



**College of
Policing**

Direct Entry (Superintendent) National Assessment Centre 2014

Results and Analysis Report

September 2014

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SUMMARY REPORT

1. The Direct Entry (Superintendent) National Assessment Centre was delivered from 27 July to 4 August 2014 at College of Policing Bramshill.
2. The process was supported by 15 currently serving officers (4 of which were ACPO officers), 3 Police Staff, 4 recently retired ACPO officers and 22 non-service assessors (professionals from public and private sectors who have operated and/or undertaken executive selection processes) who made up the different assessment teams.
3. There were 7 forces who chose to participate this year, i.e. forces that had at least one place available for a Direct Entry Superintendent. They were Avon and Somerset Constabulary, British Transport Police, City of London Police, Metropolitan Police Service, North Yorkshire Police, Sussex Police and West Yorkshire Police.
4. Interested applicants for the Direct Entry (Superintendent) Programme were asked to apply directly to the force of their choice. The first stage of assessment was undertaken by the participating forces.
5. Candidates were allowed to apply to only one force. After removing the duplicate applications, there were 867 applications received across all forces, of which, 46 (5.3%) were supported by their chosen force to attend the next assessment stage, the National Assessment Centre. This is the main focus of the report.
6. 4 applicants withdrew before attending the assessment centre and a further applicant withdrew during the assessment centre, leaving a total of 41 candidates.
7. The National Assessment Centre comprised 7 exercises, each with equal weighting towards the final decision. The exercises were: Written Exercise, Community Panel Exercise, Partnership Exercise, Operational

Briefing, Presentation, Interview and a combined mark for Cognitive Ability Tests (numerical, verbal and inductive reasoning).

8. In accordance with the aims of the Direct Entry (Superintendent) Programme, the National Assessment Centre was designed to identify individuals with the potential to become operationally credible superintendents after 18 months and also with the potential to develop further and become chief officers within their career.
9. Therefore some of the exercises were designed to be more typical of the tasks undertaken by superintendents and some of the exercises were designed to be more typical of tasks undertaken by chief officers. The competency framework used was the Policing Professional Framework (PPF) at the Executive level.
10. The assessors' role was to identify whether the candidate met the standard and should be 'Recommended' or 'Not Recommended' for the Direct Entry (Superintendent) Programme.
11. Forces were informed of the results of the candidates they had supported initially. Forces are then able to select from the list of candidates who had been recommended from the National Assessment Centre.
12. Where a candidate has been recommended by the National Assessment Centre but failed to obtain a place at their chosen force (e.g. if there are fewer places available at a force than 'recommended' candidates), there was opportunity for them to be offered a place with a different force.
13. Due to different methods used for the initial application process, there are a number of categories where biographical information is missing. Some applicants provided biographical information later during the selection process; this has been included for analysis within this report but may however be different to biographical information already published.

14. In conducting analysis between groups of applicants' success rate it should be noted that where the number of applicants in some groups are low, care should be taken to avoid over-inferring or generalising from this data.
15. Of the 41 candidates who completed the National Assessment Centre, 13 were 'recommended' as having met the standard set. This represents a success rate of 31.7%.
16. Of the 867 applicants, 238 (27.5%) were female. 22 (9.2%) female applicants were supported by their respective forces compared to 24 (3.8%) male applicants.
17. At the National Assessment Centre, 4 (21.1%) of the 19 female candidates were recommended compared to 9 (40.9%) of the 22 male candidates. The proportion of recommended candidates who are female is therefore 30.8%.
18. 680 (78.4%) of the 867 applicants described their ethnicity as being 'White', and 187 (21.6%) as being from a 'Black and Minority Ethnic' (BME) background. 7 (3.7%) of the BME applicants were supported by their respective forces and 39 (5.7%) of the White applicants.
19. At the National Assessment Centre, 2 (28.6%) of the 7 BME candidates were recommended and 11 (32.4%) of the 34 White candidates.
20. The representation of 'BME' candidates (15.4%) recommended for a place on the Direct Entry (Superintendent) Programme in 2014 is higher than the current figure of 5.0% of police officer numbers in England and Wales (including BTP)¹.
21. The average age of candidates at the National Assessment Centre was 41.2 years. The average age of candidates recommended for a place on the programme was 39.3 years.

¹ Based upon Home Office Statistical Bulletin 09/12; Police Service Strength, England and Wales. Armadeep Dhani 31 March 2012.

22. There were 57 (6.6%) applicants who stated that English was not their first language, of which 2 (3.5%) were supported by their chosen force. Neither of those 2 were recommended for a place on the programme.
23. The majority of candidates at the National Assessment Centre were qualified to degree level or higher (36, 87.8%). 4 (44.4%) of the 9 candidates with a degree were recommended and 9 (33.3%) of the 27 candidates with a postgraduate qualification. There were 4 (9.8%) candidates who did not have a degree, all of whom did not meet the standard.
24. Further analysis of academic attainment by degree area shows no consistent pattern of results although would suggest that candidates had a range of educational backgrounds. Given the very small numbers within each category, care should be taken not to over-interpret differences.
25. None of the candidates at the National Assessment Centre disclosed a disability.
26. Analysis of results of attendees by economic sector/profession and salary of current employer shows no consistent patterns which is most likely due to very small numbers within each category. However this data indicates that the majority of candidates (29, 70.7%) stated that they came from a 'public sector' role and that candidates came from a broad range of professional backgrounds.
27. Further information on applicant numbers and success rates of biographical groups is available within the appendix, including further characteristics not previously discussed (e.g. marital status, sexual orientation, religion/belief/faith and caring responsibilities). As well as data on feedback from candidates as to the fairness and relevance of the Assessment Centre exercises.

28. Analysis of the marks achieved by candidates at the National Assessment Centre shows that all the exercises had a mean score broadly close to 3.5, the mid-point of the mark scale.

29. In addition, the distribution of the marks shows that the full grade scale was used in all exercises other than the Partnership, Interview and Cognitive Ability Tests in which no candidates were awarded the lowest mark of 6. All the exercises were approximately normally distributed. Overall this gives an indication that the exercises differentiate well between applicants and that they are set at an appropriate level of difficulty for the applicant group.

APPENDIX – RESULTS TABLES

In-force selection			National Assessment Centre		
Number of Applicants Overall (N)	Number of Supported Applicants (N)	Success Rate (%)	Number of candidates (N)	Recommended candidates	Success Rate (%)
867	46	5.3%	41	13	26.5%

Table 1 – Overall Summary of Applicants and Results

	In-force selection					National Assessment Centre		
	Number of Applicants Overall (N)	% of Applicants Overall	Number of Supported Applicants (N)	% of Supported Applicants	% of Applicants Supported within Category	Number of candidates (N)	Recom'ded candidates within category	Success Rate within category
Male	628	72.4%	24	52.2%	3.8%	22	9	40.9%
Female	238	27.5%	22	47.8%	9.2%	19	4	21.1%
Prefer Not To Say	1	0.1%	0	0.0%	0.0%	-	-	-

Table 2 – Applicants and Results by Sex

	In-force selection					National Assessment Centre		
	Number of Applicants Overall (N)	% of Applicants Overall	Number of Supported Applicants (N)	% of Supported Applicants	% of Applicants Supported within Category	Number of candidates (N)	Recom'ded candidates within category	Success Rate within category
White	680	78.4%	39	84.8%	5.7%	34	11	32.4%
BME	187	21.6%	7	15.2%	3.7%	7	2	28.6%

Table 3 – Applicants and Results by Ethnicity

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	In-force selection					National Assessment Centre		
	Number of Applicants Overall (N)	% of Applicants Overall	Number of Supported Applicants (N)	% of Supported Applicants	% of Applicants Supported within Category	Number of candidates (N)	Recom'ded candidates within category	Success Rate within category
Asian/Asian British	101	11.6%	4	8.7%	3.9%	4	1	25.0%
Bangladeshi	7	0.8%	1	2.2%	14.3%	1	0	0.0%
Indian	53	6.1%	1	2.2%	1.9%	1	0	0.0%
Pakistani	28	3.2%	2	4.3%	7.1%	2	1	50.0%
Any Other Asian Background	13	1.5%	0	0.0%	0.0%	-	-	-
Black/Black British	49	5.7%	1	2.2%	2.0%	1	0	0.0%
African	29	3.3%	1	2.2%	3.4%	1	0	0.0%
Caribbean	15	1.7%	0	0.0%	0.0%	-	-	-
Any Other Black Background	5	0.6%	0	0.0%	0.0%	-	-	-
Chinese	1	0.1%	0	0.0%	0.0%	-	-	-
Mixed	28	3.2%	2	4.3%	3.6%	2	1	50.0%
White and Black African	3	0.3%	0	0.0%	0.0%	-	-	-
White and Black Caribbean	6	0.7%	1	2.2%	16.7%	1	1	100%
White and Asian	14	1.6%	0	0.0%	0.0%	-	-	-
Any Other Mixed Background	5	0.6%	1	2.2%	20.0%	1	0	0.0%
White	680	78.4%	39	84.8%	5.7%	34	11	32.4%
British	455	52.5%	29	63.0%	6.4%	27	10	37.0%
British English	139	16.0%	6	13.0%	4.3%	3	1	33.3%
British Scottish	10	1.2%	0	0.0%	0.0%	-	-	-
Irish	15	1.7%	1	2.2%	6.7%	1	0	0.0%
Welsh	11	1.3%	0	0.0%	0.0%	-	-	-
Any Other White Background	50	5.8%	3	6.5%	6.0%	3	0	0.0%
Any Other Ethnic Background	8	9.2%	0	0.0%	0.0%	-	-	-

Table 4 – Applicants and Results by Ethnicity Categories

	In-force selection					National Assessment Centre		
	Number of Applicants Overall (N)	% of Applicants Overall	Number of Supported Applicants (N)	% of Supported Applicants	% of Applicants Supported within Category	Number (N)	Recom'ded candidates within category	Success Rate within category
21 – 25 years	18	2.1%	0	0.0%	0.0%	-	-	-
26 – 30 years	29	3.3%	3	6.5%	10.4%	3	1	33.3%
31 – 35 years	43	5.0%	2	4.3%	4.7%	2	0	0.0%
36 – 40 years	78	9.0%	14	30.4%	17.9%	12	6	50.0%
41 – 45 years	75	8.7%	17	37.0%	22.7%	16	5	31.3%
46 – 50 years	46	5.3%	7	15.2%	15.2%	5	1	20.0%
51 – 55 years	28	3.2%	3	6.5%	10.7%	3	0	0.0%
56 years and above	4	0.5%	0	0.0%	0.0%	-	-	-
Missing	546	63.0%	0	0.0%	0.0%	-	-	-

Table 5 – Applicants and Results by Age

	In-force selection					National Assessment Centre		
	Number of Applicants Overall (N)	% of Applicants Overall	Number of Supported Applicants (N)	% of Supported Applicants	% of Applicants Supported within Category	Number (N)	Recom'ded candidates within category	Success Rate within category
English Not First Language	57	6.6%	2	4.3%	3.5%	2	0	0.0%
English as a First Language	810	93.4%	44	95.7%	5.4%	39	13	33.3%

Table 6 – Applicants and Results by First Language

	In-force selection					National Assessment Centre		
	Number of Applicants Overall (N)	% of Applicants Overall	Number of Supported Applicants (N)	% of Supported Applicants	% of Applicants Supported within Category	Number (N)	Recom'ded candidates within category	Success Rate within category
No formal qualifications	6	0.7%	0	0.0%	0.0%	-	-	-
O Level/GCSE/CSE	15	1.7%	1	2.2%	6.7%	1	0	0.0%
A Level/NVQ Level 3	46	5.3%	3	6.5%	6.5%	3	0	0.0%
Degree/NVQ Level 5	136	19.6%	9	15.7%	6.6%	9	4	44.4%
Postgraduate MSc/PhD	120	13.8%	29	13.8%	24.2%	27	9	33.3%
Missing	544	62.7%	4	8.7%	0.7%	1	0	0.0%

Table 7 – Applicants and Results by Academic Attainment

	In-force selection					National Assessment Centre		
	Number of Applicants Overall (N)	% of Applicants Overall	Number of Supported Applicants (N)	% of Supported Applicants	% of Applicants Supported within Category	Number (N)	Recom'ded candidates within category	Success Rate within category
Disability	29	3.3%	1	2.2%	3.4%	0	-	-
No Disability	824	95.0%	43	93.5%	5.2%	41	13	31.7%
Prefer Not To Say	12	1.4%	0	0.0%	0.0%	-	-	-

Missing	2	0.2%	2	4.3%	100%	0	-	-
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Table 8 – Applicants and Results by Disability

	In-force selection					National Assessment Centre		
	Number of Applicants Overall (N)	% of Applicants Overall	Number of Supported Applicants (N)	% of Supported Applicants	% of Applicants Supported within Category	Number (N)	Recom'ded candidates within category	Success Rate within category
Civil Partnered	14	1.6%	1	2.2%	7.1%	1	0	0.0%
Cohabiting/ Partnered	139	16.0%	9	19.6%	7.2%	8	3	37.5%
Divorced	54	6.2%	3	6.5%	5.6%	3	1	33.3%
Married	449	51.8%	23	50.0%	5.1%	20	7	35.0%
Re-Married	9	1.0%	0	0.0%	0.0%	-	-	-
Separated	18	2.1%	0	0.0%	0.0%	-	-	-
Single	168	19.4%	9	19.6%	5.4%	8	2	25.0%
Widowed	4	0.5%	0	0.0%	0.0%	-	-	-
Prefer Not to Say	12	1.4%	1	2.2%	8.3%	1	0	0.0%

Table 9 – Applicants and Results by Marital Status

	In-force selection					National Assessment Centre		
	Number of Applicants Overall (N)	% of Applicants Overall	Number of Supported Applicants (N)	% of Supported Applicants	% of Applicants Supported within Category	Number (N)	Recom'ded candidates within category	Success Rate within category
Has a Caring Responsibility	137	15.8%	8	17.4%	5.8%	7	2	28.6%
No Caring Responsibility	704	81.2%	33	71.7%	4.7%	30	11	36.7%
Prefer Not to Say	23	2.7%	2	4.3%	8.7%	1	0	0.0%
Missing	3	0.3%	3	6.5%	100%	3	0	0.0%

Table 10 – Applicants and Results by Caring Responsibilities

	In-force selection					National Assessment Centre		
	Number of Applicants Overall (N)	% of Applicants Overall	Number of Supported Applicants (N)	% of Supported Applicants	% of Applicants Supported within Category	Number (N)	Recom'ded candidates within category	Success Rate within category
Bisexual	16	1.8%	1	2.2%	6.3%	1	0	0.0%
Gay/Lesbian	46	5.3%	2	4.3%	4.3%	2	0	0.0%
Heterosexual	775	89.4%	41	89.1%	5.3%	36	12	33.3%
Prefer Not to Say	28	3.2%	0	0.0%	0.0%	-	-	-
Missing	2	0.2%	2	4.3%	100%	2	1	50.0%

Table 11 – Applicants and Results by Sexual Orientation

	In-force selection					National Assessment Centre		
	Number of Applicants Overall (N)	% of Applicants Overall	Number of Supported Applicants (N)	% of Supported Applicants	% of Applicants Supported within Category	Number (N)	Recom'ded candidates within category	Success Rate within category
Buddhist	7	0.8%	1	2.2%	14.3%	1	0	0.0%
Christian	424	48.9%	27	58.7%	6.4%	25	11	44.0%
Hindu	25	2.9%	0	0.0%	0.0%	-	-	-
Jewish	11	1.3%	0	0.0%	0.0%	-	-	-
Muslim	53	6.1%	3	6.5%	5.7%	3	1	33.3%
Sikh	13	1.5%	0	0.0%	0.0%	-	-	-
Other	12	1.4%	1	2.2%	8.3%	1	0	0.0%
No Religion	294	33.9%	13	28.3%	4.4%	10	1	10.0%
Prefer Not to Say	28	3.2%	1	2.2%	3.6%	1	0	0.0%

Table 12 – Applicants and Results by Religion/Belief/Faith

	In-force selection					National Assessment Centre		
	Number of Applicants Overall (N)	% of Applicants Overall	Number of Supported Applicants (N)	% of Supported Applicants	% of Applicants Supported within Category	Number (N)	Recom'ded candidates within category	Success Rate within category
Avon & Somerset Constabulary	83	9.6%	4	8.7%	4.8%	4	1	25.0%
British Transport Police	18	2.1%	1	2.2%	5.6%	1	0	0.0%
City of London	38	4.4%	2	4.3%	5.3%	1	0	0.0%
Metropolitan Police Service	573	66.1%	33	71.7%	5.8%	29	10	34.5%
North Yorkshire Police	67	7.7%	2	4.3%	3.0%	2	1	50.0%
Sussex Police	40	4.6%	4	8.7%	10.0%	4	1	25.0%
West Yorkshire Police	48	5.5%	0	0.0%	0.0%	-	-	-

Table 13 – Applicants and Results by Force Applied To

National Assessment Centre			
	Number (N)	Recommended candidates within category	Success Rate within category
Public Sector	29	9	31.0%
Private Sector	10	3	30.0%
Third Sector	1	0	0.0%
Unemployed	1	1	100%

Table 14 – Attendees and Results by Economic Sector of current employer

National Assessment Centre			
	Number (N)	Recommended candidates within category	Success Rate within category
Unpaid/No salary	1	1	100%
£30,000 - £40,000	3	0	0.0%
£40,000 - £50,000	6	0	0.0%
£50,000 - £60,000	8	4	50.0%
£60,000 - £80,000	14	3	21.4%
£80,000 - £100,000	3	0	0.0%
Over £100,000	5	4	80.0%

Prefer Not to Say	1	1	100%
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Table 15 – Attendees and Results by Salary from current employer

	National Assessment Centre		
	Number (N)	Recommended candidates within category	Success Rate within category
Armed Forces	4	2	50.0%
Police	3	1	33.3%
Ambulance	1	0	0.0%
Prison Service	1	0	0.0%
Banking	1	0	0.0%
Civil Service	4	2	50.0%
Consultancy, Strategy and Change	1	1	100%
Engineering & Manufacturing	1	0	0.0%
Executive	2	2	100%
Finance	1	1	100%
Health	4	0	0.0%
Human Resources	1	0	0.0%
Legal	1	0	0.0%
Leisure	1	0	0.0%
Media & Creative	1	1	100%
Social Care/ Sciences	3	0	0.0%

Other	6	2	33.3%
Multiple	5	1	20.0%

Table 16 – Attendees and Results by current Job Sector/ Professionalism

	National Assessment Centre		
	Number (N)	Recommended candidates within category	Success Rate within category
No Degree/Missing data	6	1	16.7%
Arts and Humanities	6	3	50.0%
Languages	1	0	0.0%
Law	7	4	57.1%
Medical Sciences	1	0	0.0%
Nursing and Healthcare	1	0	0.0%
Psychology and Counselling	3	0	0.0%
Science	5	2	40.0%
Social Sciences	2	2	100%
Other	1	0	0.0%
Business and Management	5	1	20.0%
Computing and IT	1	0	0.0%
Health and Social Care	2	0	0.0%

Table 17 - Analysis of Results by Degree Area

	Candidate				Assessor			
	'Fair'		'Relevant'		'Fair'		'Relevant'	
	N	%	N	%	N	%	N	%
Written Exercise	7	50%	9	64%	14	100%	14	100%
Interview	11	79%	12	86%	16	100%	16	100%
Operational Briefing	10	71%	10	71%	14	100%	14	100%
Partnership Exercise	11	79%	10	71%	13	100%	12	100%
Community Panel Exercise	10	71%	11	79%	15	100%	16	100%
Presentation	11	79%	11	79%	11	92%	12	100%
Cognitive Ability Tests	8	57%	7	50%	-	-	-	-

Table 18 – Candidate and Assessor feedback ratings for Assessment Centre Exercises