

EVALUATION OF POLICE STAFF
GENERIC INDUCTION PROGRAMME



SUBMITTED BY

JULIE DICKSON

1.0 INTRODUCTION

1.1 Following approval for a pilot Police Staff Induction Programme from the HR and Training Committee, training commenced in April 2006. Until this date, there has been no generic force-wide induction process. Induction training has existed for some staff within various departments or roles, but it has been ad hoc and inconsistent.

1.2 The aim of the induction process is to give the employees and the organisation a number of benefits including:

- Motivation of new employees by assisting them to understand the nature and the business of the organisation;
- Understanding the services provided by the organisation and systems in place;
- Knowledge of Health and Safety and other legislation which benefits individuals and reduces levels of sickness and injury;
- Development of staff skills to understand the needs and expectations of diverse local communities and to have respect for race and diversity;
- Retention of staff who feel part of the organisation more quickly;
- Assist in any future 'Investors In People' application;
- Boosts confidence of staff and improves work quality;

1.3 A centrally delivered three day induction process has been introduced, which is delivered at least once a month to ensure that all staff are able to attend as soon as possible after commencing their employment with the organisation.

1.4 Topics covered on the three day programme include:

- Force geography and rank structures
- Police roles
- Health and Safety
- Data protection

- Diversity
- Special Cases
- Personnel
- Self-awareness issues and occupational health services
- Introduction to ICT within the Force

The content of the programme covers National Occupational Standards 1A4 (Foster people's equality, diversity and rights) and 1A5 (Promote people's equality, diversity and rights).

2.0 METHODOLOGY

- 2.1 Immediate student feedback was obtained through student satisfaction forms being completed, in addition to independent trainers / managers carrying out a course de-brief and providing feedback to the course managers.
- 2.2 Further reflective feedback has then been obtained from the first three police staff induction courses through the completion and subsequent analysis of questionnaires, a copy is attached at Appendix A of this report.
- 2.3 The training programme has been costed through the National Costing Model and the overall cost of delivering the programme has been calculated and presented within the report.
- 2.4 The delivery of the programme was not subject to independent Quality Assurance from the Quality Assurance Team.

3.0 RESULTS

3.1 Student Feedback

3.1.1 Attendees of the programme were from a cross section of BCU's and departments which included Plymouth, South and West Devon and North and East Devon BCU's, Crime, Call Handling and Communications, Custody and HQ Departments.

3.1.2 Out of the 23 respondents, 14 had attended an induction course within two months of joining the organisation. The remaining 9 attendees waited between 3 and 8 months before attending. This is reflected in the responses to the question, 'in your opinion was the timing of this course appropriate for you?', where 65% of respondents stated that the course came too late. Comments were made to support this rating, with the majority of students remarking on the need to attend the programme as soon as possible after joining the organisation in order to get the maximum benefit from the three-day programme.

3.1.3 Only 65% of those who attended the training stated that they received joining instructions prior to attending the training. All those who received them said they were either very informative or adequate.

3.1.4 Respondents were then asked to rate the content of the training programme. The following responses were given:

Content	Good	Adequate	Poor	No response
Personnel	57%	39%	4%	-
Police roles	87%	13%	-	-
Data protection	70%	30%	-	-
Self Awareness	78%	17.5%	4.5%	-
Health & Safety	30%	35%	13%	12%
Introduction to ICT	43.5%	35%	13%	8.5%

Content	Good	Adequate	Poor	No response
Engagement Circle / Force Aims	74%	26%	-	-
Special Cases	65%	35%	-	-
Diversity	74%	18%	-	8%
Senior Officer welcome	35%	35%	9%	21%

3.1.5 The following comments were made regarding the content of the programme:

Day one:

- I especially enjoyed the police roles section, it was interesting and a good idea to let police staff have a look at the equipment used in policing;
- Personnel input I found to be largely unnecessary given the fact that I am still employed via an agency. I was also aware of the fact that any of the information I required from personnel I would personally find out via my line manager if necessary. As such the talk was informative though ultimately redundant and rather hard going over areas which have no personal relevance.

Day two:

- I don't know how Janet Moon is so enthusiastic about Data Protection! She presented a very good slot which gave relevant information without becoming boring;
- I would have liked more information into the structure, so that visualisation on the force and how the departments / BCU's etc link together would be more clear;
- Data protection was very dry and intense and (personally) unnecessary given the fact that I had been utilising it on a daily basis since starting with the force. I was already familiar with the elements of data protection essential for my

role. All other 'modules' were made very interesting and as informative as possible by an excellent trainer (John Luscombe) but I did not learn much of relevance to my role, and much was common sense;

- The data protection section, whilst clearly extremely important, was very long (about an hour and a half). Surely this could be condensed and delivered in a more interesting way?
- Health and safety was non-existent! Although it's pretty much down to common sense, this should have been included!

Day 3:

- Siobhan was very informative and gave a good amount of information without being overbearing;
- The Diversity training was very good. I have never had any training in this field at all before and the two John's made it simple and interesting;
- I found the ICT person was contradicting things said by the Data Protection person and he repeated himself a lot;
- Diversity was well handled by John and what promised to be a very boring morning was made interesting.

3.1.6 Attendees were then asked to rate the training delivery, the following responses were given:

Training delivery	Always	Sometimes	Never	No response
Did the trainer provide good examples / explanations?	100%	-	-	-
Did the trainer(s) involve the group?	91%	9%	-	-
Did the trainer(s) have a good knowledge of the subjects	100%	-	-	-
Did the trainer(s) use appropriate language and behaviour	91%	4.5%	-	4.5%

- 3.1.7 When asked how appropriate the length of the course was, 57% stated it was about right with the remaining all commenting that it was too long. 70% of attendees went on to say that the pace of delivery on the 3 day programme was about right, with the remaining 30% saying it was too slow.
- 3.1.8 Some personnel (8 out of the 23) have also attended a local induction programme, although this was only formally structured for one.
- 3.1.9 When asked whether they considered it necessary to attend a generic induction course, 22 people answered – 20 of which said they did think it was necessary.
- 3.1.10 Students were finally asked to give an overall rating of the Police Staff Induction Course. 83% stated it was good, with 13% rating it adequate and only one respondent (4%) saying it was poor.
- 3.1.11 Final comments made about the three-day induction programme included the following:
- The three day course was of enough duration to cover all aspects of the organisation that are required as a new recruit. The only suggestion to put forward is that the Police Roles on the first day would be better in the morning as this gave the history / background of the police, with Personnel having the afternoon session. The whole presentation of this course was delivered in a very professional and interesting manner which in conclusion has given me a grounding of useful information;
 - Two days might have been adequate length. Having previously worked with Avon and Somerset for 21/2 days and also receiving training as a Special Constable I had quite a bit of pre-existing knowledge of policing and so probably gained less from the course that I otherwise would have done were I completely new to the police environment;
 - Found the course very interesting, informative and enjoyable. Well worth running for future candidates;

- Informative, enjoyable and at the right level;
- I think the course as a whole was two days too long and unnecessary given the amount of time I had already worked for the force. I learned little of relevance to my role. The trainer however was excellent and made the material as interesting and involving as possible;
- Was of time and mostly irrelevant. Method of 'teaching' would be better suited to primary school children. The aims and message of the course could be condensed into 30 minutes;
- I found the induction to be a useful experience and enjoyed meeting people from other departments. I felt the trainer was particularly good and kept our interest well;
- I would have preferred to have completed this questionnaire immediately after the course. We were asked to give feedback and I spent quite some time writing comments on most of the sessions. Also a Sergeant, who had not been involved in the training, came in and took verbal feedback on the last session. Frankly I feel that 3 lots is overkill! Would it be possible to have a shorter lunch break and leave earlier as I believe most people did not want a whole hour and also could have coped without an afternoon coffee break. Although the pace was generally about right, I do think that the course could have been condensed into two days. Several of us thought this at the time, but after two weeks it is difficult to remember which sections apart from Data Handling and the time allocated to Personnel could be reduced. As a former teacher I was very impressed in the way John Luscombe delivered his sections of the course, making them interesting and involving everyone.

3.2 Programme Costs

3.2.1 The average total costs per course is calculated by applying the principals of the national costing mode. The staff within the Performance Management Unit, within the Learning and Development Department have carried out this work.

Description (3 day course)	Average cost per course	Total
Tuition (2 x sc 5 trainers)	£468.90	£468.90
Speakers	£143.45	£143.45
Stationary	£2.40	£2.40
Handouts etc	£2.40	£2.40
Support overheads	£299.49	£299.49
Student investment time (estimating scale 4)	X 10	£2893.80
Total Cost		£3810.44

- NB. Student investment costs will vary in accordance with the scale and / or role employees are within. The above calculation is based on all 10 students (average class size) being scale 4.

4.0 CONCLUSION AND RECOMMENDATIONS

4.1 This section of the report will conclude the key findings as well as make recommendations for future consideration.

4.2 Conclusions

4.2.1 The introduction of the Police Staff Induction Programme has been positively received;

4.2.2 In the main the course content is considered to be relevant and has provided a valuable organisational insight for attendees;

4.2.3 Almost half of attendees have stated that the programme is too long, with the remaining stating that it was about right;

4.2.4 The trainers were considered to have a good knowledge of the subjects being taught and always provided good examples / explanations;

4.2.5 For the majority of students, the generic induction programme was the only form of induction arranged for them, structured or informal;

4.3 Recommendations

4.3.1 All new learning and development programmes need to go through independent Quality Assurance;

4.3.2 All students attending the programme need to have only worked for the organisation for a maximum of two months in order to gain the most benefit from attending. Those who have worked for the organisation for a period of time longer than this began to find some of the modules unnecessary for them personally;

4.3.3 Consideration needs to be given to reducing the length of time the programme is run for, following the feedback given.

Police Staff Induction Course

Please answer the questions below as honestly as possible about the above training you attended

1. About you

1.1 What is your role?

1.2 In which BCU / Department are you located?

- | | |
|--|---|
| <input type="checkbox"/> Cornwall and the Isles of Scilly BCU | <input type="checkbox"/> Plymouth BCU |
| <input type="checkbox"/> South and West Devon BCU | <input type="checkbox"/> North and East Devon BCU |
| <input type="checkbox"/> Criminal Justice Department | <input type="checkbox"/> Crime Department |
| <input type="checkbox"/> Operations Department | <input type="checkbox"/> HQ Departments |
| <input type="checkbox"/> Call Management and Communications Department | |

1.3 What date did you join the organisation? Date of Course

1.4 In your opinion was the timing of this course appropriate for you?

- Too early At the right time Too late

Comments:

1.5 Did you receive any joining instructions prior to attending the training?

- Yes No

2.6 If yes, please rate the joining instructions?

- Very informative Adequate Not very useful

Comments:

2. Training

2.1 Please rate the content of the course in terms of how useful you considered it to be and how relevant it was to include it in the programme

Day 1

Personnel input Good Adequate Poor
Police roles Good Adequate Poor

Comments

Day 2

Data Protection Good Adequate Poor
Self Awareness Good Adequate Poor
Health and Safety Good Adequate Poor
Engagement Circle/Force Aims Good Adequate Poor
Special cases Good Adequate Poor

Comments

Day 3

Diversity Good Adequate Poor
Senior Officer welcome Good Adequate Poor
Introduction to ICT Good Adequate Poor

Comments

2.2 Please rate the training delivery:

Did the trainer(s) provide good examples / explanations? Always Sometimes Never

Did the trainer(s) involve the group? Always Sometimes Never

Did the trainer(s) have a good knowledge of the subjects? Always Sometimes Never

Did the trainer(s) use appropriate language and behaviour? Always Sometimes Never

2.3 What did you think of the length of the Police Staff Induction course?

Too short About right Too long

2.4 Overall, how did you find the pace of the course?

Too slow

About right

Too fast

3. BCU / Departmental Induction

3.1 Have you attended a locally arranged induction?

Yes, I've already attended a local structured induction programme

Yes, I've already attended a local, informal induction process

No, but it is planned that I will attend a local structured induction programme

No, but it is planned that I will attend a local informal induction process

No, I'm not aware that there is anything further planned

4. Summary

4.1 Did you feel that it was necessary to attend a generic induction course?

Yes

No

4.2 Finally, please give an overall rating of the Force Police Staff Induction Course

Good

Adequate

Poor

Comments

Thank you for taking the time to complete this questionnaire.