

**Subject:** IASG Recommendations Response

**Report of:** Julia Perera (HR Director)

**Document Classification:** Official

**For Information/Decision:** Information

Please see the below update following the feedback that we received on some of our recent promotion processes. Three themes were raised.

### **Point 1: Operational Competence**

The IASG felt that some officers had not had exposure to operational situations and were therefore unable to demonstrate their operational readiness. The IASG questioned whether this should form part of the promotion process as many roles within policing may not require these skills therefore preventing some officers from passing the promotion boards.

Having reviewed this recommendation within the report submitted by the IASG HR and a Senior Operational Officer will meet with the IASG in order to explain the APP process and highlight the importance of assessing an officer's operational capability as they are being promoted to a rank and not a specific role. The operational competence part of the assessment brings together a number of different elements that a particular rank would likely be required to deal with at any one time. Many forces have moved to this way of assessment and going forward the College of Policing are reviewing promotion processes to look at standardisation nationally.

### **Point 2: Leadership Skills**

The IASG recommended that leadership should be taught and that it should be explicitly tested in boards for Inspectors and above.

The police competency values framework allows skills such as leadership to be tested throughout the interview and operational assessment process without explicitly asking questions regarding their experience in leadership. However, as a force we currently offer the following:

## Appendix B

Leadership:

- Leadership Development Programme
- Core Leadership Programme (this is a mandatory promotion course for all newly promoted Sergeants and Inspectors as mandated by the College for Policing)
- Management Development Programme
- The College of Policing Leadership Learning, which is aimed at different ranks, is something we heavily promote in force

The following initiatives are currently also being looked at:

- A toolkit to help officers prepare for the next rank

### **Point 3: Presentation Skills**

The IASG observed that some officers were nervous or had lack of experience in undertaking presentations therefore they recommended that training should be offered to officers to support them in this skill. The force currently offers:

- Presentation Skills
- Assessment centre preparation workshops
- Positive Action master classes

The following initiatives are currently also being looked at:

- A presentation skills workshop for beginners

As with all courses that we provide they are reviewed periodically to ensure that they are providing the appropriate support and development required.

Additionally, as we do have independent observers at our promotion boards, so we intend to adjust the briefing slightly to the panels to incorporate for example point 1.