

PERFORMANCE AND DEVELOPMENT REVIEW FORM FOR CHIEF POLICE OFFICERS

This form is designed to be used in the performance and development review (PDR) process for chief police officers in England and Wales

The principal aim of the PDR scheme for chief officers is to foster and support the performance and further development of individual chief officers in the police service

PDRs must be carried out fairly and objectively for all chief officers, irrespective of gender, ethnicity, sexual orientation or any other irrelevant factor

A: PERSONAL DETAILS

Name	XXX			
Rank	Commander / DAC / AC/DC / Commissioner			
Force	Metropolitan Police Service			
HMIC region	London and SE			
Date started in current post	(Specify)			
Period of review	from	April 200	to	March 200

B: CURRENT DUTIES – INCLUDING RESOURCES

Chief officers may, if they wish, include a brief description of their post – to cover management span, budget responsibility and key accountabilities

Comment: These should be broader 'themes' for the post holders role (but are directed by which command the officer is serving in). An example would be:

Corporate Performance / Planning

Working together for a safer London as **Commander Crime** leading **TP BOCUs**, and being responsible for delivering corporate targets on **crime reduction**.

Working with stakeholders

Ensuring effective liaison with partner agencies to develop the **Prolific and Priority Offenders Scheme**.

Risk Management

Identifying, reducing and eliminating risk to the MPS, the command and stakeholders in partnership with **health and safety branch**.

Accountability

Discharging responsibilities as a senior officer in the MPS by acting as a member of discipline and promotion boards when required. Contributing to the development of senior members of the Command through effective career and performance management. Contributing as a member of ACPO, through membership of committees to the development and implementation of national policing priorities - ensuring that MPS interests are effectively addressed.

Discharging any other appropriate duties as directed by the Commissioner.

<<The following section is a DRAFT >>

C: PERSONAL OBJECTIVES *Please refer to Guidance Notes (Annex X)*

Record key personal objectives for this review period. These should take account of the chief officer's proposed contribution to the delivery of the policing objectives in the local policing plan (LPP). Objectives should be SMARTER (specific, measurable, achievable, realistic, time limited, evaluated and reviewed).

Chief constables should seek to agree their personal objectives with the HMI for the force concerned. The chief constable and the HMI should discuss any implications that the personal objectives may have for the running of the force and the delivery of the LPP with the chair of the police authority and other chief officers

DCCs and ACCs should discuss and agree their personal objectives with the chief constable, who should advise the chair of the police authority of them and discuss any implications that they may have for the running of the force and the delivery of the LPP

There should be no more than ten key personal objectives (four – six being recommended). Amongst this number, all chief officers should include objectives contributing towards the following two areas:

- **Diversity** – *To include specific initiatives that you undertake to uphold the MPS diversity agenda*
- **Crime Reduction** – *To illustrate your contribution towards delivering corporate priorities, for example, measures and targets that hold you to account towards Protecting the capital against terrorism, Reducing serious crime, and/or Promoting safety and reassurance*

The MPS is seeking consistency across chief officer objectives in terms of categories and thematic areas, but at the same time, each role is unique and flexibility is required in terms of how the year's objectives are presented. In addition to the two objective areas above, the following headings are provided as a possible means of categorizing all remaining objectives assigned to chief officers, the content of which will depend upon business group, rank and role:

- **Crime Detection** – *E.g. To illustrate your contribution towards delivering corporate priorities, for example, measures and targets that hold you to account towards Protecting the capital against terrorism, Reducing serious crime, and/or Promoting safety and reassurance*
- **Working Together** – *E.g. To lead key service delivery drivers or reform agendas, implement new policies, meet recommendations, foster corporate values, partner with external stakeholders to deliver organizational objectives, etc*
- **Portfolio Responsibility** – *E.g. To deliver cross-business programmes of change, particularly where this constitutes a major component of role*
- **Resource Management** – *E.g., To meet HR & Financial obligations as a primary area of responsibility for individual's post, as opposed to underpinning much of the above*
- **Risk Management** – *E.g. Where this constitutes a core area of responsibility for individual's post, as opposed to underpinning all the above.*

Chief officers are encouraged to document objectives to reflect scope of job and role, specifying how role contributes towards corporate, business group and other priorities, including targets, measures, budgetary and resource requirements, delivery of major milestones and any other quantitative and qualitative means of holding chief officer to account.

<<The following section is a DRAFT >>

Objective category or Type	Specific Objective, with measures <i>Description of SMARTER objective</i>	Rating Criteria - Target or other parameters required for objective to be ACHIEVED	Notes (e.g., what will be necessary to deliver this)
<i>Objectives must be SMARTER.... one line of advice included here....<<Unless otherwise stated, examples are derived from Ben Bennett's work to date>></i>			
1. Diversity	<< <i>Example to be developed</i> Achieve programmes of work to underpin corporate values and diversity targets...	<< <i>Example to be developed</i> Enhanced public confidence: from X to Y%? <ul style="list-style-type: none"> Internal staff satisfaction: from x% to Y% 	
2. Crime reduction	Deliver crime reduction for 2007/08 in <ul style="list-style-type: none"> gun crime outcomes and to disrupt organized criminal networks - on time, on budget, and according to plan 	Reference to specified targets/successes in terms of measurable outcomes, including reductions, detections, financial management, e.g. <ul style="list-style-type: none"> 4% reduction, gun-enabled crime 4% sanction detection rate, gun-enabled crime £5 million assets seized Disruptions to 50 networks 	
3. Working together	Deliver MPS modernisation in response to the Government's Police Reform Programme by leading the Step Change Programme	<ul style="list-style-type: none"> 160 SNTs by 01/08/07 	
4. Working together	Deliver corporate change programme in the MPS response to Missing Persons and Mental Health	<ul style="list-style-type: none"> <<insert outcomes or critical milestones associated with>> Operation Compass by 31/12/07. 	
5. Portfolio responsibility	Review and reform role of change management committee in respect of (e.g. C3i)	<ul style="list-style-type: none"> 3 Command and control centres by April 2008 	
6. Resource management	<ul style="list-style-type: none"> Manage finance / resources within command in relation to budget line of 1.4 billion Deliver efficiency savings of 2 million through service improvement review. 	<ul style="list-style-type: none"> 3 Command and control centres by April 2008 	
7. Risk management	Deliver Business Continuity and Risk Management Plan for TP command	<ul style="list-style-type: none"> Submission April 2008 Review June 2007 	
8. etc			
9.			
10.			
11.			
12.			

D: PERSONAL DEVELOPMENT PLAN

Record proposed actions for personal development plan for this review period. These should be linked to either the PDR for the previous review period or the personal objectives for this review period. There should normally be between three and five proposed actions per review period

Examples:

Working with Stakeholders

Develop stronger relationships with external stakeholders e.g. **Mental Health support agencies.**

Learning

Identify links with those undertaking a strategic role in other organisations with a view to learning and developing best practice.

Operations

Maintain an operational profile through personal visits, patrol and Command of incidents (e.g **Gold / Silver / Bronze**).

Training

Identify and undertake appropriate development and training opportunities (**seminar**)

The chief officer and the person responsible for agreeing his/ her personal objectives and development plan should sign here to indicate that they have agreed the objectives

Chief constables should retain their personal objectives and development plan. The HMI for the force concerned should retain a copy. One other copy should be sent to the chair of the police authority, to be held in strict confidence by the clerk to the authority

DCCs and ACCs should retain their personal objectives and development plan. The chief constable should retain a copy. One other copy should be sent to the HMI for the force concerned

[Signature]		[Date]
[Signature]		[Date]

E: IN-YEAR REVIEW

Chief constables should have at least one in-year review with the HMI for the force concerned. The views of the chair of the police authority on the chief constable's contribution to the delivery of the LPP and to the relations between the force and the authority, and on any other factors which may seem relevant, should be reflected in the in-year review

DCCs and ACCs should have at least one in-year review with the chief constable. The chief constable may wish to take the views of the chair of the authority on the DCC or ACC's personal contribution to the delivery of the LPP, and on any other factors which may seem relevant, into account in the in-year review

A note of the in-year review should be written up and signed off by both the chief officer and the reviewer. Chief officers may, if they wish, detach this from their final PDR form

To be completed by line manager

[Signature]

[Date]

[Signature]

[Date]

F: SELF-ASSESSMENT

All chief officers should write up and sign off a self-assessment of their performance against their personal objectives and development plan. Chief officers may include comments on relationships with other bodies and organisations

Personal objectives

To be completed by post-holder

Development plan

To be completed by post-holder

[Signature]

Richard Bryan

[Date]

G: SELF-ASSESSMENT COMMENTARY

The HMI for the force concerned should write up and sign off a commentary on a chief constable's self-assessment. The HMI should ensure that the views of the chair of the police authority on the chief constable's personal contribution to the delivery of the LPP and to relations between the force and the authority, and on any other factors which may seem relevant, are reflected here; where the HMI disagrees with the chair of the authority, the HMI should set out the reasons for this. A record should also be kept, and where appropriate comment made on, any involvement in national duties and responsibilities

The chief constable should write up a commentary on a DCC or ACC's self-assessment. The chief constable should take into account any discussion with the chair of the authority of the DCC or ACC's personal contribution to the delivery of the LPP, and of any other factors which may seem relevant

Personal objectives

To be completed by appraiser

Development plan

To be completed by appraiser

[Signature]

[Date]

H: ACPO COMPETENCIES

Either the chief officer or the reviewer may wish to comment on the chief officer's growth in, and demonstration of, the core ACPO competencies set out in the NCF over the review period

Strategic perspective

Openness to change

Negotiating and influencing

Maximising potential

Respect for diversity

Teamworking

Community and customer focus

Effective communication

Problem solving

Planning and organisation

Personal responsibility

Resilience

I: CHIEF OFFICER'S COMMENTS

All chief officers should sign to indicate that they have read and agree the content of the PDR form

[Signature]		[Date]
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Any additional comments

To be completed by appraiser

J: REVIEWER'S COMMENTS

The HMI for the force concerned or the chief constable should sign to indicate that they have read and agree the content of the PDR form

[Signature]	[Name of HMI/ chief constable]	[Date]
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Any additional comments

Chief constables should retain their PDR forms. The HMI for the force concerned should retain a copy. One other copy should be sent to the chair of the police authority, to be held in strict confidence by the clerk to the authority

DCCs and ACCs should retain their PDR forms. The chief constable should retain a copy. One other copy should be sent to the HMI for the force concerned. The chief constable may also wish to send one other copy to the chair of the police authority, to be held in strict confidence by the clerk to the authority

HMI's will copy all PDR forms to the Senior Appointments Panel (SAP) Secretariat