



## FREEDOM OF INFORMATION REQUEST

**FOI Reference number: 05/2021**

**Date:** 15 March 2021

**Request:**

1. Can you please provide a copy of the Job Description used for the JESP process and a copy of the scoring outcomes?
2. Who were the members of the JESP Panel and what is their position/grade?
3. Was the Deputy Chief Constable role assessed via JESP? If not, how could a comparison be made between the score of the COO role and the DCC role such that the COO position could be deemed equivalent?

**Answer:**

1. A copy of the Job Description used for the JESP process is attached at Appendix A. The scoring outcomes from the JESP process relating to the Chief Operating Officer post are outlined in the table below. Please note the job size is 1628 which is an A2 profile and this is reflective of an Executive level role, accountable for the delivery of a major business service in a complex business enterprise'.

Job Evaluation Chief Operating Officer

	Know How	Problem Solving	Accountability	Total	Short Profile
Chief Operating Officer	G1113 700	F+4 (57%) 400	G-5-C 528	1628	A2

2. The opportunity was tendered and Korn Ferry (UK) Limited were appointed to undertake the JESP process. I can confirm that the Northern Ireland Policing Board holds the information you requested regarding the members of the JESP panel and their position/grade, however we are withholding that information since we consider that the exemption under section 40(2) (3<sup>rd</sup> party personal data) applies.

This personal information is exempt from disclosure to you under section 40(2) by virtue of section 40(3)(a)(i) of the FOIA.

Section 40(2) allows a public authority to withhold information from a response to a request for information under the FOIA when the information requested is personal information relating to

someone other than the requester and its disclosure would contravene one of the data protection principles.

The first data protection principle requires personal data to be processed fairly and lawfully. This personal data is exempt from disclosure under section 40(2) of the FOIA as, in our view, it would be unfair to provide it to you, and therefore disclosure would be in contravention of the first principle of the UK General Data Protection Regulation. This is an absolute exemption and there is no requirement to conduct a public interest test.

3. The Deputy Chief Constable (DCC) PSNI is a nationally agreed salary scale. In undertaking the JESP process the Chief Operating Officer PSNI role was compared to other similar Senior Police Staff roles across a number of similar sized police services and concluded that based on the job size, the role is at a similar level to the DCC in a police service of this size and complexity.

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

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

Email: [foi@nipolicingboard.org.uk](mailto:foi@nipolicingboard.org.uk)

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

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

Telephone: - 0303 1231114

Email: - [ni@ico.org.uk](mailto:ni@ico.org.uk)

Please be advised that Policing Board replies under Freedom of Information may be released into the public domain via our website @ [www.nipolicingboard.org.uk](http://www.nipolicingboard.org.uk).

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

HPE440741

<b>ROLE TITLE:</b>	Chief Operating Officer – Police Service of Northern Ireland
<b>ACCOUNTABLE TO:</b>	Chief Constable – Police Service of Northern Ireland
<b>EXECUTIVE SUMMARY:</b>	<p>The Chief Operating Officer of the PSNI is a pivotal role with significant responsibility for leading and directing the main corporate functions of the PSNI. The post holder will require a range of highly effective leadership and management skills and an extensive level of relevant experience to ensure that they function effectively across an extensive portfolio of responsibilities.</p> <p>The Chief Operating Officer will work alongside the Deputy Chief Constable to support the Chief Constable in leading the PSNI and Service Executive Team. The post holder will be required to demonstrate a track record of achievement through using effective and inclusive leadership skills to deal with complex, diverse and sensitive issues whilst under high levels of scrutiny and pressure. They will work collaboratively in creating and leading on a vision, direction and culture for the PSNI that builds public trust and internal organisational confidence that enables the delivery of an effective policing service.</p> <p>Working seamlessly with the Chief Constable and Deputy Chief Constable, the Chief Operating Officer will play a key role in the implementation and delivery of the Board’s Policing Plan 2020-2025 and PSNI’s Transformational Plan to support the strategic oversight of the PSNI. They will facilitate the development of diverse, inclusive and high performing teams to provide an efficient and effective policing service through championing organisational capability and capacity.</p>
<b>Core Responsibilities</b>	
<p><b>Strategic Leadership</b></p> <ul style="list-style-type: none"> <li>• Contribute to setting the strategic leadership and organisational strategy for the PSNI as part of the Service Executive Team and promoting an effective, collective and inclusive leadership style to meet the current and future policing demands.</li> <li>• Support the Chief Constable and Deputy Chief Constable to lead, inspire and develop the Service</li> </ul>	

Executive Team. The Chief Operating Officer will have direct responsibility for the three Executive Director portfolios and this will be informed by the PSNI Competency and Values Framework.

- Acting as the principal policy adviser to the Chief Constable and Service Executive Team colleagues across an extensive range of complex and cross cutting issues.

### **Organisational Culture and Transformation**

- Embedding a culture of continuous improvement through organisational development, transformational change and innovation to deliver a service that is visible, accessible, responsive and community focused.
- Work impartially and objectively in promoting an inclusive and diverse culture to ensure the organisation is representative of the community it serves through applying the PSNI values, ethics and high standards of conduct in the delivery of an effective, professional and human rights compliant policing service.
- Lead and direct strategic transformation across the PSNI through benchmarking, role modelling and best practice against other similar organisations.

### **People and Performance**

- Develop and maintain an organisational performance framework and support the allocation of resources to ensure successful business delivery across the civilian staffing functions and support the wider operational policing commands.
- Oversee the delivery of the People Strategy, promoting the health and well-being of all PSNI staff whilst effectively addressing attendance and discipline related matters. Lead staff by example ensuring they have the knowledge, skills and motivation to deliver high performance levels.
- The Chief Operating Officer will provide a highly visible and engaging leadership style in line with the PSNI values and behaviours. They will coach and mentor senior leaders to ensure they feel empowered and have the capabilities to successfully deliver the PSNI strategic objectives.

### **Accountability and Operational Delivery**

- In leading on the financial management of the PSNI, the Chief Operating Officer will drive efficiency through improved productivity within the budget framework to ensure the effective use of public resources and maximise value for money.

- Ensure that effective measures are in place to meet statutory governance requirements and where identified, that corrective actions are put in place promptly.
- Integrate and transform the Civilian Services functions to drive effective and collaborative working, holding senior managers accountable for the provision of high quality services to support operational business delivery.

### **Communication and Building Relationships**

- Develop and maintain relevant and effective strategic relationships with local, regional and national (UK and Ireland) partners, influencing and collaborating to enable the achievement of the PSNI's outcomes as outlined in the Policing Plan 2020 - 2025.
- Represent the PSNI at a local, regional and national (UK and Ireland) level to the public, media and other external stakeholders to support and improve the visibility and connectivity in building confidence in policing.
- Be an influential voice in helping to shape local, regional and national (UK and Ireland) best practice, policy and guidance.

## **Eligibility Criteria**

Applicants must by the closing date provide sufficient evidence within their application form to demonstrate that they satisfy the essential criteria listed below. In providing suitable evidence applicants are encouraged to take account of the core responsibilities associated with this post.

### **Essential Criteria**

- A minimum of 5 years' senior management\* experience in successfully providing effective, visible and inclusive leadership.
- Experience at a senior management\* level of leading a large and complex organisation\*\* through a significant period of transformational change and reform to deliver key strategic outcomes.
- Experience in financial management of a multi-streamed funding organisation.
- Clear evidence of an ability to develop a range of diverse and inclusive high performance teams at a

senior level across a multi-disciplined organisation to deliver effective outcomes and performance improvements within a service delivery environment.

- Clear evidence and personal experience in the effective management of 100+ staff with significant\*\*\* budget responsibility, ensuring robust governance and internal control measures were in place to deliver value for money outcomes.
- Clear evidence of building and maintaining effective internal and external relationships with a range of key stakeholders in the delivery of cross cutting objectives.

### **Definitions**

\* Senior management experience includes taking decisions which impact at a strategic level and affect the organisation within which the applicant is working and/or leading on the provision of detailed advice at Board level on such issues.

\*\* A large and complex organisation is defined as a multi-functional and/or multi-disciplined organisation which is responsible for delivery of a wide range of objectives.

\*\*\* Significant budget responsibility is defined as in excess of £100m PA.

### **Desirable Criteria**

- A proven track record in the delivery of a complex matrix management approach within a large and complex organisation\*\*.
- An understanding of public funding sources and grants.
- A commitment to diversity and a track record of promoting equality, inclusion and well-being.