

LEADERSHIP DEVELOPMENT FRAMEWORK FOR THE SCOTTISH POLICE SERVICE



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**Foreword -
Mr Ian Latimer,
Chief Constable and Chair of ACPOS
Personnel and Training Business Area.**

The aim of this Leadership Development Framework is to highlight the current leadership development pathways and advance further leadership development activity across the Scottish police service. As the leadership challenges facing the police

service develop, it is vital that we regularly review and where necessary improve the developmental support that the service provides to its current and future leaders. Consequently, this Framework retains many existing leadership interventions and combines them with a number of new approaches that are needed to meet anticipated future demands.

This Framework has been developed for leaders at all levels within the service and extends to all police officers (probationers to chief officers), police staff, and members of the Special Constabulary. Her Majesty's Inspectorate of Constabulary in Scotland, in the thematic on the productivity of police officers, acknowledged that sergeants and inspectors have an organisational role in providing leadership to achieve continuous improvement in performance and maintaining standards. This supports the need for leaders who can work effectively with people from all of our Scottish communities, and indeed with visitors to our country, and with stakeholders and partner organisations to enhance our public service. We also need to actively lead, with colleagues throughout the UK and beyond, to prevent and investigate national and international crime; and, deal effectively with major incidents and environmental disasters.

After consultation and professional analysis of emerging issues we have identified the need to prioritise our efforts in the following strategic work streams:

- **We will coordinate the development of Operational Command; Effective Leadership skills and behaviour; and, Business and Management principles at all levels throughout the organisation.**
- **These skills and behaviours will be underpinned by a clear articulation and understanding throughout the service of Organisational Aims, Ethics and Values.**
- **The service will encourage and support the ongoing professional and personal effectiveness of all its leaders through the integration of theoretical leadership training with experiential work-based leadership development activity.**
- **In order to ensure that the service has the right leaders in the right place at the right time to meet the challenges ahead, we will review and improve our succession planning processes.**
- **In the same vein, we will review and seek to improve our talent management processes and encourage our people to take responsibility for their personal development across the service.**
- **We recognise the importance of working with our partners in the provision of services to communities across Scotland and as a result we will seek to develop and deliver a programme focusing upon effective collaborative leadership.**

With regard to these work streams, it remains paramount to deliver progress on equality and diversity, and the need for all our leaders, at every level, to champion and be challenged in creating a representative and barrier free organisation. The Association of Chief Police Officers in Scotland (ACPOS) aspires to have equality and diversity matters mainstreamed throughout the Scottish police service, with every individual being responsible for their behaviour and attitude. The need to equality impact assess both policies and practices is a legislative requirement, and such a review should be seen, by those with the responsibility to design and deliver leadership development, as an opportunity to ensure that it is inclusive.

There is much to be proud of in relation to leadership within policing. The police service is traditionally viewed as an organisation with leaders that can take charge and get things done. There are numerous commendable examples of first class leadership throughout all levels of the Scottish police service. Equally, it is clear that we cannot take leadership for granted as it will always be of critical importance to policing, especially in the current climate of budgetary constraints (over 80% of our budget is invested in our people), global financial uncertainties, greater public and political scrutiny, and future challenges associated with new forms of criminality, major incidents and environmental change. Consequently, there is a clear imperative to nurture and support our leaders as early as possible and throughout their professional service to ensure the Scottish police service continues to provide the public with the highest possible standards of policing.

For this to be effective, individuals must take responsibility for their professional development and effectiveness. This will be encouraged through the Performance Development Review system, setting relevant Objectives and utilising Personal/Professional Development Planning models.

The Scottish Police Service Leadership Study, completed in 2008, highlighted that the ability and willingness to nourish and develop other members of staff is arguably the most critical feature of effective leadership within policing. In this study of leadership effectiveness across ranks and the service in Scotland, the ability to develop staff was identified as the most influential competency. Consequently, it is important that we not only develop leaders who can take the lead when dealing with local incidents, commanding a major operation or delivering change at a strategic level, but who are also capable of developing their own staff.

Contemporary research into leadership within the police service and across the public sector needs to be encouraged to ensure that traditional methods of leadership are continually challenged to refine best practice. Therefore, the partnership with the Scottish Institute for Policing Research should be maximised to explore this area.

This Framework underlines the chief constables' responsibility for leadership development in the Scottish police service. This includes the critically important areas of succession planning and talent management. It also provides a clear mandate to those who are responsible for designing and delivering leadership training and people development within and for the Scottish police service. The Scottish Police College provides many valuable leadership development programmes, and the attached appendices highlight the leadership development pathways and the 'Leadership Charter', which ACPOS is happy to endorse.

The Scottish police service continues to be admired for its leadership, with requests coming from various countries to experience the Scottish approach. I believe that this Framework, which will be subject of regular review, will ensure that the service protects and further develops this tradition of first class leadership within policing.

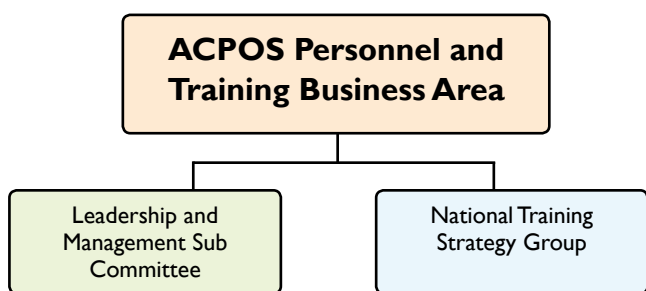
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Strategic Influence

This commitment to leadership development complements numerous strategic drivers – including the Scottish Government’s strategic objectives, the ACPOS Policing Strategy, the ACPOS People Strategy, and the ACPOS Training Strategy, and is supported by the ACPOS Personnel and Training Business Area and the ACPOS Training Strategy Group. It equally supports the delivery of the Scottish Policing Performance Framework, and endeavours to contribute towards addressing threats identified in the current Scottish Strategic Assessment.

Leadership Development Framework Ownership

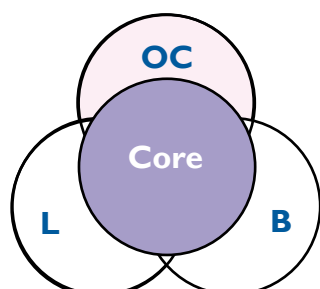
This Framework is a living document, which will be reviewed on an annual basis, by ACPOS Personnel and Training Business Area, to absorb the changing dimensions of policing that affect leadership. Its strategic work streams will primarily, but not exclusively, relate to the ongoing work of the Leadership and Management Portfolio reporting to ACPOS Personnel and Training Business Area, with the National Training Strategy Group prioritising training delivery.



Leadership Development Domains

Although leadership is critically important in policing, it is clear that our people will also need to develop additional skills and behaviours, if they are to achieve successful outcomes for Scotland’s communities. The Framework groups together the skills and behaviours into three distinct but complementary domains, which are Operational Command; Effective Leadership; and, Business and Management. In order to be successful, we believe that we must develop leaders who are able to adapt their approach dependent upon the situation, and utilise operational command; effective leadership skills and behaviour; and, business and management principles at different times and in different places. Furthermore, it is evident that the articulation and understanding of the organisational aims, ethics and values, in addition to personal effectiveness, is paramount to successfully delivering any of the skills developed within these domains. This model is relevant throughout policing, and will be delivered, as appropriate, at operational, tactical and strategic levels (Bronze, Silver and Gold).

- OC: Operational Command
- B: Business/Management
- L: Effective Leadership
- Core: Organisational Aims, Ethics and Values



Operational Command

This is our most dynamic area of policing and at times the most imprecise. Therefore, the response to critical incidents needs to be predominantly command orientated. The development of skills in this domain will be clearly linked with the target areas identified within the National Intelligence Model Strategic Assessment, and should be available at operational, tactical and strategic levels (Bronze, Silver and Gold).

Key areas for development include:

- An understanding of the principles of Operational Command
- Integration with the National Intelligence Model and Strategic Assessment Establishment of the training requirement
- The interface of police operational command with other agencies in respect of civil contingencies and emergency responses
- Response to critical incidents
- Strategic/Gold Command training in respect of Counter terrorism; Extortion and Kidnapping; and Organised Crime
- Community Impact Assessment
- Operational Risk Assessment and Management

Business/Management Principles

For the foreseeable future, the police service will face significant funding pressures, which will escalate the need to address significant organisational development and identify opportunities to share services. There is a need to have a greater understanding of the political environment in Scotland, particularly in respect of governance arrangements, influencing legislation and contributing to local Single Outcome Agreements. The police service also needs to continue to address legislative requirements and be responsive to modern management practices, particularly in respect of talent management and succession planning. Broadly, the business and management principles should relate to Purpose, People, Process and Performance.

The following areas are therefore considered key at this time:

- Financial awareness including audit processes
- Customer focus and service delivery
- Change management skills
- Effective partnership relations (cross sectoral)
- Maximising shared resourcing and development
- Information and Communication Technology development and usage
- Diversity and equality matters
- Issues affecting the governance of the service
- Organisational risk management
- People management, development and succession planning
- Negotiating and influencing (cross sectoral)
- Performance management and improvement

Effective Leadership

In order to provide the police service with a 'tool box' of leadership styles, there is a need to have a balance of both the traditional policing leadership approaches and contemporary styles. Although it is impossible to be prescriptive about the leadership style to be adopted, there is a need to ensure that our people are sufficiently familiar with the styles of leadership most likely to be effective within policing and under what circumstances.

- These leadership styles include:
- Transformational and transactional leadership
- The situational leadership model, which includes Action Centred Leadership, and Collaborative leadership

Although theoretical knowledge of appropriate leadership styles is important it is essential that our people are able to develop the skills, behaviours and personal effectiveness required to be successful leaders in policing, at what ever level. Consequently, an understanding of self awareness, emotional resilience and interpersonal sensitivity is also needed. Therefore within leadership development activity, a greater emphasis will be given to expanding social and emotional skills and behaviours through the development of a coaching approach; the use of personal/professional development planning; and, targeted personal development interventions.

As leadership theory, practice and personal effectiveness develops it is recognised that it is vital that an overview of current thinking is retained in order that the service continues to focus on the most effective leadership styles and supporting competencies for policing. The Leadership and Management Portfolio should retain primary ownership of this area on behalf of ACPOS.

Organisational Aims, Ethics and Values

It is acknowledged that an individual's response to the challenge of leadership will be influenced by the situation encountered or the task ahead, the person's competence and confidence, the resources available and many other fluctuating demands. Therefore, underpinning the approach to leadership, whether in response to an incident, operation or leading change, the aims, ethics and values of the Scottish police service are paramount. This guiding principle is the foundation of retaining and improving the consent, trust and support of all the communities in Scotland.

The following organisational aims will be enshrined into our actions when applying Operational Command, Effective Leadership, or Business and Management principles

Leadership	We will provide strong, decisive and influential leadership
Partnerships	We are committed to working with a broad range of partners to influence the development of public policy
Customer Focus	We strive to provide best value in the delivery of our services, and are committed to finding innovative ways of policing
Excellence	We are actively committed to providing excellent services that meet the expectations and aspirations of our customers
Learning	We will retain and develop our knowledge to improve the service we provide
Diversity	We will actively understand and embrace diversity in policy development and service delivery

Our actions must be able to withstand scrutiny in relation to the organisational ethics and values:

Integrity	We will discharge our duties with fairness and honesty
Transparency	We will perform our duties in an open and transparent manner, and be open to scrutiny
Accountability	We will be accountable for our decisions and actions, and guard against the abuse of powers
Responsibility	We will ensure that our actions are lawful, reasonable and proportionate
Impartiality	We will act fairly, impartially and without prejudice

Organisational Aims, Ethics and Values are so fundamental to policing, in how we consolidate the trust of the communities we serve and retain the integrity of our accountability to stakeholders, that it must be enshrined into the development and delivery of the other Framework domains - Operational Command; Effective Leadership; and, Business and Management principles. Indeed, further debate will raise the issue of personal values and their alignment with Organisational Aims, Ethics and Values. In acknowledgement of the importance of this domain, and to ensure that the above content is relevant to today's, and the future, leadership of the police service, it will be subjected to review within the strategic work streams.

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Professional Development Pathways for the Scottish Police Service

This appendix offers a snap-shot of the professional development pathways currently available, and includes the ACPOS Professional Development Programme, the Senior Careers Development Service (SCDS) and the Chief Officers Development Programme in Scotland (CODPS). Further information and details on the entry point to the Senior Careers Development Service can be obtained via www.tulliallan.police.uk/scds/index.html. The Accelerated Careers Development Programme (ACDP) has been subjected to a significant review during 2008, and further information can be obtained directly from the ACDP Coordinator mail@tulliallan.pnn.police.uk.

Pathways include accredited learning, but there are other aspects of personal development that contribute to attitude and behaviour (emotional intelligence), and this can be enhanced not only by theoretical leadership training but also practical and experiential leadership development across and throughout the police service.

The ACPOS Professional Development Programme is the first collaborative undergraduate programme in Scotland which offers a variety of learning opportunities and qualifications to members of the police service. Development of the programme has involved ACPOS, the Scottish Police College (SPC), Scottish Qualifications Authority (SQA) and Scottish Universities working together as partners in order to make full use of the Scottish Credit and Qualifications Framework (SCQF).

Police officers and police staff are able to enter into formal study at varying levels from SCQF level 7 (HNC level) to level 10 (honours degree). The programme will coincide with a postgraduate programme of police qualifications from the Scottish Institute for Policing Research, which allows progress to level 11 in the SCQF.

The programme offers candidates a variety of routes to the achievement of formal nationally recognised qualifications. The Diploma in Police Service Leadership and Management is targeted towards those seeking to be promoted from the rank of Constable. The Advanced Diploma is targeted towards both police officers and police staff who currently carry out a management role within the Police service. Both qualifications are assessed through a variety of methods, including academic submissions, work based reports and closed book subjective examinations.

		Accreditation Framework
Chief Officers & equivalent executive police staff (SCDS)	Chief Officer Development Programme	Post Strategic Command Course Qualifications - Institute of Directors
Superintendents, Chief Superintendents and equivalent senior police staff (SCDS)	Senior Careers Development Service Programme Level 2 (inter alia) <ul style="list-style-type: none"> Governance in Scotland Scottish & UK Policing Issues Awareness of Personal Leadership Effectiveness Leadership role of a chief officer 	Strategic Command Course (Senior Police National Assessment Centre & Police Staff Selection)
	Senior Leadership Development Programmes (SLDP 2) <ul style="list-style-type: none"> Diversity Critical Incident Management Strategic Performance Delivery Policing Futures Leadership - Stepping up to the Executive Level 	SLDP2 - Chartered Management Institute - Executive Diploma in Strategic Management
Chief Inspectors, Superintendents and equivalent police staff (ACDP Phase 4)	Senior Leadership Development Programmes (SLDPI) <ul style="list-style-type: none"> Leadership People, Partnerships and Performance Financial Management Diversity 	SLDPI - Chartered Management Institute - Executive Diploma in Management
Inspectors & equivalent police staff (ACDP Phase 3)	Intermediate leadership development programme (IntLDP)	Advanced Diploma in Police Leadership and Management (April 2008)
Sergeants & equivalent police staff (ACDP Phase 2)	Initial Leadership Development Programme (ILDP)	
Constables seeking promotion (ACDP Phase 1)		Diploma in Police Service Leadership and Management
Constables	Probationer Training Programmes at SPC and within Force	Cert HE in Policing
Members of the Special Constabulary	Force and national training seminars Continuous Professional Development Programme	
Cadets	Entry Leadership Development	

**Positive
and Effective**

Lead by example through setting high personal and professional standards.
Promote, uphold and communicate ACPOS Ethical Principles
Champion and encourage improvement.
Be open, accessible and accountable

**Undertake Personal
Development**

Take responsibility for personal learning
Build on experience through personal reflection
Translate learning into improved actions
Ask for and learn from personal feedback

**Communicate
Effectively**

Create an atmosphere of openness and trust
Seek and respond to ideas and feedback
Demonstrate genuine interest in others through active listening and being available
Share information and use plain language

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A Leader



Develop People

Recognise good work and provide regular feedback
Value and benefit from a shared vision of diversity
Foster and encourage teamwork
Encourage individual participation and consultation

Be Focused on Performance

Set clear and measurable objectives
Encourage and value a learning culture
Create an environment where people are motivated to achieve positive outcomes
Address unsatisfactory performance and behaviour

Demonstrate Integrity and Commitment

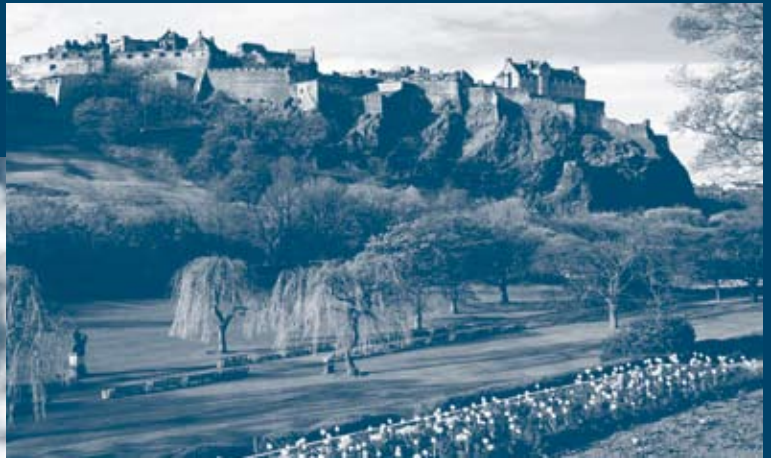
Set high standards of behaviour
Make fair and ethical decisions
Value equality and diversity
Champion continuous improvement

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