Request for information

Beyond 360° feedback system

Response deadline: 29th October 2021

Version number: 1 Final Version

# Introduction to the College of Policing

The College of Policing (the “College”) is the Professional Body for all in policing in England and Wales. ​Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

We have a mandate to set standards in professional development, including codes of practice and regulations, to ensure consistency across the 43 Home Office forces in England and Wales.

We also have a remit to set standards for the police service on training, development, skills and qualifications, and we will provide maximum support to help the service implement these standards.

Further information is available on the College website: [Working together | College of Policing](https://www.college.police.uk/)

The College has 4 locations:

* Spring Gardens, London
* Ryton-on-Dunsmore near Coventry
* Harperley Hall, Crook, Co. Durham
* Harrogate

# Beyond 360° feedback system

The College provides an online platform called the Beyond 360° feedback system that provides the Police Service with an effective, efficient way to support staff development. 360° feedback is a multi-source, multi-level indication of how the individual is perceived by the people they work with.

Beyond 360° enables an individual to receive feedback from multiple people at multiple levels in a secure and efficient way. It helps to identify areas of strength and areas for development, from an individual level to an organisational level. It offers a wide range of functions that help users to increase their self-awareness and support their ongoing development.

Beyond 360° is designed around competency frameworks specific to the police service and can also be tailored to an individual force’s framework. Once a user has access to the current platform they select their raters, and undertake a 360° self-assessment. The self-assessment consists of 2 sections: a competency section and a written comments section.

In the competency section, the user selects effectiveness ratings (1-5 scale) and importance ratings (1-3 scale) against behaviours under each competency. In the written comments section, the user enters details on what they would like to start doing, do differently and continue to do as part of your role.

The raters undergo the same process, selecting ratings for the user whom they are assessing in the competency section, and providing written comments. Following completion of the assessment by the user and all their raters, a feedback report is generated. Individuals can also gain access to additional results online, providing them with a more detailed insight into how they are perceived by their raters.

After receiving feedback, it is recommended by the College that individuals receive a one-to-one feedback session with a trained feedback facilitator.

**Benefits**

**For the individual**

* individually tailored and focused development
* improved self-awareness
* specific feedback on individual skills, abilities and behaviours
* understanding of what colleagues value in their work
* identifies areas of strength and development
* assists individuals in constructing 'SMARTER' personal development plans to form part of their continued development
* encourages individuals to 'own' their development
* can lead to an improvement in performance

**Organisational**

* identifies areas of strength and development of teams, departments and at an organisational level
* informs where to target training and development
* complements existing HR processes
* provides development and experience
* demonstrates a commitment to staff development
* enhances the organisational feedback culture
* realises a return on investment

Identification of strengths and areas requiring development for individuals and assisting them in constructing 'SMARTER' personal development plans that form part of their continued professional development, aligns with the objectives set out in the Five Year Strategy and Leadership Review of the College of Policing, as the professional body for policing, in particular in relation to supporting the professional development of those working in policing. Many of the rating behavioural questions also align with the key areas stated within the Code of Ethics.

# The requirement

We are seeking to replace the current platform with a more modern solution that provides greater flexibility and a better user experience going forward. We have a couple options: either build on what we currently have using our in-house development team or look to procure a Commercial off the Shelf (COTS) solution. This exercise is seeking to establish what COTS solutions are available in the market and whether they would meet our requirements.

Any COTS solution must ensure that our customer base can access the system on any medium including mobiles and tablets. The requirement for these changes are driven by customer feedback and a need to significantly improve the now outdated design of the current system.

The new platform will need to ensure the system aligns to the new College branding so that it is more in-keeping with other College systems like the [College website](https://www.college.police.uk/) and [College Learn platform](https://www.learn.college.police.uk/Account/Landing). The College is committed to transforming its digital offering to support Policing. The platform will also need to meet necessary accessibility and security requirements.

The platform will be used to continue to deliver feedback assessments to policing. As we already have a strong customer base (currently 28 Home Office forces are using the system), addressing our customers’ requests and feedback, will greatly assist in retaining and adding to this strong customer base.

# Outline of requirements

We have identified a series of features and functionality we would like the new platform to have:

## User and rater functionality

* Allow users to login to the platform
* Requirement for new users to agree to Terms of Use and Privacy Notice
* Allow users to undergo self-assessments
* Self-assessments to have both written comments section and a quantitative competency assessment that users rate each question in the framework on a scale for both effectiveness and importance
* Allow users and raters to save progress when going through an assessment to ensure that they can come back to it a later time and still see what they have already completed
* Automatic save option for when user loses network connection. This will ensure user does not lose their work.
* Area for guidance and examples of best practice for completing assessments
* Allow users to select and manage their own raters
* Ability for users to check the status of how their raters are progressing
* Ability for raters to opt out of assessments and this information to be sent directly to the College administrators
* Allow raters to assess users, undertaking the same assessment that the user undertook for their self-assessment
* Ability for raters to identify how well they know the individual they are asessing
* Ability to tailor the force welcome pages with information that relates to each force
* Upon completion of their assessment, users will be able to gain access to their final feedback report and also see results in graphical format
* Users have the option to download a PDF copy of their feedback report for any assessments that they have access to
* FAQs page for additional self-service
* Support functionality available to allow users to submit queries/issues to the College
* User to be able to manage some of their account information e.g. change password
* Users to be able to add an optional recovery email address to help recover their username or password when they do not have easy access to their police email address

## Administration

* User management for administrators, users and raters
* Bulk import of new users
* Ability to set up new and manage existing frameworks
* System to support both national and local frameworks
* Allow visual customisation of feedback report to comply with forces own corporate branding
* System to support tailored rating scales
* Ability to create bespoke frameworks. A number of forces have their own frameworks that differ from the College’s [Competency and Values Framework (CVF)](https://www.college.police.uk/career-learning/career-development/competency-and-values-framework-cvf)
* Allow flexibility for how many fields there are written comments section for each framework
* Ability to set up new and manage existing roles and groups
* Ability to set up and manage bespoke primary groups and sub groups
* Ability to merge accounts when duplicates are set up
* Customisation of how the assessment is presented to the users and raters
* Sign-in process to be handled using account email addresses
* Ability to manage reminders emails and alerts
* Reminders/alerts to also to be sent to College inbox when required
* Strong password policy that aligns to other College products and meets security requirements
* Ability to set a ‘system message’ on the sign-in page to alert users to planned downtime and other key messages
* Higher level maintenance activities can also be carried out such as the transferral of assessment data, the resetting of question responses, the format of feedback reports, and the applications privacy policy and terms of use
* The terms for managers and mentors can be altered dependant on the primary group that the person logged on belongs to. Therefore this section can be labelled differently

## Management information

* Feedback report following completion of user assessments
* High level report to see how many users and raters are using the system broken down by force and by framework
* Ability to compare forces via a force comparison report that can be filtered by role, date and competency area. Breakdown will demonstrate the overall average rating.
* Data analysis report option. We have a number of forces who are using the system on large scale user numbers and want to be able to produce data analysis to support training and future development needs at a high level within their force. Report needs to have the capability to produce data analysis on both importance ratings and effectiveness ratings within the system.
* Managers/mentors can also compare performance of registered users against each other and the national average for individual role profiles
* Primary group administrators, when accessing these functions, are limited to viewing statistical data from within their own primary group only
* Report for dates when users have completed assessments that can be broken down by force and role
* Ability to export report information into excel/csv files
* Support organisations with information at an individual/team/unit/organisational level, to assist in planning development strategies based on themes and trends in feedback
* Ability to benchmark the performance of teams and departments
* Report to easily understand income coming into College based on the number of users on the system
* Ability to archive accounts after a period of time for GDPR purposes

## Usability, compatibility and accessibility

* Clear explanation of devices, operating system and browsers that are compatible with the platform
* Capable of running on any device, operating system and browser from IE11 upwards or equivalent
* Customisable to reflect College branding
* Administrators can be assigned different access rights to the platform dependent on their level of access
* Good user experience – system should be clear and easy to use for users
* Platform should work with the following combinations of assistive technologies and browsers:

|  |  |  |
| --- | --- | --- |
|  | Software version | Browser |
| JAWS (desktop screen reader) | 18 or later | Chrome (latest version) |
| NVDA (desktop screen reader) | Latest | Firefox (latest version) |
| VoiceOver on iOS (mobile screen reader) | Latest | Safari (version 12 or later) |
| TalkBack (mobile screen reader) | Latest | Chrome (latest version) |
| Windows Magnifier or Apple Zoom (screen magnifiers) | Latest | Any |
| Dragon (speech recognition) | 15 or later | Internet Explorer 11 |

* Clear explanation of assistive software compatible with the platform
* Ability to use the Welsh language
* Would be required to meet the [Web Content Accessibility Guidelines (WCAG) 2.1 (w3.org)](https://www.w3.org/TR/WCAG21/) design principles prior to any User Acceptance Testing
* Accessibility statement which confirms platform meets the WCAG 2.1 requirements. Here is a link to a [sample accessibility statement](https://www.gov.uk/government/publications/sample-accessibility-statement/sample-accessibility-statement-for-a-fictional-public-sector-website) (for a fictional public sector website) - GOV.UK (www.gov.uk) to show what is required

## Technology, security and hosting

* Uses Multi-Factor Authentication (MFA) as for administration users in line with government guidance
* Meets following security assurance standards:
	+ Cyber Essential plus and/or ISO27001 and/ or SOC2/3 accreditation
* The supplier must agree to work towards the following over the life of the agreement:
	+ NPIRMT Candidate Control Set for Suppliers
	+ OWASP Testing
* Meets all requirements under UK data protection legislation (GDPR, DPA 2018) and the standards required by the College including wider information law compliance such as freedom of information and transparency
* Data stored/platform hosted in UK or European Economic Area
* CHECK Green Light ITHC completed annually on platform, or permission for the College to do this (may include testing the hosting environment). All findings must be made available to College with a summary of what hasn’t been fixed
* OWASP testing is in place to mitigate against injection type attacks through open response options
* There is an audit of data access, amendment, deletion and export
* System is stable and there are fall back and recovery processes in place
* System protects authentication information against misuse or compromise
* Data is securely held and managed in line with protocols
* All staff who have access to the system vetted at. NPPV2 for non-privileged users and NPPV3 for privileged users
* Solution complies with NCSC14 Cloud Security Principles

## Incident management, support and maintenance

* Audit logs should be maintained by the system to keep track of data access, amendments, deletions and exports
* Documented life cycle management processes for the platform must be in place
* Qualified supplier resources identified to support the platform alongside the College
* Prompt resolution of incident and service requests
* Database of fixes and known errors
* Clearly defined process for managing incidents and problems
* Clearly defined maintenance process
* Comprehensive fall back and recovery processes are in place to reduce disruption to the system

## Product and service management

* Supplier to perform application and platform management of the system in line with contractual obligations
* Supplier to provide tools for defect logging and project communications
* Supplier to provide critical applications support
* Supplier meets our agreed resolution times for incidents and problems
* Supplier signs up to our Service Management Agreement
* Supplier provides College with access to system back-ups
* Supplier to provide, configure, deploy and manage the cloud hosting platform
* Supplier to monitor hosting
* Supplier to have a disaster recovery plan in place
* Supplier to ensure appropriately qualified staff are available for service management

## Future improvements

* Ensure platform is flexible enough to change in order to meet future requirements to ensure the College can keep up with other 360 commercial systems that are available in the marketplace

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| **Response – General Questions** |
| Please provide a brief introduction to your company: |
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| Please provide the name of the solution you offer: |
|  |
| Is this your solution or do you provide a third party solution? |
|  |
| What would a typical timeframe be for the implementation of your solution and what would the project phases look like? |
|  |
| What would be the cost of implementing your solution? (please include one off/annual licensing/per user costs based on approximately 750 users annually) |
|  |
| Can you provide any references or case studies evidencing the use of your solution? (please provide links or documents if possible) |
|  |
| Further to the functionality requirements we have detailed in this document are there any other features or functionality that we have not listed that you believe may be of value to the College? (please provide an overview of why these features or functionality should be built into our final specification) |
|  |
| Please provide any feedback on the specification we have provided: |
|  |
| Does your organisation sit on any Public Sector Frameworks that would be accessible to the College and would be suitable for Procuring this type of requirement? If so please can you provide the detail of the Framework below. |
|  |
| Using the table below please identify if the system you offer provides the required functionality. Please also provide further information about how your proposed solution meets this requirement. |
| **User and rater functionality** | **Does your solution provide this functionality?** |
|  |
| **Administration** | **Does your solution provide this functionality?** |
|  |  |
| **Management Information** | **Does your solution provide this functionality?** |
|  |  |
| **Usability, compatibility and functionality** | **Does your solution provide this functionality?** |
|  |  |
| **Technology, security and hosting** | **Does your solution provide this functionality?** |
|  |  |
| **Incident management, support and maintenance** | **Does your solution provide this functionality?** |
|  |  |
| **Product and service management** | **Does your solution provide this functionality?** |
|  |  |
| **Future improvements** | **Does your solution provide this functionality?** |
|  |  |

**About the College**

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**college.police.uk**