



Guide to Transfer and Promotion Appeals

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1 About appeals

1.1 INTRODUCTION

The *Victoria Police Act 2013* (the Act) provides rights for police officers and protective services officers to appeal certain transfer or promotion selection decisions (ss.141 and 142).

The Police Registration and Services Board (PRSB) conducts appeals under Part 8 of the Act. The PRSB is independent of Victoria Police. The Chief Commissioner must give effect to the decision of the PRSB (s.165).

The appeal is a 're-hearing' (s.144) meaning that the PRSB Member considers all the information in the **Selection File** and obtained from the hearing; and makes a decision, independently and afresh.

The PRSB has prepared this Guide to assist you in an appeal.

2 Lodging an appeal

2.1 I WAS NOT SUCCESSFUL FOR THE POSITION AND I'M THINKING ABOUT APPEALING

It feels disappointing when you don't get a position you were keen on. You might feel that you are qualified and performed well and do not understand why the panel has not selected you. Before you appeal, seek feedback from the **Local Panel Representative** (LPR).

You might learn more about the successful candidate and might benefit from constructive feedback about your interview, written responses or areas of experience or capabilities, where the panel thought you need to develop. This feedback can help you improve your chances next time. It is part of the LPR role to offer you feedback and they will be expecting calls and emails after the selection is announced. If the LPR is on leave or you are unable to make contact, get in touch with the **Transfer and Promotion Unit** for advice.

Be aware however of the strict time limit for lodging an appeal (within **three days** of the selection being published in *The Gazette*). Appeals close at midnight Thursday following publication of *The Gazette*. You may lodge a maximum of **four** appeals in any given financial year.

2.2 AM I ABLE TO APPEAL A TRANSFER OR PROMOTION SELECTION DECISION?

You must have applied for the position to be allowed to appeal. The following **transfer and promotion selection decisions cannot be appealed**:

- transfer or promotion at superintendent, chief superintendent¹ or commander
- transfer or promotion to a Metropolitan position of a constable (general duties) or senior constable (general duties)
- promotion of a constable to senior constable (in the same position)
- transfer made under an expression of interest process agreed under an industrial instrument (that is, enterprise agreement) applying to police officers or protective service officers (s.141(2) and s.142(2)).

¹ This extract is taken from the *Victoria Police Act 2013*; however, the role of chief superintendent no longer exists.

2.3 MY APPLICATION WAS NOT CONSIDERED BECAUSE I WAS OVER THE CHARACTER LIMIT. CAN I APPEAL?

Yes. You may appeal your non-selection provided you applied for the position. You are encouraged to check the character-count of your key selection criteria responses carefully before you apply for positions.

2.4 QUALIFICATIONS, ELIGIBILITY CRITERIA AND TIME-IN-POSITION REQUIREMENTS: REGULATION 54

The Victoria Police Regulations 2014 (r.54) provide that **unless PRSB determines**, a police officer or protective services officer is **not** entitled to appeal if that person:

- did not satisfy the qualifications, eligibility criteria or time-in-position requirements to apply for the position
- has an application under r. 15 or 20, which has lapsed for a transfer or promotion to the position (under these regulations any applications made for transfer lapse if you are selected for a different transfer and any other applications for transfer or promotion lapse if selected for a different promotion).

Before you appeal, check whether you meet all such requirements, which will be set out in the **Position Description**. If you are not sure, check with the **Transfer and Promotion Unit**.

Under regulation 54, you may still appeal despite not meeting these requirements. The PRSB will ask Victoria Police to make a submission, hear your arguments and then determine as a preliminary issue whether you will be allowed to appeal. If so, the appeal will be decided on the basis of 'efficiency.'

2.5 HOW MANY APPEALS CAN I LODGE?

Use your appeal rights wisely and only if you feel you have reasonable prospect of success. You may lodge a maximum of **four appeals in a financial year**, which includes appeals that are withdrawn. If you appeal a number of selections in a group process, **each** appeal counts towards your limit (ss.141(3) and 142(3)).

2.6 ON WHAT GROUNDS CAN A DECISION BE APPEALED?

For **police officers**, the only grounds for an appeal are for positions:

- up to and including the rank of senior sergeant: superior efficiency or equal efficiency and greater seniority
- at the rank of inspector: superior efficiency (s.141(4)).

For **protective service officers**, the only grounds are:

- superior efficiency or equal efficiency and greater seniority (s.142(4)).

2.7 WHAT IS SUPERIOR OR EQUAL EFFICIENCY?

Efficiency

- *the aptitude and special qualifications necessary for the discharge of the duties of the position in question, together with merit, diligence, good conduct, quality of service, mental capacity and physical fitness (s.4).*

For **inspector** positions the definition also includes

- *the potential to develop the executive ability and leadership and management skills essential in senior executive positions.*

2.8 WHAT IS GREATER SENIORITY?

Seniority relates to your most recent promotion date and may not necessarily be reflected in your registered number. See example below.

Candidate A graduated one year ahead of Candidate B

Candidate B was promoted to sergeant six months before Candidate A

Candidate B therefore is the most senior

The levels of leading *senior constable* and *first constable* are not considered ranks for the purpose of determining seniority under the Act.

If you argue **equal efficiency and greater seniority**, it is still necessary to demonstrate your **efficiency**.

Seniority is only considered if all candidates are found to be of **equal efficiency**.

2.9 CAN I APPEAL ANOTHER SELECTION IF MY OWN SELECTION IS SUBJECT TO AN APPEAL?

Yes. You might have applied for several positions where the selections were published in the **same edition of *The Gazette***. If your own selection is appealed, you may appeal against your non-selection for one or more of those other positions, provided the selections were published in the **same edition of *The Gazette***.

If the appeal against your selection is disallowed, any appeals that you lodged will be treated as having been withdrawn. The withdrawn appeals still count towards your limit of **four** appeals in any financial year.

You may seek an extension of time to appeal (see part 2.11 below).

2.10 I'VE DECIDED TO APPEAL. WHAT DO I NEED TO DO?

Lodge your appeal within **three** days of the selection being published in *The Gazette*.

The closing time and day for lodging is **midnight on the Thursday** after publication of *The Gazette*.

Use [VP Form 1047](#) (make sure you update your VP forms icon on your desktop) or download it from the PRSB website www.prsb.vic.gov.au.

An application for appeal must be in writing and state the grounds of appeal, as set out in the form published by the PRSB (r.54).

See **Part 9** of this Guide for the lodgement address and **Part 10** for an overview of the timelines involved in an appeal.

2.11 CAN I LODGE A LATE APPEAL?

Yes. However the PRSB can only grant an extension in exceptional circumstances (such as a situation over which you have no control that affects your ability to lodge an application, like a critical incident at work) (s.164).

To lodge a late appeal, you must apply to the PRSB in writing (email is acceptable) and explain those exceptional circumstances. The PRSB may seek further information.

3 After an appeal has been lodged

3.1 WHAT HAPPENS AFTER THE APPEAL IS LODGED?

As soon as practicable after an appeal is received, the PRSB emails the **Selectee(s)** to notify them of an appeal (within business hours). After closure of the appeal period, the PRSB also notifies the Transfer and Promotion Unit.

Then, the President allocates members of the PRSB Review Division to hear each appeal. The hearing list is published online **by 4pm Monday** after the appeal period has closed and shows the time, date and PRSB Member for each appeal.

A copy of the relevant **Selection File** documents is provided to each **Appellant, Selectee and LPR**, usually on the **Thursday** before the appeal hearing.

The **Selection File** is emailed to you. You may print the documents if you wish but you must treat those documents as **confidential** using them only for the purpose of preparing for and participating in the appeal.

3.2 HOW WILL I KNOW IF MY SELECTION HAS BEEN APPEALED?

The closing time for the lodgement of appeals is **midnight on the Thursday** after the publication of the selection in *The Gazette* (on the Monday).

The PRSB Secretary will email you as soon as practicable (within office hours) after an appeal is lodged. If you are not at work and have an out-of-office email message, the PRSB Secretary will attempt to telephone you as advised.

3.3 MY SELECTION HAS BEEN APPEALED. WHAT DO I NEED TO DO?

While you might feel disappointed or concerned, it is important to remember that appeals are 'part and parcel' of the transfer and promotion process. Similar appeal processes exist in most other Australian policing jurisdictions.

If your selection is appealed, the PRSB Secretary will email you and advise the next steps. It is recommended that you read this Guide thoroughly to help you prepare (see **Parts 5, 6 and 7** in this Guide).

3.4 WHEN WILL MY APPEAL BE HEARD?

The PRSB must hear and determine the appeal within **five** business days of lodgement of the selection file.

In practice, this means appeals are heard on either the **Monday or Tuesday** (or Wednesday if a public holiday falls) of the fortnight following the selection being published in *The Gazette* (see **Part 10** of this Guide for an overview of the timelines involved in an appeal).

The strict timelines required by the Act mean that the PRSB is unable to move hearings to accommodate your other commitments. Consider your work, training and other commitments and plan ahead.

3.5 I WAS THE LOCAL PANEL REPRESENTATIVE FOR THE POSITION UNDER APPEAL. WHAT DO I NEED TO DO?

The LPR will usually be nominated by the delegate (the person who authorised the selection) to represent the Chief Commissioner in the appeal (s.158(1)(b)). In some cases, the delegate or another person might represent the Chief Commissioner. The LPR **will** participate by teleconference (see Part 4.7 below).

The role of the **LPR** in an appeal is to:

- assist the PRSB by answering questions about the **Position Profile**, the particular needs of the position, the local area and the selection process
- to check that **Appellants** hold the required qualifications, meet any specified eligibility or time-in-position requirements for the position and if not, to make submissions
- provide (or facilitate) the provision of information and submissions on behalf of the Chief Commissioner, where there are matters relating to probity/conduct of any **Appellant or Selectee** (arising from ROCSID Reports, Referee Reports or otherwise)
- to raise any relevant issues concerning the security of information relating to the position, the selection or the holding of hearings in public (such as, for covert or other sensitive positions)
- alert the PRSB about any inaccurate or misleading information provided by any party in the appeal.

3.6 WHO WILL NOTIFY ME ABOUT THE HEARING?

The PRSB Secretary notifies **Appellants** and **Selectees** by email about the hearing date, time and PRSB Member hearing the appeal. The hearing list is published by **4pm on Monday** after publication of *The Gazette*.

The Transfer and Promotion Unit contacts the delegate to let them know about the appeal.

The PRSB Secretary will notify the LPR (or other representative) of the hearing date and time.

If an LPR becomes unavailable to participate in an appeal, they should contact the Transfer and Promotion Unit and advise the PRSB.

3.7 WHAT IF I WON'T HAVE ACCESS TO MY VICTORIA POLICE EMAIL?

All notifications and documents are sent to your Victoria Police email. If you are not going to be at work during the appeal period, please include other contact details on the appeal form or advise the PRSB Secretary of an alternative email address and telephone number.

Due to the strict timeframes, if you are already away at the time the appeal is lodged, the PRSB Secretary will contact you according to instructions in your out-of-office email message. Before you change any plans for leave or training for example, to attend the appeal hearing, consider participating by teleconference or seeking leave to make a written submission (see Part 4.7 below).

3.8 CAN I APPLY FOR OTHER POSITIONS WHILE MY SELECTION IS UNDER APPEAL?

Yes. Contact the Transfer and Promotion Unit to arrange to manually submit your application. Your new application will only progress if the appeal against your selection is allowed.

3.9 CAN I WITHDRAW MY APPEAL?

Yes, at any time before the decision is given by notifying the PRSB Secretary in writing (by email). The withdrawn appeal still counts towards your maximum of four appeals in a financial year.

3.10 WHAT DOCUMENTS WILL I RECEIVE IN THE SELECTION FILE?

Selection File documents are **confidential** and must not be published or distributed to any person not directly involved in the appeal.

- **Position Description:** Sets-out the qualifications, eligibility, time-in-position requirements and the **Key Selection criteria** (KSC).
- **Position Profile:** Prepared by the local manager and describes the local environment and any specific needs for the position.
- **Selection Panel Report:** Includes the reasons for the selection decision; the interview questions, comments and scoring; and short-listing scoring.
- **The Gazette:** refers to the advertisement and publication dates of the relevant selection(s).
- For each Appellant and each Selectee being appealed:
 - **Key Selection Criteria responses** (VP Form 25) and
 - **Candidate Profile** (including service history, education and qualifications).

The PRSB also provides a **Seniority Report**, which is only considered if two candidates are found to be of 'equal efficiency'.

Some documents, as follows, are **not** sent to Appellants, Selectees or LPRs for privacy reasons.

- **Register of Complaints, Serious Incidents and Discipline** (ROCSID) reports from Professional Standards Command. The reports may be relevant to consideration of 'good conduct' (part of 'efficiency'). If probity or discipline issues arise, the PRSB Member will usually close the hearing and discuss the matters only with the party and the LPR.
- **Professional Development and Assessment** (PDA) reports for current and preceding cycles.
- Any **Referee Report** obtained by the Transfer and Promotion Unit as part of the final vetting process of candidate(s) which was included in the selection file (see **Part 4.5** of this Guide).

4 About the hearing

4.1 WHO WILL HEAR AND DECIDE THE APPEAL?

A member of the PRSB Review Division hears appeals, usually sitting alone. The President allocates PRSB Members to each appeal. For senior or specialist positions, complex or multi-party matters or for training, the appeal may be heard by two members (the President or Deputy President and one other).

The PRSB Member hearing the appeal will make sure they do not have any conflict of interest. The hearing list is published online and shows which PRSB Member has been allocated to your appeal. This may be subject to late change for example, due to illness.

4.2 WHO ELSE IS IN THE ROOM?

The Chief Commissioner is entitled to be represented in the appeal (by teleconference unless directed to appear in person). Usually, the LPR undertakes this role but it may be another person. The LPR assists the PRSB Member with any questions about the position, the work location and the selection process.

The **Appellant** and **Selectee** cannot be represented by any other person.

The appeal is open to the public, unless the PRSB Member orders the hearing (or part of it) to be closed. This might occur if the position is sensitive (for example, a covert position) or if there is to be a discussion of a sensitive matter (such as a probity or conduct issue) (s.157).

The PRSB hearing room has a table for participants, one for the PRSB Member and chairs for observers. Sometimes others will come to watch to prepare for their appeal.

There will be place-cards indicating where you should sit. As you face the PRSB Member, **Appellants** sit on the **left**- and **Selectees** on the **right**-hand-side, in alphabetical order of surname.

4.3 CAN I RECORD THE PROCEEDINGS?

No. You are not permitted to make a recording of the hearing but you may take notes. Failure to comply with this direction may be contempt of the PRSB (s.162).

4.4 CAN OTHER DOCUMENTS BE SUBMITTED INSTEAD OF ATTENDING?

If an **Appellant** cannot attend in person or participate by teleconference, they may elect to have the appeal heard and determined in their absence or withdraw (s.145(4) & 158A).

Additional documents or written submissions may only be lodged by an **Appellant** or on behalf of the Chief Commissioner if the PRSB Member finds that exceptional circumstances exist (s.145(2)). You will need to ask for leave (permission) and provide an explanation of the exceptional circumstances (for example, a significant operational matter, illness or travel).

A **Selectee** who cannot attend or participate by teleconference may seek leave to file a written statement.

The PRSB Member may request a party or the Chief Commissioner to provide additional documents if they are important to the making of the decision.

4.5 ABOUT REFEREE REPORTS

Victoria Police obtains a referee report for one or more short-listed candidates. The **Selection Panel** uses the Referee Report to verify information provided in written KSC responses, PDA and in the interview, and as a final vetting process to ensure suitability for the position.

Any such Referee Report is included in the **Selection File** provided to PRSB. Because of the confidential status of such reports, they will **not** be provided to **any** appeal participants. The PRSB Member will place limited reliance on the referee report when deciding the appeal. This is because it is assumed that **Appellants** would also be in a position to supply a Referee Report which recommends them for the position.

If a Referee Report included significant information (for example, adverse comments relating to a person's capacity for the position) the PRSB Member will provide that person with an opportunity to respond. In unusual cases, the PRSB Member may request a Referee Report from an **Appellant's** referee.

4.6 IF YOU'VE HAD A SERIOUS INCIDENT, PROVEN COMPLAINT OR A DISCIPLINE ISSUE

The **Selection Panel** is provided with summary probity reports of short-listed candidates using the *Register of Complaints, Serious Incidents and Discipline (ROCSID)*. This information helps the panel to assess 'good conduct', as part of the test of 'efficiency.' Short-listed candidates are provided with their own ROCSID report prior to the panel interview to review it for accuracy.

Prior to approval of the final selection by the delegate, a further check for any current investigations is undertaken of the preferred candidate. For high-risk positions, a more detailed form of probity check is also undertaken.

The PRSB receives the ROCSID reports for those parties who were short-listed as part of the selection file. Because the PRSB could overturn the selection, ROCSID reports for any **Appellant** who was not short-listed are also obtained. The PRSB will email any such report to the relevant person before the appeal, so they can consider its contents and correct any errors. Apart from this, for privacy reasons, probity reports are **not** provided to the other parties (Appellants, Selectees and LPRs).

Victoria Police considers the probity reports, and may make submissions in the appeal about a person's record of 'good conduct'. For example, a submission may be made if there are proven discipline matters, a high number of complaints or (unusually) if a yet to be finalised discipline matter or complaint raises concerns about the person's suitability for the position or rank. The PRSB Member may also raise conduct matters and seek submissions from Victoria Police. Unless a submission is made on behalf of the Chief Commissioner, generally speaking, the PRSB gives no weight to any conduct matter which has not been found proven.

If there is anything adverse in a ROCSID report, the PRSB Member may close the hearing, ask the other parties and observers to wait outside and provide an opportunity for the relevant person to explain the matter. The LPR (or other representative of the Chief Commissioner) will remain in the room or on the teleconference and will be asked for their views on the relevance of the information. If any other teleconference participants are present, they will be excused or the connection muted. In some cases, the PRSB Member may seek further information, such as files from Professional Standards or relevant discipline inquiry or PRSB decisions.

If you've had a discipline matter, it's not necessarily the end of your advancement opportunities. Many good people have made mistakes and gone on to have great careers. The PRSB Member will be looking for you to show how you have reflected upon and learned from the incident, to be confident that such conduct won't be repeated.

4.7 DO I HAVE TO ATTEND THE HEARING?

Appellants and **Selectees** may appear in person or by teleconference (s.158A).

LPRs will participate by **teleconference** unless there are special reasons for attending in person (for example, issues about eligibility or conduct/probity).

Teleconferencing allows participants to present effectively and hear all speakers. Several people can participate in the teleconference at the same time. You are encouraged to use teleconferencing especially if you are on leave or shift-roster or based a long distance from Melbourne. You will not be disadvantaged. If you request a teleconference, instructions will be provided.

If you are rostered for duty, you should speak to your supervisor about arrangements for your attendance. If you are on afternoon or night duty consider participating by teleconference to manage fatigue. It is important that you do not drive when tired and that you are adequately rested before your next shift.

If you are the **Appellant** and unable to attend either in person or by teleconference, you may either withdraw your application or have it determined in your absence (s.145(4)).

For both **Appellants** and **Selectees**, if an unforeseeable event prevents your participation in the appeal either in person or by teleconference, you can seek leave to make a written submission (see Part 4.4 above).

4.8 CAN I SEEK AN EXTENSION OF TIME TO APPEAL?

An extension of time for lodging an appeal or for other steps under the Act may be granted in the application of any person if the PRSB considers that exceptional circumstances exist (s.164).

Apply for an extension of time by email (or telephone, if urgent) to the PRSB Secretary and provide reasons.

A hearing date will be adjourned **only** in exceptional circumstances (such as in the event of a major incident).

4.9 WHERE WILL THE APPEAL BE HEARD?

Unless otherwise advised, hearings are held at the PRSB office at Level 6, 155 Queen Street Melbourne (corner of Bourke Street). There is a waiting area and adjoining conference room that you may use.

Please be conscious of noise levels as there may be another hearing in progress.

4.10 PARKING AND PUBLIC TRANSPORT

There is limited on-street **parking** (1 and 2 hour) but a number of local parking stations.

Nearby **train** stations are Flagstaff, Southern Cross and Flinders Street.

The closest **tram** is Stop 4 (Bourke Street/Queen Street) on Routes 86 and 96. Other nearby routes are 58 along William Street; 11, 12, 48 and 109 along Collins Street; and 19, 57 and 59 along Elizabeth Street.

4.11 HOW LONG WILL THE HEARING TAKE?

Hearings usually take between **60 to 90 minutes** but may take longer if there are unusual issues or several **Appellants** and **Selectees**.

4.12 DO I HAVE TO ATTEND IN UNIFORM?

You do not need to attend in uniform and you will **not** be disadvantaged in any way if you do not. Neat business-like attire is entirely appropriate. Consider attending in plain clothes if possible to make more efficient use of your time and Victoria Police resources. Members attending in uniform with operational equipment should present to PRSB reception on arrival.

4.13 I HAVE ACCESSIBILITY REQUIREMENTS

The PRSB office does not offer wheelchair accessible toilets (they are inside a stairwell). If you require accessible facilities, please contact the PRSB Secretary when you are notified of the appeal.

4.14 CAN I BRING A COLLEAGUE OR FAMILY MEMBER FOR SUPPORT?

Yes. All PRSB hearings are open to the public unless the PRSB Member orders the hearing (or part of it) to be closed (s.157). This may occur if the position is sensitive or covert or there is to be discussion of a sensitive matter (such as a conduct issue).

Non-parties who are on duty who wish to attend in support of a colleague are required to seek approval from their local management.

4.15 CAN I ATTEND AN APPEAL HEARING TO OBSERVE THE PROCESS BEFORE MY HEARING?

Yes, however if you are on duty you will need to obtain approval from your supervisor.

Find the latest hearing list at www.prsb.vic.gov.au. The list is subject to change without notice. To avoid disappointment, anyone planning to observe a hearing should check the website as close as possible to the scheduled time. There may not be any appeals listed in a given fortnight.

4.16 CAN I GET COPIES OF PREVIOUS DECISIONS?

Appeal decisions are not published. A sample decision is available at www.prsb.vic.gov.au. Remember that every position and appeal is different with different questions asked, so do not rely too much on the sample decision.

5 Getting ready for your appeal hearing

5.1. WHAT WILL HAPPEN DURING THE APPEAL HEARING?

The appeal is a 're-hearing' (s.144). This means that the PRSB Member will consider all the information in the **Selection File** and obtained from the hearing, and will then make a decision, independently and afresh.

The PRSB is not a court and is required to act with as little formality and technicality and as much speed as the requirements of the Act and proper consideration of the subject matter permit (s.156). Rules of evidence and the practices of courts do not apply (s.159).

Participants usually stand when the PRSB Member enters the room, but there is no need to bow. The PRSB Member will address parties as Mr or Ms and you may address the Member in the same way.

The aim of the PRSB Member in an appeal hearing is to learn more about the candidates in order to decide who is of superior efficiency (see **Part 2.7** of this Guide). This includes information about career experience, quality of service, capabilities and approaches to police work. The PRSB Member will not try to 'trip you up', but will give you a fair opportunity to put forward your claims and demonstrate your capabilities for the position and rank. The stages in the appeal hearing are set out below.



Stage 1: Introduction and questions for the Local Panel Representative

The PRSB Member will welcome participants, make introductions and provide a brief outline of the process and order of questioning. The Member will remind you to address your claims to the needs of the position and to avoid repeating information in the selection file.

The Member will ask the LPR about the location, nature, duties and needs of the position and may ask about the selection process.

Stage 2: Preliminary issues (*r.54, issues about the selection*)

Preliminary issues may include argument about whether an Appellant meets eligibility and other requirements for the position and if not, whether they should be permitted to appeal (*Regulation 54; see Part 2.2 of this Guide*). In such a case, the PRSB Member will:

- invite the **Appellant** to argue why they should be allowed to appeal
- ask the **LPR** to respond
- as a preliminary question, determine whether the **Appellant** will be allowed to appeal.

The PRSB will also ask whether any party wants to raise issues about the regularity of the selection process. It is **important to note that the PRSB role in an appeal is not to make findings about whether there were any errors in that initial process. The role is to re-hear the selection decision and make a fresh decision based solely on "efficiency"**.

If the selection file raises probity or conduct issues, these may be dealt with at the preliminary or final hearing stage. The hearing will usually be closed and the issue raised with the relevant party and the LPR.

Stage 3: Questions for appeal participants

The **Appellant(s)** will go first, then the **Selectee(s)**. If there are several **Appellants** or **Selectees**, they will go in alphabetical order. The PRSB Member will attend to each person in turn and ask a series of questions, as follows.

Career and service history

The PRSB Member may ask about your career to date, including positions and experience outside Victoria Police, qualifications, professional development and other achievements.

Key claims for the position (5 to 8 minutes)

The PRSB Member will then invite each person to present their key claims to being of superior efficiency (or equal efficiency and greater seniority) for the position. Your presentation, **of about five to eight minutes**, should focus on how your experience, knowledge, capabilities and other qualities will help you fulfil the needs of the position and perform strongly. In presenting your key claims think about what the local manager is looking for, read the **Position Profile** and **Position Description** carefully and pay attention to anything that the LPR says at the start of the appeal.

To ensure fairness and manage the hearing schedule, the PRSB Member may limit your presentation time.

Your key claims should be clearly structured and highlight the main reasons why you are of 'superior efficiency' for the position (see **Part 2.7** of this Guide). If you are seeking promotion, you also need to demonstrate that you hold the required capabilities of the relevant rank.



It is recommended that you focus on about three to five key subject areas which are important for the position and then describe your experience and capabilities in those areas. For example, the Position Profile may indicate that the position requires strengths in performance management, mentoring, emergency management and responding to volume crime. In this situation, it is suggested that you focus on those relevant areas, rather than seeking to summarise everything you have done in your career.

Make sure you demonstrate (prove) your claims by reference to your experience and achievements (*my expertise in volume crime initiatives is shown by...*).

Point to any relevant information in the **Selection File** (*...this was acknowledged by the entry in my PDA by Inspector Smith in July 2017*).

Don't just say *I can do it* or *I'm great at this*. Such bare claims don't count for much. You need to show the PRSB Member how and when you have done it before.

Illustrative examples of key claims

- *I have shown I am able to create effective partnerships with business and community groups. One example is ...*
- *I am able to coach and support junior members. For example, I ...*
- *I am able to manage resources effectively to meet demands. A good example of my ability is....*
- *I am able to achieve cultural change within problematic teams. I did this in my last position when...*
- *I am able to come up with innovative ideas to deal with policing problems. One such idea was...*
- *I am able to build highly-motivated teams with good morale. This is shown by....*
- *I have experience and expert technical knowledge in this area. This includes...*

You are welcome to read from prepared notes but are encouraged not to 'speed-read' as important information is likely to be lost. The PRSB Member may ask follow-up questions during your presentation or seek to clarify or verify any matter. Remember, the PRSB Member will have read the **Selection File** so you don't need to repeat your previous positions, but you should highlight especially relevant experience.

Answer Interview-Style Questions

The PRSB Member will ask each Appellant and Selectee a number of interview-style questions, usually between one and three depending on the position and issues. If any **Appellant** was not interviewed, there are likely to be at least two questions to ensure the same kind of rigorous questioning as occurred during the panel interview.

The PRSB Member will decide the number, nature and order of the questions having regard to the duties and seniority of the position. Questions will focus on the same key selection criteria but will be different for each candidate. Care is taken to make the questions of equal complexity. You may be asked follow-up or clarification questions.

Stage 4: Final issues

Probity or conduct matters may be raised as a final issue. There will be an opportunity for parties to raise any final issues in response but no 'closing statements.'

5.2 WHAT KINDS OF QUESTIONS WILL BE ASKED OF ME?

You will be asked questions similar in style to those asked by the selection panel, but they will not be the same questions. The complexity and topics will relate to the duties and be aligned with the capabilities expected for the rank. The questions may be in one or more of the following styles:

Behavioural questions (using the 'STAR' method)

This type of question asks you to give a real-life example demonstrating your application of a particular capability.

Situation or Task	Give a specific example of a situation encountered or a task you performed that demonstrates the desired behaviour in the KSC. <i>Q Tell me about a time when you were required to...</i> <i>Q Tell me about a situation where you were faced with...</i>
Action	What you did in the situation to accomplish the task or deal with the situation? <i>Q How did you address this situation?</i> <i>Q How did you go about...?</i> <i>Q Why did you choose this action? (Show your thinking: What factors did you consider? How and why did you choose this option? Who did you consult?)</i>
Result	Explore the result or outcome. <i>Q What difference did the action make?</i> <i>Q What was the outcome?</i> <i>Q What if anything would you do differently in the future?</i>

See Tips and Traps (Part 6 below) for suggestions on how to answer STAR questions.

Scenario (or hypothetical) questions

You might be asked what you would do in a hypothetical scenario. This could be to test your understanding of protocols or technical knowledge or to test your thinking in areas where it might be inappropriate to give a real-life example, such as management of welfare or ethical issues.

What would you do if a suspicious vehicle appeared to be engaged in surveillance of your station?

Motivational-fit questions

This kind of questioning explores your motivation for seeking the position, tests whether you have accurate and realistic expectations and can help predict your enthusiasm in engaging with the challenges of the position.

What interests you most about this position?

What are your longer term career ambitions?

The new sergeant will need to re-build the team's morale. How would you go about that?

Organisational engagement questions

The PRSB Member may explore your knowledge of Victoria Police policies and strategies, contemporary policing issues, as well as your leadership style and approach to your learning and development (and for supervisors, your team's learning and development).

What is your understanding of what 's expected of a sergeant under the Zero Harm policy?

Tell me about what's expected of you as a leader to make sure development opportunities are offered fairly to high-potential members?

Tell me about a time when you sought to learn about new initiatives in policing methods and applied this learning to your work.

5.3 HOW SHOULD I PREPARE FOR THE HEARING?

Both **Appellants** and **Selectees** will need to prepare in advance for the appeal.

- **Read this Guide** carefully, even if you have been involved in an appeal before. Exploring the section on 'Tips and Traps' (see **Part 6** of this Guide) will help you put your best case forward.
- **Prepare your key claims** as outlined in **Part 5.1** of this Guide. You will be asked to present your key claims as to why you are of superior efficiency for the position. Ensure you have prepared and can confidently present these claims.
- **Prepare for interview-style questions** relating to the **KSC** and **Position Profile**. You will not receive advance notice of which KSC will be chosen. Questions are likely to focus on the most important needs for the position and the work location as flagged in the **Position Profile**.

It is a good idea to practise answering questions. Read the **Transfer and Promotion Unit Guide to Behavioural Interviews** which includes sample questions (see the Victoria Police intranet or contact the Transfer and Promotion Unit). Ask a colleague, friend or family member to help you practise answering some questions and seek feedback.

6 Appeal tips and traps

6.1 HOW TO PRESENT WELL IN AN APPEAL

The PRSB has heard many appeals against transfers and promotions. PRSB Members have put together the following suggestions on how to present well in an appeal, noting some common pitfalls.

Make sure your application for the position is in good order

It will help you if your written KSC responses are clear and well-structured. Impressions matter, so check your grammar and spelling and ask someone to proof-read for you.

Make sure your candidate profile is up to date, well-formatted, outlines your key responsibilities and achievements in recent positions, indicates significant periods of secondment/upgrading and time-frames, includes your qualifications, current study and all relevant work experience.

Use your PDA

The PRSB Member will understand that the scores on your PDA are not the 'be all and end all' (managers can score differently). However, your PDA is a valuable source of information. It will help you in selections and appeals if you: use it well; keep it updated; seek relevant and verified contributions; set development and learning goals, and record your progress and achievements.

Higher duties and secondment

If you have had periods of higher duties/up-grading/secondment, especially for long periods, show how you used that opportunity to learn and develop your leadership capabilities. (Did you just 'keep the seat warm' or did you actively engage with the responsibilities of the position and rank? How?)

Higher duties are a good opportunity to acquire leadership and management skills and experience which can help you achieve promotion. We know there may be barriers to accessing these assignments. Remember there are other ways to show your abilities and leadership potential. Natural leaders don't wait for promotion; they show initiative, innovation and problem-solving all the time.

Show your leadership qualities in the appeal, such as how you use your initiative, solve problems, go 'above and beyond', develop yourself and others and model Victoria Police values.

Professional development, leadership education and Victoria Police strategies and initiatives

The PRSB Member wants to know about your commitment to your learning and professional development, that you keep up to date with contemporary policing methods and that you meet the expectations of Victoria Police in relation to policies, standards and new approaches.

Use your candidate profile and PDA to record your learning goals, activities and projects. Read about policing issues and attend conferences, if you can. Make sure you understand and engage with important organisational reforms (STAND/VEOHRC, Mental Health, major whole-of-organisation or divisional strategies and initiatives). Show that you know and follow the expectations placed upon you in your role.

There is a range of excellent on-line learning modules and other learning opportunities available to help you ensure your approaches and methods are current and best-practice. For example, if you are seeking promotion to sergeant, you should endeavour to complete training which will help you succeed at this rank. For general duties roles, such training includes:

- *Brief quality assurance*
- *Pursuits policy*
- *Policing the liquor industry*
- *Introduction to emergency management*
- *Safe-T-Net*
- *Responding to family violence*
- *Field coaching*
- *Ethical health workshop*

If you have undertaken leadership training (such as the Sergeant's Qualifying Program or the Police Manager Qualifying Program) it is a good idea to re-read your course materials and think about how you can demonstrate that you apply the skills, methods and frameworks you were taught, in areas such as:

- *coaching and mentoring*
- *workplace harm*
- *safety and welfare*
- *people development*
- *communicating with influence*
- *dispute and complaint resolution*
- *judgment and decision-making*
- *critical thinking*
- *strategic thinking*
- *planning and resource management*
- *change management*
- *stakeholder engagement*

Make sure information about your career and study is included

Many police officers have gained valuable work and life experience outside Victoria Police. You are encouraged to explore such relevant experience and transferable capabilities in the appeal.

Similarly, many people hold tertiary or other qualifications or are currently undertaking study which may be highly relevant to the position or demonstrate your ability to learn and analyse and present information. In your key claims presentation, explain how you would apply relevant knowledge in the new position. Check that information about your work history, qualifications and current study is included in your Candidate Profile (included in the Selection File).

Focus on the specific needs of the position

In presenting your key claims show you understand what is needed to do well in the particular position. Show how your capabilities, experience and qualifications will help you succeed.

Listen carefully – answer the question you were asked

The PRSB Member wants to know how well you listen and think on your feet.

You will be assessed on how you answer the question you were asked. If you go off-track or provide irrelevant answers (no matter how impressive) you will not rate well. So listen carefully to the question, don't read something pre-prepared or repeat irrelevant written KSC examples.

It is fine to ask for the question to be repeated. You can write it down or pause before answering. You may ask for time to gather your thoughts. You may feel nervous. Don't worry, allowances are made.

Evidence, evidence, evidence!

It is easy to make sweeping claims (I'm an excellent mentor; I'm the go-to person at the station; I'm a welfare-focussed leader) but without evidence to back it up, claims to 'greatness' don't count for much.

The PRSB Member is looking for you to show real examples of when and how you have demonstrated your capabilities and for you to point to the material in the Selection File which supports your claims (for example, PDA entries, commendations, achievements in your past roles).

Slow down and focus on the important things

The PRSB Member has read the Selection File so there is no need to repeat all your service history, but do highlight particularly valuable experience (which could include work outside of Victoria Police).

Speed-reading from a long document makes it hard for the PRSB Member to take notes and risks losing the 'pearls' in large volume of information. A good idea is to follow the PRSB Member's pen: if you can see them racing to take notes, you are speaking too quickly.

If you don't understand the question, ask for it to be repeated and write it down. Think carefully before you answer (it is okay to pause to gather your thoughts).

Draw your best examples from your whole experience

Use the best example that answers the question. Choose a contemporary example with enough complexity to showcase the higher-level skills and approaches expected for the relevant rank. This is usually an example from your recent work.

You may use relevant examples from work outside Victoria Police or volunteer or community work, for example, to demonstrate leadership, problem-solving or initiative.

Talk through how you think and approach problem-solving

The PRSB Member wants to understand how you approach a situation or task and solve problems.

The STAR (Situation/Task; Action; Result) method of answering questions gives you the opportunity to show your thinking (see Part 5.2 of this Guide). Remember, you need to show the approach expected at the rank, so make sure your example is sufficiently complex. A good approach is to 'tell the story':

- Give the context: Explain the situation or problem. Why was it a problem? How big?
- Explain your thinking: What factors and issues did you consider before deciding what to do? How did you come up with the idea or response that you did? Was there more than one option? How and why did you choose the option you did? Who did you consult? What were your considerations and concerns?
- What action did you take? What was the result (impact)? What changed? Was this what you expected? On reflection, would you do anything differently?

Don't exaggerate or minimise your achievements

Don't be tempted into exaggerating the role you played in an outcome. Never claim credit for something you didn't do, and don't provide misleading information. PRSB Members are good at sensing this and will question you and seek to verify information (for example, by asking the LPR or your manager).

If you are caught out, it will cause you significant embarrassment and damage your reputation (this has happened to others). Serious incidents of seeking to deceive in the selection or appeal process may be referred to Professional Standards Command for investigation.

On the other hand, don't sell yourself short by being too modest about your achievements. Be specific, clear and honest about the role you played and the level of your responsibility and contribution.

Practise and seek feedback

Practise answering interview questions with a colleague, friend or family member using the Transfer and Promotion Unit Guide to Behavioural Interviews. Have a mentor or colleague read over your key claims. Ask for feedback. Consider seeking professional help if you have struggled with interviews in the past (the Employee Assistance Program is a good place to start).

7 Qualities of leaders

7.1 LEADERSHIP AND VALUES

In preparing for the appeal, take some time to reflect on the qualities and capabilities that Victoria Police is seeking in its members. All police officers are required to show leadership every day, in many different ways. Leaders seek to ensure that policing services meet the needs of the community and to continuously improve the quality and reliability of services and use public resources to the best effect.

Expectations vary with the rank and duties of the position. For positions at sergeant and above, your management and leadership abilities (especially in leading and managing your team) and your technical policing expertise will be the most important factors in deciding the appeal.

The Chief Commissioner has described the preferred leadership style in Victoria Police as ... ***inclusive, confident, humble and visible leadership, with everyone who works for Victoria Police having the confidence to take charge and the humility to be approachable and show respect to everyone with whom you work.*** Recent reviews of police practice and culture have recommended the need for leaders to draw upon different approaches, including using a 'people-focused' leadership style for day-to-day management, rather than the more directive management style used in critical incidents.

The ***VEOHRC Review*** discussed the people-focused leadership capabilities needed to build gender equitable and respectful workplaces. It identified that leaders need to be able to:

- advocate for change
- value the contribution of all employees
- reject and call-out unprofessional and inappropriate behaviour
- respect and value the diversity of the community they serve.

The ***Mental Health Review*** identified people-focussed leadership as a key factor in improving the wellbeing of police members including:

- listening to the team and demonstrating understanding
- developing shared clarity around objectives and directions
- having candid conversations about performance issues and challenging behaviours
- providing support and development oriented feedback
- engaging employees through encouraging debate and peer feedback
- responding to and dealing with at-risk individuals
- personal role-modelling and awareness of the impact of own leadership behaviour
- understanding early indicators of stress and mental health issues.

The ***Capability Plan*** outlines how Victoria Police is seeking leaders who:

- are approachable and consistent when dealing with colleagues, partners and the community
- apply fair process
- strongly commit to the values of the organisation
- guide, trust, develop and empower colleagues
- make timely decisions that are guided by both values and evidence
- inspire participation and commitment through a shared vision.

Some other values and qualities of leadership which may be relevant in an appeal are set out below. Again, expectations will vary with the rank of the position.

Dealing with change

Able to embrace, support and (at higher ranks) drive the changes needed to meet demand for and improve the quality of services and meet organisational challenges

- Supports others to implement and embrace change
- Understands different perspectives towards change
- Develops shared clarity, understanding and acceptance of change

Supporting innovation

Able to drive innovation and continuous improvement to improve services

- Shares ideas and insights, transfers knowledge across the organisation and supports and encourages others to do so
- Promotes an environment where innovation is valued

Service delivery and community engagement

Delivers excellent policing services to meet the needs of the community

- Understands and meets the expectations of the community and Victoria Police for provision of policing services
- Provides responsive, agile and visible policing
- Engages and partners with the community
- Applies resources efficiently and effectively to achieve the best available outcomes in the public interest
- Focuses on victims and prevention and reduction of harm
- Builds effective partnerships and collaborations

Respect and empathy

Empathetic, respectful and fair to members of the public and employees

- Empathetic, approachable and fair
- Values and supports gender equality and cultural and other diversity
- Aware of the impact of own behaviour
- Confident humility

Career-long learning

Committed to continuous learning

- Reflects and learns including from mistakes
- Proactively develops own and others' capabilities
- Shares learning, guides and supports others
- Helps build organisational knowledge

Safety and well-being

Supports and drives a strong safety culture, including by supporting mental health, well-being, diversity and equality (including gender equality)

- Understands how the position can support safety and well-being
- Initiates supportive conversations
- Promotes early help-seeking behaviour
- Addresses workplace conflict
- Calls out inappropriate behaviour of others and supports others to do so
- Respects and values diversity

8 After the hearing

8.1 WHEN WILL I GET THE DECISION?

At the end of the hearing, the PRSB Member will thank the parties and explain the likely timing of the decision.

PRSB Members endeavour to complete their decisions as quickly as practicable. Most decisions will be finalised by **the Friday** of the week of the hearing. In complex matters or if the Member has unavoidable commitments or has heard a number of appeals, the decision may take a little longer (see **Part 10** Appeal Timelines of this Guide).

You will receive the PRSB decision by email. If you will not be contactable through your Victoria Police email address in this timeframe, please advise the PRSB Secretary of an alternative email.

Reasons for decisions are not published on the PRSB website but are provided to relevant Victoria Police managers, the LPR and the parties. If an appeal is allowed, the outcome will be published in *The Gazette*.

Unless one of the parties objects, the appeal decision will also be forwarded to The Police Association Victoria (TPAV). This is so that TPAV can monitor the overall functioning of and represent its members' interests in relation to the operation of the transfer, promotion and related appeal systems in Victoria Police. The PRSB has entered into an agreement with TPAV which ensures that appeal decisions are only used for these purposes, are treated confidentially and are not distributed beyond the small number of TPAV staff members who need the information for this purpose. A copy of the Memorandum of Agreement with TPAV can be viewed at www.prsb.vic.gov.au/resources.

If you don't wish your appeal decision to be forwarded to TPAV, you may request this in writing by emailing the PRSB Secretary (review@prsb.vic.gov.au) before or immediately after the hearing of your appeal. The decision will not repeat the information in the selection file or given in the hearing. It will set-out the PRSB Member's key reasons for the decision and aim to provide you with constructive feedback to assist your career development and performance in future selection processes.

The PRSB website carries a sample decision to assist participants in an appeal. Remember that every appeal is different, so do not place too much reliance on the issues in the sample decision.

8.2 CAN I APPEAL THE PRSB DECISION?

PRSB decisions are subject to Supreme Court review (*Administrative Law Act 1978 (Vic)*) or the Court's original jurisdiction under Order 56 of the *Supreme Court (General Civil Procedure) Rules 2015 (Vic)*.

9 Contacting the PRSB

9.1 HOW AND WHERE DO I LODGE MY APPEAL FORM WITH THE PRSB?

Download the **VP Form 1047** (Appeal Form) from the PRSB website www.prsb.vic.gov.au or the Victoria Police intranet (make sure you update your VP forms using the icon on your desktop).

You **do not** need to sign the appeal application form or send it to any other participants.

Mailing an appeal notice is not recommended given the strict timeframes.

PRSB office hours are between **8am and 4pm Monday to Friday** (excluding Public Holidays).

Email	PRSB-REVIEWDIVISION-MGR (on Victoria Police Outlook) or review@prsb.vic.gov.au
Fax	(03) 9600 4280
By hand	Level 6, 155 Queen Street Melbourne 3000 (corner of Bourke Street)

9.2 FOR OTHER QUERIES

Contact the PRSB Secretary between **8am and 4pm Monday to Friday** (excluding Public Holidays).

Telephone	(03) 9600 4288
General Enquiries	PRSB.Enquiries@prsb.vic.gov.au
Registration	registration@prsb.vic.gov.au
Appeals & Reviews	review@prsb.vic.gov.au

The PRSB welcomes your feedback on this Guide

10 Appeal timelines

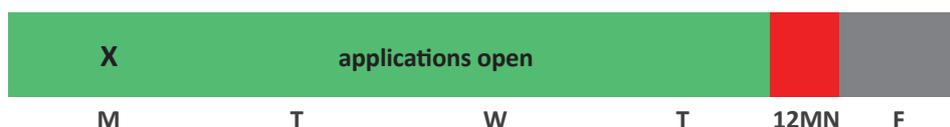
WEEK 1: LODGEMENT

MONDAY selection appears in *The Gazette*.

Lodge within 3 days of selection published in *The Gazette*.

MIDNIGHT THURSDAY appeal applications close.

The PRSB **will notify you** if your selection has been appealed.



WEEK 2: PREPARATION

MONDAY notification of hearing details.

THURSDAY prior to the appeal PRSB issues the Selection File.



WEEK 3: HEARING AND DECISION

MONDAY and TUESDAY PRSB must hear and determine the appeal within five business days after the selection file is lodged.

FRIDAY typically decision provided.





POLICE REGISTRATION AND SERVICE BOARD

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