

Leadership Programme

Recommendation(s):

- (i) To note the contents of this report and consider any input or additional activity required at this stage.
- (ii) Members to determine how they wish to engage in the future of the Leadership Programme.

Introduction

1. The Leadership Programme is pivotal to the success of the 2012 strategy.
2. The work driven by the programme will ensure that the force is not only meeting the demands of the community we serve but also ensuring that the force is well led and "getting it right first time".
3. This report provides an overview of the programme and its continued development.

Background information

4. The programme is committed to several areas of delivery and development.
5. The Franklin Covey 7 Habits for Managers provides an overarching approach to achieve top performing standard of leadership and management. The training has now been delivered to over 1100 leaders and potential leaders across the organisation. The remaining 300 leaders will receive the training by the end of March 2009. The programme is aimed at all supervisory and management levels across the organisation and is delivered to both police officers and police staff in mixed groups. The programme has been delivered locally at a number of key locations throughout the force. The feedback has been very positive. A formal evaluation will be conducted in due course. Consideration is currently being given to a suggestion from participants is for the programme to be rolled out to all members of staff in addition to those in leadership roles, so that those "being led" understand the key principles.
6. The Leadership Development Course Project is well under way and will cover three main areas for newly promoted Sergeants, Inspectors and Police Staff managers:
 - Operational Skills Module
 - People Management Module
 - Franklin Covey 7 Habits for Managers

This programme was agreed by the Human Resources Strategy Group in April 2008 for implementation by April 2010, in line with the 2012 strategic roadmap.

7. The Operational Skills Modules will include Critical Incident Management, Missing Persons, Crime Management and Effective Briefings. The preferred method of delivery for these modules will be via immersive learning, giving the opportunity for leaders within the organisation to learn from each other in a safe but realistic environment.
8. The People Management processes training will incorporate standards of behaviour, dealing with staff issues, conflict resolution and performance management. The delivery method is yet to be decided but it is likely to take the form of interactive workshops and ongoing support from HR professionals and leadership and management coaches.
9. The Franklin Covey package will continue to be delivered to all newly promoted supervisors. Follow up work on the Covey programme is underdevelopment in order to embed its principles in the culture and processes of the organisation.
10. These three elements will be supported by work based coaching and mentoring. All the training team within the Leadership Unit are qualified leadership and management coaches (ILM Level 5). The police officers in the unit are experienced officers with a background of developing others through their various roles.
11. The Leadership Unit is currently working on aligning the work based coaching element of the leadership programme to the requirements of the work based assessment process for promotion. This will enable a smooth transition to this process when the force adopts this approach which replaces the OSPRE Part 2 process.
12. The utilisation by the force of the national Core Leadership Development Programme (CLDP) has being reinvigorated through its close liaison with the National Police Improvement Agency (NPIA). The Leadership Unit will oversee the review of the processes in place in the force and assess how it can be used more effectively for current and potential leaders.
13. The CLDP is currently under review at a national level as the National Police Promotion Framework is implemented across the country. The Leadership Unit will ensure that processes are in place so that the force is at the forefront of these developments.
14. The potential for joint development activity with academic institutions such as the Exeter University Leadership faculty are being explored.
15. The emphasis throughout the leadership programme is upon managers' principle responsibility for effectively leading and managing their staff, supported by their own leaders and HR and Learning and Development specialists.
16. A number of key HR processes are closely linked to the leadership programme, such as careers pathways, talent management and succession planning. As these elements are further developed the links with the leadership programme will be established.
17. Similarly, as the full leadership requirements of the 2012 strategy become more explicit, these will be built into the leadership programme.
18. In summary, the scope of the leadership programme comprises the following:

- completion of the FranklinCovey 7 Habits for Managers delivery to all leaders within the force
- embedding of the 7 Habits within the force culture and processes
- rolling out of the leadership development programme as agreed by HRSG in April 2008 for implementation by April 2010, in line with the strategic roadmap
- establishment of a force wide mentoring scheme
- establishment of a work based coaching programme
- utilisation of the CLDP
- transition to work based assessment for promotion
- partnership working with academic institutions
- cohesion of the leadership development programme with related HR processes

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