

May 2001

Surname	Nominating Org.	Position
Sir David O'DOWD	Chair	HM Chief Inspector of Constabulary.
Ian BLAIR		Deputy Commissioner, Metropolitan P
Fred BROUGHTON		Chair, Police Federation
Tony BURDEN		Presidnet Assocation of Chief Police C
Vic CODLING		National Training Co-Ordinator, LGPA
Dr Ruth HENIG		Chair Association of Police Authorities
Brian LANGSTON		Chair, NBPA
Ms Melani LEECH		Chief Executive Association of Police A
Kevin MORRIS		President, Supt. Assoc.
Chris MOULD		Director, NPT
Paul PUGH		Head of Unit, PLPU
Mrs Julie SPENCE		President, BAWP
Linbert SPENCER		Foreign & Commonwealth Office
Peter TODD		Asst. Inspector, HMIC
Nigel YEO		ACC, Sussex

**POLICE LEADERSHIP**

**SENIOR APPOINTMENTS PANEL**

The newly established Senior Appointments Panel held its first meeting on 25 April 2001. The minutes of the inaugural meeting are attached.

At the first meeting, the terms of reference for the panel and its operating procedures were considered. The Panel are to meet next in June, on a date to be confirmed.

**Action**

The Leadership Development Board are:

- I. invited to note the minutes and developments to date
- II. to agree the Senior Appointments Panel's terms of reference and programme of work.

**INUGRUAL MEETING OF THE SENIOR APPOINTMENTS PANEL  
WEDNESDAY 25 APRIL 2001**

The meeting was attended by: Sir David O'Dowd (Chair), HMIC  
Dr Ruth Henig, APA  
Melanie Leech, APA  
Elizabeth Neville, ACPO  
Paul Pugh, Home Office PLPU  
Peter Todd (HMIC)

Also in attendance but not a member of the group: Graham Hooper (HMIC)  
Staff Officer to Chief HMI

Apologies for absence: None

Brief Introduction to inaugural meeting: Sir David O'Dowd



**ITEM 1: TERMS OF REFERENCE OF SAP**

Sir David distributed draft terms of reference for the SAP, which was discussed briefly. Representations on any amendments/alterations to be received within the following two weeks.

**ITEM 2: RECRUITMENT OF AN INDEPENDENT MEMBER TO SAP**

A discussion took place about the best approach for securing an independent member to the SAP. Elizabeth Neville suggested that Dame Rennie Fritchie, a leading figure in fields of employment and leadership, may be a suitable person to approach, both in terms of suggesting potential candidates, but also as a possible I.M herself.

ACTION: **Elizabeth Neville** to make initial 'soundings' with Dame Rennie, these to be followed up by **Sir David** with a view to a future meeting between the latter two parties.

**ITEM 3: DELEGATED POWER TO CHAIR OF SAP**

Sir David up-dated the meeting on the issue of delegated powers to be made available to the Chair of SAP. Original plans to allow the chair of the SAP to have delegated powers to approve candidate lists for senior appointments had been unsuccessful because of legal obstacles. To achieve this aim primary legislation would now be needed and although that would eventually be obtained, the chair of the SAP advised the group that he felt there should no

rush to obtain this power. As a consequence, the SAP had no other choice but to submit their recommendations via ministers for approval until the delegated powers were in place.

#### **ITEM 4: CO-ORDINATION OF SENIOR APPOINTMENTS (TIMETABLING)**

The panel discussed the task of bringing better co-ordination to the senior appointments process, particularly around the area of timetabling shortlisting and interview sessions. Given that police authorities are crucial to this issue, it was suggested that a letter be sent from the Panel (in the chair's name) to all clerks and chairs of police authorities asking for their co-operation over this issue. Copied into this correspondence would be all chief constables. In particular, the letter should identify three dates in the autumn for shortlisting and interviews. This would then enable the SAP to co-ordinate better the autumn round of appointments. The letter should also ask for other information on existing and projected vacancies and the routine provision (to the SAP) of job description and person specifications for senior vacant posts.

**ACTION: Graham Hooper** to draft letter on behalf of the chair of the SAP – members of SAP to see before dispatch.

#### **ITEM 5: UPDATE OF CREATION OF SECRETARIAT TO SERVICE SAP**

On behalf of Sir David, Graham Hooper gave a brief up-date on the roles and responsibilities that had been developed for two new employees who would be the initial secretariat core to service the SAP (employed within HMIC). He reported that advertisements were out at this moment and that recruitment would take place in June.

#### **ITEM 6: IDENTIFYING POTENTIAL AND RELATED MATTERS**

A discussion took place over identifying officers with potential (but who had not yet reached ACPO level). How would such individuals be captured within the co-ordinating role of the SAP? It was agreed that officers on the APS, APSG schemes, and those Superintendents who has passed E.I would all automatically fall within this category and would be relatively easy to track and record. Outside of this, it was more problematic because many forces no longer ran potential schemes. Elizabeth Neville pointed out that under the new APS currently being developed there would be gateways to the scheme at higher levels for those not identified early in their careers. It was agreed by the group that for the time being, it should seek from forces details of those officers on APS, APSG and those Superintendents who are deemed to have high potential but have not yet undertaken E.I.

**ACTION: Graham Hooper** to draft letter on behalf of the chair of the SAP to go to all Chief Constables requesting this information.

## **ITEM 7: PERFORMANCE AND DEVELOPMENT REVIEWS FOR CHIEF OFFICERS**

After a discussion to understand the views of all members of the SAP on where they, and the organisations they represent, viewed the issue of PDR's for chief officers, there was re-statement of what the group collectively felt had already been agreed:

1. For Chief Constables – HMI's would take the lead in preparing PDR's although his would be done in consultation and partnership with the police authority concerned. This had the unanimous support of all members of the SAP.
2. For all other chief officers – matter still to be finalised. There was awareness within the group that ACPO, CPOSA and the APA all had positions on this issue, which may at the moment, differ slightly.

**ACTION: Paul Pugh** (PLPU) to prepare a paper summarising the positions of all parties on this matter including up-dates on any recent developments together with the arrangements for consultation on the issue of PDR's.

## **ITEM 8 – LEADERSHIP ARRANGEMENTS AND SCOTLAND**

A discussion took place over the relationship the SAP should have with stakeholders in police leadership in Scotland. Although always welcoming close liaison with Scotland over this important subject, there was a feeling amongst the group that it would inappropriate to offer Scottish stakeholders a seat on key leadership groups in England and Wales particularly as Scotland continued to stand outside the EI and SCC process in this country.

**ACTION: Paul Pugh** (PLPU) to speak with his counter-parts in the Scottish Executive about their positions and gauge the willingness of Scotland to engage in EI and SCC England, Wales (and N.Ireland).

## **ITEM 9 – ANY OTHER BUSINESS**

### Commencement date for shortlisting and recommendations to Ministers

The group unanimously felt that a suitable date to 'go live' with shortlisting would be the 1 October 2001. This will allow the secretariat functions to be fully established and some of the developmental issues (identified in this agenda) to have further matured.

Future meetings

Some concerns were expressed about the frequency of meetings and the chair suggested that at the next meeting some advance booking of dates should be made (subject to the timetable arrangements that were being developed with police authorities at this time).

**Date of Next Meeting: To be arranged - in June**



Minutes prepared by Graham Hooper HMIC

## POLICE LEADERSHIP

### REVIEW OF EXTENDED INTERVIEW PROGRAMME

1. The Leadership Development Board is invited to note developments to date.
2. Terms of reference for the review have been agreed with key stakeholders as follows:

*To identify the most effective means of selecting those with potential for promotion to senior ranks in the police service and for the strategic command course in order to ensure that the processes operate to maximum effectiveness; are fair and open; and deliver a product of the required quality, volume and at appropriate times; to report on findings, with recommendations for action, by late June.*

Specifically, to consider:

- (a) What place an assessment centre should have in identifying future leaders for the service;
- (b) What competencies could most meaningfully be sampled within an assessment centre process, and what assessment centre design would be most appropriate.
- (c) What the best arrangements are for managing and administering the assessment system.

Full terms of reference are attached at Annex.

3. Patricia McFarlane (Home Office/PLPU) is leading the project. The methodology involves a consultation process with key stakeholders, EI assessors and candidates. A number of interviews have already been held and written comments received. A report of the emerging issues was considered by the Extended Interview Strategy Group, at its 16 May meeting, and which is acting as project board to the project. A note of the key issues identified by the Strategy Group will be circulated to members in due course.
3. The remaining interviews are to be held in June and a supporting research programme will be completed (Home Office's research directorate, PRCU, are providing some support) with a view to putting specific recommendations to the EI Strategy Group in early /mid July, prior to the consideration by the Leadership Development Board later that month.

**PLPU  
Home Office  
May 2001**

## Annex A

### REVIEW OF POLICE EXTENDED INTERVIEWS

#### **Terms of reference**

1. To identify the most effective means of selecting those with potential for promotion to senior ranks in the police service and for the strategic command course in order to ensure that the processes operate to maximum effectiveness; are fair and open; and deliver a product of the required quality, volume and at appropriate times; to report on findings, with recommendations for action, by [30June].
2. Specifically, to consider:
  - (a) What place an assessment centre should have in identifying future leaders for the service;
  - (b) What competencies could most meaningfully be sampled within an assessment centre process, and what assessment centre design would be most appropriate.
  - (c) What the best arrangements are for managing and administering the assessment system.

#### **Background**

3. The need for a review was identified as part of the report of the Police Advisory Board Leadership Working Group. The importance of a review has also emerged as a theme from discussion about police leadership led by Ministers as part of the current police reform programme.
4. Current central arrangements take the form of three day assessment centre exercises to select suitable candidates for:
  - (a) The Strategic Command Course, who have shown potential for Chief Officer rank;
  - (b) Participants in the Accelerated Promotion Scheme for Graduates and in service candidates for accelerated promotion – both via the Accelerated Promotion Course.

#### **Organisation of review**

5. The approach agreed with key stakeholders is to consider three broad areas:
  - The form and content of the assessment processes, including the skills and other areas of competence to be assessed.
  - Strategic oversight, management and administration of the assessment system, including the use of technology.



- The review should also consider how candidates should be identified and/or sifted for attendance at the assessment centre process.

6. Running through all aspects of the overall approach to the review is the overriding requirement to examine and consider fairness and diversity aspects, and to consider what improvements can be made to ensure that the processes are fair and open in every way and effectively promote diversity.

7. The Home Office Assessment Consultancy Unit will need to be closely involved in considering the **assessment processes** themselves and any issues of direct relevance to them – it has been agreed in principle that this part of the review will be led by the Assessment and Consultancy Unit, which will probably commission a specialist to carry out the necessary work.

8. That part of the review concerned with the appropriate skills and **areas of competence** will need to concern itself closely with two main factors: first, the customer requirement – this will bring into play the concerns of all the tripartite partners – police authorities, chief constables and Home Office policy considerations, including relevant developments on other, related, fronts; and Her Majesty's Inspectorate of Constabulary (which has a key voice in personnel issues). All these interests will need to be consulted, both bilaterally and collectively (there will need to be a steering group or project board to oversee the review). The second important factor to be taken into account is the emerging national framework of police competencies: the outcome of the review will need to lock in effectively with that national framework and ensure that nationally-agreed competencies and assessment procedures come together in identifying and developing talent and ability.

9. Both as a matter of central policy and in relation to specific aspects of any proposed changes **diversity issues** needs to feature throughout this review. Related to this aspect of the review is an independent review of Equal Opportunities aspects of the current Extended Interview arrangements, commissioned by the Assessment and Consultancy Unit, which reported in autumn 2000. This broader review should not need to re-examine issues which were addressed in detail by the equal opportunities review, but it should consider how the equal opportunities recommendations can be taken forward alongside any wider changes.

### **Methodology**

10. The most effective means of taking forward the review will be by means of a series of structured interviews with key stakeholders – Directors of Extended Interviews, Home Office policy lead (Police Leadership and Powers Unit), HM Inspectorate of Constabulary, Association of Police Authorities, Association of Chief Police Officers, Extended Interview Manager and his team, police staff associations. Other participants in existing arrangements – candidates and assessors – will also need to be consulted.

11. The review will also need to draw on all relevant documentation and data about the current process, its development, and its impact.

12. The review will need to maintain close contact with the Project Manager (Chief Inspector Steve Cooney) of the scheme currently being devised for enhancing leadership development through new arrangements for accelerated promotion.

13. It will also need to co-ordinate closely with those parts of the task for which the Assessment and Consultancy Unit is in the lead.

### **Areas of review**

14. The essential functions of present arrangements are directed at:

- Providing a focus for the talent spotting functions of the two accelerated promotion schemes – identifying potential ability for future strategic management roles.
- Confirming the potential for chief officer rank of previously identified ability, and serving as a feeder for training and preparation for individuals taking up chief officer posts.
- Helping to identify potential for chief officer rank, not recognised earlier.
- Providing a gateway to SCC and the accredited pool for selection by police authorities as chief officers, and ensuring required standards are met.
- Offering a platform for self-development for both successful and unsuccessful candidates.

15. The aims of the review are to ensure that procedures are in place for the future which deliver those functions to maximum effectiveness; which do so in a clear, objective and defensible way; and which form part of coherent overall arrangements for developing and supporting individuals with talent and ability. The review should consider how far the present arrangements meet those objectives. The outcome of the review will need to be fully connective with proposed new arrangements for managing senior appointments and for enhancing career development and guidance.

16. The review should make recommendations about whether the Extended Interview process should continue, which will need consideration of what alternative approaches might be available to achieve the objectives. It should consider whether the process should in future be apt for all the stages at which it currently operates.

17. One of the strengths of the current process is the commitment from senior levels of the service as Directors and assessors. That helps to maintain its credibility as a selection process. The content of the process itself also draws on the best available evidence about the predictive validity of different approaches to selection and assessment.

18. Criticisms that have been made of the current arrangements are that:

- They are institutionalised;
- They are weak in taking forward necessary changes in relation to diversity – of both candidates and assessors;
- They are resource intensive.

19. The review should consider the current arrangements for strategic oversight of the process, including the relationship with the new Police Leadership Development Board, and the role of the director, co-directors, and members of the current strategy group.

20. There are a number of other aspects – arising either directly or indirectly from Extended Interviews – which need to be taken into account:

- No control over intake – selection of candidates for Accelerated Promotion Schemes is done in force;
- Nominations for senior ranks are made by Chief Officers, and the Extended Interview system has only advisory input into sifting arrangements;
- Individuals, who do not put themselves forward, for whatever reason, remain outside the system and cannot be assessed as part of the talent pool.

21. The review will need to embrace the recommendations of the independent equal opportunity review of Extended Interviews, commissioned by ACU that raises a number of issues. These relate to the predictive validity of the overall process; issues around the mechanics of the system; points about individual tests; assessor selection and training and pre-selection.

22. The review should also consider:

- Ways of improving the diversity makeup of both the candidate pool and the assessor pool
- Examining issues around control of entry – sifting, nomination, recommendation etc.
- Catering for second career entrants
- Widening the number of entry points to Extended Interview
- Impact of career breaks (including maternity)

## POLICE LEADERSHIP

### ACCELERATED PROMOTION SCHEME

#### **Purpose of Paper**

1. This paper provides an outline of the work of the APS project since its inception in December 2000.

A more detailed account is contained in the attached report of the 'Findings of the Initial Consultation', which was presented to the APS Project Board at its 23 April meeting.

2. The Board is invited to:
  - Approve the outline structure for a new scheme, as summarised in paragraphs 4 and 5 of this paper – and set out in detail in paragraphs 6 to 28 of the accompanying paper;
  - Agree that approval to proceed on this basis should be sought from Ministers;
  - Approve the development of the workstreams set out in paragraph 10 of this paper;
  - Indicate any additional issues that need to be addressed.

#### **Background**

3. The project was commissioned by the Working Group on the Selection and Development of Chief Police Officers in light of acceptance by ministers of one of its recommendations: -

*'.....that ministers agree to retain single tier entry into the Police Service; and replace the existing APSG and APS with a new fast track promotion scheme. Participants in the scheme should come from both within and outside the Service. There should be no age limit on entry and the time spent on the scheme should be tailored to each officers' needs, skills and experience.'*

#### **The Project**

4. Following the appointment of a project manager (C/Inspector Steve Cooney on secondment from Lincolnshire Police) in December 2000, work began in earnest in January 2001 on the consultation phase.

Milestones set for the project at that time were:

- Project Initiation Document agreed by end January 2001 (completed);

- Submit outline proposals following consultation by end February 2001 (completed);
- Internal discussion/agreement – seek ministerial approval by mid March 2001(part completed); \*
- Complete detailed discussions with interested parties by end April 2001 (completed);
- Produce detailed draft of new scheme by end of April 2001 (completed);
- Secure full policy approval by end of May 2001;
- Complete formal consultation phase by end June 2001;
- Product launch by end October 2001;

\* Delayed to enable consideration at today's meeting. Agreed proposals will be put to Ministers for approval.

### **The New Scheme**

5. The overwhelming view, which has emerged from the opening consultation, is in favour of changing the concept of the scheme from that of 'a course' that guarantees promotion to Inspector, to that of a scheme which is a bespoke career development programme.
6. Consultation findings so far indicate the project should follow five broad themes: -
  - Recruitment and selection
  - Training
  - Career Development
  - Marketing
  - Integration & Transitional Plans
7. It should also be noted that this project is inter-linked with a number of other current programmes of work, notably: -
  - Establishment of a National Competency Framework
  - Extended Interview Review
  - National Recruiting Standards
  - Review of Senior Police Training.

8. Close liaison has been established with these projects and all parties appreciate the interdependency of these programmes of work. Liaison will be maintained throughout to ensure the eventual proposals are both relevant and relate to the broader environment in which it will operate.
9. There are also other issues which affect the project (e.g. changes to OSPRE rules/length of probation)

### **Work in progress**

10. Work currently in hand to take the project forward includes: -

- The development of a recruitment/selection model – to design the mechanics by which both in-service and ex-service enter the scheme, including the application form.
- The commissioning of various pieces of research by PRCU particularly around where, when and why candidates fall out of the APSG (to inform both the diversity and marketing workstreams) and the capacity of Forces to support the scheme (to inform the career development workstream)
- Work by the Home Office Marketing & Communications Dept to design an impactful name for the new scheme (as a prelude to eventually linking with the ongoing 'Could You' national recruiting campaign)
- The development of a modular training programme to support the personal, professional and academic development aspect of the scheme.
- Costing proposals
- Work to facilitate local ownership whilst at the same time providing central guidance and support
- Exploration of the correct IT platform by which to manage the information

### **Resources**

11. The consultation phase was conducted with limited resources. It is acknowledged that as the proposed framework of the project has emerged, further resources will be required to take the work forward. Further administrative support has already been agreed and arrangements are in hand to recruit an additional project team member in the near future.

### **Consultation and Development**

12. The consultation exercise will roll forward throughout the life of the project. When final proposals are agreed and implemented, the scheme will need to be a dynamic entity and subject to continual development.

13. The framework mapped out in the accompanying 'Findings of Initial Consultation' document is offered as a solid base upon which to build, and upon which to drive the project forward.

### **Recommendations**

14. The Board is invited to:

- Approve the outline structure for a new scheme, as summarised in paragraphs 4 and 5 of this paper – and set out in detail in paragraphs 6 to 28 of the accompanying paper;
- Agree that approval to proceed on this basis should be sought from Ministers;
- Approve the development of the workstreams set out in paragraph 10 of this paper;
- Indicate any additional issues that need to be addressed.

**PLPU**  
**Home Office**  
**May 2001**

# THE NEW ACCELERATED PROMOTION SCHEME PROJECT

## FINDINGS OF INITIAL CONSULTATION

### **Background**

1. The PAB established the Police Leadership Working Group in October 1998 to examine the existing arrangements for the selection, development, training and support of police officers with potential and to make recommendations for change to ministers. One of its recommendations was:

*..that ministers agree to retain single-tier entry into the Police Service; and replace the existing APSG and APS with a new fast track promotion scheme. Participants in the scheme should come from both inside and outside the service. There should be no age limit on entry and the time spent on the scheme should be tailored to each officer's needs, skills and experience.*

2. Ministers accepted these recommendations and, as a consequence, a project manager was appointed in December 2000, to take work forward under the remit of a development project board, chaired by Home Office. It was tasked to develop a new accelerated promotion scheme.
3. The agreed project brief was to develop an accelerated promotion scheme, which identifies both internal and external applicants with the potential to achieve at least Superintendent rank and ensures they are equipped with the required skills to become highly effective in middle management, command and leadership roles.
4. It is envisaged that the design stage will be completed by October 2001

### **Project Aim**

5. To create an open, fair and equal structure with the capability to attract and identify the highest calibre future leaders of the service. Within that structure, to provide a flexible framework which enables their development in the most effective and efficient manner, both for the individual and the police service.

### **Project Objectives**

- To create an appropriately structured and managed scheme which identifies candidates of high potential and develops them into high calibre future leaders;
- To replace the existing disparate systems with one all embracing national scheme and implement that scheme;
- To ensure that implementation of the new scheme does not disadvantage any current graduate of the scheme(s) by not being part of the new scheme.



- To design a scheme which is attractive to high calibre individuals thereby enabling the police service to recruit and retain them in a competitive employment environment;
- To develop new arrangements for accelerated promotion which identifies both internal and external applicants with the potential to achieve at least the rank of Superintendent;
- To ensure the scheme produces officers who are equipped with the required skills to become highly effective in middle management, command and leadership roles;
- To develop a scheme that stretches and challenges those officers and ensures they are afforded every opportunity to successfully complete the scheme;
- To recognise that women and those from ethnic minorities are greatly under represented in current schemes, and ensure that this scheme is both effective and fair for all, irrespective of their status, gender, religion, ethnicity, orientation or background.
- To facilitate the dignified return either to mainstream career development paths or departure from the service for those who fail to attain the required standards at whatever stage;
- To ensure the scheme dovetails into further, higher career development systems for those who show the potential to progress further through the service;
- To market the scheme in an effective and efficient manner to all users and stakeholders.

### **Consultation Findings**

6. The first phase of the project was a consultation exercise involving all key stakeholders, managed by the Project Manager and the Chair to the Project Board. This report draws together the findings of the consultation phase of the project so far and takes account of all contributions put forward in the consultation process. Grounding and validation of the proposed directions suggested by consultees will, of course, be needed before final conclusions can be reached. Work has begun on how best to address this.
7. New arrangements must reconcile and integrate all agreed relevant aspects into a single unified whole framework. Assessment for, and acceptance on, to the scheme; mentoring and support in-force; suitably challenging and career enhancing postings; formal training and other developmental opportunities; monitoring of progress and re-validation of participation; - all these issues must cohere into a single system which supports and delivers the stated objectives and should not be seen as

incidental or separate from the overall scheme. Strong indications from the consultation exercise are that the project should follow five key themes – recruitment & selection, training, career development, marketing and an integration strategy.

8. So far, the following key themes have emerged from the initial consultation phase:
  - Recruitment and selection
  - Training
  - Career Development
  - Marketing
  - Integration and transitional plans

The paragraphs below elaborate on those themes and contain outline proposals on how to progress issues identified.

### **Recruitment and selection**

9. Ease of access to the scheme for all those with the necessary potential will be essential to its success. It is proposed that there should be no 'starting point' or anniversary for the scheme. A rolling programme of assessment centres should enable candidates to step onto the development 'carousel' when judged ready. Consequently, the frequency of the assessment centres programme should be reviewed. The existing single opportunity per scheme per year would not fit well with this concept.
10. It is proposed that entry onto the scheme should be by self nomination. This does not ignore the fact however, that the service needs to improve the 'talent spotting' of those within its ranks and actively encourage more in service candidates to apply for the scheme.
11. The assessment centre competencies will need to change to reflect the new competency framework. The new scheme should aim towards those competencies.
12. Liaison has been established with the National Recruitment Standards project to ensure aspects of this project relevant to their work don't get overlooked. Such issues include the style of application form and exploration of highlighting potential candidates for the APS during the normal recruiting processes.
13. Consultations suggest that the calibre of candidates entering the process could be higher. Forces should receive assistance from the centre in driving up the standard of those they forward to the assessment centres. There should be recognised guidance for candidates prior to assessment centres to ensure they all start from a level playing field and can concentrate on their performance, rather than the process. This would address the feeling some have that they are disadvantaged against others who were better prepared (through no fault of their own)

The assessment centre is in itself a 'central selection' – but the route by which a candidate arrives should be transparently equitable across the whole country. Increasing the frequency of assessment centres would clearly have significant resourcing and logistic implications. The benefits and costs of doing this would need to be carefully considered. Such issues are likely to form part of the recently instigated Review of the Extended Interview process, the outcome of which will strongly influence this strand of the project's work. The influence of the National Competency Framework will also become significant here; currently assessment centres assess to ACPO competencies. There is a feeling that it is more logical and fair to assess APS candidates against the competencies of the rank to which they aspire in the first instance i.e. Superintendent.

## **Training**

14. Training requirements of the candidates will be many and varied – but based upon the issues around core policing.
15. In identifying the range of learning opportunities, the training will be informed by the National Competency Framework. It will constitute an important element of the scheme. There should be a significant emphasis on leadership development; particularly co-training with leaders from other walks of life.
16. In terms of central provision, there will be a modular approach to training to reconcile a student's personal and professional development with their academic development. Training available will incorporate and build upon that which is already being developed as part of the recently introduced APC 2000 course, and be expanded and enhanced to include the strategic and operational elements currently provided by the Command Team Programme. Support afforded to a student will include the allocation of a personal tutor to assist with their academic development through the scheme.
17. The whole training experience should reflect the partnership approach to policing that currently exists and there should be parallel and joint training with other professions. External qualifications will not be the ultimate criterion to progression – however training should attract suitable accreditation enabling candidates to achieve formal qualifications where appropriate.
18. This does not ignore any local, in force training provision, which will also be necessary.
19. It will be crucially important to have reconciliation/co-ordination between the intellectual progress of a candidate and their career path. They should not be able to progress on work based competence alone – the spirit of the scheme should embrace the ethos of life long learning and intellectual, professional and personal development. Bursaries should be

available to enable full time intellectual study for suitable applicants. Scholarships should also be available for selected further education students and the police service should be proactive in trying to engage the youngest talent at the earliest stage.

20. As well as the candidates themselves it is acknowledged there will also be a training requirement for other key players in the scheme e.g. local managers, ACPO portfolio holders, Career Development Officers and, most importantly, tutors/mentors.

### **Career Development**

21. The scheme will nurture talent for the police forces across the country. It will provide a robust and fair system, able to capture individual career and development needs whilst at the same time facilitating open and fair appraisal of performance and future development potential.

22. A clear process and structure will be required which most effectively permits individual development and challenging performance and developmental objectives. All students will have individual career and personal development plans which will form the basis of the assessment of their skills and continuing development needs whilst on the scheme. The plans will be living documents and provide a baseline of skills and competence profile upon entry to the scheme, a basis for review of performance and development at set stages, a structure by which to consider and set objectives setting out a clear career and development path and a clear, fair and transparent basis upon which to assess future potential and determine continuation on the scheme. In short, a better long term tracking of long term performance.

23. There should be Chief Officer responsibility for scheme students within each force. The scheme will be monitored/policed centrally. It would also become an element of inspection by HMIC and entail a thorough and formal review of each candidate's progress over the last year. Fundamental issues to be addressed would include:

- Are they still qualified to be on the scheme?
- Are their skills being developed?

24. The candidates should be part of this process. It is acknowledged the capacity and commitment amongst forces to perform this role may be mixed and investment will be needed to ensure a consistent approach nationally.

25. There should be membership available to professional/vocational organisations – Institute of Directors, Institute of Management, CIPD etc. Secondments to public/private sector organisations, local authorities/partner agencies to demystify working methods and systems, enhance networks and enrich working relationships will be encouraged. There may also be mandatory secondments within the service e.g. training/CID. A properly structured mentoring/coaching scheme will be

introduced staffed by fully trained people who want to do the job. It is acknowledged that one of the main aims of the scheme is that it should be feeding into the talent pool for future ACPO ranks.

26. The scheme must be sufficiently flexible to incorporate/accommodate any or all of these issues as well as other requirements that may arise e.g. career breaks/part time working
27. It is important that the scheme is sufficiently flexible to cater for the different rates of development of each individual. Not all will progress at the same rate, fulfil their initial apparent potential or reach the same end point. Exit strategies built into the scheme must allow students to return to mainstream policing or leave the service altogether with dignity and without stigma.
28. There is a need for new IT links to connect the disparate and independent IT systems that currently exist across the forty-three forces and the central agencies. Ownership of the system becomes an issue –suggested best practice is single ownership and management but with accessibility to all stakeholders who need to update and share the information; in essence a national APS intra-net.
29. The platform upon which this may stand might be the NSPIS Human Resources package – an avenue that is being explored.

### **Marketing**

30. Supervisors and managers in general, but particularly those who will have direct contact with scheme candidates, will need to buy into the proposals to ensure their success. Therefore, a detailed marketing strategy will be required, its substance determined by the final proposals. The key issue in any marketing initiative will have to be that there *has* been a change and of the benefits that are to be had as a consequence. In marketing the programme within the police service there is also a very important opportunity to raise the profile of career development for the service as a whole and not just those on a fast-track.
31. The Home Office Marketing Communications Department have been consulted in respect of a name for the new scheme and will be further included in the building of a marketing strategy – both internally and externally – at the appropriate time.

### **Integration and transitional plans**

32. Equally important is the integration strategy, which will be of critical importance to the credibility of the new scheme. There currently exist two types of course servicing the present scheme – the ‘old course’ and the recently introduced ‘APC 2000.’ The target must be to achieve a seamless transition between the old and new schemes, which disadvantages no one and affords all the benefits of the new set up to those who are already passing through on the old schemes. There is a need to move the perception and the reality from that of a ‘course’ to a

‘scheme.’ It should be noted that consideration is to be given to enabling those who successfully complete the old scheme to undergo some form of interim assessment, thereby enabling them to progress to C/Insp.

## **GENERAL ISSUES**

### **Ownership of the scheme**

33. It is imperative for all parties in the process to understand their part in the ownership of this scheme. This will be a locally owned scheme, with the local Force, Chief Constable and Police Authority having responsibility for their students. They will be afforded practical day to day support from the centre and the students themselves will have a large responsibility in driving their own development, it being as it is, a competency based process influenced by the individuals own rate of development. However, the Force must understand it has a responsibility towards making the scheme work. Forces will need to view the development of individuals on the scheme as a positive contribution to the effectiveness of their force, with the accelerated promotion scheme built into the Force HR strategy. The Police Authority will have a role in ensuring the Force plays its part by taking a conscious interest in the running of its local Accelerated Promotion Scheme. A Police Authority may recognise the APS as a significant indicator of how well its force is performing.
34. Guidelines will be produced, providing a checklist of expectations and benchmarks. Such guidance will be not only for those with strategic oversight of the scheme, but for day to day practitioners too. Areas covered may include such as ensuring career and personal development plans are being used effectively, assessment of candidates for the scheme, the training and development opportunities available and assessment of competencies by local managers.
35. It will be an HMIC responsibility to ensure each Force is implementing the scheme according to those guidelines in respect of their students. In doing so HMIC will not concern themselves directly in the development of individuals, merely that the scheme is working.

### **Anticipated hurdles/obstacles**

36. Acceptance of the reforms by the police service as a whole will need to be addressed. A number of ‘rule’ changes are required – in Police Regulations to enable a constable to move through the rank before the expiration of the 2-year probationary period. The length of the probationary period needs to be flexible to cater for those who reach necessary competence levels early. OSPRE promotion exam rules also require amendment to enable the Sgt. and Insp. exams to be taken sooner than they can be at the moment.
37. An effective evaluation strategy will need to be developed – by the schemes’ very nature it will be a long time before we can tell whether it has achieved what was intended. There are, of course, measures that can be taken along the way – it will probably be easier to break the scheme

down into particular elements for evaluation, e.g. recruitment process, career path analysis, candidate satisfaction survey, force opinion.

38. The success of the whole scheme will rest upon the calibre of assessment of candidates across the country and the perception and proper management in forces of the candidates it produces. There is a need for very strict monitoring of the process (especially in the first instance) to ensure consistency of standards.
39. There would need to be a dedicated Unit responsible for the day to day running of the scheme and answerable to the Leadership Development Board. Its purpose would be to assist forces with practical day to day issues, ensuring a consistent and strategic approach across force boundaries, ensuring consistent assessment standards, helping with the marketing of the scheme, giving advice (e.g. re. selection procedures) and generally acting as a centre of knowledge on the scheme for students and local managers.
40. Such Unit members would be properly qualified career counsellors and have a major role in the skills audit process for candidates. They would build up a good working relationship with their forces and assist them in operating the scheme. They would also ensure there is an overarching management of the scheme. The Unit would also 'monitor the outside world' - be aware of developments and enable the police service to react as the environment changes. Other tasks performed by such a unit may include maintaining a resource pack of training and development opportunities, updating and revising guidance, facilitating career development moves between Forces and central services, identifying and facilitating secondments outside the police service.
41. Early indications from the consultation phase so far suggest there is much support for the concept of 'Field Officers' working for such a Unit. This, however, needs further exploration and research.

### **Costings**

42. Research into this project has identified that ownership of the current scheme rests in no one place or with no single organisation. Consequently, data regarding costs has proved difficult to access.
43. Research so far has established the following:
  - Student costs for APC 2000 are currently £5,000 per student per year;
  - The total costs for the Graduate Liaison Office during 1999 was £ 456,000;
  - The Extended Interview costings are £230,000 per annum;
  - The annual budget for the Scottish APSG (not including staff) is £44,000.
  - There are currently 16 students in their scheme.
44. However, the issue of costing needs much further exploration. A decision around whether the project is to save money, become cost neutral or will

invest new money into this scheme is required as the project moves forward.

### **Possible Delivery Model**

45. A series of flow charts setting out a model for delivery at each key stage is attached as Appendix A to this paper. Explanatory notes to the flow charts are detailed below.

### External Applicants

- Apply to join the service in the normal way but would still require screening by the local force (much in the same way as now)
- Applicant must show the desire to want to take part, however, the recruiting teams should formally talent spot too – encouraging those in whom they see potential to consider applying for the programme.
- Undergoes assessment centre – successful.
- Undergoes skills audit – where am I now, what do I need to get where I'm going, what's the gap and how best to fill it?
- This, plus career counselling, results in the creation of a tailored career development profile to fulfil those needs.
- Begin probation, but with subtle differences: Will progress through their probation but will be confirmed in the rank as soon as they are *deemed competent*. As everybody develops at different rates, the time this takes will be variable, however it should be possible for the brightest to have worked through their competencies within about a year.
- Probation confirmed. (Note: Regulation change required to facilitate this.)
- Now eligible to take the Sergeants exam. (Note: Exam rules change needed to facilitate this.)
- 2 attempts at Sergeants exam permitted – the previous requirement to pass first time could be regarded as very unfair, putting undue pressure on candidates and not making any allowances for individuals having an 'off day' for a whole host of reasons.
- Pass Sergeants exam - promoted Sergeant. Straightaway eligible to take their Inspectors exam. (Note: Exam rules change needed to enable this.)
- 2 attempts at Inspectors exam permitted – same rationale as above.



- Work through competency framework for Sergeant. When deemed competent in the workplace and subject to satisfactory academic progress and passed Inspectors exam, promoted Inspector.
- Similarly working through competency framework until deemed competent and subject to satisfactory intellectual progress, promoted Chief Inspector.
- The competency profile of a Scheme candidate will be bolstered to emphasise the leadership aspect of their role.
- In effect, in qualifying for the scheme, a candidate who successfully maintains their eligibility by passing the tests at each stage is guaranteed promotion to Chief Inspector.
- Now the guarantees expire – no further assured promotion but candidates should be in a very strong position, given the benefits of mentoring, coaching, training, outplacements and all the other development opportunities open to them, to compete with the rest for Superintendent posts.

#### Internal Applicants

- Similar competency based progress for an internal candidate who may join the scheme at any point up to the rank of Chief Inspector (to encompass 'late developers'). They would join the 'training carousel' at a point appropriate to their needs as determined by the outcome of the skills audit at their introduction of the scheme.
- Thinking around the subject must move away from the concept of an *accelerated promotion* course and move towards an *accelerated promotion* scheme.
- A place on the scheme will open the successful candidate to an intensive and closely monitored career development programme, tailored to their individual needs. It will be about their personal and professional development.
- Progression through the scheme will be competency based – with the candidate taking ownership of their career development in partnership with their Career Development Officer. The Career Development Officer will in turn have the benefit of assistance and advice available from the centre.
- There should be huge investment in the tracking and monitoring of an individual through the scheme – to reflect the regard in which the future leadership of the police service is held – and also that this is a prestigious flagship scheme.

- The scheme will be open to all who display the *potential* to reach the highest ranks of the service, whether they be new entrants from outside, junior ranks with little service or middle ranked officers who begin to display potential – ‘late developers’.
- The scheme will be open to all, no matter what their status or background, so long as they can display the required potential. The previous requirement to be a graduate to enter the scheme from outside the service will be removed, although it is likely that most entering by this route will have external qualifications.
- Whilst the speed of progress should be driven by the candidate, there should be safeguards for the organisation too. There will be need for intervention on the part of the organisation to weed out those who are not progressing as anticipated and firm guidance as to how to go about this.
- A particularly sensitive issue is the amount of time afforded to an individual to properly enable their development and weighing that against the concept of a ‘fast track’ scheme.
- As long as expectations aren’t sold unrealistically the scheme should be able to pick out and develop *more* potential leaders than is currently the case.
- Exit from the scheme needs to be managed sensitively in accordance with carefully defined guidelines.

**New APS Project Manager  
Home Office  
May 2001**

## POLICE LEADERSHIP

### REVIEW OF EXTENDED INTERVIEW PROGRAMME

1. The Leadership Development Board is invited to note developments to date.
2. Terms of reference for the review have been agreed with key stakeholders as follows:

*To identify the most effective means of selecting those with potential for promotion to senior ranks in the police service and for the strategic command course in order to ensure that the processes operate to maximum effectiveness; are fair and open; and deliver a product of the required quality, volume and at appropriate times; to report on findings, with recommendations for action, by late June.*

Specifically, to consider:

- (a) What place an assessment centre should have in identifying future leaders for the service;
- (b) What competencies could most meaningfully be sampled within an assessment centre process, and what assessment centre design would be most appropriate.
- (c) What the best arrangements are for managing and administering the assessment system.

Full terms of reference are attached at Annex.

3. Patricia McFarlane (Home Office/PLPU) is leading the project. The methodology involves a consultation process with key stakeholders, EI assessors and candidates. A number of interviews have already been held and written comments received. A report of the emerging issues was considered by the Extended Interview Strategy Group, at its 16 May meeting, and which is acting as project board to the project. A note of the key issues identified by the Strategy Group will be circulated to members in due course.
3. The remaining interviews are to be held in June and a supporting research programme will be completed (Home Office's research directorate, PRCU, are providing some support) with a view to putting specific recommendations to the EI Strategy Group in early /mid July, prior to the consideration by the Leadership Development Board later that month.

**PLPU  
Home Office  
May 2001**

## Annex A

### REVIEW OF POLICE EXTENDED INTERVIEWS

#### **Terms of reference**

1. To identify the most effective means of selecting those with potential for promotion to senior ranks in the police service and for the strategic command course in order to ensure that the processes operate to maximum effectiveness; are fair and open; and deliver a product of the required quality, volume and at appropriate times; to report on findings, with recommendations for action, by [30June].
2. Specifically, to consider:
  - (a) What place an assessment centre should have in identifying future leaders for the service;
  - (b) What competencies could most meaningfully be sampled within an assessment centre process, and what assessment centre design would be most appropriate.
  - (c) What the best arrangements are for managing and administering the assessment system.

#### **Background**

3. The need for a review was identified as part of the report of the Police Advisory Board Leadership Working Group. The importance of a review has also emerged as a theme from discussion about police leadership led by Ministers as part of the current police reform programme.
4. Current central arrangements take the form of three day assessment centre exercises to select suitable candidates for:
  - (a) The Strategic Command Course, who have shown potential for Chief Officer rank;
  - (b) Participants in the Accelerated Promotion Scheme for Graduates and in service candidates for accelerated promotion – both via the Accelerated Promotion Course.

#### **Organisation of review**

5. The approach agreed with key stakeholders is to consider three broad areas:
  - The form and content of the assessment processes, including the skills and other areas of competence to be assessed.
  - Strategic oversight, management and administration of the assessment system, including the use of technology.

- The review should also consider how candidates should be identified and/or sifted for attendance at the assessment centre process.

6. Running through all aspects of the overall approach to the review is the overriding requirement to examine and consider fairness and diversity aspects, and to consider what improvements can be made to ensure that the processes are fair and open in every way and effectively promote diversity.

7. The Home Office Assessment Consultancy Unit will need to be closely involved in considering the **assessment processes** themselves and any issues of direct relevance to them – it has been agreed in principle that this part of the review will be led by the Assessment and Consultancy Unit, which will probably commission a specialist to carry out the necessary work.

8. That part of the review concerned with the appropriate skills and **areas of competence** will need to concern itself closely with two main factors: first, the customer requirement – this will bring into play the concerns of all the tripartite partners – police authorities, chief constables and Home Office policy considerations, including relevant developments on other, related, fronts; and Her Majesty's Inspectorate of Constabulary (which has a key voice in personnel issues). All these interests will need to be consulted, both bilaterally and collectively (there will need to be a steering group or project board to oversee the review). The second important factor to be taken into account is the emerging national framework of police competencies: the outcome of the review will need to lock in effectively with that national framework and ensure that nationally-agreed competencies and assessment procedures come together in identifying and developing talent and ability.

9. Both as a matter of central policy and in relation to specific aspects of any proposed changes **diversity issues** needs to feature throughout this review. Related to this aspect of the review is an independent review of Equal Opportunities aspects of the current Extended Interview arrangements, commissioned by the Assessment and Consultancy Unit, which reported in autumn 2000. This broader review should not need to re-examine issues which were addressed in detail by the equal opportunities review, but it should consider how the equal opportunities recommendations can be taken forward alongside any wider changes.

### **Methodology**

10. The most effective means of taking forward the review will be by means of a series of structured interviews with key stakeholders – Directors of Extended Interviews, Home Office policy lead (Police Leadership and Powers Unit), HM Inspectorate of Constabulary, Association of Police Authorities, Association of Chief Police Officers, Extended Interview Manager and his team, police staff associations. Other participants in existing arrangements – candidates and assessors – will also need to be consulted.

11. The review will also need to draw on all relevant documentation and data about the current process, its development, and its impact.

12. The review will need to maintain close contact with the Project Manager (Chief Inspector Steve Cooney) of the scheme currently being devised for enhancing leadership development through new arrangements for accelerated promotion.

13. It will also need to co-ordinate closely with those parts of the task for which the Assessment and Consultancy Unit is in the lead.

### **Areas of review**

14. The essential functions of present arrangements are directed at:

- Providing a focus for the talent spotting functions of the two accelerated promotion schemes – identifying potential ability for future strategic management roles.
- Confirming the potential for chief officer rank of previously identified ability, and serving as a feeder for training and preparation for individuals taking up chief officer posts.
- Helping to identify potential for chief officer rank, not recognised earlier.
- Providing a gateway to SCC and the accredited pool for selection by police authorities as chief officers, and ensuring required standards are met.
- Offering a platform for self-development for both successful and unsuccessful candidates.

15. The aims of the review are to ensure that procedures are in place for the future which deliver those functions to maximum effectiveness; which do so in a clear, objective and defensible way; and which form part of coherent overall arrangements for developing and supporting individuals with talent and ability. The review should consider how far the present arrangements meet those objectives. The outcome of the review will need to be fully connective with proposed new arrangements for managing senior appointments and for enhancing career development and guidance.

16. The review should make recommendations about whether the Extended Interview process should continue, which will need consideration of what alternative approaches might be available to achieve the objectives. It should consider whether the process should in future be apt for all the stages at which it currently operates.

17. One of the strengths of the current process is the commitment from senior levels of the service as Directors and assessors. That helps to maintain its credibility as a selection process. The content of the process itself also draws on the best available evidence about the predictive validity of different approaches to selection and assessment.

18. Criticisms that have been made of the current arrangements are that:

- They are institutionalised;
- They are weak in taking forward necessary changes in relation to diversity – of both candidates and assessors;
- They are resource intensive.

19. The review should consider the current arrangements for strategic oversight of the process, including the relationship with the new Police Leadership Development Board, and the role of the director, co-directors, and members of the current strategy group.

20. There are a number of other aspects – arising either directly or indirectly from Extended Interviews – which need to be taken into account:

- No control over intake – selection of candidates for Accelerated Promotion Schemes is done in force;
- Nominations for senior ranks are made by Chief Officers, and the Extended Interview system has only advisory input into sifting arrangements;
- Individuals, who do not put themselves forward, for whatever reason, remain outside the system and cannot be assessed as part of the talent pool.

21. The review will need to embrace the recommendations of the independent equal opportunity review of Extended Interviews, commissioned by ACU that raises a number of issues. These relate to the predictive validity of the overall process; issues around the mechanics of the system; points about individual tests; assessor selection and training and pre-selection.

22. The review should also consider:

- Ways of improving the diversity makeup of both the candidate pool and the assessor pool
- Examining issues around control of entry – sifting, nomination, recommendation etc.
- Catering for second career entrants
- Widening the number of entry points to Extended Interview
- Impact of career breaks (including maternity)

**POLICE LEADERSHIP**

**REVIEW OF SENIOR OFFICER TRAINING AND DEVELOPMENT**

**Update**

1. The Leadership Development Board is invited to note the developments to date. As members may recall, this review was commissioned in support of the strand of the Police Reform Programme on strengthening police leadership. It will be taken forward by a sub group of the Leadership Development Board comprised of representatives of ACPO, the APA and PLPU, HMI (Training) and will be chaired by the Director of NPT.
2. It has been agreed that stage one of the review (which will take six months) should comprise the following elements:
  - A scoping study of current provision both by NPT and by forces and the coverage and penetration of that provision
  - Research of perceived development needs – with a sample of those in the relevant ranks (which have been agreed as inspector and above) and their employers and by reviewing needs assessments
  - An examination of best practice here and abroad

This will lead to a report on findings and initial proposals for action

3. A project manager for the review has been identified (Patricia McFarlane – Home Office/PLPU) and a survey of forces is being designed to collect the information required for the scoping study. Subject to final agreement on the support available from the Home Office research directorate (PRCU), it is envisaged that the study could be completed by July 2001, when it is proposed that the review project board would consider the draft report. Findings and next steps could then be reported to the Leadership Development Board, at its planned July meeting.

**PLPU  
Home Office  
May 2001**



## POLICE LEADERSHIP

### POLICE TRAINING REFORMS

1. The Leadership Development Board is invited to note the progress to date on police training reforms.
  - The projects outlined in '*Police Training: The Way Forward*' are being implemented under the auspices of the Police Training Council Implementation Group. It meets approximately every 6 weeks.
  - The Criminal Justice and Police Bill, which creates the Central Police Training and Development Authority and gives the Secretary of State the power to prescribe a core curriculum and qualifications for police, passed through all stages on 10<sup>th</sup> May. Royal assent is likely by the end of the same week.
  - The Financial and Management Memorandum for the CPTDA has been drafted and issued to the PTC Implementation Group for comments.
  - Advertisements for independent members of the CPTDA Shadow Board have been published in selected press. Closing date for applications is 8<sup>th</sup> June.
  - The National Competency Framework was presented to the PTC IG at its last meeting in April. The Framework includes competencies for c85% of police activities. The remainder of tasks, including those undertaken by ACPO ranks, specialist staff and support staff, will be analysed and validated during the course of the year. Members of the Implementation Group were broadly supportive of the Framework. ACPO has agreed to develop proposals for implementation of the Framework by the end of May.
  - The Police NTO has been incorporated as a company limited by guarantee. The Chief Executive, Richard Winterton, has been appointed and will take up his post at the end of May. An office has been provided by South Yorkshire Police in Sheffield.
  - As part of their course, some candidates on the current Strategic Command Course have agreed to define the contents of a core curriculum for ranks between probationer and superintendent. Their report will be submitted to the PTC Implementation Group in July.
  - Proposals for a qualifications framework are currently being developed and will be submitted to the PTC IG in September.
  - The ACPO/APA National Project on Best Value in Police Training, based in Cheshire, has begun collecting data, which will inform the development of options on how to promote Best Value and reduce unnecessary duplication.

- A costing model, which can provide the basic costs of a training course, has been developed by Greater Manchester Police. Christine Twigg, ACC Cumbria, has agreed to “fine-tune” the model and to consider how to promote implementation.
- A meeting to agree an approach to costed human resource plans, to be prepared by each force and inspected by HMIC, has been set up for early June.

**PLPU**  
**Home Office**  
**May 2001**

## **POLICE LEADERSHIP**

### **PROGRAMME OF SUPPORTING RESEARCH 2001-2**

The Leadership Development Board will wish to be aware that a research programme on Police Leadership is included in the Business Plan for 2000/1 of the Home Office Research Development and Statistics Directorate (RDS). The work is being carried forward within the Policing & Reducing Crime Unit (PRC). PRC are keen to ensure that the research being undertaken helps support the current and future work of the Board. We understand that the Board's remit includes elements of the Police Reform programme as part of the forward-looking policy development in the field of police leadership, at all levels within the police service.

For the Board's information, this paper sets out in broad terms the work that PRC plans to undertake over the next 6 months or so. These are to support the Reviews of:

- the Extended Interview
- Higher Police Training
- Accelerated Promotion

In each area, the detail of these research projects has been discussed and agreed with the project managers concerned.

#### **Extended Interview**

##### **2 Review of the use of Regional and Force Assessment Centres**

Pre-sifting of candidates for EI has been identified as an important area for study. All Regional Centres and several Forces operate assessment centres for selecting candidates for probationer training. The aim of this work is to review how they operate currently, and what part they could play in the future in helping to achieve consistency in the pre-selection of candidates for the APS.

Interviews of staff would be carried out at a sample of Regional and Force Assessment Centres, and within ACU. A report would then be compiled on the perceived potential for using Regions more widely. This would probably include proposals for a pilot and a broad-brush commentary comparing the likely costs of the current situation with the various options identified. The study would build on the work of Jones (2000) and Scott (2000) and would interface with the work of the National Recruitment Standards team.

A report would be prepared by PRC before the end of June and would contribute to the report by the project manager due in July.

#### **Higher Police Training**

##### **3 Survey of Senior Officer Training and Development Opportunities**

The aim is to map out the range of current provision of training and development opportunities for senior officers (Inspector and above) at a force,

regional and national level, and which officers (by force and rank) have accessed this provision. This will be a first step in helping to identify gaps in provision.

There is an ACPO/APA project being carried out on Best Value in Police Training that will be collecting data at a national level on police training in general. However, this will not be collecting, in its first trawl, data on development opportunities or on who is taking up the provision. Accordingly, it has been agreed that PRCU will carry out a brief questionnaire survey of forces to discover what courses and development opportunities, other than those at NPT Bramshill, are being offered to inspectors and above and who (by force and rank) has accessed these. In addition, PRCU will collect data from NPT Bramshill on the courses and development opportunities which they offer and who has accessed these.

A report will be prepared by PRC before the end of June and will contribute to the report by the project manager due in July.

#### **4 Review of training offered to senior managers in other police and non-police organisations**

The aim is to provide comparisons with other organisations on how they train their senior managers. Three sources of information will be accessed:

- Information on courses provided for/offered to senior police managers in the USA, Canada, Australia, and the Netherlands;
- Generic courses being offered to leaders within the UK public sector;
- Courses provided for senior managers in the UK private sector and in multi-national corporations.

The survey would be carried out by post, telephone, e-mail and some visits within the UK. A report will be prepared by mid September.

#### **Accelerated Promotion Scheme**

#### **5 Review of the support needed by forces in meeting the development needs of students on the new APS**

The aim is to identify how forces propose to support the development needs of students on the new APS, and what support (if any) they would value in helping them do this.

Interviews with career development officers and operational supervisors in a sample of forces will be carried out. We will aim to prepare a brief interim report by mid July, and a final report by mid August.

#### **6 Review of the reasons why applicants for the APS discontinue their applications, or are discontinued, at various stages of the selection process**

The aim is to identify reasons for drop-out at each stage and whether these reasons differ for different groups.

Information, for a series of years, will be obtained from the GLO on the early stages of the sifting process and the numbers rejected for each reason, broken down by gender and ethnicity. Interviews with a sample of forces will investigate the reasons for rejection, which are not related to Nationality, Criminal Record, Fitness or failing the Medical or PIRT. This would include the main reasons for failing the Preliminary Interview. Officers who dropped out of the APS selection process but who continued with a career in the police would be identified and a sample of these interviewed to ascertain the reasons for drop-out.

A report will be prepared by mid August.

### **Conclusions**

This paper is mainly for information, but the Board is invited to comment on the PRC proposals.

**Policing & Reducing Crime Unit  
Home Office  
May 2001**

### **REFERENCES**

- 1 **Scott, S (2000) *Extended Interview Process for Police and Other Services: Equal Opportunities (Race Equality) Review. Report to Home Office Assessment and Consultancy Unit***
- 2 **Jones, P (2000) *The Police Use of Assessment Centres Police Research Award Scheme. Home Office, Research Development & Statistics Directorate***

