# Scottish Police Authority

# Appointment to the Police Service of Scotland

# **ASSISTANT CHIEF CONSTABLE**

# **Police Service of Scotland**

# **Various Locations**

£90,726 - £105,849

# Closing Date - Monday 19 November 2012

# Contents of this Recruitment Information Pack [Check Page Nos]

•	Welcome Message	2
•	Role description	3
•	Person specification	
•	Salary and conditions of appointment	
•	Background note - Police Service of Scotland	
•	Application guidance notes	
•	Application process flow chart and timetable	
•	Application form	
•	Diversity monitoring form	
•	HMI report form	
•	Chief Constable report form	
•	Medical questionnaire	

# ASSISTANT CHIEF CONSTABLE OF THE POLICE SERVICE OF SCOTLAND

#### WELCOME MESSAGE

Thank you for your interest in the post of Assistant Chief Constable of the Police Service of Scotland.

The Police Service of Scotland will take up its functions on 1 April 2013. Following the appointment of Stephen House as the first Chief Constable we are now looking for 6 Assistant Chief Constables to support him and the 4 Deputy Chief Constables who we expect will be appointed by the end of November. These posts will be demanding and high profile, supporting the Chief Constable to work with the public, private and voluntary sectors across Scotland, the UK and internationally to deliver better outcomes for the people of Scotland.

These posts will be at the heart of civic Scotland, a Scotland that is dynamic and ambitious for the future, with further devolution of powers to the Scottish Parliament and the Scottish Government leading a wide-ranging programme of public service reform.

We are looking for outstanding leaders who will drive change across the police service, inspire partners nationally and locally and play a leading role in ensuring that Scotland's communities flourish and become safer and stronger, with improved opportunities and a better quality of life.

You will contribute to an ambitious programme of reform, be a role model for the values of the Police Service and reinforce a culture of continuous improvement and striving for excellence.

Vic Emery

Chair, Scottish Police Authority

#### ROLE DESCRIPTION

## The Challenge

The Police Service of Scotland (PSS) is to be established on 1 April 2013. Stephen House has been appointed as the Chief Constable and we are now looking for a talented command team to support him in shaping the new Police Service to deliver improved outcomes for the people of Scotland. The process for the appointment of 4 Deputy Chief Constables is underway.

The establishment of the new service marks the most significant change to policing in Scotland in a generation. Six Assistant Chief Constables will support the Chief Constable to lead and inspire the new service to improve the excellent performance of Scottish policing, while ensuring that this vital service can meet the complex challenges of the 21<sup>st</sup> Century.

The PSS will be the largest police service in the UK after the Metropolitan Police Service, comprising more than 17,234 officers serving Scotland's population of more than five million people. In addition there will be around 6,500 staff supporting policing in Scotland.

The establishment of the new service marks the most significant change to policing in Scotland in a generation. The ACCs will form a key part of the command team that will lead the new service through the process of reform, building on the excellent performance of Scottish policing, and ensuring that this vital public service can meet the complex challenges of the 21<sup>st</sup> Century.

The PSS will be the largest police service in the UK after the Metropolitan Police Service, comprising more than 17,000 officers and 6,500 staff serving Scotland's population of more than five million people.

## **Overall Purpose**

To support the Chief Constable in the establishment and leadership of the Police Service of Scotland in line with the statutory policing principles; to contribute to the delivery of all Scotland's National Outcomes, in particular to enable all people in Scotland to live lives that are safe from crime, disorder and danger.

#### **Core Duties**

The organisational structure proposed by the SPA and Chief Constable envisages 6 posts at ACCs level.

All ACCs will have the following core responsibilities:

 To contribute, through leadership of his/her area of responsibility, to the achievement of the stated aims of police reform

- To protect and improve local services to create more equal access to specialist support and national capacity
- To create more equal access to specialist support and national capacity.
- To strengthen the connection between service and communities.
- To support the National Reform Programme by driving change in finding new ways of working, maintaining and improving performance, delivering efficiencies and cashable financial savings
- To provide clear direction and ethical leadership in delivering specific aspects of policing, to both police officers and police staff
- To demonstrate personally the highest standards of professionalism and public service within the service and beyond as the role requires
- To work in strategic partnership with local authorities, community planning partnerships and national and international partners to deliver improved outcomes for the people of Scotland

# **Role Specific Responsibilities and Objectives**

In addition, individual ACC roles will be responsible for the following:

# ACC – Territorial Policing x 3

To provide strategic direction and oversight within his/her area of responsibility:

- Three posts delivering territorial policing within a designated area (West, East or North) ensuring that key service functions are delivered in accordance with local needs and agreed community plans. These will include Crime, Road Policing, Community Policing, Response and Operations, Criminal Justice, Prevention, Organisational Support and Public Protection
- To identify and deliver, in conjunction with the workforce and stakeholders, measures that harmonise services, reduce costs and deliver efficiencies as part of a cycle of continuous improvements
- To ensure that strategic and working relationships with local authorities, community planning partners and local stakeholders are productive and robust and to provide support and guidance as required to the local police commander

- To ensure that local policing plans identify agreed local priorities and outcomes, meeting the principles of engagement established by Government and overarching equality and diversity principles
- To ensure that performance management procedures are appropriate for local reporting needs and consistent with service overarching goals, and to ensure that police commanders are empowered to act to drive up service outcomes
- To drive relevant aspects of Reform, instilling a culture of continuous improvement and service excellence in all staff.
- To review service outcomes on a continuing basis and to redeploy resources as required, according to planning needs, performance or changing operational demands.

# **ACC – Major Crime & Public Protection**

To provide strategic direction and oversight within his/her area of responsibility in relation to:

- Major inquiries including specialist posts, Family Liaison, Crime Scene Managers
- HOLMES/Casualty Bureau
- Disaster Victim Identification
- Forensic Gateways
- Serious Crime Review
- Public Protection, including Child and Adult Protection, Offender Management, Domestic Abuse, Honour based violence, Rape and serious sexual crime, e-crime and youth issues.

## **ACC – Organised Crime & Counter Terrorism**

To provide strategic direction and oversight within his/her area of matters related to organised crime including:

- Serious and Organised Crime
- Surveillance Support
- Investigative Response
- Mobile Armed Surveillance Teams (MAST)

- Crime in Action
- Financial Investigation (Economic Crime)
- Intelligence Support
- Statement of Opinion Officers (STOP)
- Interventions

The post will also lead on counter terrorism (CT) including strategic direction of the following:

- Special Branch and Counter Terrorism Intelligence
- Ports Policing and Ports Protective Security
- Counter Terrorism Intelligence Unit (Scotland)
- Counter Terrorism Investigations
- Counter Terrorism Covert Human Intelligence Sources (CHIS)
- Counter Terrorism Surveillance
- Counter Terrorism Police Operations Room
- Scottish Terrorism Detention Centres
- Counter Terrorism Security Advisor

# **ACC - Operational Support**

To provide strategic direction and oversight responsibility for aspects of Roads Policing including:

- Roads Policing Co-ordination Unit
- Road Patrol and abnormal loads
- Collision investigation
- Motorcycle Patrol, Security Escort
- Road Safety Partnerships

This post will also lead on operational support to the new service including:

- Air Operations
- Airports and Sea Ports Policing
- Firearms
- Mounted Policing
- Police Dogs
- Marine/Underwater
- Search and Rescue
- Public Order
- Planning & Civil Contingencies
- Negotiators
- CBRN

#### PERSON SPECIFICATION

# **Qualifications and Training**

It is **essential** that the applicant has:

- Successfully completed a relevant police Strategic Command Course.
- Previous experience serving with a UK Police Force or policing organisation in a Superintending rank.

Individuals who are attending this year's Police National Assessment Centre (PNAC) are eligible to apply. If they are unsuccessful in passing PNAC their application will not be considered further. If they are successful at PNAC, any appointment to an ACC post in the Police Service of Scotland would be subject to successfully completing the Strategic Command Course

# **Essential Experience**

- You will have sound experience in senior leadership and management within a significant policing organisation, including the operational command of police officers at senior level
- You will have a successful record of leading at a significant discrete role in major organisational change, including driving quality, achieving efficiencies and financial savings
- You will be able to demonstrate successful leadership, and involvement in, partnerships in the public and private sectors to improve the delivery of outcomes
- You will have extensive management experience, including a record of promoting equality, fairness, dignity and trust and taking appropriate but fair action within conduct and performance regulations.

## **Key Competences**

You will be able to demonstrate and evidence a high level of competence and effectiveness in:

- Leadership the ability to operate at a senior level in a policing environment, providing direction, valuing and respecting diversity, delivering results, developing capability, displaying innovation and vision, while maintaining an awareness of the changing environment and considering potential threats;
- Leading Change the ability to translate broad strategic ambition into clear performance objectives and working with others to deliver operational effectiveness and transformational change across boundaries

- Building Strategic Partnerships the ability to successfully deliver outcomes across boundaries and governance arrangements, building confidence and trust amongst a diverse range of partner agencies and forming and maintaining effective professional relationships and networks with law enforcement agencies, Government and other public, private and voluntary sector partners across Scotland, the UK and internationally;
- People Management an effective manager, able to motivate and inspire officers and staff, to create a culture of high performance and effective people management, valuing and respecting diversity and to work effectively with the staff associations at a time of change and challenge;
- Communications and Engagement a confident and effective communicator, able to instil confidence as the public face of the police service and build good working relationships with the media;
- Personal Resilience demonstrating determination and stamina to sustain effectiveness under sustained periods of pressure while upholding the values of the Police Service of Scotland;
- Financial Management evidence of strategic level budget and resource planning and management and the ability to drive quality, efficiency and Best Value at a time of financial challenge.

#### SALARY AND CONDITIONS OF APPOINTMENT

## Starting salary

The salary for these posts starts at £90,726, or to a maximum of £105,849 based on the successful candidates current position on the ACC pay scale. The current bonus scheme has been suspended. Salary is paid on a monthly basis.

# Terms of appointment

The appointment will be on terms and conditions determined by the Scottish Ministers during the period from appointment until 31 March 2013. Thereafter, the terms and conditions of appointment will be in accordance with Police Regulations to be made under the Police and Fire Reform (Scotland) Act 2012. We anticipate these regulations will be consulted on and laid before the Scottish Parliament prior to the new service coming into effect on 1 April 2013. An appointment cannot be confirmed until the successful candidate is certified medically fit by the medical advisor and necessary security clearance checks are complete.

The appointment will be on a permanent contract.

Where an individual is attending the 2013 Strategic Command Course, the appointment will be subject to satisfactory completion of that course.

## **Working Location**

Work will initially be carried out from the interim Headquarters based at the Scottish Police College in Tulliallan. The permanent location of the Police Service of Scotland Headquarters will be determined by the Scottish Police Authority. Specific ACC posts, such as territorial policing, will likely be based in areas across Scotland. These posts will also require regular travel throughout Scotland and the UK.

## **Working Hours**

Working hours will be not less than 40 hours per week and such as are needed to fulfil the requirements of the post. However, the post holder will have responsibility for representing the service and meeting statutory and operational requirements, often at short notice, which may require working additional hours from time to time. There is a requirement to be contactable 24 hours per day when not on leave. This role will require evening and weekend working including attending meetings and events during these times.

# **Holiday**

The post holder is entitled to leave in accordance with Police Regulations.

## **Working Duty**

The post holder must devote the whole of their time to the duties of the office of Assistant Chief Constable and will not hold any other appointment or engage in other work except with the prior written consent of the Scottish Police Authority.

#### Medical

Applicants to this position will be required to undertake a medical examination if considered necessary by the Police Authority's Medical Adviser.

## **Security Clearance**

Appointment is subject to obtaining security clearance at DV (Developed Vetting) level.

#### Relocation

A relocation package may be available to successful candidates should he or she be required to move house as a result of their appointment.

Candidates need to be aware that Her Majesty's Revenue and Customs (HMRC) treat such payments as a taxable benefit. This will be the responsibility of the individual officer.

# **Termination**

Termination is subject to three calendar months notice in writing by either side or otherwise in accordance with Police Regulations.

## **Pension**

Office holders will be eligible for membership of the Police Pension Scheme.

#### BACKGROUND NOTE - THE POLICE SERVICE OF SCOTLAND

The Police and Fire Reform (Scotland) Bill 2012 was passed by the Scottish Parliament on 27 June 2012 with cross party support. It received Royal Assent on 7 August. A link to the legislation and its accompanying documents is below.

## http://www.scottish.parliament.uk/parliamentarybusiness/Bills/45701.aspx

The legislation establishes the Police Service of Scotland which will be the second largest police service in the UK, with over 17,234 officers serving Scotland's population of more than 5 million people. In addition around 6,500 staff employed by the SPA support policing in Scotland. Policing has an annual budget of around £1.4 billion.

Led by the Chief Constable, from 1 April 2013 the Police Service will be responsible for policing across the whole of Scotland. It will be responsible for delivering statutory functions at both local and national level and to drive change as the Service delivers improved efficiency and effectiveness while maintaining at least 17,234 officers, and policing performance that has led to a 37 year low crime rate.

The Chief Constable is accountable to the Scottish Police Authority (SPA) which was also established by the legislation.

Prior to the formal establishment of the new service, the Chief Constable, supported by the Command Team, will lead the essential planning and preparatory work so that the Police Service is ready and able to assume its functions and deliver effective policing from 1 April 2013. This will include the following:

- Review the work done to date to prepare for the establishment of the PSS and make any necessary decisions required, where necessary in consultation with the SPA, to ensure that the PSS functions effectively on and after 1 April 2013 and can carry out its statutory responsibilities and provide effective policing;
- Ensure the Service can operate within its approved budgets from April 2013;
- Designate Local Commanders as required by the Police and Fire Reform (Scotland) Act 2012;
- Support the SPA in producing the first strategic police plan, setting out how the PSS will deliver its functions and meet the strategic ministerial priorities;
- Ensure that robust arrangements are in place to create a new formal relationship with each of the 32 local authorities by, for example, ensuring local plans are produced which reflect national and local priorities.

This will involve close working with the SPA, and in turn the Scottish Government and local government partners, as well as Scotland's eight current police forces, the Scottish Police Services Authority and the Scottish Crime and Drug Enforcement Agency.

The Assistant Chief Constables will play a key role in supporting the Chief Constable to deliver the stated aims of police reform:

- To protect and improve local services despite financial cuts, by stopping duplication of support services eight times over and not cutting front line services;
- To create more equal access to specialist support and national capacity where and when they are needed; and,
- o To strengthen the connection between services and communities, by creating a new formal relationship with each of the 32 local authorities, involving many more local councillors and better integrating with community planning partnerships.

Further detailed information relating to the role and responsibilities of the Chief Constable and Senior Command Team, and the role of the SPA, is provided below.

#### Functions of the Chief Constable and Senior Command Team

Officers in the posts of Assistant Chief Constable will support the Chief Constable in fulfilling the statutory functions required by this role as set out in the 2012 Act.

#### These are:

- The Chief Constable is responsible for, and must account to, the Scottish Police Authority, for the policing of Scotland and in particular –
  - has direction and control of the Police Service
  - is responsible for the day to day administration of the Police Service, including the allocation and deployment of resources
  - is to be involved in the preparation of the Authority's strategic police plan and annual report
  - o is to prepare annual police plans
  - must secure best value through continuous improvement in the policing of Scotland

- must designate Local Commanders, and ensure that adequate arrangements are in place for the policing of each local authority area, and
- must ensure effective participation in Community Planning in each local authority area.
- The Chief Constable must ensure that the policing of Scotland is done
  - with due regard to the policing principles which are:
  - that the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland, and
  - that the Police Service, working in collaboration with others where appropriate, should seek to achieve that by policing in a way which is accessible to and engaged with local communities and promotes measures to prevent crime, harm and disorder
  - in accordance with the strategic police priorities set by the Scottish Ministers
  - in accordance with the Authority's strategic police plan and the relevant annual police plan, and
  - with due regard to any recommendations made or guidance issued by the Authority.

# **The Scottish Police Authority**

The Scottish Police Authority will have governance responsibility for the Police Service of Scotland. It will:

- Maintain the Police Service
- Promote the policing principles
- Promote and support continuous improvement in the policing of Scotland
- Keep under review the policing of Scotland, and
- Hold the Chief Constable to account for the policing of Scotland.

#### The Scottish Ministers

Scottish Ministers will hold the SPA to account for the delivery of effective policing in Scotland. They will:

- Set a budget for the SPA
- Set strategic priorities to inform the Strategic Police Plan
- Approve the Strategic Police Plan
- Will appoint the Chair and members of the SPA through a clear and transparent process
- Approve the appointment of the Chief Constable

#### **The Scottish Parliament**

The Scottish Parliament has a statutory duty to keep the operation of the Police and Fire Reform (Scotland) Act 2012 under review. It will hold Ministers to account in the exercise of their role to provide strategic direction to the SPA, and approve the budget for the SPA through parliamentary process. The Scottish Parliament will also scrutinise the Strategic Police Plan, the SPA's Annual Report and Accounts.

#### **Local Authorities**

A single police service will mean that individual local authorities, not regional joint boards, will take on a new role at a national level and shape services in their local area. The legislation provides a new flexible framework for local scrutiny and engagement arrangements, within which local authorities can develop their own specific models. 21 local pathfinders covering 23 local authorities are currently trialling a variety of engagement models across Scotland. The other 9 local authorities are operating as networkers, learning from the pathfinder projects.

Local plans will be developed for each local authority area. These will take account of national priorities and plans, but reflect local priorities and circumstances, and will need to demonstrate how priorities and objectives will contribute to outcomes identified through community planning.

Each local authority area will have a designated Local Commander who will be responsible for preparing a local plan for approval by the local authority and for participating in community planning partnerships. Local Commanders can cover more than one local authority area.

The Local Commander must involve the local authority in the setting of priorities and objectives for the policing of its area in the local police plan, which must then be approved by the local authority. The local authority can monitor and provide feedback to the local commander on the policing of its area and can specify policing measures that it wishes the local commander to include in a local police plan.

It can also require information and reports on policing in its area, subject to a reasonableness test. Local authorities will also be consulted formally on the strategic police priorities and strategic police plan.

# Her Majesty's Inspectors of Constabulary for Scotland (HMICS)

HMICS will continue to inspect and report on the state, efficiency and effectiveness of the Police Service and the Authority. Constables of the Police Service may serve as staff officers of HMICS by arrangement. The Chief Constable must:

- provide the inspectors of constabulary with such assistance and cooperation as they require in order to carry out their functions; and
- have regard to reports given by HMICS and take whatever measures they think fit in relation to the reports.

## **Police Investigations and Review Commissioner**

The Police Complaints Commissioner for Scotland (PCCS) will be renamed the Police Investigations and Review Commissioner (PIRC) and will take on additional functions in relation to investigation of incidents involving the police. The Commissioner will investigate:

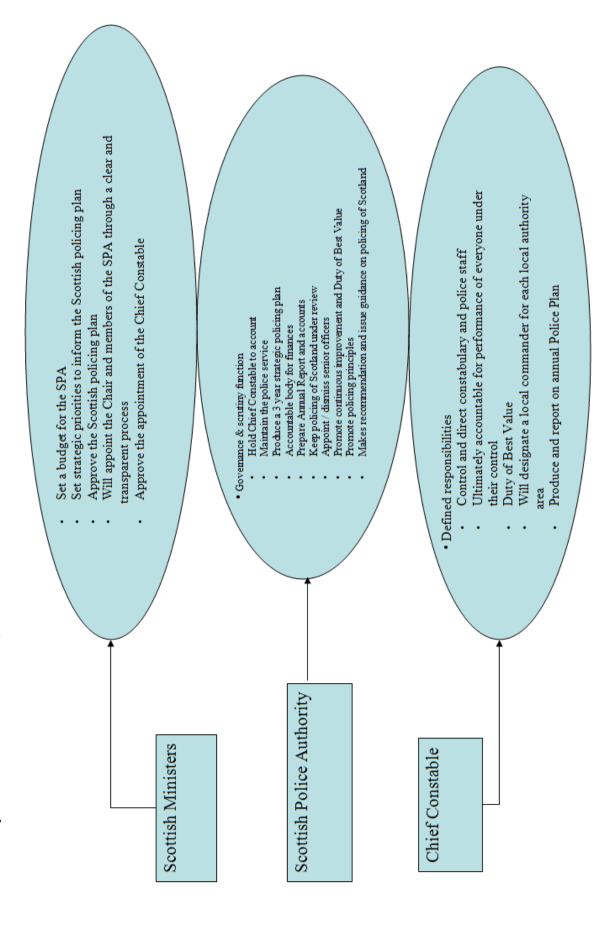
- incidents where there is an indication that an offence has been committed (when directed to do so by the relevant prosecutor);
- deaths, serious injuries and incidents where a fire arm has been used (at the request of the Chief Constable or the Authority); and
- other matters relating to the Authority or the Police where the Commissioner considers that an investigation would be in the public interest.

#### **Auditor General**

The Auditor General will be responsible for auditing the SPA's accounts. In addition the legislation provides that the Auditor General can initiate examinations into the economy, efficiency and effectiveness of the SPA and the Police Service and the arrangements the SPA and Chief Constable have made to secure best value.

In determining whether to initiate an examination, the Auditor General must take into account any proposals made by the Scottish Parliament.

Relationships: Scottish Ministers, SPA and Chief Constable



# **Application guidance notes**

# Before you complete your application form

Before completing and submitting your application form, you should give due consideration to the following:

- Skills, Knowledge & Experience required for the post of Assistant Chief
   Constable do you meet the skills, knowledge and experience requirements?
- Competency-based evidence are you familiar with what is being sought at application stage and what will be sought at interview through the use of competency based evidence and how you should evidence this?

Candidates who are successful at the application stage will be provided with further information regarding the format and composition of the interview process.

For further information about police reform or this post you may contact:

Vic Emery, Chair of the Scottish Police Authority on 07801717865 or by email to vicemery@me.com

Chief Constable Stephen House, Police Service of Scotland on 01259 732209 or by email to <a href="mailto:cc.office@acpos.pnn.police.uk">cc.office@acpos.pnn.police.uk</a>

Christie Smith, Head of Police and Fire Reform Division, Scottish Government on 0131 244 3251 or by e mail to <a href="mailto:Christie.smith@scotland.gsi.gov.uk">Christie.smith@scotland.gsi.gov.uk</a> or

Andrew Laing, HMICS on 0131 244 5617 or by e mail to andrew.laing@scotland.gsi.gov.uk

If you have any general queries about this information pack or the appointments process for the post of Assistant Chief Constable please do not hesitate to contact Senior Appointments to the Police Service of Scotland Project, on 0131 244 2580 or by email to accappointments@scotland.gsi.gov.uk

### **Nationality**

You can apply for this post as long as you are a UK national or have dual nationality with one part being British. In addition, this post is open to Commonwealth citizens and nationals of any of the member states of the European Economic Area (EEA).

## **Equality and Diversity**

A fundamental requirement is that the appointments process promotes, demonstrates and upholds equality of opportunity and treatment to all applicants. We are committed to appointment on merit and diversity and equality for appointments.

#### **Recruitment Process**

Applications must be submitted using the application form provided and must be accompanied by the completed medical questionnaire. The HMI and Chief Constable report forms must be passed to your relevant HMI and Chief Constable (i.e. the Chief Constable of your own force, or alternatively the Chief Officer if you are currently working for a policing

organisation which is not a police force) for completion. We also ask that your application is accompanied by a completed diversity monitoring form. An electronic version of this pack including the application form and accompanying documentation are available at: <a href="https://www.scotland.gov.uk/Topics/Justice/public-">www.scotland.gov.uk/Topics/Justice/public-</a>

<u>safety/Police/ConsultationFuturePolicin/keyappointments</u> and should be submitted by email to <u>accappointments@scotland.gsi.gov.uk</u>

or by post to:

Scottish Police Authority c/o Senior Appointments Project Police Reform Division Scottish Government Area 1R St Andrews House Regent Road Edinburgh EH1 3DG

Please do not substitute your Curriculum Vitae for a completed form since this will not be considered. This is to enable us to consider all applications on an equal basis.

# No applications will be accepted after the closing date of Monday 19 November 2012.

Applicants must also disclose any outstanding criminal convictions, investigations or disciplinary proceedings being carried out in relation to their conduct. In addition, applicants are required to disclose previous disciplinary offences that have not been expunged.

#### Medical

All shortlisted candidates are required to complete a medical questionnaire which will be considered by the Police Authority's Medical Adviser. If following this consideration it is considered that further screening is necessary, you will be contacted by an Occupational Health Professional (OHP). The information provided will be kept confidential to that unit. The Appointment Panel will contact the OHP regarding only the successful candidates after the Panel has made its decision.

# **Completing your application form**

Your application is very important as it is the key document which will determine whether or not you will proceed through the first assessment stage to interview and potentially ultimately to your appointment.

The Selection Panel is asking you to demonstrate and evidence through your application a high level of competence and effectiveness in the 7 key competences listed in the person specification. You can draw on examples of evidence from your working life, through your participation with a private, public, voluntary or community organisation, and/or other areas of your personal life. Application forms must be completed in full.

# Membership of the Selection Panel for appointment

The selection panel for this appointment, for both sifting and interview, will be chaired by Vic Emery, the Chair of the Scottish Police Authority and will include Stephen House, the Chief Constable and 3 other members. Andrew Laing, HMICS, will be a professional advisor to the Panel. Details of the Panel members will be provided to all candidates invited to interview who will be asked to indicate at that stage if they know any of the Panel members.

# How your application for the post of Assistant Chief Constable will be handled following receipt

The Scottish Government will process your completed application on behalf of the SPA. You will be assessed by the Selection Panel at the sift on the evidence provided within your application to assess if you have the necessary experience for the position. The Selection Panel will use this assessment and will consider the report of the Chief Constable and HMI to determine whether you progress to the interview stage. The flowchart on page 22 provides a detailed overview and dates for the appointments process.

All applicants who are not selected for interview will be advised of the outcome of their applications in writing.

Feedback can be requested by any applicant who is not selected for interview. Feedback will be based on the assessment of your merit in relation to the skills, knowledge and experience required.

If you are invited to interview the assessment will include a presentation (on a subject to be decided) and a competency based interview.

If invited to interview and you have a disability you should let us know if you would like particular arrangements made for you. Contact details will be provided in your invitation to interview letter.

### Interviews – reimbursement of expenses

You can claim for reasonable expenses incurred in attending for interview, including dependent carer expenses. It is expected that the most efficient and economic means of travel will be used and reimbursement will normally be restricted to that amount. When an overnight stay is necessary, you **must** contact Scottish Government Senior Appointments Project on 0131 244 2580 or by email to <a href="mailto:accappointments@scotland.gsi.gov.uk">accappointments@scotland.gsi.gov.uk</a> in advance, for confirmation of current subsistence rates.

A copy of the Scottish Government's Travel and Subsistence rates and claim form can be obtained from this email address on request.

#### What will happen at the interview

At interview you will be expected to demonstrate to the Selection Panel how you meet the skills, knowledge and experience requirements for the role as Assistant Chief Constable of PSS, as set out in the person specification. To this end, the Panel will ask you a series of questions which will seek examples of how you have used your skills, knowledge and experience to meet the person specification for this role.

The interview will consist of competency based questions which will test all 7 of the key competences and you will be required to give a presentation.

During and after the interview the Selection Panel will record your evidence in relation to all of the published skills, knowledge and experience required for this role and will compile an overall summary of all the evidence gathered. This will include the evidence you provided within your application form.

## What will happen following the interview

The Panel will make its decision on the basis of the evidence presented by candidates.

You will be considered for appointment to the office of Assistant Chief Constable in the Police Service of Scotland. The best 6 candidates will be selected and the final allocation of responsibilities will be determined at the conclusion of the selection process. You can state a preference for a particular post or posts and that will be taken into consideration if you are successful.

We will then proceed with security clearance to Developed Vetting (DV) level and confirmation of the appointment will be subject to the outcome of that vetting and the Medical Adviser's assessment.

All applicants who are interviewed will be advised of the outcome of the appointments process in writing.

If you are successful you will be invited in writing to accept the appointment by the Scottish Police Authority.

Feedback will be offered to all applicants invited to interview. This offer will be contained in the letter you receive after the interviews.

# **APPLICATION PROCESS – OVERVIEW**

# [REPLACE WITH FLOW DIAGRAM OF ACC RECRUITMENT PROCESS] To be confirmed

Post Advertised	31 October
Application period ACC	29 October – 19 November
HMI Assessments	20 November – 30 November
Sift	W/b 3 December
ACC	
Selection Panel	W/b 10 December
ACC	
Appointment	W/b 17 December
ACC	

# SCOTTISH POLICE AUTHORITY

# APPLICATION FOR THE OFFICE OF ASSISTANT CHIEF CONSTABLE OF THE POLICE SERVICE OF SCOTLAND

Your careful completion of this form will assist the Scottish Police Authority in giving full consideration to your application. Please do not include Curriculum Vitae with your application. All information will be treated in strict confidence.

Please either complete the form electronically or in BLACK ink.

# 1. PERSONAL DETAILS

Forename(s)		
	Home Tel number	
stcode		
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
antive rank		
ting) Level		
Total Service (years)	Date of appointment	Duration of appointment
	tantive rankting) Level	Home Tel number  stcode  tantive rank  ting) Level  Total Service (years) Date of

Post Preference(s)
` '
You will be considered for appointment to the rank of Assistant Chief Constable in the Police Service of Scotland. The best 6 candidates will be selected and the final allocation of duties will be determined at the conclusion of the selection process. If you have a preference for a particular post or posts please indicate that here and that will be taken into consideration if you are successful.
Desciones interests
Business interests

# 2. EDUCATION

From	То	College / University / Correspondence Course (state if full or part time)	Qualifications gained (with dates and grades)
From	То	Current studies	Qualifications sought (with timescales involved)

# 3. PERSONAL AND PROFESSIONAL DEVELOPMENT

Pleas learni	Please provide information regarding any personal or professional development or earning relevant to this application (with dates and any qualification obtained).			

# 4. CAREER HISTORY - POLICE (MOST RECENT/CURRENT DUTIES FIRST)

Da	tes	Force/Organisation Details	Rank	Duties
From	tes To			

# 5. DETAILS OF ANY OTHER POST RELEVANT TO THIS APPLICATION (MOST RECENT FIRST)

From	es To	Name and address of employer	Position held	Duties
	<u> </u>			
i l				

#### 6. EXPERIENCE

Please study the **Person Specification** within the information for applicants.

On this application form, you are asked to provide evidence that demonstrates a high level of competence and effectiveness in the **7 key competences** listed in the person specification. You can draw on examples of evidence from your working life, through your participation with a private, public, voluntary or community organisation, and/or other areas of your personal life.

This is a very important part of your application. If you do provide evidence of all the essential competences for the role, the selection panel will find it difficult to assess your application and may be unable to invite you to interview. The selection panel will not make assumptions – for example from a job title – as to the skills, knowledge and experience you have gained.

Each of your responses must address the essential competencies listed. To be considered for interview, you must as a minimum requirement meet **all 7 of the essential competences** to be tested at the application stage that are listed below:

- Leadership the ability to operate at a senior level in a policing environment, providing direction, valuing and respecting diversity, delivering results, developing capability, displaying innovation and vision, while maintaining an awareness of the changing environment and considering potential threats;
- Leading Change the ability to translate broad strategic ambition into clear performance objectives and working with others to deliver operational effectiveness and transformational change across boundaries
- Partnership Building the ability to achieve successful outcomes across organisational boundaries by building relationships based on confidence and trust across a diverse range of partner agencies, government and other sectors across Scotland, the UK and internationally;
- People Management an effective manager, able to motivate and inspire officers and staff, to create a culture of high performance and effective people management, valuing and respecting diversity and to work constructively with the staff associations and unions during a time of change and challenge;
- Communications and Engagement a confident and effective communicator in all forms of media, able to build good working relationships with the media and be innovative in developing new forms of public contact
- **Personal Resilience** Proven record of sustaining effectiveness during periods of exceptional pressure and operational demands

• **Financial Management -** evidence of strategic level budget and resource planning and management and in driving quality, efficiency and Best Value at a time of financial challenge.

# Your examples

- Please be clear and succinct. You may be asked to expand on your answers at interview.
- In providing your examples, please use the space provided. Should you require
  to use continuation sheets, please ensure they clearly illustrate to which section
  they refer.
- Please ensure that you give specific examples for each criterion, describing actual events rather than a generalised description of what you would usually do.
- Draw on examples which best demonstrate your skills, knowledge or abilities in that area, but please use different examples across the range of criteria to demonstrate a breadth of experience.

#### You should

- Explain what you did and how you did it.
- Give the outcome what happened?
- Where knowledge is required, describe how you gained and/or used this knowledge.
- Details of any feedback you received on your performance

Leadership	
Please provide at least one example which best demonstrates the above.	

Leading Change	
Please provide at least one example which best demonstrates the above.	

Partnership Building	
Please provide at least one example which best demonstrates the above.	

eople Manage	
Please provi	de at least one example which best demonstrates the above.

Communications and Engagement
Please provide at least one example which best demonstrates the above.

Personal Resilience
Please provide at least one example which best demonstrates the above.

## **Essential Competency 7**

Financial Management
Please provide at least one example which best demonstrates the above.

#### **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 appointed, be liable to the termination of my appointment.

I acknowledge and specifically give my consent to the Scottish Government gathering, processing and storing Sensitive Personal Data as defined in the Data Protection Act 1998, as will be required to process and assess my application.

Signed:	 Date:
J.g	<b>24.0</b> .

**IMPORTANT** Your application will be processed by the Scottish Government on behalf of the Scottish Police Authority. To allow your application to be processed you are required to also submit HMI and Chief Constable for assessment as below. We also ask that you complete the Diversity Monitoring Form.

We must interpret strictly and impartially the conditions regarding eligibility and nationality, but it is not possible to investigate the eligibility of every candidate before interview. You should therefore satisfy yourself that you are eligible before you apply. If you are successful at interview a complete enquiry into your eligibility will be made. If you are uncertain about any aspect of your eligibility please contact us.

### **DIVERSITY MONITORING**

The Scottish Police Authority and Police Service of Scotland will strive to be exemplary in the field of diversity and broadly reflect the communities they serve. We therefore want to ensure that opportunities for officers and staff are open to all. To help us support the Scottish Police Authority to achieve this, it is important that we obtain accurate and complete data from all applicants.

Although you do not have to provide this information, it would be extremely helpful if you do so, even if you only feel able to provide some of the information requested. All information gathered will be held in the strictest confidence by the Scottish Government and passed to the Scottish Police Authority where it will be accessible only to a restricted number of Human Resources and other staff who require it, and in line with the principles of data protection legislation. It will be used only for the purposes of monitoring and collated data will never be published where there are numbers less than five to ensure that individuals cannot be identified.

Date Of Birth	
What do you consider your national identity to be? Scottish	
English	
Welsh	
Irish	
British	
Other	
Prefer not to say	
If other, how would you describe your national identity?	
Please select one category only, indicating the category that best describes your ethnic origin White British	
Any Other White background	
Any Mixed background	
Indian	
Pakistani	
Bangladeshi	
Chinese	
Any Other Asian background Caribbean	
Caribboari	

African	
Any Other Black background	_
Any Other background	
Prefer not to say	
Please select the religion that best	
applies to you?	
None	
Church of Scotland	
Roman Catholic	
Other Christian	
Buddhist	
Hindu	$ $ $\vdash$
Muslim	$ $ $\forall$
Jewish	
Sikh	
Pagan	
Another Faith, Belief of Religion	
Prefer not to say	
What is your sexual orientation?	
Bi-sexual	
Gay man	H
Gay woman/lesbian	
Heterosexual/straight	
Prefer not to say	
If other, please state	

## SENIOR APPOINTMENTS: CANDIDATE APPRAISAL FORM FOR ASSISTANT CHIEF CONSTABLE POSTS IN THE POLICE SERVICE OF SCOTLAND

# HMI ASSESSMENT OF ACC CANDIDATE'S SUITABILITY FOR POST

The applicant should pass this form to HMICS, or for a candidate from England and Wales, their regional HMI, with a copy of their completed application form.

HMIs are asked to complete this form and return it by [23 November] [DN: Will need to confirm with AL] to accappointments@scotland.gsi.gov.uk

or by post to: Scottish Police Authority

c/o Senior Appointments Project

Police Reform Division Scottish Government

Area 1R

St Andrews House Regent Road Edinburgh EH1 3DG

This is to enable the Panel to consider HMI views as part of the short listing of candidates for interview, which will take place week commencing 3 December. Forms returned to the above email address after the deadline of 19 November may result in the panel being unable to consider a candidate's application.

It would be helpful for this application process if you were able to have a <u>candid</u> discussion with candidates and can provide <u>specific</u>, <u>well evidenced</u> comment on their ability to manage and drive strategic change and their capacity to be a leader in an emerging organisation of this magnitude.

**NOTE**: For each of the core competences indentified for the post please give a short written comment in the space available. **The size of the individual boxes is not pre-determined and can be expanded according to need.** 

For each of the competences, please also tick one box to indicate the grading given. Gradings should be given against the *standard required in the rank for which the application is being made*. Applicants should be graded on a scale of A to E, according to the guidance below:

- **A.** The applicant has provided **convincing evidence** which you can support of an **outstanding** ability to perform this competency in the rank being applied for and across the range of activities set out in the job profile.
- **B.** The applicant has provided **convincing evidence** which you can support of an ability to perform this competency to a **high standard** in the rank being applied for and across the range of activities set out in the job profile.
- **C.** The applicant has provided **convincing evidence** which you can support of an ability to perform this competency to the **required standard** in the rank being applied for and across the range of activities set out in the job profile.

- **D.** The applicant has provided **some evidence** which you can support of an ability to perform some of this competency area to the **required standard** in the rank being applied for and across the range of activities set out in the job profile.
- E. The applicant has provided **some evidence** that relates to this competency area but **it does not show that they could perform this competency to the required standard** in the rank being applied for and across the range of activities set out in the job profile.

It is impractical to lay down the proportion of applicants who will be found within each of the different gradings. However, it is expected that across all candidates there will be a spread of grades and that different competencies may warrant different gradings.

NAME	TOTAL SERVICE	POST HELD	POST APPLIED FOR

providing d developing	irection, va capability,	luing and resp	ecting divers	ity, delivering vision, while r	maintaining an
Comment:					
Grading for	r Leadershi	р			
Α	В	С	D	E	N/A
	1		1	1	
					mbition into clear
performand	ce objectiv	es and wor	king with o	thers to de	liver operational
performand	ce objectiv		king with o	thers to de	liver operational
performand	ce objectiv	es and wor	king with o	thers to de	liver operational
performand effectivene	ce objectiv	es and wor	king with o	thers to de	liver operational
performand effectivene	ce objectiv	es and wor	king with o	thers to de	liver operational
performand effectivene	ce objectiv	es and wor	king with o	thers to de	liver operational
performand effectivene	ce objectiv	es and wor	king with o	thers to de	liver operational
performand effectivene	ce objectiv	es and wor	king with o	thers to de	liver operational
performand effectivene	ce objectiv	es and wor	king with o	thers to de	liver operational
performand effectivene	ce objectiv	es and wor	king with o	thers to de	liver operational
performand effectivene	ce objectiv	es and wor	king with o	thers to de	liver operational
performand effectivene	ce objectives and tran	res and wor esformational o	king with o	thers to de	liver operational
performance effectivenees Comment:	ce objectives and trans	res and wor esformational o	king with o	thers to de s boundaries	liver operational
performand effectivene	ce objectives and tran	res and wor esformational o	king with o	thers to de	liver operational

Partnership E organisational trust across a sectors across  Comment:	boundaries diverse ra	by building ringe of part	elationships ner agencie	based on c	
Grading for Pa	rtnershin Ru	ildina			
A	В	C	D	E	N/A
People Managofficers and star management, the staff association and th	off, to create valuing and i	a culture of hespecting di	nigh performa versity and to	ance and effortion work const	ective people ructively with
Grading for Pe	ople Manage	ement			
<b>A</b>	В	<b>c</b>	<b>D</b>	<b>E</b>	N/A

in all forms of and be innovat	media, able	to build goo	d working re	lationships v	communicator with the media
Comment:					
Grading for Co	ommunication	ns and Engaເ	gement		
Α	В	С	D	E	N/A
Personal Resiperiods of exce	eptional pres	sure and ope			during
Grading for Pe	ersonal Resili	ence			
Ī					

Financial Management and ir challenge				
Comment:				
Grading for Financial	Management			
A B	С	D	E	N/A

Assessment of Overall Suitability
Please add any other comments on the applicant's capacity to perform the role being applied for. In particular, do they have sufficient professional expertise / relevant career history? Please identify any development needs that the applicant may have.
Comment:
Overall Grading
A B C D E N/A
Signature: Date completed:
Please also print your name and position held:
Name: Position:

### SENIOR APPOINTMENTS: CANDIDATE APPRAISAL FORM FOR ASSISTANT CHIEF CONSTABLE POSTS IN THE POLICE SERVICE OF SCOTLAND

# CHIEF CONSTABLE ASSESSMENT OF ACC CANDIDATE'S SUITABILITY FOR POST

The applicant should pass this form to their Chief Constable (or Head of Service if appropriate) with a copy of their completed application form.

Chief Constables are asked to complete this form and return it by [23 November] [DN: Will need to confirm with AL] to accappointments@scotland.gsi.gov.uk

or by post to: Scottish Police Authority

c/o Senior Appointments Project

Police Reform Division Scottish Government

Area 1R

St Andrews House Regent Road Edinburgh EH1 3DG

This is to enable the Panel to consider Chief Constables' views as part of the short listing of candidates for interview, which will take place week commencing 3 December. Forms returned to the above email address after the deadline of 19 November may result in the panel being unable to consider a candidate's application.

It would be helpful for this application process if you were able to have a <u>candid</u> discussion with candidates and can provide <u>specific</u>, <u>well evidenced</u> comment on their ability to manage and drive strategic change and their capacity to be a leader in an emerging organisation of this magnitude.

**NOTE**: For each of the core competences indentified for the post please give a short written comment in the space available. **The size of the individual boxes is not pre-determined and can be expanded according to need.** 

For each of the competences, please also tick one box to indicate the grading given. Gradings should be given against the **standard required in the rank for which the application is being made**. Applicants should be graded on a scale of A to E, according to the guidance below:

- **A.** The applicant has provided **convincing evidence** which you can support of an **outstanding** ability to perform this competency in the rank being applied for and across the range of activities set out in the job profile.
- **B.** The applicant has provided **convincing evidence** which you can support of an ability to perform this competency to a **high standard** in the rank being applied for and across the range of activities set out in the job profile.

- **C.** The applicant has provided **convincing evidence** which you can support of an ability to perform this competency to the **required standard** in the rank being applied for and across the range of activities set out in the job profile.
- **D.** The applicant has provided **some evidence** which you can support of an ability to perform some of this competency area to the **required standard** in the rank being applied for and across the range of activities set out in the job profile.
- E. The applicant has provided **some evidence** that relates to this competency area but **it does not show that they could perform this competency to the required standard** in the rank being applied for and across the range of activities set out in the job profile.

It is impractical to lay down the proportion of applicants who will be found within each of the different gradings. However, it is expected that across all candidates there will be a spread of grades and that different competencies may warrant different gradings.

If required further guidance on completion of this form can be obtained from Andrew Laing, HMICS on 0131 244 5617 or by email to andrew.laing@scotland.gsi.gov.uk

NAME	TOTAL SERVICE	POST HELD	POST APPLIED FOR

providing direct developing cap awareness of the second se	tion, valuing pability, displa	and respecti aying innova	ng diversity, tion and vision	delivering re on, while ma	intaining an
Comment:					
Grading for Le	-	С	D	_	NI/A
A	В		D	E	N/A
Leading Char	<b>nge –</b> the ab	ility to trans	late broad s	trategic amb	oition into clear
	objectives a	and working	y with othe	rs to deliv	pition into clear er operational
performance	objectives a	and working	y with othe	rs to deliv	
performance effectiveness a	objectives a	and working	y with othe	rs to deliv	
performance effectiveness a	objectives a	and working	y with othe	rs to deliv	
performance effectiveness a	objectives a	and working	y with othe	rs to deliv	
performance effectiveness a	objectives a	and working	y with othe	rs to deliv	
performance effectiveness a	objectives a	and working	y with othe	rs to deliv	
performance effectiveness a Comment:	objectives a	and working national char	y with othe	rs to deliv	
performance effectiveness a	objectives a	and working national char	y with othe	rs to deliv	

Partnership E organisational trust across a sectors across  Comment:	boundaries diverse ra	by building ringe of part	elationships ner agencie	based on c	onfidence and
Grading for Pa	rtnership Bu	ilding			
A	В	С	D	E	N/A
People Manag officers and sta management, v the staff associ	off, to create valuing and i	a culture of hespecting di	nigh performa versity and to	ance and effortion work const	ective people ructively with
Grading for Pe	ople Manage	ement			
A	В	С	D	E	N/A

<b>Communications and Engagement</b> – a confident and effective communicator in all forms of media, able to build good working relationships with the media and be innovative in developing new forms of public contact					
Comment:					
Grading for Co	ommunicatio	ns and Enga	gement		
Α	В	С	D	E	N/A
Personal Res					during
					during
periods of exce					during
periods of exce					during
periods of exce					during
periods of exce					during
periods of exce					during
periods of exce	eptional pres	sure and ope			during
periods of exce	eptional pres	sure and ope			during
periods of exce	eptional pres	sure and ope			during N/A

Financial Mana and managemer challenge					
Comment:					
Grading for Fir	nancial Mana	gement			
A	В	С	D	E	N/A

Assessment of Overall Suitability	
Assessment of Overall Suitability	
Please add any other comments on the applicant's capacity to perform the role being applied for. In particular, do they have sufficient professional expertise / relevant career history? Please identify any development needs that the applicant may have.	
Comment:	
Overall Grading	
A B C D E N/A	
Signature: Date completed:	
Please also print your name and position held:	
Name: Position:	

## **MEDICAL HISTORY (IN CONFIDENCE)**

As you will be aware appointment to Chief Officer rank is conditional upon a satisfactory medical examination being conducted by the Medical Officer for the Police Authority which will make the appointment.

The Police Authority accepts that this can be a sensitive area and will make every effort to ensure that you are treated properly and that all information you provide will be treated in strict confidence. The information will only be available to the Police Authority's Medical Adviser and to your own General Practitioner or Force CMO. The Authority itself will not have sight of any medical information and will rely solely upon the advice of its Medical Officer regarding the physical and mental suitability of candidates for the post concerned.

Since the time period between the drawing up of the short list for interview and the date(s) of the interviews themselves may be fairly short, all applicants are asked to complete parts A and B of the enclosed from and to return it with their application form by the closing date. It will be opened by the Police Authority's Medical Adviser only if the applicant is invited for interview.

PART A is an initial screening form which you should take to your own General Practitioner or Force Medical Officer for completion. From time to time minor medical matters have come to light for the first time at the full appointment medical which leaves insufficient time for further tests, and generally results in the CMO being unable to certify that the candidate is medically suitable for appointment. Needless to say this can lead to considerable disappointment and indeed anxiety. Part A is therefore designed to encourage candidates to have an early check of their basic medical condition to avoid unforeseen problems at the subsequent full medical and also to provide any explanations which might be necessary. In particular, it would be of assistance if you could have blood pressure and urine sample testing carried out and have the doctor complete the appropriate box on the form.

PART B is the main medical questionnaire used by the Police Authority and will enable the CMO to consider if any further information might be necessary in conjunction with the subsequent medical examination.

All candidates who are short-listed for interview will be notified of the date and venue of any medical examination which will take place before the interviews.

#### **PART A**

## CHIEF OFFICER APPOINTMENTS FOR THE POLICE SERVICE OF SCOTLAND

### Name of Candidate:

It would be helpful if candidates could take this form to their own Force Medical Advisor or General Practitioner for completion. In particular, candidates should consider having a blood pressure check and urine sample test carried out. Following completion of these procedures the doctor should be invited to complete the box below.

FOR COMPLETION BY FORCE MEDICAL OFFICER OR CANDIDATE'S OWN GP

I pressure and urine of the found:	(insert name) confirm that I have tested the blood candidate listed above. The results of these tests
Signature:	Date:
Practice Address:	
Contact Telephone Number	:
I understand that I may be force regarding the examination	contacted by the Medical Advisor to another police ation I have carried out.
FOR COMPLETION BY THE	CANDIDATE
I consent to my own Gene	ral Practitioner or Force Medical Advisor, as above, arding the findings of this medical examination, if
Applicant's Signature:	Date:

## PART B

Surname:	Forename(s):
Age:	
DOB:	
Male/Female (delete as appropriate)	
Height (in bare feet):cms	
Weight (in ordinary clothing):Kg	IS .

1. Have you ever suffered from or had treatment for any of the following?	Yes	No
(a) Prolonged indigestion, ulcers		
(b) Prolonged diarrhoea, colitis		
(c) Bronchitis		
(d) Asthma		
(e) Other chest trouble		
(f) Discharging ears		
(g) Deafness		
(h) High blood pressure		
(i) Heart trouble, circulation trouble		
(j) Fainting attacks, fits, epilepsy		
(k) Giddiness, loss of balance		
(I) Migraine, frequent headaches		
(m) Muscular or joint problems, rheumatism, low back pain or arthritis		
(n) Rupture or hernia		
(o) Serious injuries		

(p) Skin disorder		
(q) Kidney or bladder complaint		
(r) Diabetes		
(s) Depression, anxiety, nervous breakdown		
(t) ME or post viral syndrome		
(u) Other potentially serious conditions		
(v) Eye conditions (also vision correction, and colour deficiency)		
If you have answered YES to any of the above questions, please the continuation sheet.	give det	ails on

2. General Medical Issues	Yes	No
(a) Are you currently receiving medical treatment?		
(b) Are you taking non-prescription preparations?		
(c) Have you recently undergone any surgical operations, or are you awaiting such treatment?		
(d) Have you previously taken medication for nerves?		
3. Have you ever lived abroad for more than 3 months?		
4. Do you wear spectacles or contact lenses?		

If the answer to any of the above is YES, please give details:
5. (a) Do you smoke? YES/NO
If YES, how many per day?
(b) Alcohol consumption (weekly) (units)*
* Where 1 unit equals a glass of wine, a half pint of beer or a measure of spirits.
6. How many days have you been absent from work during the last 3 years due to illness or accident? days.
Give details, including dates and reason for absence.

7. Have you any other infections, on not already mentioned? If YES, given	conditions or illnesses which you have ve details
	of congenital disease, heart disease, ease or disorders, etc? Give details,
DECLARATION	
· I confirm that the answers I have to the best of my belief.	given to the above questions are true
· I understand that withholding re which, if found, may be drawn to the	levant information is a serious matter, he employer's attention.
Signed:	Date:
on Part A of the form, providing	ctitioner or Force Medical Advisor, as shown g information regarding the findings of the as part of this application process.
Applicant's Signature:	Date:

## **MEDICAL HISTORY CONTINUATION SHEET**

Question	Details (Please use reverse for any additional space required)