

HC Leadership Development Choices



Workforce Development
Leadership, Management, Performance & Change

Message from the Chief Constable

The public trust us as the professionals with a difficult job to do. Our leaders should expect to be equipped to be their very best, engaged in our six areas of focus and supported in playing their part in providing an excellent service.



As Chief Constable I am determined to create an inclusive and supportive environment where officers and staff at all levels flourish and enjoy their work, are empowered within their area of responsibility and are encouraged to professionally develop.

Leadership is a part of the Force career development pathway (aligned to technical skills). With a strong ethics and values at our core, we can as leaders deal with challenging situations, with whatever is thrown at us, and do the right thing by our people and our organisation.

Public service is full of difficult decisions. We are not always popular but values-based decisions can make the difference between public support and lack of trust. Exactly as it can with our staff, when as leaders you make decisions.

So take control of your leadership journey and help those around you. Do the right thing by the people we serve, the people we lead and our organisation. Seek out opportunities to be great and seize them. Good luck and I look forward to hearing about your experiences.

About this brochure

Who is this brochure for?

This brochure is for all managers and leaders (uniformed officers and police staff) with the exception of some targeted programmes for particular ranks of officers.

How to use this brochure.

On the Leadership and Management Course overview page ([page 7](#)) you will find the leadership courses that are available to you. You can navigate from the main overview page to the programme that is of interest to you by clicking the relevant tile.

Course Attendance

Candidates should agree course attendance with their managers during PDRs and 121s or following promotion (New Sergeants and Inspectors).

Recognition of Prior Learning (RPL) will be considered for any WFD or external courses a candidate has completed prior to starting the relevant Leadership Pathway.

College of Policing Courses

Candidates who wish to apply for College of Policing courses should contact WorkForce Development to register their interest. The HC Learning and Development Partner will then contact the candidate directly to discuss attendance needs. Please be aware, application and attendance to COP courses are prioritised at Force level and therefore some applications may not be successful.

Contact details for WFD are as follows:

course.booking.enquiries@hants.gov.uk

National Police Promotions Framework

The National Police Promotion Framework is a four step promotion process for police officers seeking promotion to the rank of sergeant or inspector. The leadership courses work alongside this formal framework to support, develop and challenge you throughout the promotion process.

Stage 1 is competence in role and having meaningful 1-2-1's with your Sergeant around readiness for promotion and taking the exam.

Stage 2 is successfully passing the legal exam.

Stage 3 is the application and board process that we currently undertake in force.

Stage 4 is the work based assessment process where Sergeants will achieve level 4 and Inspectors will obtain a level 5 leadership qualification.

If an officer has achieved an Ospre part 2 qualification for promotion to either Sergeant or Inspector then stages 1,2 & 4 are not applicable at the rank they are applying for promotion to but they are still required to pass stage 3 before gaining promotion to either Sergeant or Inspector.

Throughout stage 4 the accreditation team in the Learning & Development Standards Unit will then assess the candidate's evidence to ensure they meet the required standard to be signed off as competent after year 1 as a Temporary Sergeant or Inspector.

Tutors

We recognise the essential role of tutoring in supporting colleagues to develop in their new roles. Tutoring requires a complex set of skills; being a coach and a mentor, knowing when to give direction and when to stand back, understanding the process of accreditation, working pro-actively with poor performance. This course will develop your leadership skills and help you to understand the specific requirements of the role.

Overview

This initial Tutor's modular course is delivered by Hampshire Workforce Development Trainers in partnership with Hampshire Police Trainers over a period of 5 days.

Module 1 (Days 1 & 2) is run by HWFD and covers the knowledge and skills that a Tutor needs, including the principles of adult learning and strategies to deal with poor performance.

Module 2 (Days 3 & 4) is delivered by Police Trainers to consolidate and enhance material covered during Module 1 to enable delegates to tutor effectively across a range of operational/workplace situations.

Module 3 (Day 5) is Role/Command specific and covers assessing and completing the workplace portfolios including current procedures/practice in relation to Action Planning and under performance.

Leading with Impact

Are you an officer or member of staff who is BME, female, has a disability or who identifies as Lesbian, Gay, Bisexual, Transgender or Gender fluid? If so then this course could benefit you.....Please read on.

About the Programme

The Leading with Impact course has been designed to provide under represented officers and staff with the skills they need to improve confidence in a range of situations. The focus is on the day to day demands placed on individuals in the workplace and to provide an impactful and motivating leadership experience. You do not need to be in a leadership role to apply.

The course is a positive action 4 day programme run by Diane Lowe, a former senior police officer and Deputy Head of National Police Senior Leadership Training. Diane's particular passion is helping to develop individual's leadership skills, confidence and presence.

The aim of the programme is to assist with the development of a more representative workforce by encouraging officers and police staff from under represented groups to remain in the service and apply for development opportunities.

How to Apply

Expression of interest via a short email to the **Positive Action Mailbox.**

Hampshire Constabulary Leadership Development Choices

Candidates should agree course attendance with their managers during PDRs and 121s or following promotion (New Sergeants and Inspectors).

WFD Brochure Available to all ranks	A range of contextualised courses and support from coaching to Bitesize courses.
Firefly Selection process	High potential programme for further development of selected managers.
New Sergeants Attendance required following promotion	Mandated 5 day programme aligned to Sergeant Masterclass.
Police Staff Supervisors	A development programme which is run for Police Staff Supervisors.
New Inspectors Attendance required following promotion	An intensive programme to further develop leadership skills and explore new operational responsibilities.
Senior Leaders Chief Inspector - Chief Superintendent*	A development programme, by selection, to further the resilience and coaching skills of the Senior Manager and Police Staff SGOs.

Senior Police National Assessment Centre**
(by selection)

*Chief Superintendent opt-in. ** Search on College of Policing website.

Key

- Force Delivered
- Individual Initiative
- College of Policing

Individual Evaluation

Course Modules

Online
Pre-work

Individual Initiative

Manager
121s

Self-directed
learning

New Sergeants

Key

Force
Delivered

Individual
Initiative

College of
Policing

As an acting or temporary Sergeant you should have already completed:

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Programme Content

Individual Initiative

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Peer
Networking

Mentoring

Individual Assessment

Manager 121s

Police Staff Supervisors

Key

Force Delivered

Individual Initiative

College of Policing

As an acting or temporary Supervisor you should have already completed:

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Programme Content

Individual Initiative

	CPD	Peer Networking	Mentoring
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Individual Assessment

Manager 121s

New Inspectors

Key

Force
Delivered

Individual
Initiative

College of
Policing

As an acting or temporary Inspector you should have already completed:

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Programme Content

Individual Initiative

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CPD

Peer
Networking

Mentoring

Individual Assessment

Manager 121s

Senior Leaders

Senior Police Staff equivalent
HMG - G and above

Key

Force
Delivered

Individual
Initiative

College of
Policing

You will already have completed:

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Programme Content

Individual Initiative

	CPD	Peer Networking	Mentoring
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Individual Assessment

Manager 121s

Events

CPD sessions aligned to current themes or development areas
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360 Reports

Overview

Beyond 360° Feedback is an online software application which enables an individual to receive feedback from multiple sources at multiple levels in a secure and efficient way. Beyond 360° Feedback enables areas of strength and development to be identified, from an individual through to an organisational level.

Much more than just a feedback tool, Beyond 360° Feedback offers a wide range of functions which help users to increase their self-awareness and support their ongoing development.

Individual benefits

- Individually tailored and focused development
- Improved self-awareness
- Specific feedback on individual skills, abilities and behaviours
- Understanding of what colleagues value in their work
- Identifies areas of strength and development
- Assists in constructing 'SMARTER' personal development plans to form part of their continued development
- Encourages individuals to 'own' their development
- Can lead to an improvement in performance

Beyond 360° Feedback is designed around the competency frameworks specific to the police service. It integrates both the Competency and Values Framework (CVF) and the Policing Professional Framework (PPF) Personal Qualities into the system.

Any requests for a 360 outside of a formal Programme must be forwarded to Hampshire WFD Team along with a supporting statement from your line manager.

Action Planning

Overview

A session at the end of Residential One to review learning and action plan how you will apply your learning to your Workplace Challenge and beyond.

Learning Outcomes

- Review and consolidate learning
- Undertake a peer coaching session
- Update your personal development plan

Becoming an Effective Leader (Part 1)

Overview

As a leader, you will have to fulfil many roles: you will serve as a role model for the people who work for you, coordinate their work, resolve their conflicts, promote their growth and development, and motivate them to achieve superior performance. At first, this can seem like an impossible position, but with an awareness of the factors and traits that influence your success, you will be well-equipped to meet the challenge.

Learning Outcomes

At the conclusion of this course you should have:

- The traits of effective leaders
- Four different styles of leadership
- The strengths and weaknesses of each style

Becoming an Effective Leader (Part 2)

Overview

Successful leaders don't achieve success through chance. They understand the nature of leadership and have developed techniques for managing their teams effectively. On the other hand, there are managers who never achieve the success they want to. Even though they may be highly knowledgeable, they fall victim to one or several of the common traps. With a good grounding of the "dos and don'ts" of management, you'll be better equipped to succeed.

Learning Outcomes

At the conclusion of this course you should have:

- A grasp of several common mistakes made by poor managers
- An understanding of several techniques for being an effective, successful manager

Coaching

Hampshire Constabulary is keen to support supervisors and senior leaders with coaching opportunities. As part of our newly promoted Sergeants and Inspectors Programmes we will be offering the option of having up to 3 coaching sessions with an internal accredited Coach. For Senior Leaders we will utilise both internal and external accredited Coaches. All requests for coaching must be sent to Hampshire Workforce Development Team and have the support of your line manager who must confirm that you are having regular 1-2-1s and have a completed PDR in place.

Coaching for Performance

Overview

Further apply the coaching models covered at the launch event by coaching a peer in a practical session.

Learning Outcomes

Apply coaching techniques to support and challenge your peer with their Workplace Challenge

Driving High Performance

Overview

This course introduces you to research, tools and strategies to continually improve performance and productivity of yourself and your team. It focuses not only on the “what have we got to do today?” but “how can we become better today?”.

This course is suitable for anyone managing a team or project managers who deliver results by managing others.

Online resources are also available for self-directed reference and learning.

Learning Outcomes

By the end of this course, you will be able to:

- Use regular conversations to create a trusting and supportive environment.
- Provide effective feedback to promote performance improvement and self awareness.
- Develop insight in to the motivations of your team and use this to enhance productivity.

Final Panel

Overview

Final panel is your opportunity to demonstrate what you learned on the programme, and how you have applied this to your work and your Workplace Challenge. You will need to deliver a 15 minute presentation and then discuss this further with the panel. The panels are designed to be a positive, developmental experience and full support will be given to prepare.

Learning Outcomes

- Reflect on your personal development, demonstrate how you have embedded learning, and the positive impact achieved
- Communicate key outcomes from your Workplace Challenge.
- Participate in a stretching conversation to identify strengths and areas for development,
- Use written feedback to aid next steps in development planning

Holding Challenging Conversations

Overview

This course will enhance your ability to address emotive issues by holding challenging conversations with individuals or teams.

Online resources are available for the pre-course work and post course work.

General course information

It is your responsibility to complete the pre-course work prior to attending the classroom session as this work forms an integral part of the work you will do during the session.

Learning Outcomes

By the end of this course, you will be able to:

- Prepare for a challenging conversation
- Give constructive feedback
- Manage your own and others' emotions
- Demonstrate best practice in holding meaningful conversations

Impact of Your Personal Style

Overview

This course will help enhance your self awareness and your ability to adapt to connect with others, in order to engage and deliver positive outcomes. Lead through relationships rather than authority.

It uses the Insights Discovery model to enhance self awareness and plan how to improve your impact. It is not recommended for people who have recently done an Insights Discovery profile or team day as content will be duplicated.

Online resources are also available for self-directed reference and learning.

Learning Outcomes

By the end of this course, you will be able to:

- Identify your personal style and the impact it may have on others
- Describe how to adapt your style to connect more effectively with others

Improving Resilience & Wellbeing

Overview

Improve your own wellbeing and resilience, and that of others.

Online resources are also available for self-directed reference and learning.

General course information

If you require help or advice with a current wellbeing issue, please contact the Health and Wellbeing Service by:

Phone: **023 8062 6600**

Email: **occupational.health@hants.gov.uk**

Web: **www.hants.gov.uk/occupational-health**

Learning Outcomes

By the end of this course, you will be able to:

- Explain why it is essential for you to value and focus on wellbeing and resilience
- Identify what factors impact resilience and wellbeing
- Plan to take practical steps to improve resilience and wellbeing

Innovation

Overview

This course will enhance your ability to promote a culture of continuous improvement, agility and innovative thinking.

Online resources are also available for self-directed reference and learning.

Learning Outcomes

By the end of this course, you will be able to:

- Apply practical tools and techniques to creatively rethink ways of delivering outcomes.
- Analyse and evaluate ideas generated and the options available for service development and solutions.
- Actively promote a culture of innovation and agility and enhance the service delivery by influencing others so that innovative-thinking is an integral part of the way everyone works.

Insights Profile

Overview

Insights Discovery – for individual and team development

Insights Discovery is a psychometric tool that uses a simple and memorable four colour model to help people understand their style, their strengths and the value they bring to the team. The feedback given by our Insights coaches will support you to develop effective working relationships and will be followed up with self-reflection activities.

Inspectors Statutory Duties

Overview

This module introduces newly promoted Inspectors to a range of tools and techniques for working in their new role with a clear focus on operational responsibilities.

It places operational leadership in the context of their responsibilities under the Police and Criminal Evidence Act, the Codes of Practice, the Children's Act, Home Office Guidance, Force Policy and Procedure, and the demands of the College of Policing.

Learning Outcomes

Reviews of Detention	<ul style="list-style-type: none">• Summarise PACE Inspectors legislative responsibilities under Section 40 PACE (Review of Detention)• Explain the different ways to complete a review and identify how to manage sleeping review• Demonstrate how to prepare for the review process
Rights and Entitlements	<ul style="list-style-type: none">• List the rights given to detained persons in custody• Summarise the power of an Inspector to delay notification• Summarise Inspector's responsibility in managing detained persons' right to legal advice
Pre Charge Bail	<ul style="list-style-type: none">• Summarise the changes to pre charge bail as per the Policing and Crime Act 2017• List the considerations to be made by an Inspector when authorising pre charge bail• Outline the process for authorising pre charge bail
Children in Custody	<ul style="list-style-type: none">• Summarise Custody Officers' power to deny bail under Section 38 PACE• Summarise the responsibility of the Local Authority to accommodate detained children refused bail• Using the NDM demonstrate the requirements of PACE and the Concordat on Children in Custody
Unlawful Detention	<ul style="list-style-type: none">• Summarise Police Powers of Detention under PACE• Justify PACE breach using the National Decision Model
Police Protection	<ul style="list-style-type: none">• Explain Police Protection powers• State their role as Designated Officers• Make decisions around whether to apply/continue the use of Police Protection powers

Launch Event

Overview

This half day event is to prepare you to get the best from the programme. You will meet your Cohort and hear from a senior leadership speaker. Your line manager is also invited to attend part of the event to ensure they are clear about the commitment you are making to the programme.

Learning Outcomes

- Summarise elements of the programme and your responsibilities
- Explain how to develop a growth mindset
- Plan your own development using the 70/20/10 model
- Apply a coaching approach to a development conversation
- Identify shared expectations between participants, line managers, the programme team and mentors

Leadership

Overview

A half day session delivered as part of Residential one.

Learning Outcomes

- Critically assess myths and stereotypes about leadership
- Analyse key leadership behaviours
- Evaluate the potential impact of a range of leadership approaches
- Identify your personal leadership style and values

Leadership Versus Management

Overview

Both leaders and managers play key roles in organizations. There is a space for both, but it is important to understand that there is a distinct difference between leaders and managers. In order to effectively lead, you must understand that leadership goes beyond merely telling a person a job that must be done. Leadership entails thinking more about the organization as well as the individuals you lead.

Learning Outcomes

At the conclusion of this course you should have:

- An understanding of the clear cut distinction between managers and leaders
- An understanding why the distinction must be recognized in order for you to understand how to become an effective leader
- Several key actions you can take to transition into a stronger leader

Leading Across Boundaries

Overview

Working in partnership with others requires us to lead across boundaries and create effective collaborative partnerships, share control of the problem or solution, apply varied leadership styles, and create transformational relationships rather than traditional transactional communications.

This course will enhance your ability to collaborate with partners and stakeholders in order to improve outcomes for residents.

Online resources are also available for self-directed reference and learning.

Learning Outcomes

By the end of this course, you will be able to:

- Use practical tools to build and maintain relationships with internal and external partners and stakeholders
- Identify potential barriers to working across boundaries and develop techniques to overcome them
- Identify and analyse new partnership opportunities that will enhance service delivery

Leading Change

Overview

Change is a constant in our working lives and it is increasingly recognised that the role of the manager is essential in supporting and leading others through change. This course aims to give you some essential skills and tips for coping with some of the challenges and opportunities that change can bring. It focuses on the behavioural, people and communication aspects of change.

Online resources are also available for self-directed reference and learning.

Learning Outcomes

By the end of this course, you will be able to:

- Manage relationships effectively and communicate in order to motivate others to deliver change.
- Enable your team to accept and embed change in order to achieve the outcome.
- Describe the future state you are aiming for.

Manager as Coach

Overview

This course will enhance your coaching skills and approach, in order to engage and empower the workforce.

Coaching is about helping individuals to find their own solutions to the problems they are encountering, rather than imparting skills or knowledge based on your experiences.

Online resources are also available for self-directed reference and learning.

Learning Outcomes

By the end of this course, you will be able to:

- Effectively assess the role of coaching within your service and the benefits of using a coaching approach in order to maximise potential.
- Develop a coaching approach to improve day to day communication and relationships (with the team, stakeholders and partners).
- Apply practical techniques to support individuals with their development and hold effective coaching conversations.

Manager Checklist

The Manager Check list is in place to help course attendees demonstrate some level of skill or knowledge and discuss the application of learning with their managers. For example, a “task” might be – Provide evidence where you have had a coaching conversation with your direct reports. After completion is agreed by the manager, the learning event can be submitted on Learning Zone and recorded and placed in the learners learning history.

My Development

Overview

This new range of one hour, face-to-face training events are high impact and interactive.

Each topic has recommended follow up activities to ensure that learning continues even after the event has finished.

Learning Outcomes

By the end of this learning you will be able to:

- Consider tools to measure your skills and knowledge levels.
- Identify your current competency levels.
- Set development goals for yourself.
- Describe your 70:20:10 learning pathway.

New Manager

Overview

This one day programme is designed to support new managers in the first 12 months of their first management role, who have responsibility for people or projects.

Learning Outcomes

- Identify your preferred management style and consider the impact of this on you and others.
- Apply techniques to build trust within your team and encourage motivation.
- Identify the importance of feedback and build confidence in delivering the message.
- Outline the elements of managing people's performance and how to effectively challenge concerns.
- Recognise the manager's role in managing resources.

Operational Leadership

Overview

This module introduces newly promoted Sergeants to a range of tools and techniques for working in their new role with a clear focus on operational responsibilities.

It places operational leadership in the context of the National Decision Making Model (NDM) and the principles of Risk Assessing. These tools are then used to underpin new operational responsibilities (e.g. Disposal Decisions / JESIP) and explored in the context of effective performance management of the team.

Learning Outcomes

Decision Making	<ul style="list-style-type: none">• Summarise the leadership role in relation to the Code of Ethics• Use NDM as leadership and for critical decision making
JESIP	<ul style="list-style-type: none">• Define critical and major incidents and their key features• Analyse the roles and responsibilities within the command structure used during critical and major incidents• Evaluate a structured response in the event of a major or critical incident
Disposal Decisions	<ul style="list-style-type: none">• Summarise the requirements of the Director of Public Prosecutions when formulating decisions• Explain why Out of Court Disposals are used and their benefit• Justify decisions using the NDM
Risk Assessing	<ul style="list-style-type: none">• Order the hazards to the organisation by threat level• Summarise APP risk principles• Compare and evaluate risk assessment tools
Managing Performance	<ul style="list-style-type: none">• Summarise the legal framework and policy behind performance management• Dissect and apply the Professional Standards Department performance and conduct assessment tool• Analyse the benefit of prompt and effective action in relation to performance• Evaluate local resolution procedure

Peer Coaching

Overview

Peer coaching sessions occur three times throughout the Firefly Programme. This enables participants to reconnect, coach and support each other to overcome challenges with their workplace challenge or applying the learning from the programme.

Learning Outcomes

- Adopt an adaptive approach to peer support and challenge
- Apply coaching techniques and share expertise collectively
- Develop collaborative strategies/techniques/resources to address issues relating to your development or your Service Improvement Challenge

People & Performance Management

Overview

This half day session is delivered as part of Residential two. It has been specially designed for Firefly participants.

Learning Outcomes

- Identify the elements of high performance and set clear goals
- Outline steps to build effective teams
- Provide effective feedback to influence performance
- Select techniques to motivate individuals with diverse needs

Political Awareness and Influencing

Overview

This half day session is delivered as part of Residential one. This version has been designed specifically for the Firefly programme.

Learning Outcomes

- Consider what Political awareness means to you, within your organisation's Political structure and environment.
- Identify skills and behaviours to successfully work within your organisation's political context.
- Identify your own communication and influencing styles and be able to adapt appropriately.
- Effectively use influencing tools and techniques to engage with others in order to achieve outcomes and improve service delivery together.

Reflective Learning Event

A half day event to reflect on your learning throughout the Programme and how you have applied the skills and techniques in your job role. You will also explore opportunities for further development, CPD and peer networking.

Signposts will also be given to relevant resources to help you manage your performance and those of your team.

Risk & Decision Making

Overview

This course's aim is to encourage risk and decision making that is calculated and innovative.

Online resources are also available for self-directed reference and learning.

Learning Outcomes

By the end of this course, you will be able to:

- Evaluate your risk taking and decision making approaches strengths and potential pitfalls.
- Effectively assess options and make decisions based on 'good enough' information.
- Embrace risk and demonstrate a curiosity for 'what if...' innovative options.

Unconscious Bias

Overview

This new range of one hour, face-to-face training events are high impact and interactive.

Each topic has recommended follow up activities to ensure that learning continues even after the event has finished.

Learning Outcomes

By the end of this learning you will be able to:

- Explain what unconscious bias is
- Identify some personal biases
- Develop tools to counteract unconscious bias

Wellbeing & Resilience

Overview

This half day session is delivered as part of Residential two.

Learning Outcomes

- Identify organisational factors linked to resilience and wellbeing, and the impact of this on performance
- Demonstrate an awareness of your own responses to change
- Access a resourceful state under pressure
- Apply practical tools to support others to stay well in your work context

Working with Complexity & Ambiguity

Overview

This course will improve your ability to lead when the way ahead is unclear or complex.

Online resources are also available for self-directed reference and learning.

Learning Outcomes

By the end of this course, you will be able to:

- Recognise the nature of your current complex or ambiguous challenges and apply techniques to manage them.
- Identify ways to improve your and others' approach to working with ambiguity, developing a team culture where complexity and ambiguity are viewed as positive opportunities.
- Be able to lead others when the way ahead is unclear.