

**ASSOCIATION OF POLICE AUTHORITIES (APA) AND THE
ASSOCIATION OF CHIEF POLICE OFFICERS (ACPO)**

CHIEF OFFICER PERSONAL DEVELOPMENT REVIEW

INTRODUCTION

1. This protocol covers the principles of, and the process for Performance Development Reviews (PDRs) for Association of Chief Police Officer (ACPO) ranks. It does not extend to the operation of any Chief Officer Bonus Scheme.
2. The APA and ACPO recognise their joint responsibility to continually develop a more competent and flexible workforce that is committed to delivering a high quality service to their communities.
3. Improvements in overall performance are dependent on the ability of individual Members to improve their performance. PDRs that assess competence in current performance and identify opportunities for development are key to this individual improvement.
4. The APA and ACPO have agreed the protocol.

THE SCHEME

5. The aim of the PDR is to:
 - provide a framework for effective personal development
 - support Chief Officers in developing their careers
 - foster and support the performance of individual chief officers, both in the interests of the individual and to the benefit for the police service as a whole
 - provide a system for constructive review, discussion and agreement of work objectives and performance
 - promote equality of opportunity through personal development
6. The scheme applies to Chief Officers in all forces in England and Wales.
7. For the purposes of this protocol, Chief Officer includes officers of the rank of Chief Constable, Commissioner, Deputy Commissioner and Assistant Commissioners.
8. No one involved in the PDR process should take part without having a clear understanding of the PDR process. PDRs must be carried out fairly for all Chief Officers irrespective of gender, ethnicity, sexual orientation, religion or faith, age, disability or any other irrelevant factor.
9. Agreeing personal development objectives and development plans for Deputy and Assistant Chief Constables, Deputy Assistant Commissioners and Commanders and reviewing performance against the objectives and development plan will be the responsibility of the Chief Constable or Commissioner.

The Chief Officer will seek the views of the relevant police authority prior to the setting of objectives and conducting any review. Such views will be recorded. This is to inform the Chief Officer of the Authority's view of the officer's personal contribution to the delivery of strategic and annual delivery plans and the relationship between the Force and the Authority and of any other factors that appear to the Authority to be relevant.

10. The documentation used for Personal Development Reviews will be based upon that proposed by Senior Appointments Panel, as endorsed by ACPO and the APA.

PDR PROCESS

11. The induction process for newly appointed Chief Officers will include the setting of initial objectives.
12. Personal development reviews of those officers covered by this protocol will be conducted on an annual basis. A mid year review will also be conducted. The procedures described in this protocol apply to both types of review.
13. The Chair of the Police Authority or another Member on his or her behalf will conduct annual and mid year personal development reviews. One other Member (normally the Vice Chair/one of the Vice Chairs) may accompany the Chair.
14. Prior to the review the Authority will consult with the appropriate Her Majesty's Inspector of Constabulary (HMI). This will include seeking advice on any written account provided by the Chief Officer in preparation for the review. The principal role of the HMI is to act as professional policing advisor to the Authority. The relevant HMI may attend review meetings at the request of the Chair.
15. The annual PDR meeting will be informed by a written account provided by:
 - the Chief Officer incorporating:
 - a self assessment of overall performance in the role using the National Competency Framework or other appropriate framework.
 - a self assessment of evidenced progress against agreed objectives.
 - identification of learning and development outcomes for inclusion in a development plan for the Chief Officer
 - proposed objectives for the annual review and revised or additional objectives for inclusion at the mid year review
 - the Regional HMI incorporating
 - an assessment of overall performance in the role
 - identification of learning and development outcomes against the National Competency Framework or other appropriate framework for discussion at the PDR

- 16.** The mid year review meeting will be informed by a written account provided by the Chief Officer incorporating a self assessment of progress against the objectives agreed at the annual PDR. HMI will also provide a written account.
- 17.** The written accounts will be provided to all parties to the PDR and least one week in advance of the meeting.
- 18.** The Chair of the Authority should seek the views of other Members and the Chief Executive of the Authority prior to the conduct of the PDR. Such views will be recorded. This will enable the Chair to be properly informed of the Chief Officer's personal contribution to the delivery of strategic and annual delivery plans and the relationship between the Force and the Authority and of any other factors that appear to him/her to be relevant.
- 19.** The discussion at the review should focus on:
 - discussion of the self assessment written account
 - behaviours and outcomes, using the competency framework
 - previously agreed objectives and how well these have been met, including their impact on the organisation
 - discussion of other relevant matters which will inform future objectives such as external inspection outcomes.
 - Agreement on future objectives, taking account of any requirement set out in determinations of the Home Secretary and, if applicable, the bonus payment policy agreed by the Authority.
 - Agreement of future learning and development for inclusion in the Chief Officer's development plan.
- 20.** The review will agree an overall assessment rating using criteria proposed by Senior Appointments Panel, as endorsed by ACPO and the APA. This assessment may be used to inform any decision on the payment of a bonus under the Authority's scheme for Chief Officer Bonus Payments.
- 21.** The Chair is responsible for ensuring that any review is properly recorded. The Chief Executive of the Authority may attend reviews to undertake this duty. The outcome of the review will be recorded and signed off by the Chair, Chief Officer and HMI within two weeks of the meeting.
- 22.** The Authority will have a procedure to resolve the situation where there is a difference of view either at the review meeting or in the sign off of the outcome of the review.
- 23.** The contents of the PDR must be treated as confidential. The parties to the review will each receive a copy of the record of the review. The Chair of the Authority will ensure that the Chief Executive of the Authority is provided with a copy for the Authority's records.

24. Unless otherwise agreed with the Chief Officer, the record of the PDR should not be disclosed with other officers in the Force or Members of the Authority other than as necessary to meet the requirements of an Authority's Chief Officer choosing to disclose the content of their PDR.
25. The Chief Executive of the Authority is the principal advisor to the Chair and the Authority on the conduct of the PDR process. In their capacity as professional advisors to authorities they are responsible for ensuring that Authority Members and Officers receive adequate advice and training on the PDR process to ensure that the above requirements are met.
26. Nothing in this protocol precludes the Secretary of State from exercising his or her statutory powers with respect to the appointment and removal of Chief Officers.

REVIEW OF PROTOCOL

27. ACPO and the APA will review the operation of this protocol on a regular basis. They will submit a joint report on its operation on an annual basis to the Senior Appointments Panel.