

Meeting	SPA People Committee
Date	30 November 2021
Location	Video Conferencing
Title of Paper	Leadership Development Update and update on audit and inspection recommendations
Presented By	Jude Helliker, Director of People and Development
Recommendation to Members	For Discussion
Appendix Attached	<ul style="list-style-type: none"> • Appendix A - MyCareer Appraisal System • Appendix B - Leadership Pathways Promotions Approach • Appendix C - Police Leadership Development Programme (PLDP) • Appendix D - Evaluation Strategy PoC MyCareer • Appendix D1 – Evaluation Outcome Report • Appendix E - National Rollout Plan • Appendix G - Accelerated Leadership Pathway (ALP) • Appendix H - YLM Programme Plan • Appendix I - YLM Programme • Appendix J - SPNAC • Appendix K - HMICS Recommendations

PURPOSE

The purpose of this report is to update Members on the progress of the delivery of L&T learning interventions, work of the 'Leadership Project', and progress against HMICS recommendations (Phase 1).

1. BACKGROUND

- 1.1 In 2018, Police Scotland launched its three-year People Strategy, recognising that our people are the most important driver for success.
- 1.2 This theme was also progressed in the 2019 Thematic Inspection of Training and Development by Her Majesty's Inspectorate of Constabulary Scotland (HMICS). 17 Recommendations were recorded, of which Recommendations 4,5,6,8,9,10,11,13,15 and 17 applied directly to Leadership, Training and Development. **(See Appendix K).**
- 1.3 **The Leadership Project** is a key enabler to achieving and delivering our People Strategy priorities. Each element of the project is interdependent and of equal importance in terms of focus and investment, with equality at the heart. The full programme is targeted for completion by April 2023, inclusive of full rollout of the new appraisal system (MyCareer), promotion process (Leadership Pathways), and introduction of the Police Leadership Development Programme (PLDP) to replace the existing Diploma in Police Service Leadership and Management (DPSLM).
- 1.4 The Leadership Project team consists of a Senior Project Manager, Project Manager, Business Change Analyst and Programme Management Office support.
- 1.5 A monthly Programme Management Board (PMB) is in place with a Senior Responsible Officer chairing each meeting (Director of People and Development) and senior stakeholders representing Police Scotland, SPA and unions/staff associations who attend each meeting. The project team provide updates on each work stream, and review and agree all aspects of project governance, which also includes decision making.
- 1.6 This paper provides a more detailed update on progress made since the update to SPA Resources Committee in June 2020 and the presentation to the Scottish Police Consultative Forum (SPCF) in November 2020.
- 1.7 In addition, and to contextualise Leadership products, and where they fit into the Leadership Prospectus, this paper also provides information on every Leadership intervention, either in development, or developed, which meet commitments outlined in

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the People Strategy, and the requirements of Phase 1 of the HMICS inspection of Leadership, Training and Development.

- 1.8 **Appendices A, B and C** detail information to refresh knowledge for members, if required.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 MyCareer

- 2.1.1 Feedback has consistently been received that Performance Development Conversations (PDC) was not an effective appraisal system, and did not meet the needs of our organisation. Through listening to this feedback, the concept of MyCareer was created and subsequently developed.
- 2.1.2 MyCareer, the new appraisal system and process, launched as a Proof of Concept (POC) on 1 October 2020 to C3, Forth Valley Division and SPA Forensic Services with a total of 3,052 colleagues participating.
- 2.1.3 The duration of the POC was initially planned to run over a nine-month period concluding on 30 June 2021, however due to COVID-19 impacts, PMB approved an extension until 31 August 2021 (11 months in total).
- 2.1.4 MyCareer is underpinned by the Competency & Values Framework (CVF), supporting continuous professional development for officers and staff, whilst providing the gateway for future development and promotion. Outwith the POC, the MyCareer annual cycle will be of a 12-month duration from 1 April to 31 March each year. An annual MyCareer discussion between the appraisee and their line manager can happen at any point during this 12-month cycle.
- 2.1.5 All project governance is in place in terms of evaluation, plans, risks, issues, dependencies and benefits, and updates will continue to be provided via the PMB and also the Corporate Finance and People Board.
- 2.1.6 Ongoing evaluation has been carried out throughout the duration of the POC and in line with the MyCareer Evaluation Strategy - see **Appendix D**. The POC final evaluation report identified 39 actions. These actions will be managed through the project plan. See **Appendix D1**.

- 2.2.7 The POC group will then continue to be part of the ongoing evaluation strategy of MyCareer for the next three years, concluding in April 2024, when they will undertake wider organisational evaluation and monitoring of MyCareer.
- 2.1.8 The full national rollout of MyCareer will commence on 1 April 2022 – see **Appendix E** for a draft plan that is under development by the project team.
- 2.1.9 The HMICS Thematic Inspection outcome of Training and Development Phase 1 – September 2020, provided two recommendations for MyCareer:
- 2.1.10 **Recommendation 6:** Police Scotland should ensure the new appraisal process 'My Career' is supported by a range of continuous professional development products to provide all officers and staff with opportunities to develop.
- 2.1.11 **Recommendation 8:** Police Scotland should develop an effective communications strategy to assist in the implementation of the 'MyCareer' and the 'Leadership Pathways' project.
- 2.1.12 In addressing Recommendation 6, a suite of Continuing Professional Development (CPD) offerings have been developed to increase learning opportunities, and this work will continue to progress. These learning opportunities include the development of a suite of Empower Hours (offering short 90-minute inputs on a range of topics from Unconscious Bias and You, to Influencing Skills, and Growth Mind-set) and Quick Guides (one page guides on a range of topics from Resilience, and Emotional Intelligence to Managing Change).
- 2.1.13 With regard to Recommendation 8, work is ongoing with Internal Communications to develop the communications strategy and approach to a MyCareer national campaign. Resources supporting the strategy and campaign consist of Corporate Communications Project Manager, Strategy and Insight Lead, and Communications Strategy Manager. HMICS are content with the work being undertaken to meet Recommendations 6 and 8, and have agreed their 'closed off' status.

2.2 Police Leadership Development Programme (PLDP)

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- 2.2.1 Following approval from SPCF on 15 March 2021 and the required changes to legislation approved by the Scottish Government in December 2020, the pilot commenced on 1 April 2021.
- 2.2.2 The pilot is subject to ongoing evaluation and the Evaluation Strategy was presented and signed off on 9 April 2021 by the PMB.
- 2.2.3 Regular 'check in' meetings with participants take place to provide support. In total, 21 participants commenced the qualification. The majority are making excellent progress so far.
- 2.2.4 Regular standardisation meetings occur between PLDP Tutors and Police Scotland Quality Assurance team to ensure consistency. 155 individual assessments have been submitted, with 63 key tasks having been completed, as of 9 November 2021, with a high standard achieved across the assessments.
- 2.2.5 Prior to commencement of the PLDP pilot, an agreement was made with the PMB that quarterly updates would be provided to ensure members were able to review progress. The first progress update was provided to the PMB on 15 July 2021 with no concerns raised. The second update, along with the six-month Evaluation Strategy, will be presented to the PMB on 2 December 2021.
- 2.2.6 All project governance is in place in terms of evaluation, plans, risks, issues, dependencies and benefits, and quarterly updates will continue to be provided via the PMB and the Corporate Finance and People Board.

2.3 Accelerated Leadership Pathway (ALP)

- 2.3.1 On 15 March 2021, the SPCF sub group met and agreed the development programme for ALP, and the programme launched on 1 April 2021.
- 2.3.2 The Evaluation Strategy for ALP was presented and approved at the PMB on 18 June 2021. The ongoing evaluation process in place provides regular opportunity for Divisional Commanders/Heads of Department to provide feedback.
- 2.3.3 An agreement was made with the PMB that quarterly updates would be provided to ensure members were able to review progress. The first progress update was provided to the PMB on 15 July 2021 with no concerns raised.

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- 2.3.4 All project governance is in place in terms of evaluation, plans, risks, issues, dependencies and benefits and monthly updates will continue to be provided via the PMB and also the Corporate Finance and People Board.
- 2.3.5 The initial Executive Sponsor Review Board for ALP took place in October 2021. Outcomes for ALP officers comprise the following:
- remain in role;
 - rotate to a new role;
 - promotion; or
 - exit from the programme.
- 2.3.6 Decisions are based on officers' performance according to role and rank, and demonstration of behaviours at level 3 of the Competency & Values Framework (CVF).
- 2.3.7 Officers are required to evidence experience gained in a portfolio of work which includes their Personal Development Plan and objectives to be achieved whilst in each rotation. All evidence will be reviewed by the Board to ensure standards, continuity and consistency.
- 2.3.8 The outcomes for the seven ALP officers was that five have been promoted to the next rank and two will remain in their current roles to continue to fulfil their developmental needs.
- 2.3.9 The Police Scotland Executive Team requested that Cohort 2 recruitment commenced by 31 August 2021 to ensure attendance at the 2022 College of Policing assessment centres.
- 2.3.10 128 officers attended the ALP briefings. From this there were 65 formal applications received through the College of Policing application portal. Whilst it is too early to get more detailed ED&I statistics, we can see that the male/female breakdown is 25% female and 75% male.
- 2.3.11 The rotations for each officer, Evaluation Strategy, and the timeline for the selection process for Cohort 2 are provided within **Appendix G**.

2.3.12 Work undertaken in relation to ALP fulfils HMICS requirements in relation to Recommendation 13.

2.4 Introduction to Leadership (ITL) Playbook

2.4.1 The Playbook has been designed to bridge the gap between aspiring to be a leader and being ready for the next steps. This learning intervention is aimed at

- those preparing for or ready to consider a future leadership role (police officer/ police staff) within Police Scotland and those in an acting or temporary leadership role.
- officers/staff who do not already possess a management/leadership qualification, for example DPSSM/or police exams, or who have not attended the supervisory programme.
- those who demonstrate excellent performance, a positive approach and evidence of potential leadership capabilities.

2.4.2 The ITL Playbook is accessed through the L&T intranet site under CPD, and fulfils HMICS Recommendations 5, 10 and 11.

2.5 First Line Managers (FLM)

2.5.1 This course has been amended from a five-day face-to-face training course to eight online modules, followed by three four-hour consolidation modules held over MS Teams.

2.5.2 This course is mandatory for all officers and staff who are currently undertaking a First Line supervisory role.

2.5.3 The eight online modules presented on Moodle cover:

- Introduction to Leadership
- Redefining Your Role
- Develop a Leadership Mindset
- Leading Authentically
- Empower Teams

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- Reinforce Resilience
- Leadership & Conflict
- Communication Skills of a Leader.

2.5.4 This is followed by three consolidation modules as follows:

- Self-Development as a First Line Manager
- Leading a Team
- Leading in a Complex Organisation.

2.5.5 The FLM inputs fulfil HMICS Recommendations 5, 10, 11 and 13.

2.6 Established Leaders (EL)

2.6.1 This course is currently in development and focuses on developing professional and accountable leaders of the future who can drive and deliver effective change and organisational development. The course is aimed at Inspectors and police staff equivalent roles.

2.6.2 The modular course, like the FLM course, will cover:

- Self-Development in Your Role
- Leading and Managing a Team
- Leading in a Complex Organisation.

2.6.3 The EL inputs will fulfil HMICS Recommendations 10, 11 and 13.

2.7 Your Leadership Matters (YLM)

2.7.1 YLM was designed and delivered by Ernst and Young (EY) following a procurement exercise. **Appendix H** details the programme plan.

2.7.2 YLM was delivered to the top 246 leaders in the organisation; Chief Superintendents, Superintendents, Police and SPA staff equivalent grades 11 to 14.

2.7.3 The programme took place over three months, commencing on 12 April 2021 and ending on 8 July 2021. Due to COVID-19 restrictions, the face-to-face elements of the programme were

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delivered virtually via MS Teams. Details of the programme are contained within **Appendix I**.

2.7.4 An evaluation and 'close out' report was completed for all aspects of YLM and 'lessons learned' will be incorporated into any future events.

2.7.5 The YLM inputs fulfilled HMICS Recommendation 4.

2.8 The Senior Police National Assessment Centre (SPNAC)

2.8.1 The SPNAC process is used to identify suitable individuals for a place on the Strategic Command Course (SCC), which is designed to prepare people to undertake the most demanding senior roles in the police service. The SCC is also a prerequisite for substantive appointment to ACC rank in Scotland

2.8.2 Management of the SPNAC development programme was passed to Leadership & Talent (L&T) in 2019; this was previously coordinated by the legacy Career Development department.

2.8.3 In 2019 the SPNAC programme was delivered in its original format and two candidates applied to the programme. Candidate details were passed to L&T via the Force Executive as there was no formal self-nomination or internal application process at that time.

2.8.4 Based on candidate feedback, costing analysis, external benchmarking and research, the SPNAC development programme relaunched in 2020 with an improved programme to provide a better experience for candidates based on individual needs. A new formal self-nomination process was also launched.

2.8.5 In 2020 five police officers and one member of police staff were supported to attend SPNAC. In 2020 all activity took place face to face. The six candidates also informally observed part of the Strategic Command Course (SCC) in November 2019 when the SCC visited Scotland. Due to the impact of COVID-19, the College of Policing (CoP) cancelled all assessments for 2020, and the 2020 cohort were required by the CoP to submit a new application form for 2021. Five candidates resubmitted an application form.

2.8.6 For the 2021 candidate cohort, an additional seven colleagues completed a self-nomination form (three members of staff and four police officers). Three of these additional candidates were supported and joined the SPNAC development programme with the

existing cohort. The 2021 SPNAC development programme launched with eight candidates (two members of staff and six police officers). However, one member of staff subsequently withdrew their application for personal reasons.

- 2.8.7 Due to continuing COVID-19 restrictions, all 2021 SPNAC development programme activities detailed within **Appendix J** took place virtually via MS Teams. This method of training received positive candidate feedback as it provided a greater level of flexibility and additional key external speaker inputs being delivered.
- 2.8.8 Unfortunately, none of Police Scotland's candidates were successful at SPNAC 2021. Feedback has been sought from the candidates and external suppliers to evaluate the development programme and ensure it is fit for purpose.
- 2.8.9 In addition, based on feedback from candidates on their experience, plans are underway to work with the College of Policing to further enhance their understanding of policing in a Scottish context.
- 2.8.10 The 2022 SPNAC self-nomination window closed on 8 October 2021 and there were ten applications in total, comprising one police staff member and nine substantive Chief Superintendents. Out of the nine applicants, there was only one from the 2021 process who chose not to re-apply. The Chief Officer team have assessed all applications and all ten have been supported. These candidates will commence on the SPNAC development programme on 18 November 2021 and it is expected that the assessment centre dates will be in the early Spring of 2022.
- 2.8.11 The SPNAC inputs fulfil HMICS Recommendation 4.

3. FINANCIAL IMPLICATIONS

- 3.1 Budget spend is on track and closely monitored by the Finance Lead for the project, with monthly updates provided to the PMB.

4. PERSONNEL IMPLICATIONS

- 4.1 Our commitment to our people is demonstrated within the People Strategy, and the key focus of both the Leadership Project and Leadership and Talent work is to enable the identification, empowerment and development of our people to

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deliver outstanding policing services to the communities across Scotland.

- 4.2 A range of personnel implications are articulated throughout Appendices A to C, which indicate the need for change but also the requirement to ensure that officers and staff are engaged and supported on the journey towards the new approaches outlined. Effective engagement is central to this to test, obtain critical feedback and evaluate all proposals and activities.
- 4.3 Staff associations have been heavily involved in discussions to shape the content and direction of each element of Leadership and Talent work. In particular, significant engagement has been conducted with regard to the pilot of PLDP and ALP. The staff associations, once satisfied that both PLDP and ALP were unconnected to wider changes across the People and Development function, were fully supportive of both aspects.

5. LEGAL IMPLICATIONS

- 5.1 Following agreement with staff associations, SPA and HMICS, the new Sergeant Qualification (PLDP) commenced its pilot phase for 12 months in April 2021. A legislative change was approved on 22 December 2020 to facilitate the pilot. Furthermore, permanent regulatory changes will be considered, if necessary, following the effective evaluation of the pilot.
- 5.2 In order to conduct the pilot, Police Scotland developed the national units internally, approved by Quality Assurance and with appropriate level of engagement with the SPA HR Governance Team. This approach was endorsed by SPA Board on 30 June 2020.
- 5.3 With regard to ALP, designation of the new accelerated scheme was provided by Scottish Ministers on 22 December 2020.

6. REPUTATIONAL IMPLICATIONS

- 6.1. There is a reputational risk if Police Scotland fails to modernise, keep pace with developing methodologies on performance management, individual development, and new approaches to promotion.
- 6.2. COVID-19 and COP26 are areas of critical risk and interdependency from an operational, operational support, and

project perspective. The ongoing implications, response, and mobilisation are being monitored by the project team.

6.3. **HMICS Update:** Two remaining Recommendations (15 and 17) are updated as follows:

- Recommendation 15: The Leadership, Training and Development intranet page and the current Prospectus have been updated to include all learning interventions being offered. Regular intranet articles are also posted to inform staff of updated information.
- Recommendation 17: LTD worked closely with Springboard and PSNI in the development and presentation of a management course for women at Chief Inspector level and police staff equivalent.

7. SOCIAL IMPLICATIONS

7.1. There are no social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 There are no community impact implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 If Police Scotland fails to modernise its officer/staff development infrastructure, not only will there be a disproportionate impact on our workforce, it may also present higher exposure to potential employee relations issues/claims. Through the development and implementation of an effective appraisal system, a modern promotion process and a more flexible and relevant Sergeants Qualification, equality remains at the very heart of all Leadership and Talent learning interventions developed.

9.2 Police Scotland recognises the importance Equality and Human Rights Impact Assessments (EqHRIAs) and, in fact, their Product Design Framework stipulates that EqHRIAs will form the first stage of any new product design, ensuring that fair and equitable practices, and the development of an inclusive workforce, are key considerations.

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- 9.3 As such, EQHRIAs have been developed for each individual element of Leadership and Talent work. Formal consultation has been conducted and feedback incorporated into each of the EQHRIAs. This formal consultation has included staff associations and trade unions. As ever, EQHRIAs are iterative by nature and will continue to be updated and refreshed as L&T work progresses.
- 9.4 L&T work closely with both internal and external stakeholders. The Positive Action Team continue to attract Black Minority Ethnicity/White Minority Ethnicity (BME/WME) applications by using online events and meetings. Some face-to-face meetings have been arranged where social distancing can be adhered to. In the main, the new online sessions are proving to be a good alternative to encouraging applications for the probationer intakes from BME and WME applicants. There is an absolute drive to represent and reflect the communities we are here to serve.
- 9.5 The retention and development of BME/WME officers currently sits with line management, however P&D senior management accept that we need to do more to support this. This work will form a deliverable over the next 12 months and will be a key consideration for MyCareer, Leadership Pathways, PLDP, ALP and the embedding of CVF.
- 9.6 Work on Equality, Diversity and Inclusion within Leadership and Talent fulfils HMICS Recommendation 9.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no environment implications associated with this paper.

RECOMMENDATIONS

Members are requested to:

Discuss the information contained within this report.

APPENDIX A

MyCareer Appraisal System



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1. BACKGROUND & NEED FOR CHANGE

It is widely acknowledged that the previous iteration of an appraisal system, the Personal Development Conversation (PDC) was limited in its design, process, perceived importance and wider lack of ongoing development to address and improve issues identified.

PDC was not a mandatory process and completion rates were difficult to maintain leading to only c4% of the Service now being appraised.

There is a fundamental need for the service to appraise its officers and staff, to inspire continuous improvement, encourage and embed individual professional development and recognise and assess individual and team contributions.

Consequently a new appraisal system has been developed to address this acknowledged 'gap', utilising the recommendations from previous and ongoing audits and inspections, completed with other Police Services and public sector bodies, across the UK.

2. RESEARCH / BENCHMARKING /AUDIT RECOMMENDATIONS

Recognising the limitations of the PDC process, as designed, research into alternative appraisal systems in place within other public and private sector organisations was initiated.

While systems were wide ranging, the principles of appraising against a behaviours framework, having a meaningful conversation and developing a plan, to bring out the best in an individual, were all key.

In addition the College of Policing, British Transport Police and Her Majesty's Inspectorate of Constabulary for Scotland (HMICS) were consulted, as were Best Value Audit themes / recommendations.

Furthermore, taking recommendations from the 2018 Scott Moncrieff Audit, the Service have taken the decision that any new appraisal system will be mandatory. It is entirely appropriate and competent for an employer and employee to expect a workforce of this size, to have a competent appraisal system in place

3. MYCAREER – THE PROCESS

MyCareer will involve an annual conversation between each individual officer/staff member and their primary line manager and will enable:



Additionally, following feedback from SPA colleagues and HMICS, work is going to include rank/grade specific objective setting within the MyCareer process. A Short Life Working Group was established through the Programme Board, where it was agreed to link objectives to the Joint Strategy, providing a 'Golden Thread' between our Strategy and MyCareer. This piece of work remains a 'work in progress' at present.

Reflection on performance, results and delivery will be facilitated via 'Reflection Logs', whereby the officer/staff member, line managers or anyone else, can reflect on an individual's performance against the CVF.

Line managers will endorse each log submitted, supported by appropriate discussion at the time and reinforced at the annual conversation.

At the annual MyCareer conversation, in addition to reaching agreement on individual objectives and priorities for the year ahead, focus will be applied to feedback on performance over the previous 12 months, any shortcomings or development needs will be highlighted and discussed, along with wider discussion on workplace issues, with wellbeing at the heart.

At the conclusion of a MyCareer conversation, there can be one of four outcomes:

'Maintain & develop in current role'

Whilst the majority of our workforce may be content within the role they perform, standing still is not an option. Within this outcome there is a focus on evidencing, through development, that the officer/staff member is keeping up to date with new and evolving processes, procedures, legislation etc. to maximise performance.

'Develop to move to a new role'

Officers/ staff may seek to pursue opportunities to develop, either to facilitate a move into a new role in the future or because they wish to be considered for promotion in future. This outcome will encourage officers and staff to take charge of their own development, through a suite of options, which will be provided as part of MyCareer.

'Develop to lead'

This is the first stage of the gateway for promotion and will be for officers and first and second line managers, to decide what development is required, to get them into a state of readiness for the next stage.

'Ready Now'

This is the second stage of the gateway to promotion, whereby first and second line managers are in agreement that the officers should be put forward to the Leadership Pathways for the appropriate rank and that they will be tested via an Assessment Centre process.

A second line manager will be responsible for endorsing the outcome put forward by the line manager. Dispute resolution processes will be utilised to resolve issues of disagreement with determined outcome(s) and, in line with other employee relations processes, will be subject to monitoring on an ongoing basis.

The benefits of the new process are that 'Service wide' appraisals will be mandatory, focused on behaviours rather than actions and will be directly linked to one of the above 4 outcomes. All 4 outcomes are focused on provision of opportunities and actions to support current role, lateral or vertical development. MyCareer will also provide the Service with valuable Management Information to assist wider Workforce and Succession Planning priorities.

In terms of development, whether lateral or vertical, and access to training, once the MyCareer conversation is complete and endorsed by the line manager, the officer or member of staff put themselves forward for development in line with the 4 outcomes highlighted above.

From an ICT standpoint, MyCareer will sit within our existing SCOPE ICT platform, making it cost effective, integrated and enables an end to end product with a user interface, officers and staff are familiar with.

In order to test, review and fully evaluate MyCareer, a Proof of Concept Pilot has been approved by the Programme Board, involving 'C' Division, C3 and SPA Forensic Services. The original launch date was scheduled for 1 April 2020, however due to COVID 19, this date was revised and the Proof of Concept launched on 1 October 2020. Alternative methods of implementation have been designed, in line with physical distancing measures.

4. TRAINING / BRIEFING MATERIALS

In order to gain optimum 'buy in' from officers and staff for MyCareer, it is imperative that line managers 'drive' the process. To do this, they must first feel they have received sufficient and appropriate training, to confidently and competently deliver a meaningful and effective product on behalf of the Service.

In consideration of the fuller roll out of MyCareer we will be testing variables within the proof of concept (POC).

Toolkit

100% of people participating within the POC will have access to the MyCareer intranet page and toolkit with relevant links to Policy Hub etc.

My Career Briefings

25% of line managers will receive face to face leaders briefing (2 hours)

75% of line managers will complete the online leaders briefing (2 hours)

100% of people participating within the POC will have access to the online colleague briefings

Right Conversations Right Time (RCRT) workshop

50% of line managers will attend a 1 day RCRT workshop

Inputs have been reviewed (Microsoft Teams, Moodle etc.) while physical attendance for training delivery cannot be achieved and necessary ICT solutions to achieve interactive training experiences under physical distancing conditions have been found, these will form part of the training and briefing regime as the Pilot has commenced under COVID 19 restrictions.

Interested Stakeholders, inclusive of SPA representatives, participated in a demonstration session to showcase and trial the MyCareer training products that have been designed. Valuable feedback and observations have been incorporated into the training products as a result. There is also a real desire from P&D SMT to ensure that all training is not just about the process but also about the quality of the conversations and the delivery of difficult / sensitive messages.

It is understood that seven hours of abstraction could present wider organisational issues. The Pilot proposal within 'C' Division, C3 and SPA Forensic Services will test this and any associated implications of the proposed training model.

A suite of interactive on-line materials (briefings, toolkits, video examples etc.) have been developed to support MyCareer and the responsibilities, process and the practicalities of completing a MyCareer conversation successfully. These will all be available to officers and staff as part of the roll out (Pilot and beyond).

5. ENGAGEMENT

Engagement with key stakeholders has been central to Project activity thus far (e.g. Executive, Senior Management Teams (SMTs), officers and staff across the Service, including the SMT at SPA Forensics.)

The Head of Leadership and Talent hosts regular meetings with Staff Associations/Trade Unions every 6 weeks to update on the Leadership Project, and supplements this via attendance at the Joint Negotiation and Consultative Committee (JNCC) on a monthly basis to provide updates on the Project. Engagement is also ongoing with SPA, via its HR Governance Team.

A summary of the engagement model is shown below:



HMICS have conducted a Thematic Inspection of Training and Development, their final report was published on 15 September 2020. This report provided a number of key findings and made 17 recommendations, relative to Leadership and Training. Of these 17, the following recommendations relate specifically to 'MyCareer'.

Recommendation 6

Police Scotland should ensure the new appraisal process 'MyCareer' is supported by a range of continuous professional development products to provide all officers and staff with opportunities to develop.

Recommendation 8

Police Scotland should develop an effective Communications Strategy to assist in the implementation of the 'MyCareer' and 'Leadership Pathways' Project.

In advance of the publication, HMICS were asked for comment relative to their early observations regarding MyCareer:

- No-one in any of their focus groups has been appraised in the previous 12 months
- Everyone likes to be given feedback on performance
- PDC was not user friendly
- The process requires to be mandatory
- It requires to be user friendly, to encourage engagement
- Personal objectives require to be aligned to Strategic Objectives (Best Value Toolkit – People Management)
- Risk that there is little or no buy in for Outcome 1 individuals, as there is no objective setting
- Officers and staff are positive about MyCareer
- Officers and staff are positive about the wellbeing aspect to it
- Requirement to have products on the shelf to support MyCareer (development tools / opportunities)

6. CHALLENGES / ISSUES

The roll out of MyCareer in 2020 / 2021 is challenging. However this has more recently and fundamentally been impacted by the emergence of COVID 19 and the demands of the policing response to this Pandemic.

COVID 19 accepted, the Leadership Project implementation plan takes into account any demands and in particular, factors in that the SPRM Appeals timeline is crucial to successfully land MyCareer. It would not be appropriate to roll-out an appraisal system to a Division / Department, whilst Job Evaluation Appeals were ongoing.

As physical distancing requires to continue due to COVID 19, this will obviously impact on the training plan for MyCareer. Revised products have been developed and IT solutions identified.

During engagement with SMTs, Staff Associations and Trade Unions, some concerns have been raised about the reality of providing officers and staff with development opportunities (lateral and vertical.) This will be a focus for the Proof of Concept Pilot, to either ensure the proposal is valid, or allow amendment to the process, prior to wider roll out. The Management Information obtained from MyCareer conversations will enable reliable forecasting to take place in regard to what development opportunities/training requirements are needed across the organisation.

7. LEADERSHIP PROJECT GOVERNANCE

A Programme Board and Terms of Reference have been established, with the Director of People and Development as Senior Responsible Officer (SRO). Members and attendees are wide ranging and include local policing divisions, C3, Criminal Justice, PSD, SPA Corporate and Forensics, SCD, Staff Associations / Trade Unions and a number of Corporate Functions. Full rigour is being applied via Project methodologies (planning, benefits, risks and reporting).

Following review and evaluation of the Proof of Concept Pilot, a wider phased roll out is planned across the Service, taking other Projects and ongoing demands into consideration.

8. EVALUATION / REVIEW / LEARNING

One of the failings of PDC was that the process was implemented without any commitment to review, re-evaluate or improve the process itself. As part of the timeline for MyCareer, both for Proof of Concept Pilot and wider roll out, a full review and evaluation period is built in, in order that any lessons learned can be incorporated into the training and/or process. The plan at this point is to initiate a 3 month review which commences 6 months into the Pilot, and if required will continue beyond the length of the Pilot.

Staff Associations and Trade Unions will fully participate in this evaluation and work in partnership to fully scrutinise what works well and what improvements or adjustments are required.

A key element for Staff Associations, which will be covered as part of the review and evaluation, is about ensuring that line managers and officers / staff are provided with appropriate and protected time, to conduct their MyCareer conversations.

If the evaluation and review are successful, the full implementation plan will commence on 1st September 2021, this will be a phased approach and running until December 2023.

A Lifetime Management process has also been developed, so that once the project team withdraw, systems will be in place to drive and ensure completion of the process. Therefore, post full implementation a plan will be in place to ensure that quality MyCareer conversations remain fully embedded as part of our performance management framework for the future. MyCareer will form part of the next Staff Survey and this medium will be utilised to gauge how effective the

9. CONCLUSION

The People Strategy recognises that our people are the most important driver for success and that our objective of 'empowering, enabling and developing our people' is key. MyCareer will deliver a mandatory appraisal process that focuses on behaviours, objectives and clear outcomes within a system underpinned by the CVF. It will link through key people processes such as performance management, development and promotion and is a common thread across all 3 People Strategy Priorities:



Inspiring Leadership

Winning hearts and minds to drive success



Positive Environment

Creating great environments for our people to perform



Organisational Health

Our people and services are flexible, innovative and agile

For the first time within Police Scotland, MyCareer and CVF will deliver:

- A means of managing performance, through objective setting;
- An outcome based appraisal system;
- An opportunity for lateral development and for officers and staff, to take responsibility for their own training, development and career paths;
- Effective MI to support recruitment strategies, succession and workforce planning;
- A process that will be subject to evaluation and review and further developed over time.

MyCareer, underpinned by the CVF and with a clear focus on behaviours and Police Scotland's Values, will instil and drive a culture of professional development for the Service to be proud of.

APPENDIX B

Leadership Pathways Promotions Approach



SCOTTISH POLICE
AUTHORITY

1. BACKGROUND & NEED FOR CHANGE

The current Police Scotland promotion process consists of the following stages:

- Completion of a Competency based Application form;
- Assessment of applications via a sifting process;
- A 3 person Panel Interview comprising a 10 minute presentation on an operational scenario or general policing topic followed by a Competency based interview via questions relative to the Scottish Policing Performance Framework (SPPF) Policing Personal Qualities (PPOs).

It is labour intensive for candidates, and for officers and staff who assess and select, coordinate, organise and facilitate the process.

For Police Scotland to continue to be the best Police Service to work for it is imperative that the promotion process is modern and progressive. The Executive have agreed that a new approach to promotion is required.

The current promotion process has been criticised by officers and managers for a number of reasons, including:

FEEDBACK

- Lack of cognisance of day to day performance;
- Candidates completing work, purely as an example against the PPOs;
- Facilitation of sifts and panel interviews, is resource intensive;
- Too subjective and lack of SMT input;
- Length of time to be promoted – talent retention;
- Officers remaining in pools awaiting promotion.

The Service has listened to this feedback and are taking appropriate action to address the concerns. The Chief Constable, as part of his commitments to staff, has acknowledged the need to recognise day to day performance.

Leadership and Talent were tasked with researching alternative processes and thereafter to develop a process that is both fit for modern day policing and retains talented officers, allowing them to progress through the ranks at a quicker pace.

Accordingly a new promotion process is currently being designed and built, and will be known as Leadership Pathways. This process will be applied to all ranks up to and including Superintendent. The existing process will continue for the Chief Superintendent rank, which is now aligned to CVF.

In the interim, and while Leadership Pathways is built, improvements (pilot and delivery of the PI Assessment Process) have been made to the current promotion process that are in line with the proposed new approach and this will continue alongside design and implementation of the new process.

As an example, application forms for each promotion process, as it opens, will be fully aligned to the CVF. Assessment Centres have been introduced and replace the interview stage of promotion. These are also aligned to CVF and commenced as a new approach in the 2020 Sergeant to Inspector promotion process. It is anticipated as each process thereafter opens up that the new Assessment Centre Approach will be adopted relevant to the rank.

2. RESEARCH / BENCHMARKING / AUDIT RECOMMENDATIONS

In order to fully inform a new promotion process, suitable research and benchmarking was conducted with other Police Services across the UK and public sector organisations, to understand objectivity, suitable legislative knowledge, effectiveness and how to best identify and develop leaders of the future.

A number of similarities were observed, including previous demonstration of competence (MyCareer – ‘Develop to Lead’), legal testing (Knowledge Test – now removed, following a decision by the Programme Board which is explained in greater detail on page 4), assessment processes, including testing against a framework (Leadership Pathway Assessment Process with the use of CVF) and promotion to a temporary rank (Sergeant’s Pathway only).

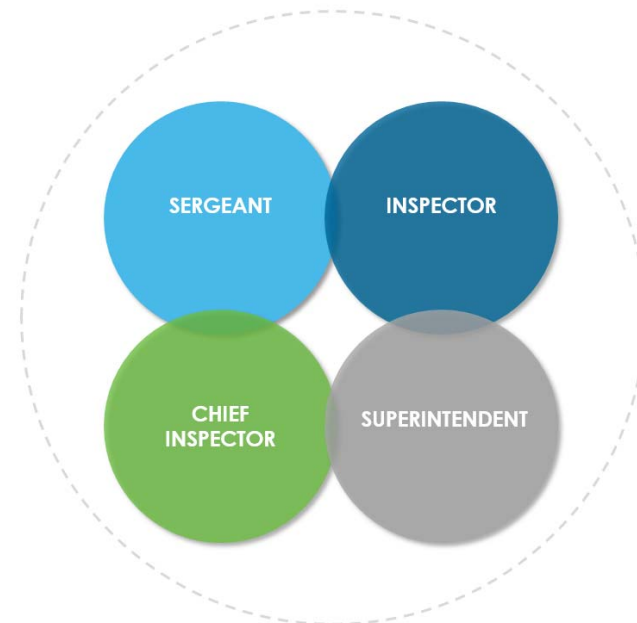
In addition, Best Value Audit themes were taken into consideration.

3. LEADERSHIP PATHWAYS – THE PROCESS

MyCareer (as per Appendix A above) will provide the gateway for entry onto the Leadership Pathways, with both connected processes underpinned by CVF and wellbeing and equality being central to design. Suitable candidates require to be endorsed by both first and second line managers, as ‘Ready Now’ at the next rank, via the MyCareer process.

Management Information from MyCareer will thereafter be extracted through a reporting tool, which will inform future Leadership Pathways, by identifying how many are ready at each rank to undertake the Assessment Process. As this is a ‘recruit to demand’ model, Assessment Processes will follow an annual cycle for each rank, as per the current process.

Each police rank has their own individual pathway as follows:



With the exception of the Sergeant Pathway, all Pathways will follow the same structure and process. The Inspector Promotion Process has recently concluded, allowing the Assessment Process for the Inspector Pathway to be piloted. The external provider of the Assessment Process will now fully evaluate on the Pilot, prior to any wider roll-out to other ranks. The Assessment Process is proposed to be phased into other promotion processes during the course of 2020/2021, ensuring that any learning from the evaluation of the Pilot Inspector Pathway Process is adopted and implemented in advance.

The Sergeant Pathway will comprise of 4 individual component parts, previously there were 5, however, the Programme Board took the decision that the Police Knowledge Test was not fit for purpose / required and has therefore been removed from the process. This was based on the fact that members felt there was a need for appropriate knowledge to be present for any officer being considered for promotion, but felt this assessment could be made by line managers without the need for a specific test in the proposed format.

**Stage 1.
MyCareer
Ready to Lead**

Following a successful MyCareer conversation, both first and second line managers agreed and endorsed that the officer is 'Ready to Lead', thereby nominating them to participate in the next stage of the process. A SLWG is being established to determine what input from SMTs is required at this stage.

**Stage 2.
Leadership
Assessment
Process**

An assessment process, testing policing knowledge, values and behaviours across 3 exercises. A Moderation Panel, chaired by Director of P&D reviews the outcomes from this stage and ensures that only the best candidates proceed to the next stage.

**Stage 3.
Sergeants
Pathway**

Assessment Processes will be delivered once a year and unsuccessful candidates would revert back to MyCareer processes with Development Plans created to support any subsequent attempt the following year.

Successful Candidates from the previous stage are posted to a 12 month Sergeant Pathway role to assess competence in an operational posting. Strategic Workforce Planning will post Pathway Sergeants to existing vacancies in line with current 'demand led' processes. Where individuals are unable to perform within a Pathways Posting, despite appropriate support, or fail to make sufficient progress within the new Sergeant's Qualification (Police Leadership Development Programme – PLDP), consideration will require to be given to removal from the Pathway. In such circumstances individuals would, with appropriate support and engagement, be returned to a post as similar as possible to their previous Constable posting. Subject to appropriate MyCareer approval in subsequent years, individuals could seek to enter the Pathway process in the future.

**Stage 4.
New Sergeant's
Qualification
(PLDP)**

During their 12 month Sergeant's Pathway posting, unless they have previous qualifications (Police Exams or DPSSM) individuals require to complete the proposed New Sergeant's

Probationary Period	Qualification (PLDP) (see Appendix C). Any withdrawal of candidates from the New Sergeant's Qualification (PLDP) would result, under Police Regulations, in the candidate's removal from the Pathway process and return to a suitable Constable posting.
	The duration deployed to a Sergeant Pathways posting will, in effect, constitute their probationary period and this removes the need for further review during any subsequent substantive promotion.

For Inspector to Superintendent Pathways, the process will comprise of 3 individual component parts, with entry after first and second line manager's endorsement following a MyCareer conversation.

Stage 1. MyCareer Ready to Lead	Following a successful MyCareer conversation, both first and second line managers agreed and endorsed that the officer is 'Ready to Lead', thereby nominating them to participate in the next stage of the process. A SLWG is being established to determine what input is required from SMTs at this point.
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Stage 2. Junior Assessment Process (Inspectors)	This annual process replicates Stage 2 of the Sergeant's Assessment Process (3 exercises across policing knowledge, values and behaviours). Similarly, the Moderation Panel process follows that outlined above for Sergeants.
Senior Assessment Process (Chief Inspectors & Superintendents)	This annual process focuses on values, behaviours and leadership qualities (across a number of exercises still to be determined.) A Moderation Panel, chaired by DCC People & Professionalism reviews the outcomes from this stage and ensures that only the best candidates proceed to the next stage. As above, unsuccessful candidates at this stage would revert to the MyCareer Process and work towards further consideration the following year.
Stage 3. Substantive Post	If successful at the Assessment Process, individuals will be promoted substantively into vacancies as soon as they become available. Expectations will be managed as the 'recruit to demand' model, with the inclusion of a tolerance level, to reduce officers waiting in a pool. The vacancy will have been forecast prior to the process commencing.
Stage 4. CPD / Leadership Development Programmes as Required	Once promoted, it is incumbent upon the individual to continue their own learning, professional development and continuously improve in their substantive rank.

In relation to the Assessment Process, this has now been piloted and delivered for PI level and involved the following:

- 2 sessions per day (6 x AM and 6 x PM)
- Each day will require 6 Assessors and 2 Facilitators

At Chief Inspector and Superintendent Ranks, exercises will naturally be more in-depth and involve a presentation, scrutiny and written exercise and therefore additional time may be required to complete the process.

- Sessions per day (6 x AM and 6 x PM)
- Each day 2 Facilitators will be required, Assessors to be confirmed

An Accelerated Leadership Pathway (ALP) has been built, to ensure that all high-performing talent within Police Scotland has the opportunity to progress at pace through the ranks, up to and including Superintendent. The Programme content was approved at Corporate Finance and People Board in July 2020. 7 officers have been successful at the College of Policing Assessment Process and will be ready to commence this Pathway, following designation by Scottish Government Ministers.

ALP entry is contained within Police Regulations, and will also require inclusion within the requested amendment, in order that any currently unqualified candidates, are able to participate in the Pilot of PLDP and thereafter the ALP Programme. Further detail is contained within Appendix D.

In terms of police staff, the focus is currently on developing a promotion process for police officers in the first instance, however, upon completion, work will be undertaken to research the possibility of developing structured professional development which readies them for promoted posts in the future.

4. TRAINING IMPLICATIONS

A cadre of 50 Police Scotland assessors have been trained as part of the pilot and delivery of the PI Assessment Process. In time, these assessors will support the full roll-out. Training was facilitated by the external provider of the Assessment Process.

In terms of officers / candidates themselves, an online presentation will be available for the Assessment Process to guide officers across ranks. There will be no training for officers for the Sergeant Qualification, again to protect the integrity of this process. Wider training in regard to CVF will be rolled out as part of MyCareer training.

Supervisors of officers on the Sergeant' Pathway, will be trained in their role in regard to the new Sergeant's Qualification (PLDP), and supported via local Champions and the Leadership and Talent Team (this is covered more fully within Appendix C below). Further access to coaching, advice and guidance is readily available via the People Direct Service Desk facilities.

Every year and for each Assessment Process, 2 new exercises will be developed, in order to maintain relevance and the integrity of the process.

5. BENEFITS & OPPORTUNITIES

Relative to the current resource intensive promotion process it is clear that a reduction in abstraction levels and capacity release can be delivered via the proposed process:

SERGEANT



CURRENT PROCESS:

220 Assessors over 155 days (for 700 candidates)

PROPOSED PROCESS:

75 Assessors over 58 days (capacity to assess is unlimited to meet the needs of the Service but assessed to be 700, based on previous year)

INSPECTOR



CURRENT PROCESS:

114 Assessors over 128 Days (for 550 candidates)

PROPOSED PROCESS:

50 Assessors over 46 days (capacity to assess is unlimited to meet the needs of the Service but assessed to be 550, based on previous year)

The model for Leadership Pathways is 'recruit to demand'. There will however be a 10% tolerance level, for any unexpected resignations / retirements / other unforeseen circumstances.

Forecasted vacancies at each rank will be obtained via workforce planning. The Management Information created by MyCareer, will assist with future succession and workforce planning. This will ensure that officers no longer sit within pools for excessive periods of time, awaiting promotion.

A further benefit will be that, on average, it takes c16 years to be promoted to Sergeant and 26 years to be promoted to Superintendent within the current processes. Leadership Pathways and the streamlined process involved will ensure that talent is identified earlier and promoted through the ranks at a faster pace.

An external supplier has been procured to design and build the Assessment Process, ensuring a fair, transparent and objective approach to promotion for Police Scotland, in line with other UK Police Services.

6. ENGAGEMENT

Engagement regarding Leadership Pathways has taken place concurrently with MyCareer, resulting in significant interactions across the Service.

Every effort has been made to address the questions raised by SPCF members in October 2019, within this paper.

Leadership Pathways also fell under the ToR for the Leadership and Training Inspection by HMICS. As articulated in Appendix A, a number of key findings and recommendations were made. The following recommendation specifically refers to Leadership Pathways:

Recommendation 8

Police Scotland should develop an effective communications strategy to assist in the implementation of the 'MyCareer' and the 'Leadership Pathways' project.

7. CHALLENGES / RISKS

Initial engagement took place with College of Policing to provide the Assessment Process, however as a result of the requirement in 2019 to recruit 10,000 officers in England and Wales, this support was withdrawn. Approval to pursue funding to access external companies to design and build a bespoke Assessment Process was thereafter progressed, accepting however that this has caused delay.

During engagement with Staff Associations, a number of concerns have been raised in relation to the Sergeant Pathway including:

- the posts to be used as Sergeant Pathway posts;
- the current number of temporary promotion posts; and
- Views that Sergeant Pathway posts must be frontline, to ensure appropriate exposure and assessment.

Staff Associations have been assured that all Pathway Sergeants will be placed in front-facing, policing roles. Whilst we acknowledge there will always be a need for temporary posts to respond to particular short term, unanticipated or emerging issues, the 'recruit to demand' model with associated tolerance level as outlined above, will alleviate this in due course.

In addition, the Scottish Police Federation (SPF) have been provided with a comprehensive letter from the Director of People and Development, to address concerns and such as:

- how the proposal will work in remote areas; and,
- the ability to migrate areas of expertise across the country.

A process has been developed with Workforce Planning for these elements. In addition, the phased implementation will allow testing of this process in practice. SPF will continue to be engaged throughout piloting, evaluation, phased roll-out and any learnings accrued from each stage.

Also, the robustness of an Assessment Process has been queried. It was agreed that the Assessment Process build would commence with Inspector level, in order that this could be piloted during the current Inspector process. This allows any learning to be captured, in advance of a wider roll out. Staff Associations will be consulted in advance of the roll out of all ranks.

As physical distancing requires to continue due to COVID 19, this will be implemented for the Assessment Process. This will require a greater number of rooms, in order to facilitate this, which will increase the time it takes and the number of Assessors / Facilitators / Invigilators required. Other projects will not affect the timeline of delivery. There is sufficient capacity within Recruitment & Selection in terms of resources to run these processes concurrently with the MyCareer Proof of Concept which will be completed by Leadership and Talent resource.

8. LEADERSHIP PROJECT GOVERNANCE

Leadership Pathways forms part of the wider Leadership Project, as referred to within section 7 of Appendix A above and the same governance processes apply, as do commitments around review and evaluation of Pilots and phased roll-outs.

Recruitment and Selection have already scheduled promotion processes for each rank for 2020/2021. As outlined above, the intention is to phase the delivery of the Assessment Process into this existing calendar, while work continues to build the other component parts of the Pathways. This however has been impacted by COVID 19 and COP26 and will continue to remain under review.

9. EVALUATION / REVIEW / LEARNING

Review and evaluation are 'hardwired' into the project via piloting and phasing and wider engagement activities, to ensure learning and feedback is captured and incorporated as the project moves forward. Evaluation/review will be built in, to test and examine the efficacy of the system.

As per sections 5 and 6 above, Staff Associations are well engaged with regards to Leadership Pathways and across the wider Leadership Project via the Programme Management Board and will assist with the evaluation process though design, testing, piloting and phased roll-out. The Staff Survey and subsequent iterations of this will be used to gain valuable feedback and insight over longer time periods.

10. CONCLUSION

Leadership Pathways is intended to provide Police Scotland with a progressive promotion process, in line with other UK Police Services, informing succession and workforce planning. It is a pivotal aspect of the wider Leadership Project and will allow suitable officers to progress through the ranks at a faster pace, even if they have not been selected for the Accelerated Leadership Pathway.

Effective management of promotions is a powerful vehicle to drive an organisation's success. The impact on the workforce as a result of clear, reasonable and proportionate processes is significant and self-evident in terms of levels of trust, motivation, engagement and wider job satisfaction.

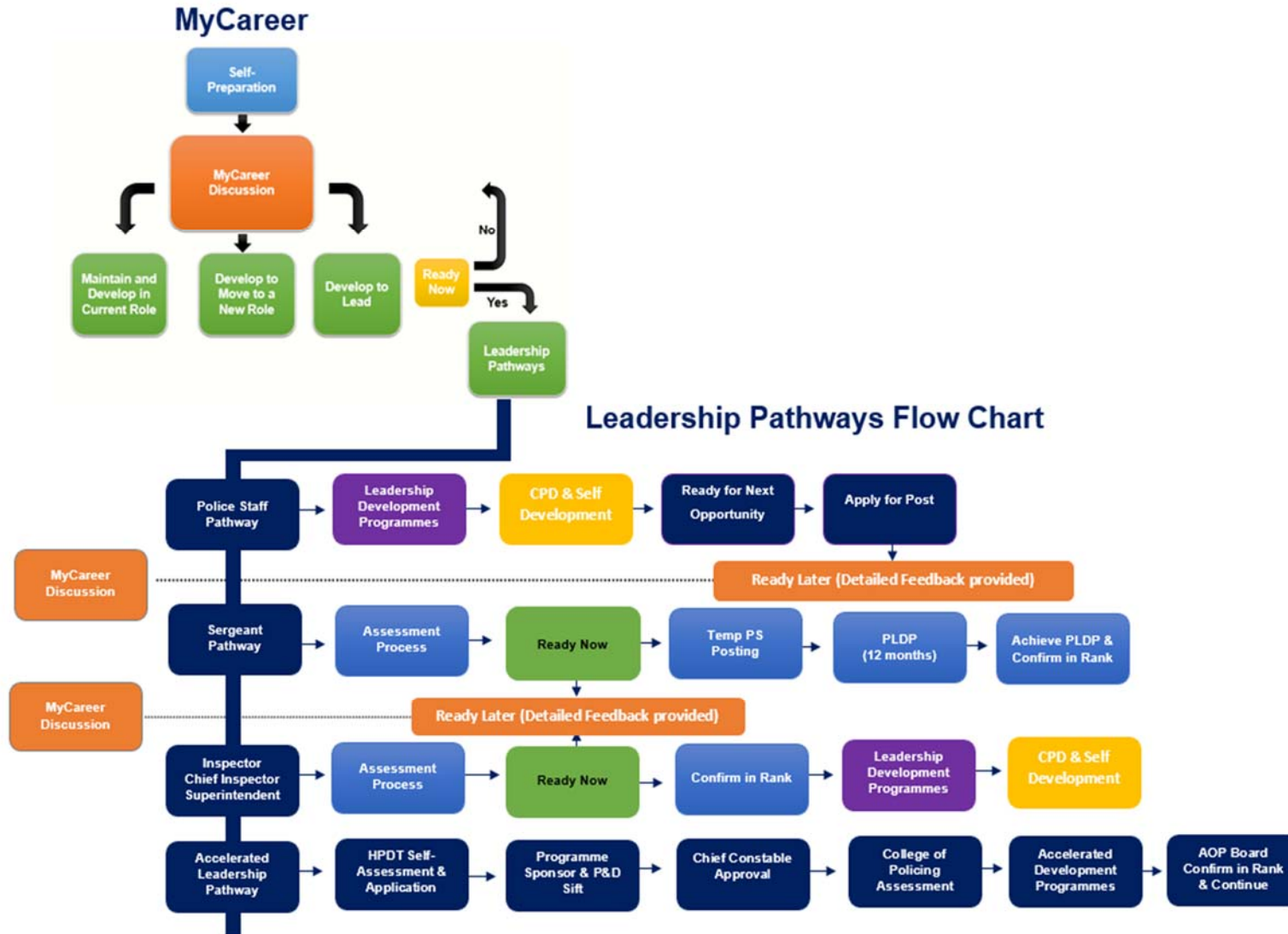
The 'recruit to demand' model will ensure that, as a Service, Police Scotland takes the correct number of officers through, at each rank eliminating the practice of creating 'pools' for promotion - in line with our People Strategy to 'empower, enable and develop' our people.

The Sergeant Pathway is intended to consolidate learning and development via completion of a new and relevant qualification coupled with invaluable experiential learning and assessment within the operational arena. The new Sergeant's Qualification (PLDP) is explored, in detail within Appendix C.

The new Assessment Process will provide independence and objectivity in candidate suitability and readiness for additional responsibility. CVF will ensure that the focus is on behaviours as opposed to actions, providing the foundations for a change in culture for the promotion process and for the Service.

PROCESS MAP:

Once completed, MyCareer and Leadership Pathways will encompass the following processes:



APPENDIX C

New Sergeant's Qualification, Police Leadership Development Programme (PLDP) – DPSLM Replacement



SCOTTISH POLICE
AUTHORITY

1. BACKGROUND & NEED FOR CHANGE

The current Diploma in Police Service Leadership and Management (DPSLM) provides officers with a qualification and eligibility to enter the promotion process. This is governed by legislation (Police Service of Scotland (Promotion) Regulations 2013.)

The DPSLM, as designed, also historically provided a development opportunity for officers who had no interest in promotion. However, places on this Diploma are finite, and as a result this can stifle the opportunities available to develop talent for the purposes of promotion. To illustrate this point, in financial year 2018/2019, 1351 applications were received for 280 DPSLM places, over 2 cohorts. In the financial year 2019/20, 666 applications were received for 222 spaces, of which 20 spaces were allocated to officers undertaking the pilot of the new Police Scotland promotion qualification, the Police Leadership Development Programme (PLDP). The reduction in applications is due to a change in policy. Each Division was permitted to accept applications in number totalling 3 times the number of spaces allocated (per Division), with LTD making the final decision on the successful applicants. The figures in respect of the last 2 financial years show that demand far exceeds supply in the current system.

The construction, design and requirements of the DPSLM which require significant personal commitment and investment to study during candidates non-work time, presents a barrier to the diversity of candidates.

DPSLM currently has a 10% attrition rate. Engagement with candidates who have left the programme identifies that the demand and level of 'out of workplace' study, is the main reason for terminating their involvement. Given the limited number of places, this attrition rate is too high and indicates that the balance and design of the current qualification is not effective and proves to be a barrier to individuals' progression.

Currently, 101 candidates are on each cohort of the DPSLM (totalling 202), which takes 18 months to complete. Although 1651 officers have the previous police exams or have the current DPSLM, not all individuals will wish to pursue promotion, particularly as the DPSLM was a development opportunity as well as the first stage of promotion. Over time, the 'pool' of Constables eligible to apply for promotion to Sergeant will therefore diminish, presenting a risk for workforce and succession planning for the future.

Some areas of Scotland do not, at present, have sufficient numbers of officers either qualified with the DPSLM / Police Exams or willing to undertake temporary sergeant ranks. This poses a risk for Police Scotland.

Following presentation to SPCF in October 2019 on this subject, an agreement was reached that further information would be brought to the SPA Resources Committee for consideration. This further information was presented to SPA Resources Committee and SPA Board, where it was endorsed for return to SPCF.

Consequently a new qualification was designed, taking cognisance of qualifications and processes in other Police Services, across the UK. This qualification (PLDP) is currently operating on a pilot basis. The pilot commenced on 1st April 2021 and will conclude on 31st March 2022.

2. RESEARCH / BENCHMARKING / AUDIT RECOMMENDATIONS

Due to the unique nature of the DPSLM, limited opportunities were available to research and benchmark with other organisations. As a result efforts concentrated on the College of Policing approach, who facilitate on behalf of the 43 Home Office Forces across England and Wales. This is underpinned by the Regulated Qualifications Framework and links back to appraisal and their pathways approach which is similar to the approach proposed by Police Scotland.

3. POLICE LEADERSHIP DEVELOPMENT PROGRAMME – THE PROCESS

Entry onto the new Sergeant's qualification (PLDP), as with the Leadership Pathways, will be governed by MyCareer, which constitutes the gateway. As outlined above, first and second line management support will be required prior to consideration for entry onto the Sergeant's Leadership Pathway.

As per Appendix B, prior to commencing the new Sergeant's Qualification, Constables will require to have:

- Successfully completed the Assessment Process; and
- Been appointed to a Sergeant's Pathway Post

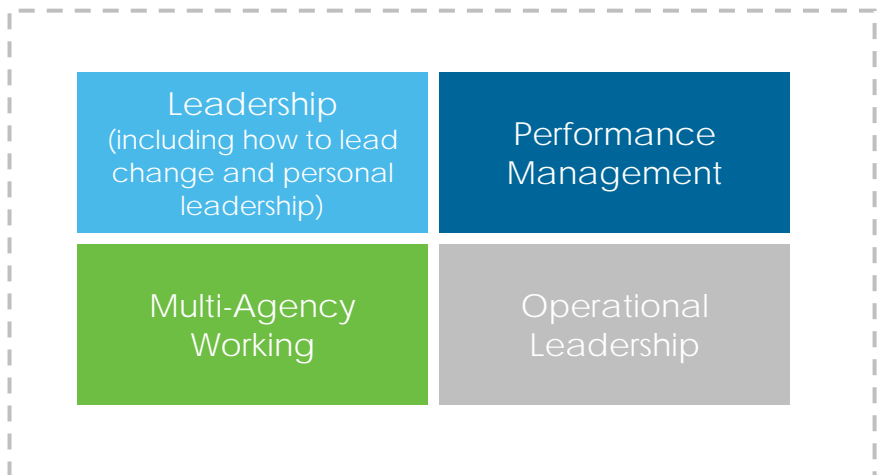
For those officers who already have their police exams or DPSLM, there is no requirement to complete the new qualification. The new Sergeant's qualification (PLDP) will run concurrently with the Sergeant's appointment to a 'Pathway' post.

In combination, candidates will complete a 12 month temporary operational supervisory posting (which also constitutes the Sergeant probationary period) and the new qualification, within this timeframe. This will significantly reduce the overall time it takes to become a substantive Sergeant.

The new Sergeant's qualification (PLDP) will be hosted on the Moodle Platform, a platform which officers are already accustomed to using and will significantly reduce abstraction time for completion. The Moodle platform is utilised for officers completing the PLDP pilot.

As a vocational qualification the PLDP will follow the 70/20/10 Learning Methodology. The Moodle element is mainly reading, interspersed with videos, activities, Power Points, reflections, knowledge checks, assessments and assignments, to provide an inclusive blended approach.

During the 12 months on the new Sergeant's qualification (PLDP) officers complete 4 modules, incorporating a number of operationally specific tasks typical to the day to day role of a front-line Sergeant. The 4 modules comprise of the following:



The four modules comprise, 7 Units, within which there are 31 Learning Outcomes. Approximately 4-6 hours 'out of work' study commitment is required each week from Pathway Sergeants. Current evidence suggests that the estimated hours required for home study are accurate.

Also, Pathway Sergeants will be required to complete and maintain a portfolio of evidence, the specification of which includes:

- Evidence of Tasks
- Reflective Accounts
- Witness Testimony.

Officers undertaking the pilot PLDP are currently making good progress in the population of their Evidence Portfolios.

Therefore, the total level of 'out of workplace' commitment to achieve the new Sergeant's qualification (PLDP) is estimated to be circa 260 hours, compared to the current demands associated with DPSLM which sit at circa 868 hours. This estimation is continually reviewed as part of a rigorous Evaluation Strategy undertaken on the pilot.

In terms of advantages of the new Sergeant's qualification (PLDP), officers will have the opportunity to consolidate their learning while they are performing the role. In addition, first and second line managers will be able to observe the officer's competency in the role, first hand. Line managers will be trained to be 'assessor aware' (further information below at section 5) and their evaluations of Pathway Sergeants will be input via Moodle and picked up by the Leadership and Talent Team, who will be there to support candidates and line managers (as they currently do for DPSLM candidates/managers). The described process is currently undertaken on the pilot and subject to the stated ongoing evaluation.

To ensure flexibility to meet personal demands, issues and health and wellbeing considerations, the modules are non-sequential and can be completed in an order tailored to an individual's needs. The officer will be in charge of their own learning, so they can complete the modules as quickly as they want or concurrently where workload and demand allows. The Leadership and Talent team will track progress overall for Pathway Sergeants, in a manner similar to what they do for DPSLM candidates.

In a similar vein, there will be an opportunity for an officer to pause the qualification, should a significant or unanticipated life event determine this. Implications regarding Pathway Postings would be assessed on a case by case basis. Where a Pathway Sergeant cannot achieve the standard required on the new Sergeant's qualification (PLDP), despite appropriate support, they would require to be removed from the Pathway as completion of a vocational qualification is a legislative requirement to becoming a substantive Sergeant.

The content of the new Sergeant's qualification (PLDP) has been written and has been reviewed by an independent reference group. SPF are key members of this reference group. The group initially provided recommendations for amendment (detailed in section 7) and thereafter provided approval of all learning content and assessment criteria to allow for commencement of the pilot.

An amendment to Police Regulations was required to support the delivery of the Pilot for the new Sergeant's qualification (PLDP). This was approved in December 2020, enabling the organisation to administer, test and evaluate this new approach, prior to any future requirement to pursue permanent regulatory change. In addition, given the lead time required to effect regulatory change, it is understood that delivery of permanent regulations to support the new Sergeant's qualification could not be achieved before 2022. This will be post Pilot and evaluation and review.

4. TRANSITIONARY ARRANGEMENTS

As Leadership Pathways is based on a 'recruit to demand' model, it is difficult to forecast how many officers will enter the Leadership Pathway with existing exams or qualifications, versus how many will require to enter the new Sergeant's Pathway and require to complete the new qualification.

It is reasonable to assess that, moving forward, the forecasted requirement for Sergeants, will be similar to 2020.

A Short Life Working Group (SLWG) was established via the Programme Board, the purpose of this group was to examine transitionary and recruitment arrangements, ensuring fairness to all.

The SLWG proposed to the Programme Board, that in order to comply with current legislative requirements (annual diploma), Cohort 9 would be split into 2, (a) and (b), each containing 101 candidates. This was approved with the cohorts commencing in December 2020 and January 2021 respectively. These cohorts are currently running concurrently with the Pilot of the new Sergeant's qualification (PLDP).

The recruitment process for all candidates (Cohort 9 and Pilot) was agreed by the Programme Board and commenced in September 2020, with a closing date of 23 October 2020.

Currently Cohorts 9 (A&B) of DPSLM are completing module 2 of the current qualification and will commence module 3 in July 2021.

If successful, all candidates will be eligible, if supported by their line managers, to apply for the Sergeant's Promotion Process. This process will commence in August 2022.

Upon completion of the full roll out of MyCareer, candidates will be eligible following a successful MyCareer, 'Ready to Lead' conversation.

5. TRAINING / ASSESSMENT

First line managers will require to be trained, in order that they become 'assessor aware' for the new Sergeant's qualification (PLDP). Training has been provided for Inspectors supervising officers undertaking the pilot and further training will be phased in conjunction with the wider roll-out. This training has been conducted through standardised exercises, with each line manager being provided with a handbook, as a reference guide. A similar process will be undertaken for the live qualification.

The current Leadership and Talent Diploma Team are currently performing the role of Assessors for the Pilot of the new Sergeant's qualification (PLDP), a role that they currently perform for DPSLM. Police Scotland Quality Assurance Team have confirmed the relevant criteria has been met by the Assessors and that the qualification maintains its Level 8 Scottish Credit and Qualifications Framework (SCQF).

The new Sergeant's qualification (PLDP) pilot has been accredited by Police Scotland's Quality Assurance Team, who have satisfied themselves that the modules, units and learning outcomes are appropriate.

6. BENEFITS / OPPORTUNITIES

With the new Sergeant's qualification (PLDP), officers will no longer be studying towards a qualification and thereafter require to wait a significant period of time to put that learning into practice. Under the new qualification and within the Sergeant Pathway, they will learn and immediately put this into practice, supported via their operational line management structure.

Furthermore, the new Sergeant's qualification will provide the opportunity for all Pathway Sergeants, without exception, to be assessed while performing the duties of a Sergeant in an operational setting, with ready access to supportive line managers, well versed on the requirements for the rank. This will enable Pathway Sergeants to establish themselves and grow into competent and capable supervisory officers, with all necessary skills and tools to deliver the role of effective frontline Sergeants.

Through a redesigned and modern qualification programme, there is anticipated to be a significant reduction in 'out of working hours' study. The DPSLM currently demands circa 868 hours 'out of work' study commitments spread over 18 months. The new qualification is anticipated to require a maximum of 260 hours 'out of working hours' study over 12 months, removing many barriers to Constables aspiring for advancement across the organisation and increasing the diversity of candidates as a result. As stated above, the PLDP pilot is subject to an ongoing Evaluation Strategy in which the requirement for duration of home study will be assessed, based on feedback from participants and line managers. Following extensive feedback over the lifespan of the DPSLM, the 'out of working hours' study element has been a real and genuine issue for officers, particularly those with any level of domestic caring responsibilities.

In time, and following full delivery of the wider Leadership Project, the new Sergeant's qualification (PLDP) will only be open to those who have displayed competence in the rank of Constable, have completed the Leadership Assessment process and who clearly wish to pursue promotion to the next rank. This effectively increases opportunity for those serious about their advancement and supports our workforce and succession planning. EQHRIAs have been completed for all parts of the process to ensure there are no barriers built in to the design.

As a result, it is estimated that there will be a significant reduction in the attrition rate for the new Sergeant's qualification, from 10% to circa 2%, given that the 'out of workplace' commitment is substantially reduced and thereby provides a better experience from a wellbeing and work/life balance perspective.

7. ENGAGEMENT

Significant engagement has been conducted across the Service with regards to the current DPSLM and content of its proposed replacement (PLDP).

In addition, significant engagement has been undertaken with Staff Associations and this continues on a regular basis, to address any further issues / concerns.

As members will recall, during the previous consultation with Key Stakeholders via SPCF, some concerns regarding the wider aspects of MyCareer, Leadership Pathways and the content of the new qualification existed. All members unanimously agreed that there is a critical need to change the Sergeant's qualification. In respect of the new qualification, the review panel, including representatives from the Staff Associations, provided a number of suggested improvements and amendments. The suggested improvements / amendments provided by the group were considered and overall 74% were implemented.

The new Sergeant's qualification (PLDP) understandably, also formed part of the HMICS Inspection, however, no specific recommendations were made in relation to the new qualification (PLDP).

HMICS advised however, in advance of the formal publication that there were a number of key findings, which confirm the need for change, as per below:

- Access to it is restricted
- It provides a limited pool of qualified officers to pick from
- Focus Groups have had mixed views to the relevance of the current DPSLM qualification and would be supportive of a new 'streamlined' process

8. CHALLENGES / ISSUES

There are obviously concerns associated with any proposals to effect fundamental change to promotion processes or vocational qualifications and an outline of some of the main issues raised by Staff Associations/SPCF is below. As previously articulated, engagement continues and issues / concerns continue to be considered and addressed, as they materialise.

SPF Concerns	Response
How could members be assured that the proposal was in fact an improvement and is future-proofed?	A 'Pilot' is proposed, alongside the existing DPSLM, to ensure that a pipeline is maintained, whilst the new qualification and process is tested (see Pilot section below)
A bottleneck will be caused by perceived financial constraints?	The 'Recruit to Demand' model creates opportunities relative and scalable to the level of Sergeant posts forecasted for the forthcoming year. The new qualification is only available to those ready for the next rank, and who require to pass the Assessment Process, prior to commencing the new Qualification. In addition the Programme Board, has requested a SLWG be established to review this aspect and provide additional comfort.
Implementation timescales initially thought to be 2020 however these have been extended due to COVID 19, COP26 and ensuring all are content with the proposal	The Leadership Project is now a transformation project with the project discipline in place. The impact of demand has been taken into consideration, with a phased roll out of all products planned. Full timescales are being amended as a result of COVID 19.
Are there enough Sergeants / Inspectors to validate evidence and allow the new qualification to work?	The Pilot will focus and test this specifically

SPF Concerns	Response
How are we ensuring protected works time for study?	As part of the training to 'assessor aware' Inspectors, the need for protected works time will be stressed, this will also form a strong part of the evaluation and review of the Pilot.
How are we ensuring that Pathway Sergeants don't need to undertake a probationary period?	Current exam or diploma qualified candidates may be substantively promoted, having never performed the rank of Sergeant. PLDP will ensure that we are able to assess an officer in the rank of Sergeant for 12 months, thereby negating the need for a probationary period on top of this, this however, will be kept under review as part of the Pilot.
How are we ensuring that only those who are truly competent at the rank of Sergeant are successful?	There is a strict QA process to ensure the qualification maintains its Level 8, SCQF. In addition, SQA could inspect Police Scotland as a Credit Rating Body, at any time. The Assessors will be the Diploma Team, who already perform this role for the current DPSLM and are highly skilled in this area. In terms of operational competence and as part of the pilot, a Reference Group could be established to observe the officers in post, review with members of SMTs can also be conducted as part of the Pilot.

ASPS	Response
Lack of legal knowledge test	A Police Knowledge Test, was initially developed, however, when presented to the Programme Board, it felt like duplication and something which should be established by Line Managers during the MyCareer conversation and decision that the individual is 'Ready to Lead'. This however, can be reviewed during the Pilot.
Lack of legal knowledge test and therefore removal of a sifting process for candidates not yet ready	This is a real focus for MyCareer and the requirement at times to have difficult conversations. This is a focus of the Proof of Concept Pilot, and will form part of the evaluation and review.
Lack of knowledge test and reduced hour commitment in personal time might give candidates a false perspective of the high expectations of the Service	The barrier caused by the out of work commitment, has precluded good officers progressing and reaching their potential, and therefore had to change. It will be for line managers to ensure that high expectations are maintained and met and again can form part of the review and evaluation of the pilot.

9. PILOT – NEW SERGEANT’S QUALIFICATION (PLDP)

It is incumbent on Police Scotland to ensure that any changes they make to the existing DPSSM are of benefit to officers, the wider organisation in terms of succession and workforce planning and thereafter best value is achieved for the communities of Scotland.

To that end, and following discussions and engagement with Staff Associations, SPA and HMICS, it was confirmed that the new Sergeant Qualification (PLDP) will undergo a Pilot for 12 months (currently in process). A legislative change was implemented to facilitate the pilot, for further more permanent regulatory changes to be considered, if necessary, following the effective evaluation of the pilot.

As MyCareer, Leadership Pathways and the Sergeant’s Qualification are all interconnected and interdependent, the Proof of Concept pilot for MyCareer, piloting and phased introduction of Leadership Pathways and pilot of the new Sergeant’s Qualification (PLDP) will ensure that not only are the individual elements tested and examined in practice for the officers and staff of Police Scotland, but as connected people processes, it is vital that they work effectively together to support the People Strategy priority of ‘empowering, enabling and developing our people’.



10. LEADERSHIP PROJECT GOVERNANCE

The new Sergeant’s qualification (PLDP) forms part of the wider Leadership Project as referred to within Appendices A and B. The same Governance processes and arrangements apply, as do commitments around review and evaluation of Pilots and Phased roll-outs.

11. EVALUATION / REVIEW / LEARNING

Prior to the launch to pilot the new Sergeant’s qualification (PLDP) a Reference Group was established to independently review the qualification content. Membership of this group was wide ranging of ranks and grades. This was to ensure that what has been developed is truly fit for purpose. Staff Associations also formed part of this Reference Group.

The undertaking of the ‘Pilot’ of the new Sergeant’s qualification (PLDP) will provide clear opportunity to evaluate and review the full process, ‘in flight’ and from end to end. This is currently being conducted with officers participating in the qualification, line managers validating evidence, Diploma Team, Assurance Team, Staff Associations, Programme Board and all key Stakeholders.

Following this evaluation and review, it is proposed that both SPCF and SPA Resources Committee are provided with progress papers and a final outcome paper, to enable full assurance of the outcomes of the Pilot, further discussion and dialogue regarding any changes required or redesign necessary and agreement on the next steps for the proposal.

If the new qualification proves successful, necessitating legislative change, this would allow an informed approach to be made to Scottish Government on this basis to pursue permanent change to Police Regulations. If however, the new qualification does not deliver towards expectations, further review, discussion and engagement could take place in regard to ‘next steps’.

12. CONCLUSION

A suitable qualification is required for Constables in order to be eligible for promotion. MyCareer and Leadership Pathways are the proposed routes to demonstrate suitability and enable access to undertake the new Sergeant's qualification, PLDP.

Police Scotland, along with other key Stakeholders, recognise the shortcomings inherent in the DPSLM design and the impact this has on candidate success. They also accept that it is no longer a suitable qualification process for a 21st Century Police Service committed to retaining and developing talent.

The new Sergeant's qualification (PLDP) is designed to provide officers with vital on-the-job learning, which can be consolidated and applied to the front-line setting in 'real time', while also providing study commitments that promote a better work / life balance. Extensive engagement with officers prior to the commencement of the PLDP pilot revealed that this is the type of qualification they have a wish for.

Through embarking on a pilot, the organisation can fully test and observe whether the proposal is achievable and delivers a real 'step change' in the vocational qualification requirements and experience for new first line managers and allows a true evidence base to be provided prior to any subsequent request towards permanent legislative change, to support full roll out.

Appendix D

**Evaluation Strategy
Proof of Concept
MyCareer
(Phase 1 Rollout)**

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Section 1 – EXEC SUMMARY

MyCareer is our new appraisal system and launched as a proof of concept on 1st October 2020. The duration of the concept will be carried out over a 9 month period concluding on 30th June 2021.

MyCareer is underpinned by the Competency & Values Framework (CVF) supporting continuous professional development for officers and staff, while providing the gateway for future development and promotion.

Evaluation will be carried out throughout the duration of the proof of concept with an interim evaluation report being compiled 6 months post launch. (March 2021). The final evaluation will take place throughout July 2021/ August 2021 with the proof of concept report being compiled in September 2021. The assessment data will allow to us make any required alterations or enhancements to MyCareer and will inform the roll out to the rest of the organisation.

The proof of concept group will then continue to be part of the ongoing evaluation strategy of MyCareer for the next 3 years, concluding in April 2024 where they will then become part of the wider organisational evaluation and monitoring.

The proof of concept group will then continue to be part of the fuller evaluation when MyCareer is rolled out to the rest of the organisation.

The continued evaluation strategy will examine;

- Improvements in performance
- Cultural change through the adoption of the Competency & Values Framework (CVF). Are we meeting the required levels?
- Selected Routes
- The number of successful candidates who have been supported through MyCareer (Ready Now)
- The feasibility of access to development offerings

Section 2 - **BACKGROUND**

Police Scotland and SPA introduced Performance Development Conversations (PDC) as a national appraisal system in September 2016. The introduction of PDC was to provide opportunity for everyone to have a one-to-one conversation that reflected past performance and focused on future development.

Implementation of the PDC framework formed part of the work to address the results of previous staff surveys and helped set the tone for our future organisational culture and behaviours.

PDC has not lived up to expectations. The original plan was to try and improve and develop PDC. To enable us to do this we took several steps:

- We met with all PDC Single Point of Contacts (SPOC's) personally, and ran a series of PDC conference calls, inviting participants from all ranks and grades, to provide feedback.
- To ensure everyone had the opportunity to contribute, we conducted a survey published on the intranet, which was open to all ranks and grades.
- PDC focus groups were held to explore options to improve PDC.

We received anecdotal feedback which also told us we needed to change PDC. When collating all the feedback, there was a consistent message that PDC was not an effective appraisal system. Through listening to this feedback, the concept of MyCareer was developed.

MyCareer represents part of our organisational commitment to Police Officers, Police Staff and Authority Staff to ensure they remain highly skilled, competent and engaged in their roles.

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Section 3 - ORGANISATION VIEW

The organisation is made up of 17,241 POs, 500 SCs, and 5,600 Staff. MyCareer is underpinned by the Competency Values Framework (CVF) which has 3 levels. The tables below show how these levels are made up and were used to help the team to make up the proof of concept group.”

CVF Level 3

Rank / Grade	Number of people	FTE Total (actual)
14	0	0
Staff Grade 13	16	15.75
Staff Grade 12	20	20
Staff Grade 11	32	31.92
Chief Constable	1	1
Deputy Chief Constable	3	3
Assistant Chief Constable	11 -1	11
Detective Chief Superintendent	6	6
Chief Superintendent	31	31
Director	2	2
Deputy Chief Officer	1	1
Detective Superintendent	36	36
Superintendent	91	
TOTAL	248	

CVF Level 2

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 10	103	101.66
Staff Grade 9	118	116.95
Staff Grade 8	212	206.05
Staff Grade 7	458	451.4
Staff Grade 6	317	307.59
Staff Grade 5	697	671.77
Staff Grade 4	1205	1157.48
Detective Chief Inspector	72	72
Chief Inspector	164	163.98
Detective Inspector	276	274.93
Police Inspector	580	576.99
Detective Sergeant	648	644.36
Police Sergeant	1801	1787.7
TOTAL	6,651	

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CVF Level 1

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 3	1926	1762.82
Staff Grade 2	715	653.46
Staff Grade 1	167	116.26
Detective Constable	2561	2520.8
PC	9557	9404.81
Probationers	1627	1626.19
Special Constables	504	1
TOTAL	17,057	

Section 4 - PROOF OF CONCEPT GROUPS

Three groups were identified to participate in the proof of concept;

- C Division (Local Policing)
- C3 (Emergency services call handling)
- Forensic Services

Total Population
693
1,793
566

Overall Total	3,052
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C Division – Population of people participating in the proof of concept

CVF Level 3

Rank / Grade	Number of people	FTE Total (actual)
CS	1	1
SUP	3	3
TOTAL	4	4

CVF Level 2

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 4	3	3
DCI	2	2
CI	4	4
DI	8	8
PI	20	19.99
DS	20	20
PS	58	57.69
TOTAL	115	

CVF Level 1

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 3	22	17.23
Staff Grade 2	6	4.36
Staff Grade 1	1	0.57
DC	74	72.32
PC	441	433.45
Special Constables	29	
TOTAL	573	

Overall Total

693

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C3

CVF Level 3

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 11	1	1
CS	1	1
SUP	3	3
TOTAL	5	

CVF Level 2

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 10	2	2
Staff Grade 8	1	1
Staff Grade 7	10	9.94
Staff Grade 5	67	65.69
Staff Grade 4	425	399.22
CI	8	8
PI	43	43
PS	146	143.15
TOTAL	702	

CVF Level 1

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 3	629	571.01
Staff Grade 2	5	4.71
Staff Grade 1	1	1
PC	451	437.7
TOTAL	1086	

Overall Total

1,793

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Forensic Services

CVF Level 3

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 13	4	4
Staff Grade 11	11	11
TOTAL	15	

CVF Level 2

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 10	39	38.06
Staff Grade 9	21	20.95
Staff Grade 8	121	115.48
Staff Grade 7	159	153.35
Staff Grade 6	110	105.03
Staff Grade 5	23	22.51
Staff Grade 4	34	32.69
TOTAL	507	

CVF Level 1

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 3	30	26.22
Staff Grade 2	14	11.11
TOTAL	44	

Overall Total	566
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Section 5 - APPROACH TO TESTING VARIABLES

Toolkit

100% of people participating within the proof of concept will have access to the new MyCareer intranet page and toolkit with relevant links to Policy Hub etc.

MyCareer briefings

- 25% of line managers will receive a face to face leaders briefings
- 75% of line managers will complete the online leaders briefing
- 100% of people participating within the proof of concept will have access to the online colleagues briefings

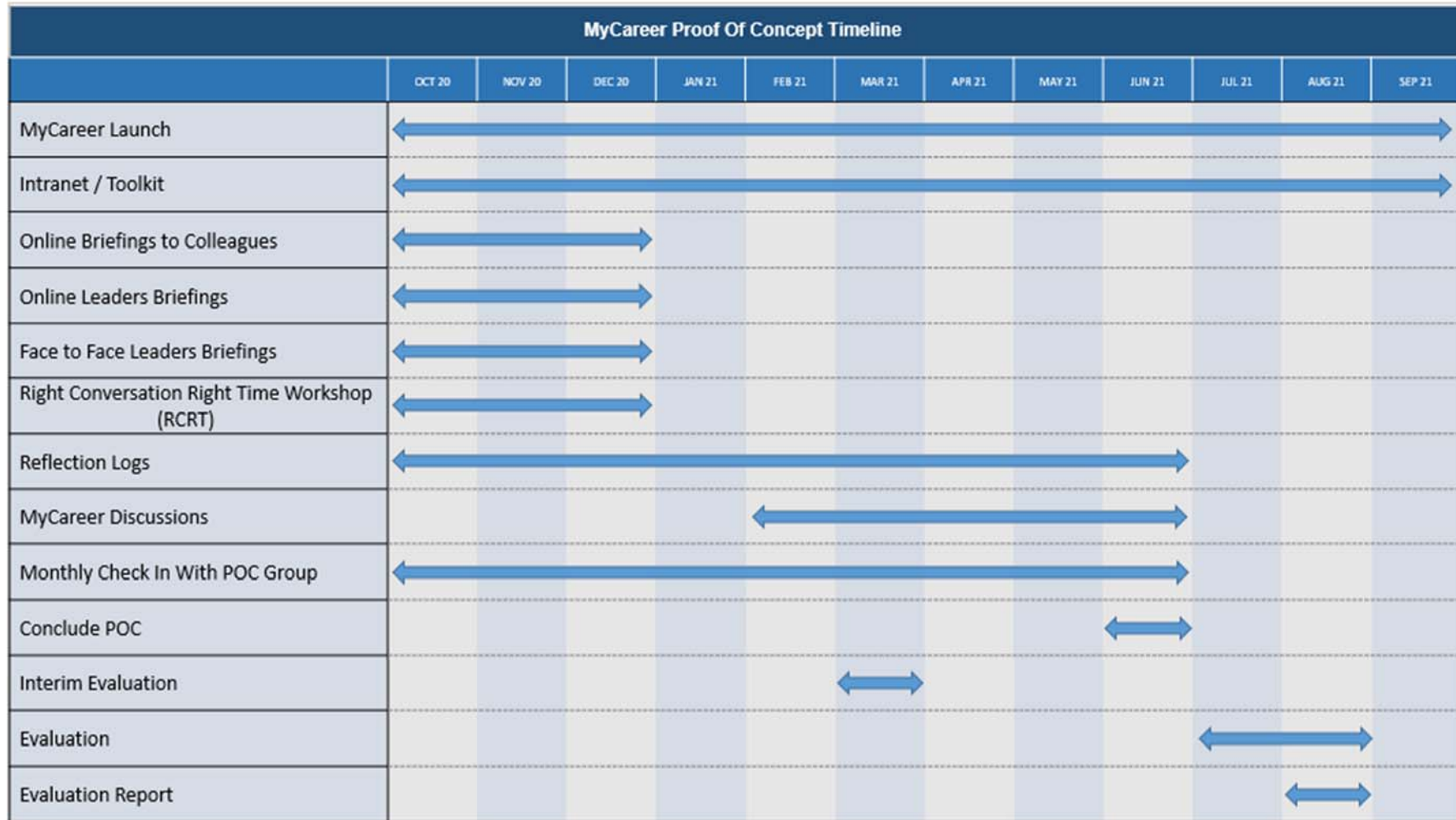
Right Conversation Right Time (RCRT) Workshop

50% of line managers will attend a 1 day skills workshop - Right Conversation Right Time (RCRT)

- 50% of Line Managers won't attend the workshop

This will provide comparative analysis to identify how effective the workshop is seen be by Line Managers.

Section 6 - TIME LINE



Section 7 - RESOURCES

Resources to support the proof of concept delivery are as follows:

Name	Designation	Business Area
Christine Neely	Performance Management Lead	Leadership & Talent
Laura Sinclair	Consultant - Deliver MyCareer briefings / workshops	Leadership & Talent
Juleigh Malcolm	Consultant - Deliver MyCareer briefings / workshops	Leadership & Talent
Nikki Donald	Consultant - Deliver MyCareer briefings / workshops	Leadership & Talent
Sandra Reid	Consultant - Deliver MyCareer briefings / workshops	Leadership & Talent
Nyree Anderson	Consultant - Deliver MyCareer briefings / workshops	Leadership & Talent
Kamran Khalid	Project Manager	Portfolio Delivery
James Beattie	Business Analyst	Business Change Analyst
Kirsty Gardner	Portfolio Officer	Portfolio Delivery
Colin Scott	Corporate Communications Office Manager	Corporate Communications
Jane Thomson	Corporate Communications Officer Projects	Corporate Communications
24 people	Trained to deliver MyCareer briefings	C3

Section 8 - ONGOING MONITORING

Ongoing monitoring of the proof of concept will be conducted throughout the test period with monthly check-in meetings with each of the proof of concept groups where feedback can be given and received. These will include:

- Monthly completion reports
- Enquiries
- What are we hearing? (mail box, enquires, briefings, workshops, anecdotally)

General Enquires / Mailbox enquiries / People Direct

General enquires by telephone, email, mailbox and People Direct will be monitored throughout the proof of concept and recorded. The general themes from these enquires will inform the final evaluation report.

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The National SCoPE system reporting tool

The fields available within the functionality on SCoPE that you will be able to report on:

Reflection Log Entries

- Competency
- Competency level for role
- Competency level individual selects
- Competency level line manager approves
- Number of cancelled reflection logs
- Number of entries

MyCareer Discussion/Form

- Self-Preparation Fields
- Selected Route options
- Ready Now function
- Any future development selected
- Number completed
- Number generated not completed
- Number not generated not completed

A monthly monitoring report will be provided to the Leadership Programme Management Board.

Section 9 – QUALITY ASSURANCE PROCESS

During the months of July and August 2020 the full quality assurance process will be carried out and this will involve;

- 10% dip sampling
- Calibration across the proof of concept areas
- Liaison with Training Quality Assurance to ensure all relevant processes have been followed. Quality Assurance will insure that impartiality is maintained throughout.

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Section 10 – BUSINESS AS USUAL EFFICIENCIES

BAU efficiencies will be monitored throughout the 3 year period to evaluate the productivity and motivation of individuals.

Section 11 – EVALUATION FRAMEWORK

The MyCareer Evaluating strategy will be underpinned by the new Evaluation Strategy.

The Evaluation Framework is based on the CRICO Model (Warr, Bird, Rackham 1970)

Section 12 – EVALUATION METHODS

- Feedback from POC areas during weekly check in meetings
- Implementation tracking progress of completion
- Communications record
- SCoPE completion reports
- MyCareer intranet page /CPD intranet page / Policy Hub traffic
- Contingency plans
- Citizen space surveys / questionnaires
- MyCareer Surgeries
- Interviews
- Focus groups
- Case studies
- Anecdotal feedback
- Comparative products
- Analysis of results

Section 13 - EVALUATION & PARTNERSHIP WORKING

The evaluation format and questioning will be designed and agreed with a partnership working approach to ensure there is no duplication and that questioning is appropriate and will provide qualitative data to inform any future improvements.

Partnership working will include;

- Leadership and Talent
- SCoPE Management

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- Corporate Communications
- Insight and Engagement
- People Survey
- Training Quality Assurance

Questions will cover feedback on Comms, System functionality (SCoPE), process, intranet page, toolkit, policy, online modules, workshops, completion rates, ready now, level of support and expectations. Quality assurance and calibration exercises across proof of concept groups will be carried out during July and August 2021 and will examine 10% of the Proof of concept. Liaison will be carried out with Training Quality Assurance to ensure all relevant processes have been followed. QA will insure that independent evaluation is conducted and that impartiality is maintained throughout.

Outcomes will feature within the evaluation report in August 2021 which again, will be written in conjunction with QA who will ensure that this report is impartial in its content and that there is a degree of independence in in the report writing and review of findings.

USER FINDINGS

- Follow individual user's journeys. What difference did it make?
- Do they feel ready to take part in MyCareer?

Section 14 - SUPPORT DURING PROOF OF CONCEPT

Mailbox - LTDLTMyCareer@scotland.pnn.police.uk

People Direct – Online Portal or Telephone 01786 897 022

Toolkit

The toolkit hosts the following information to support MyCareer:

Competency & Values Framework

- Competency & Values Framework

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- CVF Self-Assessment
- CVF one page handout

MyCareer Discussion

- Conversation guidance for managers
- Delivering feedback
- Development Route Develop to Lead
- Development Route Develop to Move to a New Role
- Development Route Maintain & Develop in Current Role
- Expectations of a Leader
- Getting ready for your discussion
- Giving verbal feedback
- Listening & blocking out distractions
- Right Conversation Right time
- Taking a coaching approach

Policy & Guidance

- A to Z of active verbs
- Continuous development
- FAQ's v1.0
- MyCareer Flowpath (policy link)
- Reflection Log Flowpath (policy link)
- Unconscious bias
- Simplified procedure (policy link)

Reflection Logs

- Completing a Reflection log (policy link)
- Reviewing a reflection log (policy link)
- Guide - how to review a reflection log (policy link)
- How to write a reflection log (policy link)

Reflection Log Examples

- Examples

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Self-Preparation

- Self-preparation (policy link)

Role Profiles (link to HR)

- Police Officer
- Police Authority Staff

Policy

- Simplified procedure
- Attachments
- How to write a reflection log
- How to review a reflection log
- MyCareer Dispute Resolution
- FAQs
- MyCareer process chart
- Reflection log process chart
- Continuous development - development definition, learning options

Online Moodle Modules

There are 6 online briefings for colleagues

- Module 1** Why MyCareer?
- Module 2** The Competency & Values Framework (CVF)
- Module 3** What is MyCareer?
- Module 4** How to complete a Reflection Log
- Module 5** Shifting the Development Mind-set
- Module 6** MyCareer on SCoPE

There are 9 online briefings for leaders

- Module 1** Why MyCareer?
- Module 2** Attributes of an Effective Leader

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Module 3	Motivation and the Positive Impacts
Module 4	Unconscious Bias
Module 5	The Competency & Values Framework (CVF)
Module 6	What is MyCareer?
Module 7	Reviewing a Reflection Log
Module 8	Shifting the Development Mind-set
Module 9	MyCareer on SCoPE

Section 15 – CONTINGENCY

Given the uncertain times we find ourselves in with Covid 19 and other identified risks to the proof of concept, a contingency plan is available within the implementation plan. This will explain the steps to take after the identified risk occurs in order to reduce its impact. There may also be the need to adjust the approach to testing variables depending what is required to be executed within the contingency plan.

Section 16 – CONCLUSION

The proof of concept group will continue to be evaluated over the next 3 years. This will allow us to monitor the future performance of MyCareer and the cultural change the organisation desires.

We will monitor cultural change through the assessment of;

- % of people meeting the required CVF level for their role
- % of people with 'Development Required'
- % of people exceeding the CVF level assigned to their role

Management Information - analysing data in areas such as;

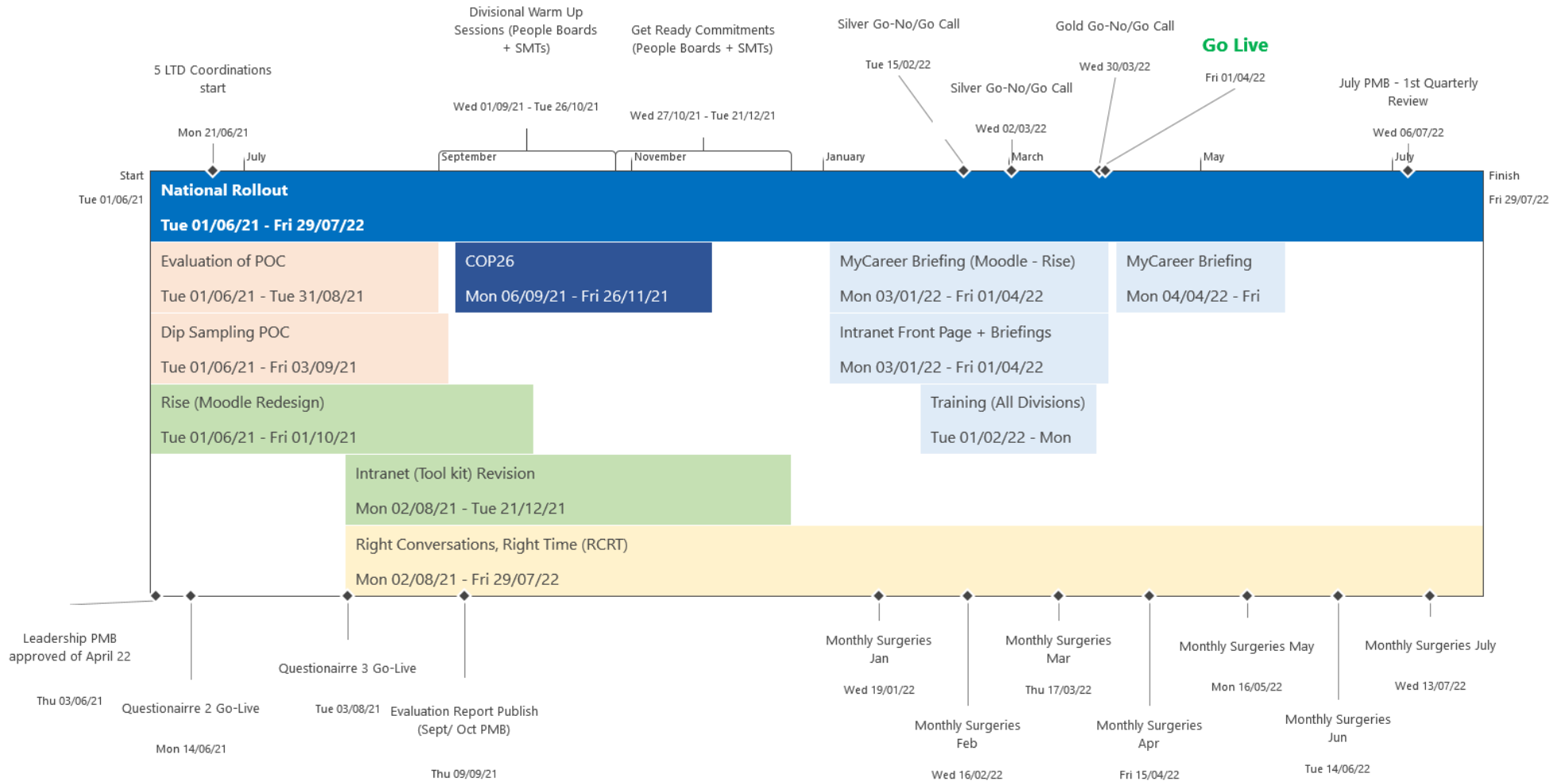
- HR grievances
- PSD complaints
- Attendance
- People Survey results

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The evaluation report will be presented to the PMB September 2021, where evaluation outcomes will be addressed with built in time to allow for any required revisions to be made before wider launch.

Thereafter annual reports will be presented including the analysis of each year's data.

Appendix E – National Rollout Plan



Appendix F - Leadership Offerings

Introduction to Leadership (ITL) Playbook.

The Playbook has been designed to bridge the gap between aspiring to be a leader and being ready for the next steps.

For those preparing for or ready to consider a future leadership role (Police Officer/ Police Staff) within Police Scotland.

Those in an Acting or Temporary leadership role.

Those who do not already possess a management/leadership qualification for example DPSSM/or Police exams or attended the supervisory programme at the college.

Those who demonstrate excellent performance, a positive approach and evidence of potential leadership capabilities.

The ITL Playbook is accessed through the L&T Intranet site under CPD

First Line Managers.

This course has been amended from 5 day face to face training to eight online modules, followed by three ½ days Consolidation modules held over MS Teams.

The pilot of 35 students for the Consolidation aspect of the training finished this week and evaluations thus far are looking positive.

The course, for both Police Officers and Police Staff is aimed at those new in the role, and covers a variety of Leadership Modules, practical exercises and discussions.

Access to the online part of the course is through Moodle, managed by the L&T Admin team. Attendance on the Consolidation part of the course, delivered using MS Teams is also managed through L&T Admin.

Established Leaders: This course is currently in development and focuses on developing professional and accountable leaders of the future who can drive and deliver effective change and organisational development. The course is aimed at Inspectors / Chief Inspectors and PS equivalent.

The planned content will consist of 3 learning modules followed by 3 MS Teams sessions, linking to these topics.

3 x E-Learning Modules:

Emotional Intelligence (EI)

Clarity 4D.

Organisation.

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3 x 2 hour MS Teams Sessions.

Session 1 C4D and leadership.

Session 2 Emotional Intelligence linking back to C4D and leadership/EI

Session 3 Organisation/Teams linking back to C4D leadership/EI.

(MS Teams sessions link back to the CVF and “we are emotionally aware”.)

Suite of CPD Offerings

How To’

‘How To’ is a web-based learning platform which allows officers and staff to take a proactive approach to professional development.

Quick Guides

Communication

Compassion

Resilience

Emotional Intelligence

Engaging Your Team

Managing Change

Influencing

Growth Mind Set

Empower Hours

Empower hours are short, sharp sessions which have been designed to focus on some of the key knowledge, skills and behaviours that we believe will add value, as our people progress their career at Police Scotland.

1. Growth Mindset
2. Personal Brand
3. Intro to feedback
4. Intro to Coaching
5. Unconscious Bias & You
6. Change
7. Emotional Intelligence
8. Communication Styles
9. Influencing Skills
10. Presentation Skills
11. Understanding Conflict styles

- 12. Confidence, Silence Your Inner Critic
- 13. Delegation & Empowerment
- 14. Engage Your Team

Mentoring

Mentoring is about helping people to develop more effectively. At work, a mentoring relationship tends to be when a more experienced colleague shares their knowledge to support the development of their mentee, and increase their confidence.

We have developed the mentoring programme as a tool to assist you in your personal and professional development.

APPENDIX G

Accelerated Leadership Pathway (ALP)



SCOTTISH POLICE
AUTHORITY

1. Background

Healthy and successful organisations have the ability to identify talent at an early stage, and have structures in place to develop, support and nurture that talent, in order to create leaders of the future.

The Accelerated Leadership Pathway (ALP) is a means of providing Police Scotland with the ability to do just that. This programme will identify talented and high performing individuals, who will then be developed and supported through the ranks at an accelerated pace.

2. ALP Purpose

The purpose and aims of the ALP are to:

- identify officers who can demonstrate the potential to become future Chief Officers;
- create tailored development plans, enable access to leadership and talent activities and resources at appropriate stages to grow leadership capability; and
- provide experience in operational, corporate and specialist areas of policing throughout the programme.

At present, on average, it takes almost 26 years for an officer to reach the rank of Superintendent. The ALP aims to support Constables, through a suitable programme of development, to reach the rank of Superintendent in 11-13 years, creating a more agile and vibrant development pathway.

It is anticipated that officers who reach the rank of Superintendent through this programme, will have gained the necessary skills and experience to then be developed towards the Senior Police National Assessment Centre (SPNAC) and Strategic Command Course (SCC).

3. ALP Cohort 1 – Current Position

The Accelerated Leadership Pathway was approved by SPCF Sub Group on 15th March 2021 and the 7 ALP Officers commenced their rotations on 1st April 2021.

These rotations are:

PI – Volunteers Coordination Unit

PI – J Division Response Policing

PI – G Division Response Policing

PS – Strategy & Innovation

PS – Operation Urram Planning

T/DS - A Division Reactive CID

T/PS – Executive Support – Angiolini Report

4. Monthly Development Days

The ALP Officers come together on a monthly basis to discuss their journey and experiences so far with a member of the Talent Management Team and also to contribute to inputs and discussion sessions which so far, have comprised of the following:

Apr 2021 – Leadership input from Met Police Commander Ade Adekan.

May 2021 – Violence Reduction Unit input by Niven Rennie.

June 2021 – How to collect evidence and write Personal Development Plans and SMART Objectives.

July 2021 – 1 2 1s held to review and refine objective setting.

5. Evaluation Strategy

ALP will utilise a variety of initiatives to evaluate its effectiveness.

These will be a mix of quantitative and qualitative analysis undertaken. These will measure both the effectiveness of the programme along with the Colleague Experience of the ALP officers.

Evaluation methods will be kept under constant review, and may be altered by, the L&T team as appropriate. This could include the number of questions or frequency of the quarterly questionnaires.

5.1 Monthly Development Days – Cohort Feedback/Thoughts

On a monthly basis, there will be a facilitated session, allowing all cohort participants to come together and share their experiences of the ALP Development Programme.

This session will be facilitated by colleagues from L&T, via Microsoft Teams or similar technology available at the time.

Cohort numbers will be confirmed at this time and any leavers will be reported, by exception, to PMB.

There is currently no structured evaluation at this point, with ALP officers coming together to participate in guest speaker sessions, gain and share knowledge.

These sessions will be held once per calendar month, with the precise date being flexible to suit cohort availability.

5.2 Quarterly Questionnaires – ALP Officers

Each quarter, the cohort will be issued a questionnaire, eliciting feedback on the programme.

Eleven questions will be provided, with each requiring a satisfaction score of 1 through 6. Additional free format sections are included.

L&T colleagues will be responsible for issuing and collating these questionnaires via email.

5.3 Quarterly Questionnaires – Relevant Parties

Each quarter, those colleagues who have a vested interest in the ALP Officers, will be issued with a questionnaire, eliciting feedback on the programme. For the purpose of this document, 'relevant parties' shall include; Divisional Commanders, current Line Manager, Mentor and/or Coach.

Eight questions will be provided, with each requiring a satisfaction score of 1 through 4. Additional free format sections are included.

L&T colleagues will be responsible for issuing and collating these questionnaires via email.

Both sets of qualitative analysis will be collated and will be presented to stakeholders on a quarterly basis.

5.4 Six Monthly Programme Sponsor Review Board

Each ALP officer will be invited to a Programme Board checkpoint meeting, chaired by an ACC, every six months. At this point, officer progress against the CVF Level 3 will be considered. A check will be made that the officer is displaying competence at both rank and at role.

The MyCareer suite of products will be used during this review.

L&T colleagues will be responsible for capturing the outcomes from these reviews, reporting progress to PMB and related stakeholders.

5.5 Annual Programme Sponsor Review Board

Chaired by the Programme Sponsor, DCC Taylor, the ALP Programme Board will meet with each ALP Officer every 12 months to review their portfolio of evidence and have a semi structured interview which will result in the officer either:

- Remaining in the role to allow for more experience/exposure to be gained;
- Being rotated to a new Policing Area;
- Being promoted to the next rank; or
- Exiting from the Programme.

These rotations shall take place in October and April of each year.

7. ALP Cohort 2 Selection Process

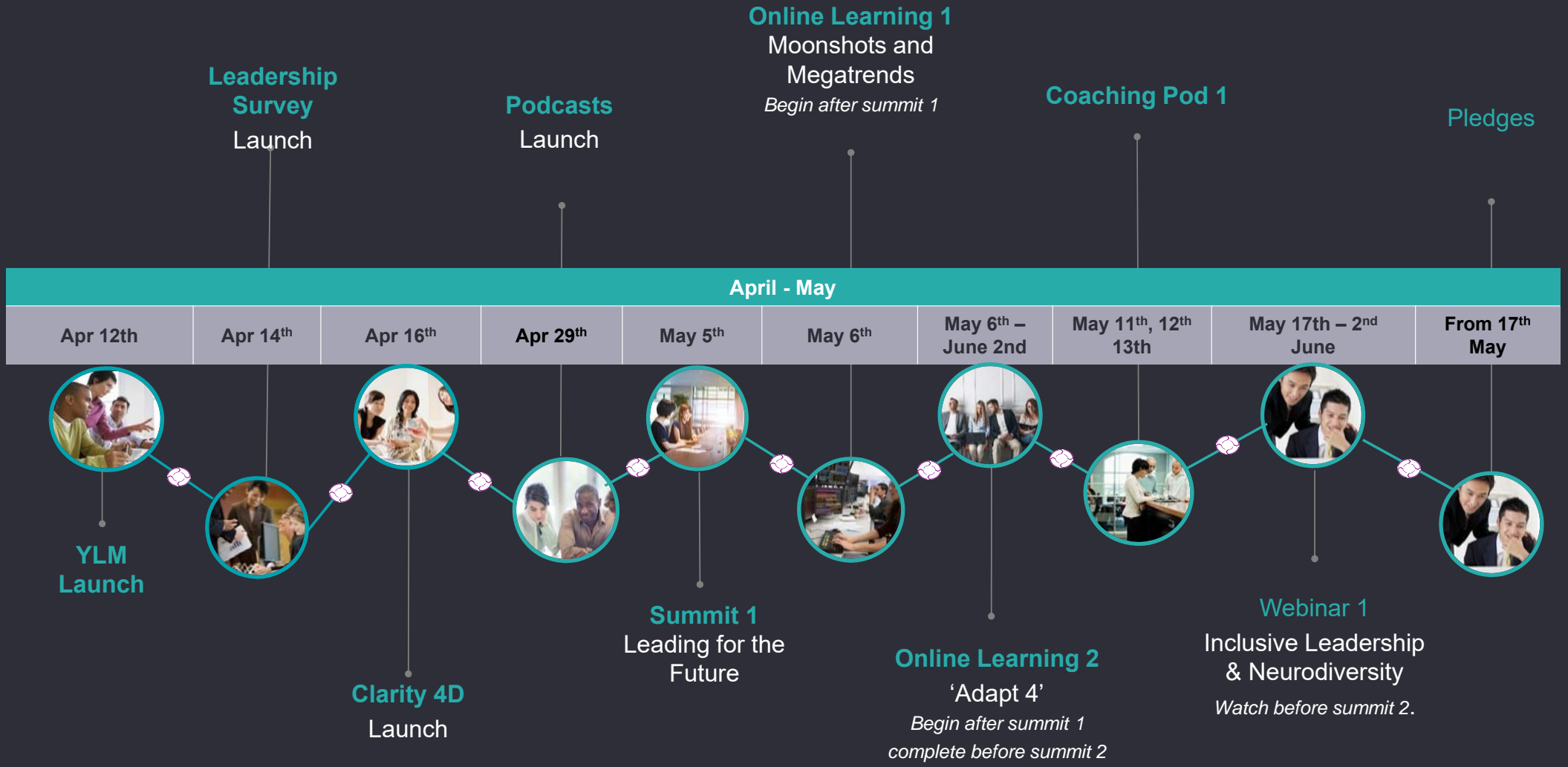
It has been agreed that the selection process will commence by 31st August 2021 with a view to sending supported officers to the College of Policing Assessment Centre in early Spring 2022. A more detailed breakdown of these dates is as follows:

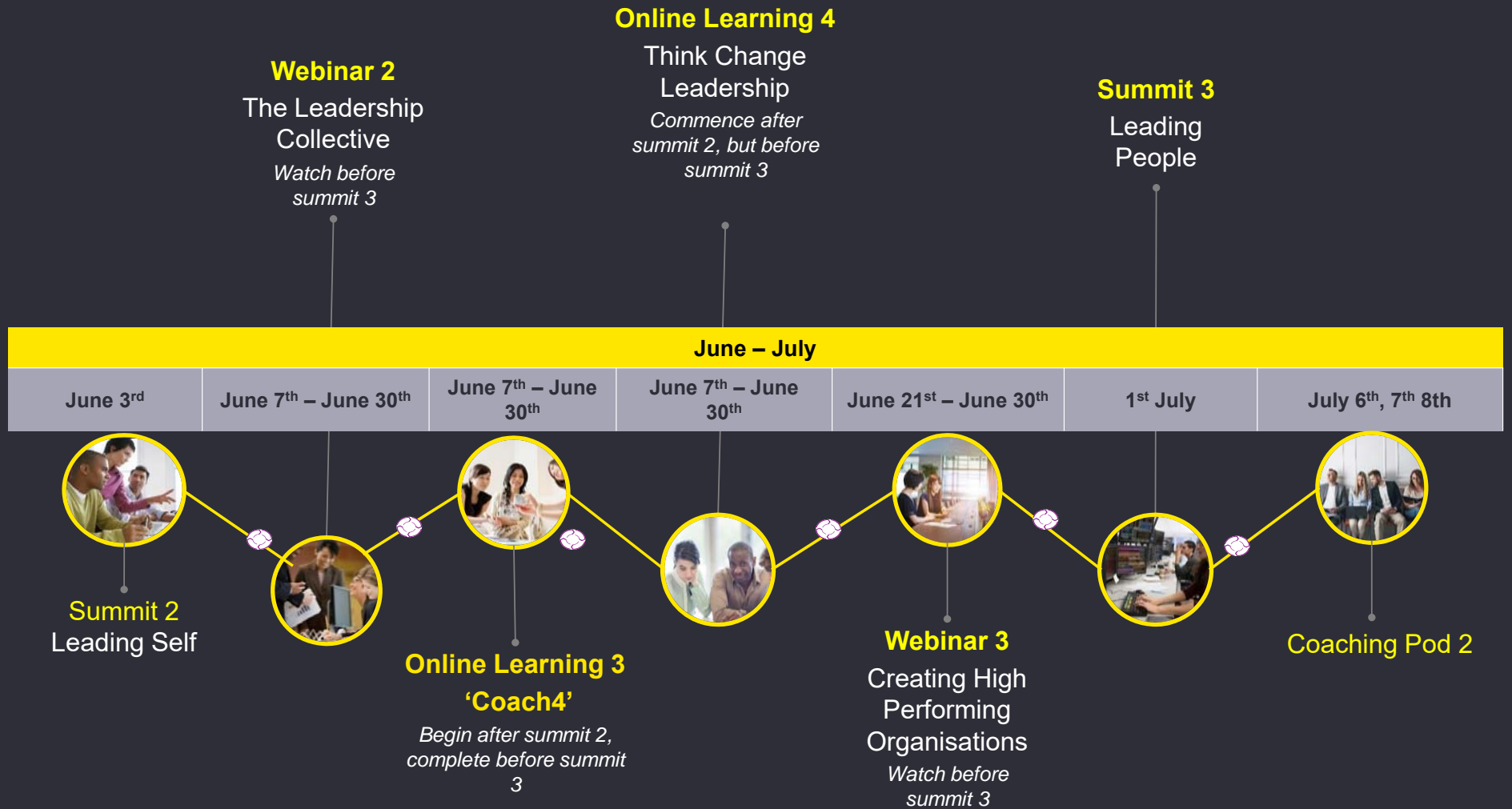
- **Aug 2021** – National and Divisional Communications regarding ALP selection opportunity.
- **Sep 2021** – National Briefings and Self-Assessment process undertaken by potential applicants.
- **Oct 2021** – College of Policing application process opens.
- **Nov 2021** – Local Assessment of forms by Divisional Commanders and staff from L&T.
- **Dec 2021** – Blind sift of applications by a panel comprised of a Chief Superintendent, a Superintendent and staff from L&T. The outcomes at this stage will be presented to DCC People & Professionalism for consideration and final decision.
- **Jan 2022** – Confirmation of officers selected for College of Policing Assessment Centre.
- **Feb 2022** – L&T commence ALP Preparation Programme.
- **Mar 2022** – College of Policing Assessment Centre commences.
- **Apr 2022** – Successful candidates commence on ALP Development Programme.

Your Leadership Matters

Programme plan







Your Leadership Matters

Programme plan



Appendix I – YLM Programme

Your Leadership Matters Programme

Podcasts

The podcast series explored important leadership questions, such as, why organisations fail; how diversity is about thinking differently and non-conformity; and how crisis is the mother of invention. These podcasts were available for the duration of the programme allowing delegates to listen when it suited them.

Summits

A series of 3 Summits were held over the duration of the programme. The summits were 4 hour live interactive events held via MS Teams. Each Summit focussed on a different topic with Diversity and Inclusion as a key theme across them all. An overview of each Summit is provided below.

Leading for the future – colleagues were asked to consider how courageous, inclusive and collaborative leadership helps deliver a brighter future for Police Scotland.

Leading Self - colleagues were asked to reflect on what changes they each want to make to their leadership capabilities and styles.

Leading People - colleagues were asked to reflect on the kind of leadership they need to role model, to create an empowering, engaging and collaborative working environment for their teams.

Webinars

A series of 3 webinars were delivered as part of the programme to delegates; 2 live streamed and one pre-recorded. These webinars were provided by Henley Business School, were 90 minutes in duration and provided an insight to inclusivity and neurodiversity, collective leadership behaviours and the neuroscience of leadership in higher performing teams. They were also recorded for colleagues who were unable to attend live.

Coaching Pods

Each delegate was invited to attend 2 group coaching sessions. These sessions were facilitated by EY coaches and provided a mechanism to leverage the insights, reflections and ideas of the group.

Online Learning

A series of online learning modules were also included in the programme. These took around 30 mins to complete and colleagues could select topics based on their individual development needs.

Appendix J - SPNAC Development Programme Overview

Key Points

- All development activity is voluntary based upon candidate self-selection (there is no expectation or requirement for all candidates to complete all development options on offer)
- Based upon candidate feedback, input design is created and modified with candidate needs in mind.
- Potential candidates complete an interim self-nomination form which is reviewed via line management and an interim review panel is completed to shortlist candidates (chaired by DCC Taylor). If approved, candidates then join the SPNAC development programme and complete the official College of Policing application form.

This element was introduced from 2020, so that a clear and transparent process was in place (previously L&T would only be informed of the candidates supported and wouldn't have any information in relation to the rationale for this. Candidates also advised that they had previously been excluded from applying to the programme without any explanation). This method also allows for the development programme to commence as early as possible (to allow for greater candidate reflection time and also for external supplier bookings and senior officer diary management).

- All candidates advised from the beginning of the development programme that the development programme isn't about being trained to pass SPNAC, but is for their development to executive leadership. All supported candidates MUST be ready for assessment and executive leadership development.
- Based upon previous candidate feedback and programme analysis, the development programme was refreshed late 2019 for 2020 candidate cohort use. This removed the formal visit to the MET but still retained key networking contacts by utilising MS Teams for various candidate inputs (see input overview below). We have also introduced a more structured approach to candidate development and new branding provided a further professional improvement. We have also introduced an additional coaching input via The Reach Partnership and also practical online assessment practice via Practice to Progress (P2P) – previously candidates received in-house mock assessments.

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- Via the Policing Talent Forum, we have been able to share best practice with a sample of other Police Services (City of London, Met, West Midlands & British Transport Police) in relation to SPNAC development and provide them with a great deal of support for candidate development, with some forces offering no formal development programme.
- So far, candidate feedback has been very positive in relation to the refreshed SPNAC development programme (via informal candidate check-in's and initial formal evaluations). We are still awaiting formal evaluation return in relation to our external suppliers.
- All 2021 inputs took place virtually due to the impact of Covid-19
- All candidates are also provided with a candidate information booklet at development launch session (this details the CoP details, assessment room layouts, reasonable adjustments policy and key links / contacts) Booklet is embedded below:



Candidate
Development Progr

- All candidates also have access to the SPNAC SharePoint site (key documents and notes are uploaded to this area). This is also an additional element added to the SPNAC refresh programme for 2021.
- Following on from the initial SPNAC development programme, successful candidates would then continue to be supported via the SPNAC Plus programme which offers further executive level development based upon the political and ethical challenges associated with an executive level leadership role. This is also a new element following the SPNAC refresh for 2021.
- Candidates have also been encouraged to collaborate their learning and work together as part of the development programme. This has been successful for the 2021 candidate cohort, with candidates attending an additional E&D input session coordinated via one of the candidates. The candidates have also been invited to attend an informal SPNAC preparation session with DAC Taylor (MET), which was also coordinated via one of the candidates.

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2021 - SPNAC Development Programme Timeline

Date	Event	Speaker / Input	Rationale
Early Programme Launch (Mid-Jan)	Prism Work Psychology coaching sessions	Gordon Ryan - Coach	A coaching approach based upon shifting from a senior leader to an executive leader mind-set and understanding individual career progression motivation and how best to realise these aims through development.
Early Programme Launch (End-Jan)	Reach Partnership coaching sessions	Individual allocated coaches	A coaching approach for assessment preparation which provides a place to reflect and analyse feedback.
Mid Programme Launch (Initial Feb date but changed due to face-to-face contact issue – took place in March)	Media Training (1 day input)	Andy Cassell (ex BBC journalist)	Media training and practice aligned to the Media assessment element at CoP. Some senior leaders have less exposure to this element than others. All media training topics have been agreed and approved by Chris Starrs in advance to ensure that the topics are realistic, varied and challenging.
As soon as required – (candidate self-booking)	Practice 2 Progress (P2P)	Individual assessors	Online mock assessment practice sessions which cover off all the SPNAC formal assessments and use SPNAC trained assessors.

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3 rd March 21	Clarity 4D	Chris Rooney	Understanding own personality profile and understanding how this can influence interpersonal skills and improve communication. Initial questionnaire completed prior to session.
3 rd March 21	Speed Reading	Lisa Fraser	Hints and tips in relation to speed reading techniques which could be used when faced with a great deal of data (such as during the SPNAC assessment prep time).
18 th March 21	Development Input Day	<ul style="list-style-type: none">• ACC Mairs & ACC Heaton – own personal experience of SPNAC and preparation hints and tips• Gill Imery (HMICS) – The Scottish Policing Perspective – key challenges and current topics• Lynn Brown (SPA) – Overview of current ‘hot topics’ and SPA strategic direction with Q&A session	A day for internal and external speaker input on a range of topics such as previous SPNAC experience, working at an executive level, current executive level challenges for Police Scotland, HMICS – the Scottish perspective of policing. All with the aim of broadening candidate perspective and thinking. Each session was for 60 minutes with additional discussion time factored in.

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		<ul style="list-style-type: none"> • DAC Laurence Taylor (MET) – Executive role within the MET – key challenges and learning • Dr Liz Aston (SIPR) – The future of policing 	
24 th March 21	Assessment Workshop	ACC Hawkins	ACC Hawkins is a trained CoP assessor, excellent previous candidate feedback. Overview provided in relation to ‘hints and tips’ in providing evidence and response in relation to CVF Level 3.
24 th March 21	Resilience Empower Hour	Lisa Fraser	Based upon health & wellbeing and stress management due to the current situation.
30 th March 21	Development Input Sessions	<ul style="list-style-type: none"> • Paddy Tipping (Chair of APCC) – Role of the PCC Overview • Martin Hewitt (NPCC) – Key future challenges for UK Policing 	As Police Scotland don’t have experience of working with PCCs, this was an opportunity to explore the role in more detail. The NPCC input was to highlight the broader thinking and considerations around some of the future challenges and likely impacts which UK Policing will face.
15 th April 21	Finance Training – executive level terminology / overview	Kirsty Stanners (Finance Business Partner)	Based upon candidate request.

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Previous SPNAC Development (2019), Prior to Refresh *(this programme was inherited from legacy career development unit)*

- Visit to HMICs - One 2 hour meeting with Gill Imery
- Visit to the Scottish Government – Input on key challenges when working within a senior position
- Prism Work Psychology – Coaching as per above table
- Media Training input – as per above table
- Internal face-to-face mock assessment – **in 2019 no candidates selected this option due to in-house ACC's being assessors**
- Visit to the MET – One 2.5 hour meeting with an Assistant Commissioner in relation to role overview what skills are needed to carry out the role. No formal programme branding