

Inspector Leadership Suitability Assessment (ILSA)

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Purpose

The Inspector Leadership Suitability Assessment (ILSA) forms part of the assessment documentation for promotion to the rank of Inspector. It evaluates leadership capability across four domains: People, Partnerships, Performance, and Leadership and requires applicants to demonstrate readiness for the role based on their professional experience.

Instructions

- Complete all sections.
- Provide ratings for each criterion and comments where required.
- Ensure impartiality and declare any conflicts of interest.
- Ensure contact details (phone/email) are completed by all referees.

NOTE: The ILSA is to be completed and submitted by the applicant at the time of application.

The Assessment Criteria:

Policing Priorities	Capability Summary	Assessment Criteria
<p>People Our people are supported, capable and passionate about policing.</p>	<p>Leads and develops teams. Manages performance and gives clear feedback. Communicates effectively. Demonstrates integrity and professionalism.</p>	<p>Shapes Strategic Thinking. Achieve Results. Builds Productive Working Relationships. Communicates with Influence. Exemplifies Personal Drive and Integrity.</p>
<p>Partnerships Our partnerships enhance our capabilities to deliver community safety outcomes.</p>	<p>Builds productive stakeholder relationships. Negotiates effectively. Represents the agency professionally. Collaborates across portfolios. Engages diverse and Aboriginal communities.</p>	<p>Builds Productive Working Relationships. Communicates with Influence. Achieves Results.</p>
<p>Performance Our performance is driven by striving to do the right things efficiently and effectively.</p>	<p>Manages resources efficiently. Implements change and supports staff. Monitors outcomes and drives improvement. Identifies and mitigates risk</p>	<p>Achieves Results. Shapes Strategic Thinking. Exemplifies Personal Drive and Integrity.</p>
<p>Leadership</p>	<p>Translates strategy into action. Makes sound decisions in complex situations. Uses data to inform priorities. Promotes risk management. Communicates vision and values clearly.</p>	<p>Shapes Strategic Thinking. Exemplifies Personal Drive and Integrity. Achieves Results. Communicates with Influence.</p>

The Ratings Scale:

The Ratings:	Descriptor	Meaning
Strongly Agree	The applicant demonstrates sustained performance expected at the rank of Inspector and could transition immediately.	ALWAYS displays, contributes, or performs this criterion.
Agree	The applicant demonstrates readiness to transition to the rank of Inspector with minor development.	CONSISTENTLY displays, contributes, or performs this criterion.
Disagree	The applicant demonstrates the potential to transition to the rank of Inspector but will require some targeted development.	OCCASIONALLY displays, contributes, or performs this criterion.
Strongly Disagree	The applicant requires considerable/formal development and currently has not demonstrated readiness for the rank of Inspector in this area.	DOES NOT display, contributes, or performs this criterion.

Please note: a rating of ‘disagree or ‘strongly disagree’ will not necessarily exclude the applicant from moving forward in the promotion process.

Evidence Example Required Fields	Insert at least one specific example, including date/time frame to support these ratings within this criterion. Refer to Page 12 to expand or add further comments as required.
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Any additional comments are to be added in the final comments section by either ADO (or Manager), Superintendent (Assistant Director) or Commander (Director).

The Inspector Leadership Suitability Assessment

The Inspector Leadership Suitability Assessment (ILSA) is a confidential document. Read the following instructions carefully:

Step 1: Applicant

- Download the ILSA form from the intranet.
- Complete the form and submit it at the time of application.
- Email the ILSA directly to your Assistant Divisional Officer (ADO)/Manager to complete.

Step 2: Assistant Divisional/District Officer (ADO)/Manager or equivalent

- If you, as the ADO or the applicant has recently transferred and cannot confidently assess all criteria, consult with the previous line management to ensure an accurate appraisal.
- Complete the assessment honestly and accurately based on evidence.
- Rate the applicant on assessment criteria, considering:
 - Your observations of the applicant at their current rank (e.g., Senior Sergeant).
 - Your knowledge of the Inspector rank and whether the applicant can fulfill its requirements.
 - Ratings may include input from previous ADO/Managers.
- Forward the completed ILSA via email to the Divisional Superintendent for review and endorsement.
- Keep supporting evidence (e.g., documented performance, agreements, workplace examples).
- Ensure ratings are robust and validated, as you may need to **justify them later**.

Step 3: Divisional Superintendent (Superintendent)/Assistant Director or equivalent

- Review, comment, and endorse the ILSA.
- If you disagree with ratings, liaise with the ADO and make necessary amendments.
- Forward via Email the endorsed ILSA to the Portfolio Commander for final review and approval.
- Ensure the process is rigorous and ratings are validated.

Step 4: Portfolio Commander (Commander)/Director or equivalent

- Review, comment, and approve the ILSA.
- If you disagree with ratings, liaise with the Superintendent and make amendments.
- Return the approved document via the Superintendent to the originating ADO.
- Maintain a robust and accurate review process.

Step 5: ADO/Manager

- Return the DO-approved ILSA to the applicant.
- Discuss any changes to ratings or comments.

Step 6: Applicant

Review the final document and select one of three options:

- **Accept ratings/comments.**
- **Disagree but accept them.**
- **Disagree and request a review by Police Promotions Branch.**

Send the DO-approved ILSA and current RMIS work history with your application to Police.Promotions@police.wa.gov.au by the application closing date.

Inspector Leadership Suitability Assessment

Applicant Name (Surname, First Name)		Applicant PD	
ADO/Manager Name (Surname, First Name)		ADO/Manager PD	

1	PEOPLE	RATING
1.1	This applicant demonstrates the ability to lead and develop teams to achieve Organisational objectives. Evidence example (required):	
1.2	This applicant provides clear, constructive feedback and addresses under performance promptly. Evidence example (required):	
1.3	This applicant promotes equity, diversity, and a safe working environment. Evidence example (required):	
1.4	This applicant builds capability through coaching, mentoring, and professional development. Evidence example (required):	
1.5	This applicant maintains high ethical standards and models integrity in all interactions. Evidence example (required):	

1.6	This applicant demonstrates a consistent and visible leadership presence, actively engaging with staff, building confidence, and contributing to a supportive and high performing workplace. Evidence example (required):	
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2	PARTNERSHIPS	RATING
2.1	This applicant develops and sustains productive relationships with internal and external stakeholders. Evidence example (required):	
2.2	This applicant negotiates effectively to achieve mutually beneficial outcomes. Evidence example (required):	
2.3	This applicant represents the agency professionally in forums, committees, and community engagements. Evidence example (required):	
2.4	This applicant collaborates across portfolios to deliver integrated policing solutions. Evidence example (required):	
2.5	This applicant engages with diverse communities to build trust and enhance safety. Evidence example (required):	

3	PERFORMANCE	RATING
3.1	<p>This applicant manages resources effectively to deliver operational and strategic objectives.</p> <p>Evidence example (required):</p>	
3.2	<p>This applicant implements change initiatives and supports staff through transitions.</p> <p>Evidence example (required):</p>	
3.3	<p>This applicant monitors performance against plans and ensures timely achievement of outcomes.</p> <p>Evidence example (required):</p>	
3.4	<p>This applicant identifies and mitigates operational and organisational risks.</p> <p>Evidence example (required):</p>	
3.5	<p>This applicant drives continuous improvement and innovation in service delivery.</p> <p>Evidence example (required):</p>	

4	LEADERSHIP	RATING
4.1	<p>This applicant translates Organisational strategy into actionable plans for the work area.</p> <p>Evidence example (required):</p>	
4.2	<p>This applicant demonstrates solid judgement and decision-making skills in complex situations to minimise risk.</p> <p>Evidence example (required):</p>	
4.3	<p>This applicant harnesses information and data platforms to align strategic priorities. Eg: PowerBI, workforce metrics</p> <p>Evidence example (required):</p>	
4.4	<p>This applicant promotes risk management as integral to planning and operations.</p> <p>Evidence example (required):</p>	
4.5	<p>This applicant communicates vision and purpose clearly to staff and stakeholders.</p> <p>Evidence example (required):</p>	
4.6	<p>This applicant demonstrates a positive and sustained commitment to policing, consistently reflecting professionalism, dedication to service, and alignment with organisational values.</p> <p>Evidence example (required):</p>	

Inspector Leadership Suitability Assessment, Endorsements and Approvals

The below endorsement/approval, sections 1 to 3, are to be completed and the final version is to be sent back to the applicant for acknowledgement and returned by email to Police Promotions Branch.

The substantive Assistant Divisional/District Officer (ADO) or Staff equivalent must undertake due diligence in validating the ratings recorded in this Inspector Leadership Suitability Assessment. **This includes taking into consideration the Internal Investigation Complaint Holdings of the applicant.** The ADO or Staff equivalent certify that they understand the impartiality aspects of the Police Promotion System, have no conflicts of interest and can remain impartial.

A conflict of interest may include, but is not limited to, situations where the ADO/District Management Team/referee:

- is a current or previous relative of the applicant.
- has a current or previous close personal relationship with an applicant.
- has a historical or current issue with an applicant.
- has knowledge or information concerning the applicant that will unfavourably affect their judgement.

Section 1 - Completed by the substantive ADO/Manager:

Name (*Surname, First Name*):

Position/Rank/Title:

PD:

Work Location/District/Division:

Contact Information Mobile:

Email:

Date:

Signature:

Signing of this ILSA endorses the following declarations.

I declare that the content is true to the best of my knowledge.

I declare that the applicant has the ability to transition to the rank of Inspector and recommend them for further assessment.

I declare I have no conflict of interest as outlined above.

Comments:

This ILSA was completed in collaboration with the previous ADO/Manager:

Name (*Surname, First Name*):

Section 2 – Completed by the Divisional Superintendent or equivalent:

I endorse the ADO/Manager's Inspector Leadership Suitability Assessment ratings.

I submit the following:

Name (*Surname, First Name*):

Position/Rank/Title:

PD:

Work Location/District/Division:

Contact Information Mobile:

Email:

Date:

Signature:

Signing of this ILSA endorses the following declarations.

I declare that the applicant has the ability to transition to the rank of Inspector and recommend them for further assessment.

I have no conflict of interest as outlined on page 9.

Section 3 - Completed by the Portfolio Commander or equivalent:

I approve the Superintendent's (or equivalent) Inspector Leadership Suitability Assessment ratings.

Comments:

Name (*Surname, First Name*):

Position/Rank/Title:

PD:

Work Location/District/Division:

Contact Information, Mobile:

Email:

Date:

Signature:

Signing of this ILSA endorses the following declarations.

I declare that the applicant has the ability to transition to the rank of Inspector and recommend them for further assessment.

I have no conflict of interest as outlined on page 9.

Section 4 – To be completed by the Applicant:

I accept the Inspector Leadership Suitability Assessment ratings and comments.

I disagree with the Inspector Leadership Suitability Assessment Ratings but accept the Inspector Leadership Suitability Assessment ratings and comments.

I disagree with the Inspector Leadership Suitability Assessment ratings and comments and will submit a request for a review to the Police Promotions Branch.

I acknowledge I am applying for a promotional process that is used to fill vacancies anywhere in the State of Western Australia and I have completed and submitted the Required Information Form (RIF) accurately and honestly.

I declare, to the best of my knowledge,

- I am not the subject officer of a criminal and/or managerial investigation.
- I am not subject to any criminal and/or managerial findings that deem me ineligible for promotion for a specified period.

Name (*Surname, First Name*):

Position/Rank/Title:

PD:

Location/District/Division:

Portfolio:

Date:

Signature:

Additional Comments/Ratings/Evidence

Criterion - E.g. 1.2 This officer has addressed under performance by....