

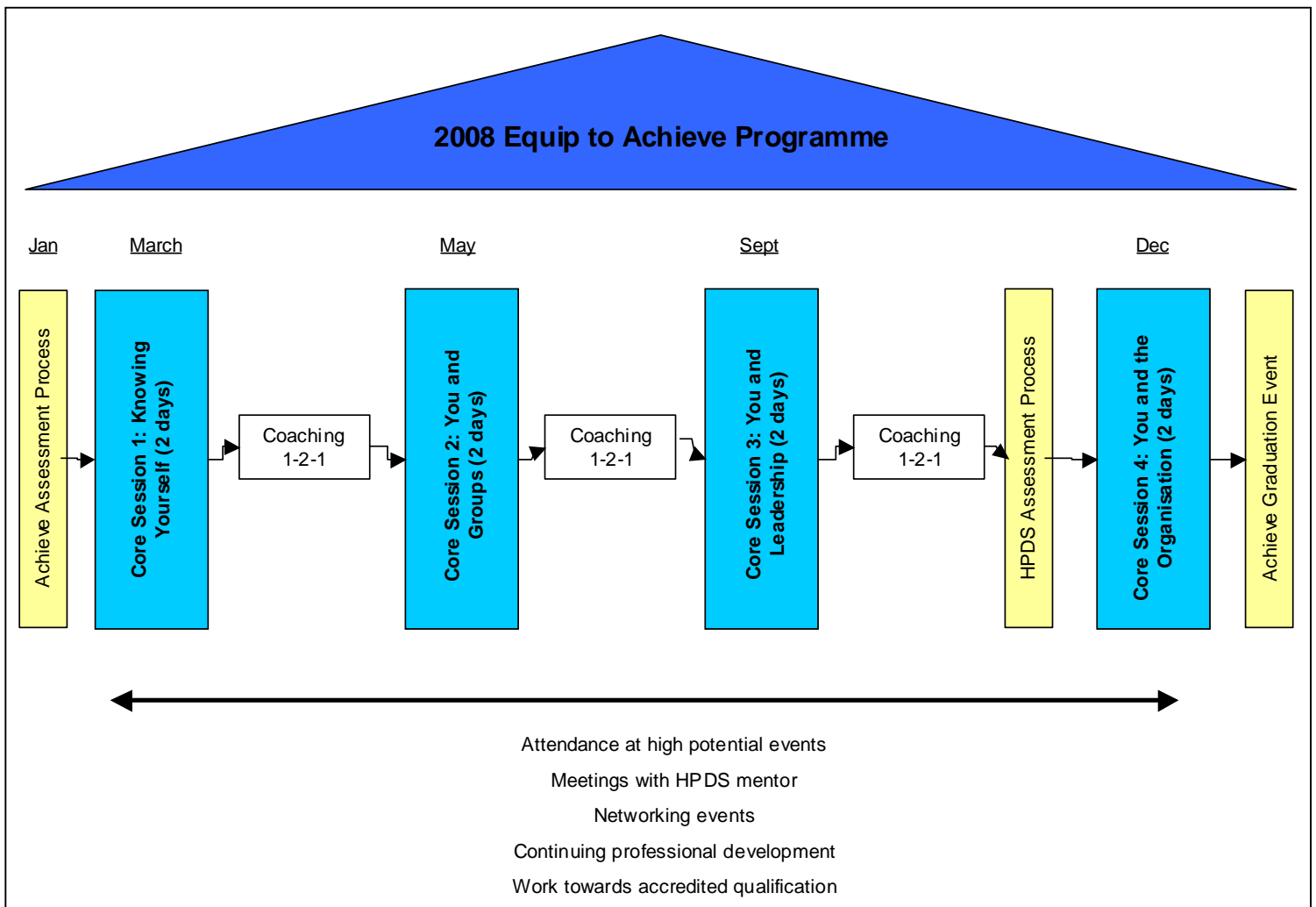
**EQUIP TO ACHIEVE PROGRAMME**

The following paper outlines a proposal for a development programme (Equip to Achieve), which will target talented BME constables, sergeants, inspectors and chief inspectors. The overarching objective of the Equip to Achieve programme is to develop effective leaders and managers from minority groups, currently under-represented in the leadership and management levels of the MPS. Under the talent management strategy, the Equip to Achieve programme will be one of the places we look for potential candidates to apply for the HPDS and will, therefore, be linked closely to this scheme.

**Programme Content**

The programme will be marketed across the MPS, with a two-stage selection process, consisting of an application form and competency-based interview. Competencies will be taken from the generic Chief Inspector profile (to begin to prepare officers for the HPDS assessment process, where they are assessed against Superintendent competencies).

The programme will be run over one year, with four intensive two-day development sessions every three months. The development sessions will be based around core personal development and leadership modules. The rest of the year will comprise 1-2-1 coaching, mentoring, feedback and learning events:



Each Equip to Achieve participant will be mentored by a member of the HPDS or Talent Cascade, and will be invited to attend the high potential events held throughout the year, to enable them to develop more understanding of what it takes to be successful as a high potential officer.

The programme will be accredited, with each participant expected to complete a Certificate in Leadership Development.

An external consultant, Shelley Collins, one of the UK's leading exponents of consultancy and training in Equal Opportunities and Diversity, would deliver the pilot.

Pending a successful programme evaluation, Management Board approval will be sought for full rollout.

### **Indicative content of the core development sessions for Equip to Achieve**

#### **Session One - Knowing Yourself:**

- Playing to your strengths and taking charge of your personal development
- Self-awareness
- 360-degree feedback (framed around the competencies from the HPDS assessment process) and other diagnostics, such as Myers Briggs
- Managing your performance
- Production of a personal development plan

#### **Session Two – You and Groups:**

- Positive motivation
- Being part of an effective team
- Effective communication
- Diversity – precise subject to be based on the group, for example, minorities in leadership; minorities in the majority environment; women in leadership, etc.

#### **Session Three – You and Leadership:**

- Knowing yourself as a leader
- How to lead a team successfully
- Specific development and preparation for the national HPDS assessment process
- Review of progress against 360-degree feedback and personal development plan

#### **Session Four – You and the Organisation:**

- Understanding the organisational context
- Sustaining high performance

- Next steps – career planning (whether the officer has been successfully accepted onto the HPDS or is looking for promotion)