



College of
Policing

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Case study

Senior leaders

Version 1.00

Senior leaders Case Study

Chief Constable Heathward has served in her current role for 5 years. She has served in the police for 28 years, rising through the ranks until she was made Assistant Chief Constable and served in that role for 6 years before being appointed Chief Constable.

She has started the process for identifying potential areas for CPD. CC Heathward has experience of professional development and receives feedback from a variety of sources. Using the college cycle of CPD, she started with the self-awareness section.

Self-awareness

Self-awareness is about having an honest conversation with yourself and those around you about your strengths and areas where you could develop or gain more experience. This could include getting feedback from peers or members of the community you serve. It is then beneficial to take an opportunity to share these strengths with others and consider how you can develop them further. You may be able to access other tools like psychometric tests or 360 feedback. Self-awareness will help you to find the focus and aims of your development.

CC Heathward is highly self-aware and knows of her strengths and areas for development. Although there are areas that she would like to focus on, she knows she has an important role in setting the CPD agenda in her force and decides to use the CPD Toolkit and resources that her staff and officers are likely to use. She begins by completing a self-awareness questionnaire.

Table 3: CPD Self-awareness Questionnaire

Questions	Reflections
<p>Self-Awareness: Think about how you are performing in your current role.</p> <ul style="list-style-type: none"> • Am I demonstrating competence? • Am I working to the National Occupational Standards (NOS) attributed to my role? • What have I learnt from my performance in my current role? 	<p>I am attempting to demonstrate competence in the area of Evidence Based Policing (EBP) but this is having an impact on the wider ability for me to be effective, There are no NOS for my role, but I know I am not using the team effectively and placing too many additional demands on them. I have learnt that by taking on too many additional duties or work, I am struggling and it is impacting on those lower down the chain of command.</p>
<p>Self-Awareness: Identify strengths and any areas for development in your work:</p> <ul style="list-style-type: none"> • What am I doing well? • What could I be doing better? • What would I say my core skills are? • What areas do I need more experience in? 	<p>I am keeping morale up in the force, despite the large workload. I am not making as effective use of those directly below me in the command chain and they are being under-utilised. My core skills link to my academic skills and my ability to organise things effectively in a short period of time. Delegation of tasks and making more effective use of others is an area that I need more experience in.</p>
<p>Self-Awareness: Identify your learning needs.</p> <ul style="list-style-type: none"> • Where am I now? • Where do I need/want to be? • What goals do I need to set myself to get to where I want to be? • What have others said about my performance? • Where else can I find out about how I can utilise my existing knowledge and skills? • What feedback is available to me? • How can past experiences highlight my learning and development needs? 	<p>I am currently under-utilising staff in areas that would both benefit them and create more time for me. I want to be in a position whereby I have made more use of delegation.</p> <p>Goals:</p> <p>Be better at using the wider senior management team</p> <p>Make better choices at selecting which tasks to take on personally or delegate to other persons</p> <p>Other forces or private sector may be able to assist in both utilising my current knowledge and also getting feedback on current practice. Having previously worked in a team that also had a focus on specialist skills this wider skill set basis of present force is not something I am used to.</p>

CC Heathward has now completed the self-awareness stage. This can often be the hardest stage to complete as it requires a high degree of honesty about your own shortcomings, as well as knowing where your strengths and weaknesses lie, including as perceived by others. The benefits of being honest during this self-awareness stage will be felt during the action stage, as an open and honest approach will help to ensure that the CPD activities are relevant and specific to your development.

Planning

CC Heathward is now in a position to begin the planning stage of the SPAR cycle. This involves setting the objectives of her CPD and the activities that will help her meet them.

The planning stage requires CC Heathward to draw on the information around the setting of SMART objectives. To aid her in ensuring her objectives and her overall CPD plan are developed effectively together, she used the 'setting of CPD aims' worksheet (see Table 4, below). This worksheet combines the key aspects of planning including; what she hopes to achieve, how she can go about achieving it, what knowledge and skills will be improved, what resources she requires and then what she needs to do next to achieve this plan.

She referred to Bloom's Taxonomy of Verbs (see Appendix 2) to find the right verb for her objectives, and considered what the self-awareness section had highlighted. The type of verbs you use for your objectives can change what is required and Bloom's Taxonomy orders learning into six levels of increasing depth.

Chief Constable Heathward developed four objectives that broke down the area for improvement into more manageable chunks, therefore making it easier to complete each chunk and develop additional skills as each CPD activity was completed.

At this stage, exact timescales have not been set, this is because until some of the actions that are in the 'next actions' box have been completed it was not possible to be able to assign any deadline. The setting of deadlines can be completed once more information is available.

Once this Planning stage has been completed and the action plan and objectives have been created, CC Heathward is able to start to put this plan into action.

Table 4: CC Heathward CPD Objectives

	SMART CPD Objectives:	CPD Activities:	How will your existing skills, knowledge and behaviours be improved?
Plan	<p>Identify alternative methods of personnel resource management</p> <p>Differentiate between the alternative methods of personnel</p> <p>Evaluate the most effective method of personnel resource management</p> <p>Apply the most effective method of resource management to Leicestershire force setting</p>	<p>Research into personnel resource management, open source research. Speak to other forces and private sector</p> <p>Write a short report outlining the methods located in the research phase</p> <p>Go into the field and experience first-hand a range of methods, identifying the pros and cons of their application in a force setting</p> <p>Develop and deliver a presentation and training seminar as to how this method will be implemented into the force to the rest of the SLT</p>	<p>Develop a greater understanding of different approaches to management</p> <p>Better understanding of how to make more effective use of peoples skills and delegate tasks based on strengths</p> <p>Develop more effective time management skills as using the time more effectively through better selection of tasks to retain or delegate out.</p>
	Learning and development strategy:	Resources required:	Next steps:
Action	<p>Potential risk of increasing workload and so making the existing situation worse</p> <p>Needs to be completed in stages to ensure that the above risk is mitigated against.</p> <p>Start to identify those able to take additional workload and identify what work can be moved</p>	<p>Access to the SL from other forces</p> <p>Access to CEO's and other senior managers from the private sector</p> <p>Access to any existing materials on approaches to management and personnel management</p>	<p>Conduct initial research</p> <p>Identify those in SLT able to take on any additional work</p> <p>Write report</p> <p>Contact SLT from other forces and CEO's to arrange a mutually convenient time to shadow/discuss approaches</p> <p>Develop training session</p> <p>Deliver training session</p>

Action

For the purposes of this scenario, a small amount of detail is required about what happened as CC Heathward went through each of the CPD activities she had been planned. It is at this stage that the Personal Development Plan is completed, (see Table 5), as this acts as both a record of CPD that has been and is going to be undertaken as well as providing a basis for the review section.

Table 5: Personal Development Plan

SMART Objective	Actions required	Resources and support needed	Outcomes (skills, knowledge and behaviours)	Target date for review and completion
Identify alternative methods of personnel resource management	Research into personnel resource management, open source research. Speak to other forces and private sector	Access to any existing materials on approaches to management and personnel management	Develop a greater understanding for the range of approaches to effectively using personnel beyond the standard approach that might be employed by forces	16th April – 10 days
Differentiate between the alternative methods of personnel	Write a short report outlining the methods located in the research phase	Access to any existing materials on approaches to management and personnel management	Solidify understanding of approaches to inform where to go and view these approaches in practice	30th April – 14 days

SMART Objective	Actions required	Resources and support needed	Outcomes (skills, knowledge and behaviours)	Target date for review and completion
Evaluate the most effective method of personnel resource management	Go into the field and experience first-hand a range of methods, identifying the pros and cons of their application in a force setting	Access to the SL from other forces Access to CEO's and other senior managers from the private sector	Develop a practical understanding of the implications of the implementation of shortlisted approaches.	15th June – 46 days
Apply the most effective method of resource management to Leicestershire force setting	Develop and deliver a presentation and training seminar as to how this method will be implemented into the force to the rest of the SLT	Resources to develop and deliver a training seminar	To hone skills of presentation and develop those of training whilst further re-enforcing the knowledge and skills learnt through the assessment of alternative approaches to personnel resource management	30th June – 15 days

Under the heading for outcomes, information should be included about what is hoped to be gained from each CPD activity.

Any deadlines set are subject to any individual's schedules.

Following the completion of the of the action stage Chief Constable Heathward is now able to move on to the review stage.

Reflection

CC Heathward has to use similar reflective practice skills to those she used in the Self Awareness stage. Using the objectives, along with the outcomes and the timescales, CC Heathward needs to establish if the CPD activities she undertook were effective and consider ways in which they could have been improved.

There is no specific method for reflecting upon the success of any CPD activity. However, CC Heathward could develop a document (see Table 8) as a means of considering if it was a success.

Table 8: CPD Review table

Aim achieved	Outcome achieved	Deadline met	Activity successful
Yes	Yes	Yes	Yes
Yes	Yes	Yes	Yes
Yes	Yes	No – Was harder to locate and arrange shadowing opportunities	Partially – Better consideration around existing networks for identifying shadowing opportunities
Yes	Yes	No – Impacted by above	Yes

Due to the diverse nature of subjects that might be covered under the banner of CPD, there are many alternative approaches to considering how to measure success. However if the objectives have been achieved within the determined timescales, then it would be reasonable to suggest that it has been as a success. The important thing to remember is that the more honest and thorough you are during each stage of the Cycle of CPD, the more effective your reflections will be.