



David G. Henshaw B.A., M.Soc.Sci., F.I.Mgt., Clerk to the Authority

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TEL: 0151-236 4748 FAX: 0151-236 4527

OUR REF: AB

DATE: 17 September, 1998

YOUR REF:

WHEN TELEPHONING PLEASE CONTACT:

Mr  Ext.

TO: The Chairperson and Members  
of the Appointments Committee

**PLEASE NOTE TIME OF MEETING**

Dear Sir/Madam

A meeting of the **Appointments Committee** will be held on **Thursday 24th September 1998** in the Meeting Room, 3rd Floor, Mercury Court, Tithebarn Street, Liverpool commencing at **5.00 p.m.**

Members will be aware that the Home Office Guidelines on Selection Procedures for Chief Officer Appointments have been previously circulated. Should an additional copy be required, please do not hesitate to contact  Head of Legal and Administration on Extension 2449.

An agenda for the meeting is enclosed.

Yours faithfully

D G Henshaw  
Clerk to the Authority

## **MEMBERSHIP OF THE APPOINTMENTS COMMITTEE**

### **ELECTED MEMBERS**

Councillor Ms C Gustafson (Chairperson)

Councillor D Martin

Councillor F. Prendergast

Councillor Lady Doreen Jones

Councillor Ms K Wood

### **MAGISTRATES**

Mr M J Amos JP

Mr K Jackson JP

### **INDEPENDENT**

Mr P Coogan

Mr N. Langley

**MERSEYSIDE POLICE AUTHORITY**

**APPOINTMENTS COMMITTEE - 24th SEPTEMBER 1998**

**A G E N D A**

**PART ONE**

**Apologies**

**1. Minutes**

To receive as a correct record the minutes of the meeting of the Committee held on the 10th August 1998. (Report No 1, Page 1 )

**2. Any Other Item(s) Which The Chairperson Deems To Be Of An Urgent Nature.**

## PART TWO

*Under Section 100A(4) of the Local Government Act 1972, the public may be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the undermentioned paragraph(s) of Part 1 of Schedule 12A to the Act:-*

- |   | Exempt<br>under<br>Para(s) |
|---|----------------------------|
| <p>3. <b><u>Applications for the Post of Chief Constable - Shortlisting</u></b></p> <p>Applications in respect of the post of Chief Constable are attached, together with the Job Description, Person Specification, Personal Competences, the Shortlisting Schedules prepared by the Clerk and blank copies for Members' personal use.</p> <p style="text-align: right;">(Report No 3, Page 3)</p> | 1                          |
| <p>4. <b><u>Any Other Item(s) Which The Chairperson Deems To Be Of An Urgent Nature.</u></b></p>  |                            |

1

**MERSEYSIDE POLICE AUTHORITY**

**APPOINTMENTS COMMITTEE**

At a meeting of the Appointments Committee held on Monday 10th August 1998 in the Meeting Room, 3rd Floor, West House, Mercury Court, Liverpool, the following Members were present:-

**Elected**

Ms. C. Gustafson (Chairperson to the Committee)  
D. Martin  
F. Prendergast  
Lady Doreen Jones

**Magistrate**

Mr. M. J. Amos J.P.  
Mr. K. Jackson J.P.

**Independent**

Mr N. Langley

**Apologies**

Apologies for absence were received on behalf of Councillor Mrs. K. Wood and Mr P. Coogan.

8. **Minutes**

The minutes of the meeting of the Committee held on the 20th July 1998 were received as a correct record and signed by the Chairperson.

9. **Local Government (Access to Information) Act 1985**

**RESOLVED** That under the provisions of Section 100 A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A to the Act.

10. **Industrial Tribunal Proceedings: Mr J Willis -v- M. P. A.**

The Committee considered the report of the Clerk on the findings of the Industrial Tribunal in the case of Mr J. Willis -v- Merseyside Police Authority.

Applications for Chief Constable

**NOT FOR PUBLICATION BY  
VIRTUE OF PARAGRAPH(S)  
ONE OF PART I OF  
SCHEDULE 12A OF THE  
LOCAL GOVERNMENT  
ACT 1972**

Shortlisting

Page	5	Job Description
Page	7	Person Specification and Personal Competences
Page	13	List of Applicants

Applicants

Page	15	Bettison N G
Page	27	Davies R
Page	43	Hamilton J.P
Page	57	Holding I
Page	69	Kernaghan P R
Page	83	Nelson W G
Page	97	Turnbull R S
Page	111	Shortlisting Schedule
Page	143	Blank matrices to assist with Members' own assessment of candidates



## JOB DESCRIPTION

- Post Title** : Chief Constable
- Accountable to** : The Police Authority for Merseyside Police Force  
as defined within the Police Act 1996
- Responsible for** : [i] The direction and control of the Merseyside Police Force in accordance with the Police Act 1996, in order to provide Merseyside with an effective and efficient police service.
- [ii] The fulfilment of all statutory and legal obligations of the office of Chief Constable.
- 

### **Aims of the Job:**

1. To work with the Police Authority and the Force to set the strategic direction of policing in Merseyside.
2. To act as the high profile leader of the Force by communicating a consistent vision of what must be achieved.
3. To lead the chief officers of the Force in ensuring the performance of the Force by:
  - reading and influencing the external and internal environments affecting the Force;
  - the development and implementation of strategies to further the policing of Merseyside. In achieving this you will collectively have to gain support for the Force;
  - the process of Force planning, implementation of plans and the control of the planning process; and
  - evaluating and improving performance.
4. To create and implement a planning framework which has due regard to the local policing plan issued by the Police Authority.
5. To ensure that all of the resources of the Force are used in a planned way so that effectiveness and efficiency result.
6. to harness the full potential of staff towards the aims of the Force by creating an atmosphere in which people are enabled to give of their best.



7. To represent the image and interests of the Force both at a local and national level.
8. To ensure that the Force's organisation develops to meet the changing demands of policing.
9. To actively encourage and support the involvement of other agencies and the public at large to work with the Force to fulfil the aims of the policing plan.
10. To ensure the provision of professional advice to the Police Authority so that its members are able to fulfil their functions.

# MERSEYSIDE POLICE AUTHORITY

## CHIEF CONSTABLE

### PERSON SPECIFICATION

#### Personal Competences

Personal competences are the key skills used by effective senior managers to make decisions and achieve results. The personal competences most likely to lead to effective performance are specified in each element of the Senior Management Standards.

Effective senior managers in any organisation need to be able to draw on a repertoire of nine personal competences. These are listed along with the level required for the post of Chief Constable:

- judgement [Very High]
- self confidence [Very High]
- strategic perspective [Very High]
- achievement focus [Very High]
- communication [Very High]
- building teams [Very High]
- influencing others [Very High]
- leadership [Very High]
- vision [Very High]

Each of these competences can be observed through the key behaviours demonstrated by senior managers, as outlined in the following 5 pages.

## **Judgement**

### **Key behaviours**

An effective senior manager

- identifies the most important issues in a complex situation
- identifies implications, consequences or causal relationships in a situation
- uses a range of ideas to explain the actions, needs and motives of others
- focuses on facts, problems and solutions when handling an emotional situation
- uses instinct and intuition to assess situations and people
- identifies new patterns and interprets events in new ways

### **Description**

This competence concerns using a range of skills to evaluate situations and people, and to develop plans and approaches for action.

Effective managers use analytical and logical approaches to understand people and events and to establish priorities and connections. They also use creative and intuitive approaches to assess situations and problems and to produce solutions.

Effective managers may demonstrate different profiles within this competence - some being more analytical and logical, others more creative and intuitive - or they may be strong in all aspects.

## **Self Confidence**

### **Key behaviours**

An effective senior manager

- acts in an assured and unhesitating manner when faced with a challenge
- takes the leading role in initiating action and making decisions
- maintains beliefs, commitment and effort in spite of set-backs or opposition

### **Description**

This competence is about acting with self assurance, and displaying drive and initiative, even in difficult situations.

Managers with this competence are likely to have faith in their own judgement, believe they will succeed in their endeavours, and persist in this belief even though they may encounter initial difficulties or the opposition of others.

Self confident managers will usually feel comfortable about taking the initiative in making decisions and about taking an independent course of action when they feel it is appropriate.

Determination to succeed, arising out of self-belief, is also an aspect of this competence. Managers with a high degree of this competence will be better able to work under pressure and cope with stress. They will be able to maintain their drive and energy, and to present themselves in a wide range of situations as positive and self assured.

### **Strategic Perspective**

#### **Key behaviours**

An effective senior manager

- works towards a vision of the future based on a strategic perspective
- acts with good understanding of how different parts, needs or functions of the organisation and its environment fit together
- clearly relates goals and actions to the strategic aims of the business
- takes opportunities when they arise to achieve longer term aims or needs.

#### **Description**

This competence concerns the manager being able to place immediate goals and activities in a strategic context. This involves seeing how one area of activity is affected by and affects other parts of the organisation or its environment.

The competence involves taking a longer term perspective, considering what will happen several years hence, and establishing a vision of the future.

An important part of the competence lies in managers setting out their vision of the future to others in such a way as to gain acceptance and support.

### **Achievement Focus**

#### **Key behaviours**

An effective senior manager

- sets high quality goals that are demanding of self and others
- sets objectives and priorities in uncertain and complex situations
- tackles problems or takes advantage of opportunities as they arise
- calculates risks and takes decisive action
- focuses personal attention on specific details that are critical to the success of a key event

#### **Description**

Managers with this competence are geared towards achieving results and they will set ambitious goals and objectives for themselves and others. They will also deal with problems as they arise, and take advantage of any emerging opportunities. Recognising and evaluating the risks that may lie ahead, and then taking firm action, is an aspect of this competence.

## **Communication**

### **Key behaviours**

An effective senior manager

- conveys difficult ideas and problems in a way that aids understanding
- recognises and responds to the needs and feelings of others

### **Description**

This competence concerns communicating clearly with others. It may be used in a wide range of circumstances, from formal presentations to day-to-day meetings. A feature of managers with this competence is that they carefully consider what message they wish to communicate and then decide how best to do so. This may involve thorough planning of a presentation, the use of different media to reinforce a message, or even the establishment of systems to ensure good communication within the department or organisation.

Effective managers use this competence to achieve results. They communicate to inform, instruct, persuade and encourage others to communicate with them. Managers who are particularly competent in this area exhibit conviction and belief in what they have to say, which is closely linked to the self confidence competence.

## **Building Teams**

### **Key behaviours**

An effective senior manager

- keeps others informed about plans and progress
- builds a desire to work together and builds co-operation within a team
- builds ownership of controversial decisions by involving others in the decision-making process
- evaluates people's capabilities to do the job and take action

### **Description**

This competence concerns working effectively with others at the same level or a more junior level within the organisation. The manager may use the key behaviours in the context of a loose team or a coalition of peers from other parts of the organisation and/or in the context of an immediate team of direct reports.

The first two behaviours are about encouraging co-operative working. Depending on the circumstances, this may be achieved either formally or informally, and the team may be well-defined and well-established or a loose group of senior managers who do not necessarily see themselves as a "team".

The third behaviour is an aspect of empowerment, where the senior manager involves others in the process of making difficult decisions, and takes time to enable others to explore the problem and arrive at, or contribute towards, solutions.

The final behaviour is about evaluating the capabilities of the people who report to the senior manager.

## **Influencing Others**

### **Key behaviours**

An effective senior manager

- uses a variety of means to influence others
- creates and prepares strategies for influencing others
- understands the culture of the organisation and acts to work within it or influence it
- develops and uses networks to trade information, support or other resources

### **Description**

This competence concerns the manager being able to persuade others to provide support and other resources. It is a competence that is used in dealing with peers and other colleagues, more senior managers, people outside the organisation - including customers and suppliers - and others within the organisation who may be in more junior positions.

Managers with this competence are likely to think ahead to situations where they envisage the need to influence others, and to plan their approach, taking into account the likely reactions of other parties.

## **Leadership**

### **Key behaviours**

An effective senior manager

- shows clarity of thought processes
- leads by example
- keeps a firm grip on macro issues whilst allowing other managers to develop and grow
- is forward looking in terms of organisation structure, Force needs and performance
- recognises and encourages individual and collective effort and the value of 'partnerships'

### **Description**

Is visible, approachable and earns respect, takes the initiative in decision making and sets objectives and priorities clearly; maintains a quality outcome and acts decisively having assessed the risks.

## Vision

### Key behaviours

An effective senior manager

- does not settle for the 'here' and 'now'
- recognises the value of environmental scanning
- ensures that strategy, policies and practices are aimed at the longer term investment in police/public service – not 'short-termism'
- recognises that social trends will impact on decision making i.e., external police service delivery
- invests in the right people, particularly at management level

### Description

Creates and secures commitment to a clear vision and provides a balanced overview of complex situations; is able to form coherent and broadly based concepts and plans to further the long-term aims of the organisation.

## CHIEF CONSTABLE APPLICANTS

	NAME	FORCE	RANK
1	NORMAN BETTISON	WEST YORKSHIRE	ASSISTANT CHIEF CONSTABLE
2	ROBERT DAVIES	THAMES VALLEY	ASSISTANT CHIEF CONSTABLE AND ASSISTANT CHIEF CONSTABLE [DESIGNATE]
3	JOHN HAMILTON	FIFE	CHIEF CONSTABLE
4	IAN HOLDING	CESHIRE	DEPUTY CHIEF CONSTABLE
5	PAUL KERNAGHAN	NORTH YORKSHIRE	ASSISTANT CHIEF CONSTABLE [DESIGNATE]
6	WILLIAM NELSON	HAMPSHIRE	DEPUTY CHIEF CONSTABLE
7	ROBERT TURNBULL	CLEVELAND	DEPUTY CHIEF CONSTABLE







# WEST YORKSHIRE POLICE

*Force Headquarters*

PO Box 9  
Laburnum Road  
Wakefield  
WF1 3QP  
Tel: (01924) 292113  
Fax: (01924) 292180

Your ref. HOP[SS]GC/HES  
Our ref. NGB/RB

12 August 1998

Mr David G Henshaw, B.A., M.Soc.Sci., F.I.Mgt  
Clerk to Merseyside Police Authority  
PO Box 101A, West House  
Mercury Court  
Tithebarn Street  
Liverpool L69 2NU

*Dear Mr. Henshaw*

***Application for the Post of Chief Constable - Merseyside Police***

Thank you for the comprehensive Candidate Information Pack which was sent to me earlier this week. I found it very helpful. I have completed the application form and the equal opportunities monitoring form, and these are enclosed.

I have noted the relevant dates for shortlisting and interview, and can confirm that I am available on those dates. I also notice your offer of informal discussions about the post, and I should like to consider that offer after the shortlisting procedure.

*Sincerely*





David G. Henshaw B.A., M.Soc.Sci., F.I.Mgt., Clerk to the Authority



P. O. BOX 101A WEST HOUSE  
 MERCURY COURT TITHEBARN STREET  
 LIVERPOOL L69 2NU  
 TEL: 0151-236 4748 FAX: 0151-236 4527

OUR REF: HOP[SS]GC/JHES

DATE: 31st July 1998

YOUR REF:

WHEN TELEPHONING PLEASE CONTACT:

Gaynor Coldrick, Head of Personnel - 0151 443 3584

## APPLICATION FORM

Application for the Post of Chief Constable

Your careful completion of this form will assist the Authority in giving full consideration to your application. All information will be treated in strict confidence.

Please complete the form in typescript to facilitate photocopying and return under confidential cover to:

The Clerk to the Authority, Merseyside Police Authority, PO Box 101A, West House, Mercury Court, Tithebarn Street, Liverpool L69 2NU

## 1. PERSONAL DETAILS

Surname BETTISON	Forename[s] NORMAN GEORGE
Address <input type="text"/> HUDDERSFIELD	
Postcode HD5 8XF	
Home Tel. No <input type="text"/>	Business Tel. No. 01924 292113
Are you related to a Member of the Merseyside Police Authority, or a serving police officer or a member of the Merseyside Police Support Staff?	
If yes, please give details	
xxx <del>YES</del> /NO	

2. EDUCATION

Secondary School	From	To	Numbers of qualifications with dates and grades [subjects not required]
<p>SOUTH GROVE SCHOOL ROTHERHAM</p>	1967	1972	<p><input type="checkbox"/> O' Levels  <input type="checkbox"/> CSEs ( <input style="width: 50px;" type="text" value=""/> )</p>
College/University/Correspondence Course [state if full or part time]	From	To	Qualifications gained with dates and grades
<p>UNIVERSITY OF OXFORD QUEENS COLLEGE Full Time</p>	1983	1986	<p><input type="checkbox"/> BA Degree Psychology &amp; Philosophy Later converted to MA</p>
<p>HALLAM UNIVERSITY BUSINESS SCHOOL Part Time</p>	1988	1991	<p>Master of Business Administration Degree</p>

## 3 TRAINING

Courses attended [with dates and any qualifications obtained]

Listed below are the principal, and most relevant, training courses:

- 1996 Top Management Programme, with the Cabinet Office
- 1995 Management of Disaster and Civil Emergency Course, Bramshill
- 1992 Strategic Command Course, Bramshill
- 1991 Intermediate Command Course, Bramshill

Name and type of membership of professional bodies [with dates admitted]



5. DETAILS OF PREVIOUS EMPLOYMENT [MOST RECENT FIRST]  
INCLUDING POLICE SERVICE

Employer:	West Yorkshire Police		
Address:	PO Box 9 Laburnum Road WAKEFIELD		
Post Code:	WF1 3QP	Tel. No:	01924 292113
Job Title:	Held several portfolios, including ACC - Management & Information Support, ACC Personnel and ACC Operations Support		
Date Appointed:	1 May 1993	Salary:	
Reason for Leaving:			

Employer:	South Yorkshire Police		
Address:	Snig Hill SHEFFIELD		
Post Code:	S3 8LY	Tel. No:	0114 220 2020
Job Title:	Chief Superintendent Corporate Development		
Date Appointed:	April 1992 - May 1993	Salary:	
Reason for Leaving:	Promotion		



5. DETAILS OF PREVIOUS EMPLOYMENT [CONT] INCLUDING POLICE SERVICE

Employer:	South Yorkshire Police		
Address:	Snig Hill SHEFFIELD		
Post Code:	S3 8LY	Tel. No:	0114 220 2020
Job Title:	Superintendent Divisional Commander		
Date Appointed:	January 1991 - April 1992	Salary:	
Reason for Leaving:	Promotion		

Employer:	South Yorkshire Police		
Address:	Snig Hill SHEFFIELD		
Post Code:	S3 8LY	Tel. No:	0114 220 2020
Job Title:	Superintendent Traffic Division		
Date Appointed:	October 1989 - January 1991	Salary:	
Reason for Leaving:	Development		

## 6. RELEVANT EXPERIENCE/INFORMATION

Please include details of previous experience with particular reference to its relevance to the post being applied for.

*I have directly addressed the nine competences in the person specification with examples of recent, relevant experience.*

### **JUDGEMENT**

The experience of having made successful decisions in the past gives me an added self assurance when resolving current, difficult, situations. My record is consistent. I have the ability to set issues in a wide context and thereby reach sound conclusions. My decisions to defend two high profile Industrial Tribunal cases, giving lengthy evidence, personally, on Force policies and culture, were entirely vindicated by the results. In between these cases, I authorised a settlement of £5,000 in a less contentious case to reduce the potential for unnecessary and negative publicity.

I am particularly satisfied with my track record in assessing and selecting staff. I have been personally involved in all promotions of Chief Inspectors and Superintendents for the last five years. The quality of our managers is reflected in the changed culture and improved performance of the Force, and in the numbers of recent Strategic Command Course graduates.

### **SELF CONFIDENCE**

I enjoy seeing my ideas and decisions turned into successful outcomes. The root of self confidence lies in an optimistic outlook and the preparedness to take the initiative. I am strong in both of these areas.

I have the proven ability to bring order out of chaos, tested to the full as Gold Commander following the Leeds bombing last year. Later I led the Yorkshire side of the investigation which was linked with the Aintree incident. The frequent planned and spontaneous presentations that I deliver on behalf of the Force demand a different kind of confidence but, no matter what the pressure, I present myself as positive and self assured.

### **STRATEGIC PERSPECTIVE**

I have held every portfolio at ACPO rank. This has enabled me to develop a strategic view of policing on a broad canvas.

I have made a significant contribution to the strategic development of two large metropolitan police forces, where my skills have been tested. I have learned, in the process, that the strategy at the top of an organisation must be consistent, pursued energetically, and owned by the whole organisation, in order to bring about effective change. Without action and commitment, strategies are mere words.

### **ACHIEVEMENT FOCUS**

I have developed, in my current post, the process of performance review. At the beginning of the planning year I take the Police Authority Policing Plan and meet with each of my Superintendents, and their management teams, at their Division to agree local objectives, performance targets and devolved financial plans. I ensure that the aggregated targets meet Police Authority and community expectations. I then visit Commanders each quarter to review the performance and financial position, offering advice, support and, above all, encouragement. The results are outstanding.

6. RELEVANT EXPERIENCE/INFORMATION [Continuation sheet]

There are three key elements to this approach. Firstly, I select the right managers who share an achievement focus; secondly, I empower them through a devolved regime; thirdly, I am clear about what is required and show an interest in the outcomes. In such an environment, constant improvement and success becomes the norm.

Further evidence of my achievement focus is drawn from my time as ACC responsible for Complaints and Discipline, I had a determination that public complaints of incivility and confrontational assault could be reduced. Applying the principles above, particularly monitoring outcomes, has led to a 62% reduction in public complaints in these areas. What gets led, gets managed.

**COMMUNICATION**

Police forces are particularly difficult organisations in which to communicate successfully owing to the many widespread sites of operation and shift working. I have an open approach. I give people early indication of issues, consult widely and provide whatever information an individual has a right to know.

Success lies in considering what another person or body will need to know, or will want to have a say in. I work to meet those needs. A key group that I always consider in this way is the Police Authority, who want early information and the opportunity to contribute. I believe that a consistent approach, along these lines, is crucial to a successful partnership.

My written and verbal skills will be assessed in the competition. I am experienced in using a variety of media to get my message across. Events have ranged from a keynote presentation to the ACPO/APA Summer Conference last year on the subject of drugs strategies, to frequent appearances on behalf of the Force, and occasionally the Service, in television and radio interviews.

**BUILDING TEAMS**

I realise how effectiveness can be achieved through teamwork and maximise every opportunity. Inside the organisation I have demonstrated this in many ways. In my previous portfolio area, I combined the Force Intelligence function with the HQ Squads, getting rid of the unhelpful demarcations between the different groups. There is now a virtuous cycle of intelligence driven, targeted operations which deliver better intelligence, with excellent results.

More recently, I was dissatisfied with the quality of service provided to the public through our area control rooms. I have now integrated the whole call handling process across switchboard, control room and divisions with significant and positive impact on the public attitude surveys.

Wherever I have worked, I have been able to build integrated and motivated teams, creating a shared focus and joint endeavour.

Beyond the Force, the Police Authority are key members of the policing team. Co-operation, openness and shared information, achieves results. The construction of the annual policing plan must be a joint enterprise, and I am committed to working in this way.

Externally, the teamwork that is possible in true partnership with other agencies has to be maximised. My current work with Local Authorities in establishing the Responsible Authorities, under the Crime and Disorder Act, is rewarding and promises great benefits for the communities we jointly serve.

## 6. RELEVANT EXPERIENCE/INFORMATION [Continuation sheet]

**INFLUENCING OTHERS**

I have developed my negotiating skills over many years. Building on a solid foundation of trust and open communication, I believe that successful negotiation is about understanding where the other person is 'coming from' and respecting their position. It is often necessary to look for a means of meeting another's needs whilst pursuing, in a determined way, the desired goals. An example of this approach is in the fundamental change that I brought about in the area of ill-health retirements. On taking over the personnel portfolio, ill-health retirements accounted for 82% of all leavers (today it is 24%). I identified quickly that it was often a motivational issue rather than a health issue. I saw every individual, personally, as soon as a senior manager had a hint of an ill-health retirement 'plan'. My focus was on reducing the numbers leaving the organisation, but the success was due, firstly, to influencing the individuals to consider the benefits of a post which matched their state of health; secondly, in convincing the Police Federation of not only the organisational, but also the personal benefits in retaining experienced officers; and, ultimately, raising the consciousness of the whole organisation that ill-health retirement was no longer a matter of personal choice. The cultural change that I achieved still holds good today.

**LEADERSHIP**

My leadership skills have been regularly tested in the operational environment. I was Gold Level Commander throughout the Bradford riots in 1995, attending the scene following the first skirmish. I established, and led, the Gold command room throughout the violent weekend that followed. Similarly, I was Gold Level Commander in dealing with the aftermath of the Leeds bomb last year. I have led that investigation and many other major and serial criminal investigations undertaken by the Force.

Leadership is equally crucial inside the organisation. My commitment to reducing ill-health retirements has resulted in savings of between five and seven million pounds per year over the last three years. My drive to see equality of treatment and opportunity as non-negotiable, and the introduction of initiatives to sustain it, have been acknowledged in Industrial Tribunal reports and HMIC inspections.

Leadership is tested by the extraordinary, rather than by the routine. It is at these critical times that everyone looks to 'the boss'. In these situations, whether operational or organisational, my decisions have rarely followed the easiest option, but they have consistently delivered success.

**VISION**

The key public satisfaction levels in West Yorkshire, expressed through the most recent surveys, hover around the 90% figure. This does not yet fulfil our potential as a police force.

The simple and clear vision to which I am totally committed is that we may not be able to prevent or detect every crime, but we are capable, always, of leaving the person, who turns to us for help, satisfied and reassured. This is the ultimate performance indicator of the police service.

The key task for a Chief Constable is building the team that will deliver this vision, working in partnership with the policy authority, to provide the service the people of Merseyside deserve. I know what is required and am committed to making it happen.

7. REFEREES

Please give names, addresses and occupations of two persons willing to give you a reference, one of which must be your current employer.

1. Name: Mr [ ] QPM

Address:

West Yorkshire Police  
PO Box 9  
Laburnum Road  
WAKEFIELD  
WF1 3QP

Relationship:

Chief Constable

2. Name: Councillor [ ]

Address:

West Yorkshire Police Authority  
Town Hall  
WAKEFIELD  
WF1 2HQ

Relationship:

Chairman

10. DATES NOT AVAILABLE FOR INTERVIEW [IF ANY]

[Empty box for dates not available for interview]

Canvassing either directly or indirectly will disqualify a candidate from appointment.

DECLARATION

I declare that to the best of my knowledge and belief, all statements, contained in this form are correct and I understand that should I conceal any material fact, I will, if engaged, be liable to the termination of my appointment.

I agree that the information contained herein should be treated in the strictest confidence.

Signed ..... [ ] ..... Date ..... 12 August 1998

MERSEYSIDE POLICE AUTHORITY

CHIEF CONSTABLE

SHORTLISTING SCHEDULE

<b>CANDIDATE: NORMAN BETTISON</b>
<b>ASSESSOR:</b>
<b>DATE:</b>
<b>OVERALL LEVEL:</b>

143

PERSONAL COMPETENCIES	LEVEL REQUIRED	CANDIDATE				NOTES - to include extent to which candidate appears to have level of experience required
	VERY HIGH / HIGH OR MEDIUM	VERY HIGH	HIGH	MEDIUM	LOW	
<b>Judgement:</b> Focuses on problem & solution; identifies implications; analytical & logical approach to understand people & events; establishes priorities; is creative & intuitive; finds new patterns & interprets events in new ways.	VERY HIGH					
<b>Self Confidence:</b> Takes the lead; is self assured & positive; has drive & initiative; self belief; persistent & determined to succeed; decisive; independent; works well under pressure.	VERY HIGH					
<b>Strategic Perspective:</b> Has vision for the future & has long term perspective; relates goals & actions to strategic aims of business; understands inter-departmental functions; gains support & acceptance from others in working towards vision.	VERY HIGH					

PERSONAL COMPETENCIES	LEVEL REQUIRED	CANDIDATE				NOTES - to include extent to which candidate appears to have level of experience required [see guidance on completion]
	VERY HIGH / HIGH OR MEDIUM	VERY HIGH	HIGH	MEDIUM	LOW	
<b>Achievement Focus:</b> Sets ambitions; places demands on self & others; results focused; calculates risk; is decisive & takes firm action; tackles problems as they arise; focuses on specific details critical to success in complex situations.	VERY HIGH					
<b>Communication:</b> Conveys difficult ideas or problems in a meaningful way; uses various media to reinforce message; communicates to inform; instruct; persuade & encourage others whilst being aware of their feelings; considers most effective method of presenting information.	VERY HIGH					
<b>Building Teams:</b> Encourages co-operative working within & across teams; empowers others to make decisions; involves & informs people of plans & progress; evaluates peoples' capabilities.	VERY HIGH					
<b>Influencing Others:</b> Uses a variety of methods to persuade others including peers, colleagues, senior managers, external contacts & juniors; creates & prepares strategies to influence others, and establishes networks for support & information; understands and works within the culture of the organisation.	VERY HIGH					

PERSONAL COMPETENCIES	LEVEL REQUIRED	CANDIDATE				NOTES - to include extent to which candidate appears to have level of experience required [see guidance on completion]
	VERY HIGH / HIGH OR MEDIUM	VERY HIGH	HIGH	MEDIUM	LOW	
<b>Leadership:</b> Shows clarity of thought processes; leads by example; keeps a firm grip on macro issues whilst allowing development and growth; forward looking in terms of organisation structure, Force needs and performance; recognises and encourages individual and collective effort and values of partnerships; approachable, earns respect, takes the initiative and assesses risks.	VERY HIGH					
<b>Vision:</b> Creates and secures commitment to a clear vision; provides a balanced overview of complex situations; forms coherent and broad concepts and plans to further the long term aims; more than 'here and now'; values environmental scanning; invests in the right managers; recognises social trends that impact on decision making	VERY HIGH					