payment on a pro-rata basis.
28. Officers on maternity leave will be able to apply for the payment, citing examples from the two year period leading up to the time the leave period started.
29. Officers absent due to illness or injury will be able to apply for the payment, citing examples from the two year period leading up to the time the absence

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commenced. An officer's commitment to achieving high levels of attendance will still be taken into account and assessed.

30. Once the determining officer has made a decision on the application, the applicant's assessed form will be returned to the officer. A copy of the completed form will be retained in the officer's personal file.
31. The Head of Human Resources will be responsible for monitoring and validation of the assessment process internally. HMIC will be responsible for external validation of the process.

## GUIDANCE

### 1. INTRODUCTION

- 1.1 The PNB Police Pay and Conditions Agreement 2002 introduces a new Competence Related Threshold Payment Scheme (the Scheme). The Scheme is available to officers in the federated ranks who have served for a year at the maximum of their pay scale and who satisfy the requirements of the Scheme.
- 1.2 The Scheme is designed to recognise and reward experienced officers who are able to demonstrate high professional competence under each of the four standards. For an application to be successful, an officer must show that he/she has achieved this level of competence against each of the four national standards.

### 2. NATIONAL STANDARDS AND CRITERIA

#### 2.1 Professional Competence and Results

- (a) Effective organisation of work to meet the demands of the applicant's role;
- (b) Commitment to Police Service values (see 2.6);
- (c) Commitment to health and safety requirements;
- (d) Compliance with Code of Conduct (see 2.7).

#### 2.2 Commitment to the Job

- (a) Commitment to achieving Force objectives (see 2.8);
- (b) Commitment to personal and professional development;
- (c) Commitment to achieving high levels of attendance (see 2.9).

#### 2.3 Relations with the Public and Colleagues

- (a) Promoting equality, diversity and human rights in working practices;

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- (b) Contributing to the Force's response, recognising the needs of all relevant communities;
- (c) Working as part of a team.

### **2.4 Willingness to Learn and Adjust to New Circumstances**

- (a) Making best use of available technology;
- (b) Demonstrating an openness to change.

**2.5** It is recognised that all officers have development needs. To qualify for payment, an officer will be required to demonstrate that his/her application is indicative of high professional competence against each of the four national standards.

### **2.6 Northern Constabulary Values**

- (a) Take pride in our Force;
- (b) Be effective and responsive in community engagement;
- (c) Embrace change;
- (d) Embrace and promote diversity and equal opportunities;
- (e) Adopt a problem solving approach;
- (f) Be committed to ethical policing and act with integrity;
- (g) Inclusive, participative and transparent in management style;
- (h) Operate devolved responsibility and accountability;
- (i) Build productive and sustainable partnerships;
- (j) Be committed to continuous improvement;
- (k) Provide Best Value services;
- (l) Operate rigorous performance management.

### **2.7 Code of Conduct**

2.7.1 Police (Discipline)(Scotland) Regulations 1967 and Police (Conduct)(Scotland) Regulations 1996.

### **2.8 Force Objectives**

2.8.1 These will be reviewed annually and are contained in the Force Action Plan as Force Operational Strategic Priorities and Supporting Strategic Priorities.

### **2.9 Attendance Levels**

2.9.1 Please refer to the information contained in Force Reference Document "Management of Sickness Absence from Work" – S2.

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## 3. APPLICATION PROCESS

3.1 Individual officers are responsible for applying for the payment on Form AD/18/26 and guidance notes on the completion of the form are appended for each of the appropriate ranks (see Appendices C). Applicants should not attach anything to the completed form other than the information specifically requested on the form. There is no requirement for a portfolio of evidence to support the application, although applicants could have supporting evidence available as this may be requested by the assessing or determining officer. The examples chosen to demonstrate competence should relate to performance in the two years prior to the application.

3.2 An application for the payment should be submitted to the First Line Manager no earlier than three months before the date at which an officer becomes eligible. The date of eligibility will be the officer's first anniversary of reaching the top point of his/her pay scale.

### 3.3 Assessing Officer

3.3.1 The completed application form should then be submitted to the applicant's immediate Line Manager (the assessing officer), with a copy being retained by the applicant. It is the responsibility of the assessing officer to:

- (a) Ensure the application form has been properly completed;
- (b) Assess the examples of competency contained in the application and ensure they are accurate, relevant and indicative of the officer's performance to a high level of professional competence;
- (c) Consider all relevant information on the officer's attendance and conduct records;
- (d) Complete, in the relevant sections of the form, his/her assessment as to whether or not the examples contained in the application are indicative of high professional competence against each of the four national standards;
- (e) undertake a check with Professional Standards to ensure no outstanding or recent conduct issues; officers should note that where information is held by Professional Standards this will not automatically debar the payment.

3.3.2 The assessing officer will be able to seek additional information and/or evidence from the applicant if he/she believes that this is necessary in order to make an informed judgement.

3.3.3 Further guidance on this process is contained in Appendix D(i).

3.3.4 On completion of this process, the application will be submitted to the next level of management (the determining officer) for review and determination.

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### **3.4 Determining Officer**

- 3.4.1 It is the responsibility of the determining officer to:
- (a) Ensure that the application form has been properly completed;
  - (b) Ensure that the assessing officer has commented against each of the national standards correctly, fairly and in accordance with national practice;
  - (c) Ensure consistency and fairness in and between the assessments of all assessing officers under his/her supervision.
- 3.4.2 In light of the above, the determining officer will consider the assessing officer's assessments and determine whether or not payment should be made. The determining officer will be able to seek additional information and/or evidence from either the applicant or the assessing officer if he/she believes that this is necessary in order to make an informed determination.
- 3.4.3 The determining officer will be responsible for notifying the applicant of the decision in writing. Thereafter, all paperwork should be passed to the Personnel Advisor, Human Resources Department for processing.
- 3.4.4 Human Resources will ascertain the commencement date of the Competence Related Threshold Payment for the individual from the information provided and will e-mail the individual to confirm payment is being processed and then notify the Payroll Department which will commence payments.
- 3.4.5 All paperwork is then scanned onto the individual's personal file.

### **3.5 Timescales**

- 3.5.1 Assessment and review/determination will normally be completed and the applicant notified in writing of the decision within 21 days of receipt of the completed application by the assessing officer. In exceptional cases, this period may be extended to 30 days if either the assessing officer or determining officer requires more information.
- 3.5.2 Unsuccessful applicants will be entitled to appeal the decision not to award the payment. The appeal will be made in writing by the applicant and should be submitted within 14 days of receipt of the outcome from the determining officer. The applicant will be notified of the decision of the appeal within 21 days of submission.

## **4. UNSUCCESSFUL APPLICANTS**

- 4.1 Applicants who are unsuccessful in their application are entitled to receive written feedback on their application from the determining officer. In addition, unsuccessful applicants are entitled to receive oral feedback from their assessing officer. All feedback should:

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- (a) Be positive, sensitive and constructive, and linked to the officer's professional and personal development;
  - (b) Set out concise reasons why the applicant failed to meet any or all of the four national standards;
  - (c) Enable clear priorities for improvement to be identified, together with the mechanisms and support to achieve them.
- 4.2 In addition, unsuccessful applicants will be entitled to appeal the decision not to award the payment. The Line Manager of the determining officer (the appeals officer) will undertake a review of the decision. The appeal will be made in writing by the applicant, stating briefly the reasons for disputing the decision. Grounds for appeal will be restricted to one or more of the following:
- (a) The assessing officer or determining officer did not properly take account of the material presented; and
  - (b) The assessing officer or determining officer took account of irrelevant or inaccurate factors.
- 4.3 The appeals officer will reconsider the decision in the light of the information provided. The outcome of the appeal will be final. If necessary, the appeals officer may seek additional information from any party to the process.
- 4.4 The appeals officer will notify the applicant of the decision in writing within 21 days of receipt of the appeal. Where an appeals officer overturns the decision of the determining officer, the decision must be notified to the Payroll Department.

## **5. MAINTAINING THE STANDARDS**

- 5.1 It is expected that officers awarded the payment will maintain the level of performance and commitment to the job necessary to achieve the payment. This will be monitored through the appraisal system and any local performance review process.
- 5.2 Where concerns are identified through appraisal/performance review or any other Force management policy in respect of the maintenance of high professional competence, then a reassessment should be triggered to determine suitability for ongoing payment. In these circumstances, the officer should receive written notification of the areas of concern from the Line Manager. The applicant should be invited to resubmit an application, which will then be considered in line with the procedure set out above.
- 5.3 A reassessment would not normally be triggered by a single incident or event, but be based on broader concerns by management about the officer's overall performance against the criteria of the Scheme. However, the threat of the removal of this payment must not be used by managers as an alternative to normal management support or appropriate action under the Management of Sickness Absence policy or Conduct Regulations. Each case must be considered on its merits.

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### **6. TRANSFERS AND SECONDMENTS**

- 6.1 The Scheme is a national scheme. Any officer who has been assessed as satisfying the requirements of the Scheme and who is in receipt of the payment will, on transfer or secondment to another UK Force or police organisation (e.g. SCDEA, Scottish Police College) in the same rank at the same point in the pay scale, retain their entitlement to payment. This will also apply to officers who are transferred within Northern Constabulary. In the event that the new employing police force or Area Command identifies any concerns about the officer's maintenance of high professional competence, this will trigger a reassessment as provided for in Section 5 of this Guidance.

### **7. MONITORING AND VALIDATION**

- 7.1 All individuals involved in the assessment process must act fairly and in line with the Force's Equal Opportunities Policy.
- 7.2 The Director of Human Resources will be responsible for examining and validating the complete process. The purposes of this validation are to ensure:
- (a) That the Force has appropriate and objective systems in place for the purpose of the Scheme; and
  - (b) Through sampling, discussion and monitoring statistical profiles, that assessing officers and determining officers have applied the national standards correctly, fairly and in line with national practice.
- 7.3 Where, in exceptional cases, this shows that there may be problems with the assessment process either generally across the Force or involving particular assessing officers or determining officers, the Force will take appropriate action to remedy the problems.
- 7.4 The Human Resources Service Unit will be responsible for completion of an annual return to PNB.
- 7.5 A copy of records will be made available on request to the Police Board, HMIC and the Joint Branch Board.
- 7.6 The Scheme will also be externally validated by HMIC. The purpose of this validation is to ensure that every Force has appropriate and objective systems in place for the purposes of the Scheme and that Forces have applied the four national standards correctly, fairly and in line with national practice. This will be done through sampling, discussion and monitoring statistical profiles.

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## APPENDIX A

PNB CIRCULAR 02/17 (Advisory)

### POLICE NEGOTIATING BOARD

Independent Secretary  
Michael Penny  
Office of Manpower Economics  
Oxford House  
76 Oxford Street  
London W1D 1BS

#### AGREEMENT REACHED IN THE FEDERATED RANKS COMMITTEE

1. At the meeting of the Federated Ranks Committee on 30 September 2002, agreement was reached on a Competence Related Threshold Payment Scheme. Details are set out in the attached memorandum.
2. This agreement requires amendment to police regulations or specific authorisation by Home Department circular and any approved changes will be promulgated in due course in Home Office, Scottish Executive Justice Department and Northern Ireland Office circulars. This PNB circular is purely advisory and does not confer authority\* to implement the agreement.
3. Any enquiries should be addressed to the Independent Secretariat at the Office of Manpower Economics ☎ 020 7467 7209 or to the Official Side Secretary ☎ 020 7296 6722 or to the Staff Side Secretary ☎ 020 8399 2224. Enquiries to the Independent Secretariat relating to the interpretation of this circular should, where possible, be sent in writing.

4 October 2002

- PNB Circulars from a single numerical series. Those which in themselves provide authority to implement an agreement carry the serial number alone, while those which are purely advisory are designated as such after the serial number.

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## **MEMORANDUM**

The following agreement reached by the Police Negotiating Board is submitted for the approval of the Secretary of State for the Home Department, the Scottish Ministers and the Secretary of State for Northern Ireland.

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### **Competence Related Threshold Payment Scheme**

The Federated Ranks Committee has reached agreement on the details of the Competence Related Threshold Payment Scheme agreed as part of the PNB Pay and Conditions agreement of May 2002.

The Scheme is agreed for national application within the police service. It will be the responsibility of each police authority to assure itself that the arrangements in place in their force for assessment and payment under this Scheme, including arrangements for triggering reassessment, are efficient and effective and in accordance with the Scheme. HMIC will undertake external validation to ensure that every force has appropriate and objective systems in place for the purposes of the Scheme and that each force have applied the four national standards correctly, fairly and in line with national practice.

Under this Scheme, which is designed to increase the rewards available to experienced professional officers who demonstrate high professional competence against the national standards in the Scheme, officers in the federated ranks who have served one year at the maximum of their pay scale may qualify for an additional Competence Related Threshold Payment of £1,002 a year beyond the scale maxima. It is anticipated that at least 75 per cent of those eligible will be successful in accessing the payment. However, all applicants who are assessed as meeting the criteria will receive the payment.

The first payments under the Scheme will be made from 1<sup>st</sup> April 2003, and will be pensionable, taxable and paid in accordance with normal pay periods. The payment will be uprated in line with the median of the OME's survey of private sector non-manual total pay settlements from 1<sup>st</sup> September 2004 and annually thereafter.

In the first year of the Scheme's operation, a large number of officers within the federated ranks will be entitled to apply for the payment. Forces and Joint Branch Boards will, therefore, need to work closely to facilitate the implementation process if the objective of making the first payments to eligible officers in April 2003 pay packets is to be achieved.

Forces will need to plan the implementation process carefully, which should include identification of timescales for receipt of applications from officers who are eligible to apply to receive the payment on 1<sup>st</sup> April 2003, if payment in April pay is to be guaranteed. While this is a matter for each force to consider in consultation with its local Joint Branch Board, typically applications for payments in April 2003 should be received by no later than mid-December 2002, to allow the assessment and determination stages, together with any appeals, to be completed in good time for payment to be made in April 2003. In respect of applications for payments due in April 2003, the deadlines for each stage of the procedure set out in the Scheme may

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be extended locally, provided that this does not adversely impact on the implementation of the first payments in April.

Forces will also need to put in place appropriate training and briefing for officers undertaking the assessment, determination and appeals stages of the Scheme. This will include officers from the rank of sergeant through to chief officer level, as well as civilian managers who manage/supervise eligible officers. Training/briefing may, for example, include:

- Information on the operation of the Scheme, including responsibilities such as monitoring and validation;
- Training/guidance for officers on the stages of the process in which they will be involved – assessment, determination or appeals;
- How to assess applications against the requirement to demonstrate high professional competence in respect of each of the four national standards;
- Guidance on the provision of feedback to unsuccessful applicants.

Forces should have regard to the impact of any training arrangements on operational duties. It is also recommended that training is provided before applications from officers are submitted.

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**APPENDIX B**



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**APPENDIX B**

**AD/18/26**

Revised 09/07

**FEDERATED RANKS**

**COMPETENCE RELATED THRESHOLD PAYMENT**

**APPLICATION FORM**

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**Please complete this form clearly using black ink.**

You should complete this form in conjunction with the “Guidance Notes for Applicants” for your current rank (see Force Reference Document “Competence Related Threshold Payment Scheme” – C19)

<b>PERSONAL DETAILS</b>
Name:
Rank:
Shoulder number:
Date at which you reached the top of your salary scale:

The application of this scheme will be monitored to ensure that national standards have been applied correctly, fairly and in line with national practice and current legislation. Applicants are requested to provide the following information, which will be used purely for monitoring purposes.

What is your ethnic group?

**Choose ONE from section A to E, then tick or complete the appropriate box to indicate your cultural background.**

**A White**

Scottish

**Other British:**

English

Welsh

Irish

Other, please specify

Any other white background, please specify

**B Mixed**

Any mixed background, please specify

**C Asian, Asian Scottish, Asian English, Asian Welsh, or other Asian British**

Indian

Pakistani

Bangladeshi

Chinese

Any other Asian background, please specify

**D Black, Black Scottish, Black English, Black Welsh, or other Black British**

Caribbean

African

Any other black background, please specify

**E Other Ethnic Background**

Any other background, please specify

**National Standard (i) PROFESSIONAL COMPETENCE AND RESULTS**

The criteria under this national standard are:

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

Summarise your achievements under each of the four criteria in order to demonstrate your competence in each area, using specific examples where appropriate:

**Professional Competence and Results**

Assessing officer's comments on the summary provided by the applicant:

**National Standard (ii) COMMITMENT TO THE JOB**

The criteria under this national standard are:

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

Summarise your achievements under each of the three criteria in order to demonstrate your competence in each area, using specific examples where appropriate:

**Commitment to the Job**

Assessing officer's comments on the summary provided by the applicant:

**National Standard (iii) RELATIONS WITH PUBLIC AND COLLEAGUES**

**The criteria under this national standard are:**

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

Summarise your achievements under each of the three criteria in order to demonstrate your competence in each area, using specific examples where appropriate:

**Relations with Public and Colleagues**

Assessing officer's comments on the summary provided by the applicant:

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

**The criteria under this national standard are:**

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

Summarise your achievements under both of the criteria in order to demonstrate your competence in each area, using specific examples where appropriate:

**Willingness to Learn and Adjust to New Circumstances**

Assessing officer's comments on the summary provided by the applicant:

**I duly apply for Competence Related Threshold Payment**

**Signed** ..... **Date**.....  
(Applicant)

**Assessing Officer's Comments**

The applicant has served for one year at the maximum of her/his pay scale **YES/NO**

The summaries above are indicative of the applicant's performance during the last two years. I confirm that the applicant has demonstrated high professional competence under

- Professional Competence and Results **YES/NO**
- Commitment to the Job **YES/NO**
- Relations with the Public and Colleagues **YES/NO**
- Willingness to Learn and Adjust to New Circumstances **YES/NO**
  
- Professional Standards and Conduct Check Undertaken **[ ]**
- Satisfactory Outcome **YES/NO**

**Signed** .....

**Rank (or Grade)** ..... **Date** .....

If your assessment indicates that the required level of high professional competence has not been achieved under one or more of the four national standards, or there is a Professional Standards issue, a separate sheet should be attached detailing the reasons why and areas for improvement.

**Determining Officer's Comments**

I have reviewed the assessing officer's assessments: **YES/NO**

Based on the information provided the applicant should receive Competence Related Threshold Payment: **YES/NO**

**An applicant must have demonstrated high professional competence under each of the four national standards and Professional Standards and Conduct check to qualify for the payment.**

Signed .....

Rank (or Grade) ..... Date .....

**If the application is not approved, or if you have disagreed substantively with the assessment made by the assessing officer, a separate sheet should be attached detailing the reasons why and, where appropriate, your comments on areas for improvement.**

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## APPENDIX C

### APPENDIX C(i)

#### COMPETENCE RELATED THRESHOLD PAYMENT

##### GUIDANCE NOTES FOR APPLICANTS – CONSTABLES

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

**(i) Professional Competence and Results**

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

**(ii) Commitment to the Job**

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

**(iii) Relations with the Public and Colleagues**

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

**(iv) Willingness to Learn and Adjust to New Circumstances**

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

#### **The Application Process**

Remember, the onus is on you to show how you have achieved high professional competence under each of the four national standards.

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

**You are not required to prepare a portfolio of supporting evidence.** Please do not attach additional pages to the application form. Use only the space provided. If your

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line manager or the determining officer require additional supporting information, they will ask you for it.

### The Assessment Process

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

#### PERSONAL DETAILS

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

#### National Standard (i): PROFESSIONAL COMPETENCE AND RESULTS

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

##### Effective Organisation of Work to Meet the Demands of your Role

You should indicate, for example, how you:

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

##### Commitment to Police Service Values

- A copy of the Police Service Values may be obtained from the Human Resources Service Unit.

##### Commitment to Health and Safety Requirements

- A copy of your Force’s health and safety requirements and a risk assessment for your role may be obtained from the Human Resources Service Unit.

##### Compliance with the Code of Conduct

- A copy of the Code of Conduct may be obtained from the Human Resources Service Unit.

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## **National Standard (ii): COMMITMENT TO THE JOB**

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

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

### **Commitment to Achieving Force Objectives**

You should indicate, for example, how you:

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

### **Commitment to Personal and Professional Development**

You should indicate, for example how you:

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

### **Commitment to Achieving High Levels of Attendance**

You should indicate, for example, how you:

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

## **National Standard (iii): RELATIONS WITH PUBLIC AND COLLEAGUES**

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

### **Promoting Equality, Diversity and Human Rights in Working Practices**

You should indicate for example, how you:

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

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### **Contributing to the Force's Response, Recognising the Needs of All Relevant Communities**

You should indicate, for example, how you:

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

### **Working as Part of a Team**

You should indicate, for example, how you:

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

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

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

### **Making Best Use of Available Technology**

You should indicate for example, how you:

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

### **Demonstrating an Openness to Change**

You should indicate, for example, how you:

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

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

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

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**COMPETENCE RELATED THRESHOLD PAYMENT**

**GUIDANCE NOTES FOR APPLICANTS – SERGEANTS**

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

**(i) Professional Competence and Results**

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

**(ii) Commitment to the Job**

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

**(iii) Relations with the Public and Colleagues**

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

**(iv) Willingness to Learn and Adjust to New Circumstances**

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

**The Application Process**

Remember, the onus is on you to show how you have achieved high professional competence under each of the four national standards.

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

**You are not required to prepare a portfolio of supporting evidence.** Please do not attach additional pages to the form. Use only the space provided. If your line

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manager or the determining officer require additional supporting information, they will ask you for it.

### The Assessment Process

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

#### PERSONAL DETAILS

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

#### National Standard (i): PROFESSIONAL COMPETENCE AND RESULTS

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

#### Effective Organisation and Delivery of Work to Meet the Demands of your Role

You should indicate, for example, how you:

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

#### Commitment to Police Service Values

- A copy of the Police Service values may be obtained from Human Resources Service Unit.

#### Commitment to Health and Safety Requirements

- A copy of your force’s health and safety requirements and a risk assessment for your role may be obtained from the Human Resources Service Unit.

#### Compliance with the Code of Conduct

- A copy of the Code of Conduct may be obtained from the Human Resources Service Unit.

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## **National Standard (ii): COMMITMENT TO THE JOB**

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

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

### **Commitment to Achieving Force Objectives**

You should indicate, for example, how you:

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

### **Commitment to Personal and Professional Development**

You should indicate, for example, how you:

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

### **Commitment to Achieving High Levels of Attendance**

You should indicate, for example, how you:

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

## **National Standard (iii): RELATIONS WITH PUBLIC AND COLLEAGUES**

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

### **Promoting Equality, Diversity and Human Rights in Working Practices**

You should indicate, for example, how you:

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

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### **Contributing to the Force's Response, Recognising the Needs of All Relevant Communities**

You should indicate, for example, how you:

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

### **Working as Part of a Team**

You should indicate, for example, how you:

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

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

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

### **Making Best Use of Available Technology**

You should indicate, for example, how you:

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

### **Demonstrating an Openness to Change**

You should indicate, for example, how you:

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

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

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

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**COMPETENCE RELATED THRESHOLD PAYMENT**

**GUIDANCE NOTES FOR APPLICANTS – INSPECTORS**

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

**(i) Professional Competence and Results**

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

**(ii) Commitment to the job**

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

**(iii) Relations with the public and colleagues**

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

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

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

**The Application Process**

Remember, the onus is on you to show how you have achieved high professional competence under each of the four national standards.

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

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

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## The Assessment Process

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

### PERSONAL DETAILS

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

### National Standard (i): PROFESSIONAL COMPETENCE AND RESULTS

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

#### Effective Organisation and Delivery of Work to Meet the Demands of your Role

You should indicate, for example, how you:

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

#### Commitment to Police Service Values

- A copy of the Police Service values may be obtained from the Human Resources Service Unit.

#### Commitment to Health and Safety Requirements

- A copy of Northern Constabulary’s health and safety requirements and a risk assessment for your role may be obtained from the Human Resources Service Unit.

#### Compliance with the Code of Conduct

- A copy of the Code of Conduct may be obtained from the Human Resources Service Unit.

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### **National Standard (ii): COMMITMENT TO THE JOB**

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

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

#### **Commitment to Achieving Force Objectives**

You should indicate, for example, how you:

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

#### **Commitment to Personal and Professional Development**

You should indicate, for example, how you:

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

#### **Commitment to Achieving High Levels of Attendance**

You should indicate, for example, how you:

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

### **National Standard (iii): RELATIONS WITH PUBLIC AND COLLEAGUES**

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

#### **Promoting Equality, Diversity and Human Rights in Working Practices**

You should indicate, for example, how you:

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

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### **Contributing to the Force's Response, Recognising the Needs of All Relevant Communities**

You should indicate, for example, how you:

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

### **Working as Part of a Team and (if you have management responsibility) Managing the Work of Teams and Individuals**

You should indicate, for example, how you:

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

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

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

### **Making Best Use of Available Technology**

You should indicate, for example, how you:

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

### **Demonstrating an Openness to Change**

You should indicate, for example, how you:

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

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

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

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**COMPETENCE RELATED THRESHOLD PAYMENT**

**GUIDANCE NOTES FOR APPLICANTS – CHIEF INSPECTORS**

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

**(v) Professional Competence and Results**

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

**(vi) Commitment to the Job**

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

**(vii) Relations with the Public and Colleagues**

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

**(viii) Willingness to Learn and Adjust to New Circumstances**

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

**The Application Process**

Remember, the onus is on you to show how you have achieved high professional competence under each of the four national standards.

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

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

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## The Assessment Process

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

### PERSONAL DETAILS

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

### National Standard (i): PROFESSIONAL COMPETENCE AND RESULTS

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

#### Effective Organisation and Delivery of Work to Meet the Demands of Your Role

You should indicate, for example, how you:

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

#### Commitment to Police Service Values

- A copy of the Police Service values may be obtained from the Human Resources Service Unit.

#### Commitment to Health and Safety Requirements

- A copy of your Force’s health and safety requirements and a risk assessment for your role may be obtained from the Human Resources Service Unit.

#### Compliance with the Code of Conduct

- A copy of the Code of Conduct may be obtained from the Human Resources Service Unit.

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### **National Standard (ii): COMMITMENT TO THE JOB**

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

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

#### **Commitment to Achieving Force Objectives**

You should indicate, for example, how you:

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

#### **Commitment to Personal and Professional Development**

You should indicate, for example, how you:

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

#### **Commitment to Achieving High Levels of Attendance**

You should indicate, for example, how you:

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

### **National Standard (iii): RELATIONS WITH PUBLIC AND COLLEAGUES**

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

#### **Promoting Equality, Diversity and Human Rights in Working Practices**

You should indicate, for example, how you:

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

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### **Contributing to the Force's Response, Recognising the Needs of All Relevant Communities**

You should indicate, for example, how you:

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

### **Working as Part of a Team and (if you have management responsibility) Managing the Work of Teams and Individuals**

You should indicate, for example, how you:

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

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

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

### **Making Best use of Available Technology**

You should indicate, for example, how you:

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

### **Demonstrating an Openness to Change**

You should indicate, for example, how you:

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

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

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

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**COMPETENCE RELATED THRESHOLD PAYMENT**

**GUIDANCE FOR ASSESSING OFFICERS (1<sup>ST</sup> LINE MANAGERS)**

A Competence Related Threshold Payment Scheme (the Scheme) is being introduced for officers in the federated ranks with effect from 1<sup>st</sup> April 2003. Officers in the federated ranks become eligible to apply for the payment once they have served for one year at the top of their pay scale.

As first line manager of federated rank officers, you will become involved in the application procedure. Your role is that of “assessing officer” and you have three main tasks when receiving applications for Competence Related Threshold Payment.

**First, you need to ensure that the applicant is eligible.**

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

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

**Secondly, you need to assess the application.**

In particular:

- You will need to look at the examples provided by the applicant under each of the criteria for each of the four national standards and to ensure that they are relevant, accurate and indicative of the applicants, they will help you to understand what is expected of applicants, in terms of both of their applications and their performance.
- Please note that applicants are not required to prepare portfolios of supporting evidence. They are asked not to attach any additional pages to the form, but to use only the space provided. You may, however, seek additional information and/or evidence from the applicant if you believe it is necessary in order to make informed judgements.

If you decide that some of the information is irrelevant, or that there is insufficient information, you may wish to return the form to the applicant. The applicant should be given only one chance to complete the form again. On receiving a recompleted form, you will have to assess the application on the basis of the information given.

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

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

In assessing the application, you need to take a view on whether the applicant has demonstrated the necessary high professional competence to qualify for the payment. High professional competence is reached under a national standard by demonstrating competence against each of the criteria related to that national standard.

### **Your Assessment**

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

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

Lastly, you need to undertake a Professional Standards and Conduct check to ensure they are no outstanding issues with the applicant and then highlight this on the application form.

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

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

### **Feedback to Applicants**

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

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

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### **Timescale**

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

### **Maintaining Standards**

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

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**GUIDANCE FOR DETERMINING OFFICERS (2<sup>ND</sup> LINE MANAGERS)**

A Competence Related Threshold Payment Scheme (the Scheme) is being introduced for officers in the federated ranks with effect from 1<sup>st</sup> April 2003. Officers in the federated ranks become eligible to apply for the payment once they have served for one year at the top of their pay scale.

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

When, as a determining officer, you receive completed application forms from the applicant’s first line manager, you have three main tasks:

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

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

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

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

**Thirdly, you need to review the assessing officer’s assessment, to determine whether or not the applicant should receive the payment.**

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

Once you have completed your tasks, you should sign and date the form and state your rank in the spaces provided. If you have determined that an applicant should not

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receive the payment, you should attach a separate sheet to the application form setting out clearly, in detail, the reasons why together, where appropriate, with your comments on areas for improvement.

You will then need to:

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

### **Feedback to Applicants**

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

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

### **Timescale**

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

### **Maintaining Standards**

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

**NOT PROTECTIVELY MARKED**