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**SCOTTISH POLICE
AUTHORITY**



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MyCareer

Policy:	Training, Leadership and Development
Owning Department:	People and Development
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1 Overview

1.1 What is this about?

1.1.1 Conversations about performance should be rooted in our everyday activities. Regardless of any personal aspirations everyone should know how their contributions help drive our priorities and keep the people and communities of Scotland safe. MyCareer is a reflective performance appraisal tool designed to facilitate effective two-way communication, identify training or development needs and future leaders.

1.2 Who is this for?

1.2.1 This is for all officers, including probationary Constables, and authority/police staff.

1.3 Key information

- Conversations about performance are mandatory.
- MyCareer involves an annual discussion and can involve the submission of reflection logs throughout the year.
- It is the responsibility of line managers and heads of department to ensure that all team members have a MyCareer discussion.
- Those with two or more postings will have one MyCareer discussion facilitated by the line manager of the most prevalent post with the opportunity for other managers to comment.
- Reflection logs are optional unless stated as specific criteria within a separate process.
- Reflection logs about others should be submitted to recognise and acknowledge good work. They should not be used to raise negative performance or personal issues.
- Probationer Constables should refer to the Management and Development of Probationary Constables' procedure for additional performance review information.
- Probationer Sergeants should refer to the Management and Development of Probationary Sergeants' procedure for additional performance review information.

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- SCoPE is used to record MyCareer discussions but a manual process exists for those who do not have access to the system.
- All MyCareer discussions will be conducted on an annual cycle between 1 April and 31 March each year. This period may be altered if deemed appropriate and will be assessed on a case by case basis.
- In circumstances where an individual changes post since their last MyCareer discussion, users will be able to select which post they want to add a reflection log against (only for roles held in the past 12 months).
- To ensure everyone has the opportunity for performance appraisal, the MyCareer period may be altered for:
 - periods of sickness absence;
 - adoption, maternity, fertility, parental, shared or support leave;
 - career breaks;
 - new starts; or
 - posting changes.
- MyCareer conversations focus on how individuals can maintain and develop in their current role, develop to move to a new role or develop to lead.
- MyCareer is a gateway to access Leadership Pathways (Police Promotion Process).
- Discussions will be carried out based on the behaviours and values set out in the College of Policing's Competency and Values Framework (CVF).
- Reflection logs will be submitted and assessed against the CVF levels as set out in the table below:

CVF Level	Role
Level 1	Constable and Staff Grade 1-3
Level 2	Sergeant/Inspector/Chief Inspector and Staff Grade 4-10
Level 3	Superintendent/Chief Superintendent/Executive and Staff Grade 11-14

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2 Staff/Officer

2.1 What you need to do:

- Generate your MyCareer form in SCoPE or ask your manager to set time aside to complete a manual review.
- Generate one MyCareer form per year, unless informed otherwise.
- Think about what you want to achieve from your MyCareer conversation ahead of time.
- Prepare for your MyCareer discussion by reviewing:
 - your Role Profile/Job Description;
 - your reflection logs;
 - previous MyCareer discussions; and
 - any other preparation you have done.

- Complete and submit reflection logs throughout the year as required (feedback will be provided as and when you submit these). Reflection Logs should be submitted as soon as practicable and ideally within three months of the work being completed. It is recognised, however, that this may not always be possible due to circumstances such as absence or the protracted nature of some work.
- If you want to be considered for the Police Promotion Process, submit a minimum of one reflection log against each of the six competencies.
- If you are a probationary Sergeant, submit a minimum of one reflection log against each of the six competencies during the 12 months' probationary period. Three reflection logs should be completed before the five months' MyCareer discussion and the other three should be submitted before the 10 months' MyCareer discussion.
- Agree an appropriate time with your manager to have a MyCareer discussion.

2.2 Why review performance?

2.2.1 Regardless of your personal aspirations MyCareer is a tool to facilitate discussion with your manager, reflect on performance and access development opportunities.

2.2.2 For some, a MyCareer discussion will simply be about recognising achievements and discussing ways to continue to perform in their role, being better informed about the team, division and organisational objectives. For others it will be about preparing themselves for a different role or new leadership challenges.

2.3 Reflecting on performance

2.3.1 MyCareer makes sure performance can always be reviewed and that we do not just remember recent or isolated events. Reflection logs are an electronic method for recording situations at work and provide you with an opportunity to reflect on your performance as and when it happens.

2.3.2 These are generated and stored on SCoPE and are added using the MyCareer button on the main menu. You can add a reflection log for yourself or for someone else.

2.4 Writing reflection logs

2.4.1 When making an entry, you need to select one of the six CVF competencies that your example demonstrates and the level you feel it meets.

2.4.2 Reflection logs have been set up so that you can submit these regularly and when they happen (real time).

2.4.3 Guidance on how to write a reflection log can be found in the Resources section.

2.4.4 Once submitted, reflection logs will be passed to line managers for review.

2.4.5 Your line manager will review the content of your reflection log and make an assessment based on the behaviour descriptors for the level selected in the CVF. Once reviewed they will either:

- approve the log and add comments;
- return the log, provide feedback and ask for further details to meet the criteria; or
- select a different level and return the log. Your line manager must provide feedback to explain why their assessment is different from the level you have chosen.

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2.4.6 You will be able to view any reflection log submitted about you within your personal record on SCoPE. All reflection logs need a degree of personal judgement, so there may be occasions where you and the manager who reviews your log do not agree. Advice in relation to this is available in the [Dispute Resolution](#) guidance.

2.5 MyCareer discussion

2.5.1 At your MyCareer discussion you can reflect on the previous year, highlight or address any concerns and discuss any performance, development or personal training needs you may have for the coming year. Depending on your role and aspiration there are three options which are detailed below. These routes do not guarantee a particular outcome.

2.6 Route 1:- Maintain and develop in current role

2.6.1 This route is for anyone who wants to continue in their current role. You can have a discussion with your manager around any areas you would like to develop or any areas you can assist the team to develop.

2.6.2 You might choose this route if:

- you are happy in your role and not looking to move;
- you believe that this is not the right time for you personally;
- you want to consolidate your skills in your current role;
- you want to enhance and grow your skills for your current role; or
- you are new to the role and still have lots of development ahead.

2.6.3 Choosing this route means you do not have to submit reflection logs unless you want to. Others will still have the ability to put reflection logs on for you, and you will still be required to generate a MyCareer form for discussion with your manager.

2.7 Route 2:- Develop to move to a new role

2.7.1 This route is for anyone who has aspirations to develop their career in a new role. Your MyCareer discussion should focus on the skills required and how you can prepare yourself for any new opportunities.

2.7.2 You might choose this route if:

- you are interested in gaining experience in another part of the organisation;
- you have previous experience which could be utilised in a new role;

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- you recognise that before applying for a promoted role you need to broaden your experience of the organisation; or
 - you have been displaced as part of organisational change and require redeployment.
- 2.7.3 Choosing this route means you do not have to submit reflection logs unless you want to. Others will still have the ability to put reflection logs on for you, and you will still be required to generate a MyCareer form for discussion with your manager.
- 2.8 Route 3:- Develop to lead**
- 2.8.1 Develop to lead means you would like to access a promoted post at a higher grade or rank. Your MyCareer discussion should allow you to explore what is needed for a leadership role and what you need to do to upskill in order to develop readiness.
- 2.8.2 You might choose this route if:
- you believe your reflection log demonstrates that your behaviours and values are at the required level;
 - you believe you are ready to take on more responsibilities at a higher rank or grade; or
 - you are willing to give the time and effort it will take to meet selection requirements.
- 2.8.3 If you are a police officer, choosing this route means you will need to submit a reflection log against each of the six CVF competencies. Criteria for the Police Promotion Process is outlined in the Promotion Procedure.
- 2.8.4 If you are a member of staff you do not need to submit a reflection log unless you choose to. Others will still have the ability to put reflection logs on for you, and you will still be required to generate a MyCareer form for discussion with your manager.

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3 Manager

3.1 What you need to do:

- Review SCoPE technical guidance for MyCareer.
- Assess all reflection logs submitted for your attention.
- Forward any reflection logs you cannot verify to an appropriate manager.
- Set time aside to complete MyCareer discussions making any reasonable adjustments or arrangements to provide those on a service break or long term sick with alternative opportunities on their return.
- Prepare well by reviewing:
 - team members' Role Profiles/Job Descriptions; and
 - previous MyCareer discussions as appropriate.

3.2 Reflecting on performance

3.2.1 As a manager, you can use reflection logs to provide feedback on a member of your team's performance throughout the year. You can also do this for others.

3.2.2 SCoPE will automatically populate the level expected for an individual's role as soon as you enter their details. If the individual has recently changed post or has more than one role, you can select the post you want to enter a record against from the menu.

3.3 Assessing performance

3.3.1 When a reflection log is submitted for one of your team members you will need to review it. If the log is being submitted by yourself, you will need to select an alternative manager to review this.

3.3.2 You need to review the content of the reflection log and make an assessment of the evidence provided based on the behaviour descriptors for the level selected in the Competency Values Framework (CVF). Once reviewed you have the following options:

- Approve the log and provide feedback.
- Return the entry, provide feedback and ask for further details to meet the criteria.
- Select a different level and return the log. You must provide feedback to

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explain why your assessment differs from the one chosen by your team member.

3.3.3 Further information on reviewing reflection logs is available in the [How to Review Reflection Logs](#) guidance.

3.3.4 As all reflection logs require a degree of personal judgement both in their completion and assessment, it is inevitable that there will be occasions where the reviewer and reviewee do not agree. Advice in relation to this is available in the [Dispute Resolution](#) guidance.

3.4 MyCareer Discussions

3.4.1 MyCareer allows for continuous reflection and the annual discussion should not exist in isolation. You are likely to have had other opportunities to comment on performance either informally or through reflection logs submitted by, or for, your team members.

3.4.2 It is important that any discussion centres on the team member's individual circumstances while still considering organisational needs and demands. The discussion may take into account non work-related factors which impact on your team member's choices in terms of career progression at this time.

3.4.3 An effective meeting depends on creating the right environment, being open and honest in your discussion and understanding what it is your team member hopes to get from the meeting.

3.4.4 The meeting should be planned to cover any points you have identified in your preparation with plenty of time for your team member to talk to you about their performance, raise any concerns and discuss any personal training needs they may have.

3.4.5 It is best to start with a fairly general discussion before getting into any detail. The following bullets give some suggestions but the content of any discussion will vary from person to person.

- Discussions should always be positively framed – begin with praise for a specific achievement. This should be sincere and deserved.
- Invite self-reflection:- How are things looking from the team member's point of view? Many people underestimate themselves.
- Invite conversation about the year ahead, what are their goals?
- While consideration of your team member's wellbeing threads through all of your contact with them, the MyCareer discussion may provide an effective opportunity to explore any issues.

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- There should be no surprises, so do not use this as an opportunity to deliver unexpected constructive feedback (this should have been given in a timely manner where required).
- This discussion should focus on the things that are going well, next steps and, where required, how to do things even better.

3.5 Second Line Manager Review

3.5.1 Your role as second line manager is to ensure you have sight of all MyCareer forms submitted to the first line managers who report into you. This will enable you to identify your team's performance and potential alongside their development aspirations. It also allows a review of the consistency and approach being taken by first line managers with individual colleagues.

4 Resources

Forms

- Manual Appraisal Form (021-048) available from LTD
- Manual Reflection Log (021-049) available from LTD

How to Guides

- [How to Write a Reflection Log](#)
- [How to Review a Reflection Log](#)

Reference Documents

- [MyCareer - Dispute Resolution](#)
- [MyCareer Process Chart](#)
- [Reflection Log Process Chart](#)
- [MyCareer Manual Process Chart](#)

Related Procedures

- [Accelerated Leadership Pathway](#)
- [Disability in Employment](#)
- [Grievance](#)
- [Management and Development of Probationary Constables](#)
- [Recruitment](#)
- [Management and Development of Probationary Sergeants](#)
- [Temporary Promotion \(Police Officers\)](#)

Useful Links

- [Competency Values Framework](#)
- [CVF Role Profiles](#)

Compliance Record

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Version	History of Amendments	Date
1.00	Initial Approved Version	01/10/2020
2.00	Version updated after conclusion of the Proof of Concept	01/04/2022



Appendix A

How to Write a Reflection Log

Introduction

This guide aims to help you write a reflection log. These are underpinned by the Competency and Values Framework (CVF) and your role profile.

Reflection logs are reviewed by your line manager and recorded on SCoPE.

It is your responsibility to ensure that:

- you take ownership and submit reflection logs throughout the year; and
- your submissions are honest and based on your own personal actions.

Preparation

Before writing a reflection log, take time to read the CVF and your role profile. This will help you gain an understanding of the actions and behaviours expected from you in the role you are in. The levels associated with each role are shown in the table below.

CVF Level	Role
Level 1	Constable and Staff Grade 1-3
Level 2	Sergeant/Inspector/Chief Inspector and Staff Grade 4-10
Level 3	Superintendent/Chief Superintendent/Executive and Staff Grade 11-14

You may find it helpful to have the CVF document available alongside your role profile to support you while writing your reflection logs.

Once you start to regularly reflect on your own performance you will automatically recognise the things that you would like to record, but the following may help you to find good examples:

- Times you were singled out for specific praise or recognition.
- Reading through positive feedback you received i.e. e-mail.

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- Talking to your colleagues or line manager.
- Referring to a diary or notebook.
- Thinking back to a situation that didn't go well. What did you learn from that and what do you now do differently as a result?

When deciding what you want to write about in a reflection log you must choose examples that enable you to describe specific things you did, not what your team or business area did. Your reflection log should:

- clearly demonstrate the competency or behaviour described in the CVF;
- explain in some detail the actions you personally took;
- evidence at least three of the bullet points under the appropriate competency descriptor; and
- have had a positive outcome, although less successful examples can be used if you can demonstrate the lessons learned and what you would do differently.

Completing a reflection log

When you open your reflection log, the CVF competency level for your post will be pre-populated by SCoPE. Select the competency you believe your example best fits, and select the level you feel you have demonstrated. The table below provides guidance on how to structure your submission based on what you did and how you did it.

What	How
<ul style="list-style-type: none">• Describe the task you carried out.• Provide the context for the actions you are going to describe.• Include the circumstances, the resources available, the context, and your responsibilities.• Be concise, to allow your line manager to assess the complexity of the task, your role and responsibilities, available resources and any challenges you faced.	<ul style="list-style-type: none">• Describe how you responded to the situation and task.• Describe how you carried out the task in relation to the CVF competency behaviours.• Make sure you include what behaviours you demonstrated.• Describe the outcome.• Include what lessons you learned.

If something was completed in partnership with others, you need to highlight your role and not theirs. You can recognise other people's achievements in feedback, thanks, de-briefings, team meetings etc.

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When completing your reflection log:

- only focus on relevant activities;
- use your own words and not the descriptions of the competencies;
- you must be honest about what you did and never include anything that is untrue;
- the log needs to be about you and what you did so you should include lots of “I” statements. You should avoid “we did this” or “the team did that” etc. and
- read through your reflection log, where applicable amend statements which talk about what anyone else did.

Think about the words and language you use, replace passive verbs and sentences with active ones.

Active verbs provide additional impact and include words like planned, developed, researched, recommended etc.

Examples

Passive verbs	Active verbs
A spreadsheet was set up to show where delays were occurring.	I devised a spreadsheet and compiled data so I could identify where delays were occurring.
The spreadsheet showed that delays were occurring at the same times each week, so we discussed this during a problem solving session.	After collecting and analysing the data, I identified a pattern of delays. I carefully considered who was affected and invited representatives from across the processing areas to a problem solving session.

Once you have completed your reflection log, send this to your line manager via SCoPE for review.



Appendix B

How to Review a Reflection Log

Introduction

This guide aims to help you review and assess reflection logs submitted for your team members. Reflection logs are underpinned by the Competency Values Framework (CVF) and the reviewee's role profile.

It is your responsibility to ensure that when you review and assess a reflection log you are:

- fair;
- honest;
- transparent; and
- consistent.

Preparation

Before reviewing a reflection log, take time to read the CVF and the reviewee's role profile. This will help you gain an understanding of the actions and behaviours expected from them. The levels associated with each role are shown in the table below.

CVF Level	Role
Level 1	Constable and Staff Grade 1-3
Level 2	Sergeant/Inspector/Chief Inspector and Staff Grade 4-10
Level 3	Superintendent/Chief Superintendent/Executive and Staff Grade 11-14

SCoPE will automatically populate the level expected for an individual's role as soon as they enter their details. You need to check to see what actual level the individual has selected to ensure you assess the reflection log at the correct level.

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If the individual has recently changed post or has more than one role, they can select the post they want to enter a reflection log against from the menu.

What to expect in the reflection log

The reflection log should contain a brief account of the situation. This will include **what** they did and **how** they did it. The reviewee will have submitted a reflection log against one of the six competencies with the level that they believe meets the criteria of the CVF competency descriptors.

The table below outlines the guidance given to reviewees on how to structure their submissions based on what they did and how they did it.

What	How
<ul style="list-style-type: none">• Should describe the task they carried out.• Should provide context for the actions they have described.• Should be fairly short, but does need to provide enough information to assess the complexity of the task, the role and responsibilities, resources they have available and any challenges faced.	<ul style="list-style-type: none">• Should describe how they responded to the situation and task.• Should describe how they carried out the task in relation to the CVF competency behaviours.• Should include what behaviours they demonstrated.• Should describe the outcome.• Can include what lessons you learned.

Reflection logs should:

- include lots of “I” statements and less collective statements such as “we did this” or “the team did that”;
- use the reviewee’s own words own words and not the competency descriptors;
- meet at least three of the bullet points under the appropriate competency descriptor; and
- have had a positive outcome, although less successful examples can be used if individuals demonstrate the lessons learned and what they would do differently moving forward.

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Assessing the reflection log

As a line manager your role is to review and assess your team's reflections logs. This is a good opportunity for you to further understand the great work your people do and provide feedback to support this. To assess the information within the reflective log, you must:

- focus on the information provided;
- not make assumptions about information not recorded;
- ensure the reflection log is clear about '**what**' they did and '**how**' they did it;
- ensure you are able to validate the reflection log or forward it to an appropriate manager if you cannot; and
- use the CVF competency behaviour descriptor to identify if the reviewee has met the competency they are submitting against.

Once you have assessed the log this you will either:

- make a decision on your assessment of the reflection log and select the assessed level;
 - Development required
 - Level 1
 - Level 2
 - Level 3
- approve the log and provide feedback; or
- return the entry if you disagree with the level they have selected, provide feedback and ask for further details to meet the criteria.

If you have selected a lower level than the reviewee's role requires you must ensure your feedback provides enough information on what they need to do to bring themselves up to the required level.

If you have selected 'Development required' you will need to ensure the reviewee agrees a development plan confirming what they need to do to improve.

This may initiate a conversation depending on how sensitive the information is. If further escalation is required, see Appendix C: [MyCareer - Dispute Resolution](#).



Appendix C

MyCareer - Dispute Resolution

Disputes associated with MyCareer can arise where:

- there is no agreement about the grading of a reflection log;
- there is no agreement regarding feedback during the MyCareer Discussion;
- reviewee/line manager/second line manager comments are not agreed with;
- access to training has been rejected; or
- progression to a development route has been refused.

This list is not exhaustive.

Please note: the reflective log or MyCareer form should not be approved by the individual if they do not agree.

In all circumstances where a dispute exists it should be categorised as follows:

NO AGREEMENT or DEVELOPMENT. Examples of the disputes are below:

NO AGREEMENT	DEVELOPMENT
No agreement about the grading of a reflection log	Access to training has been rejected
Reviewee/Line Manager/Second Line Manager comments are not agreed with	Progression to a development pathway has been refused

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In all cases the initial stages of dispute resolution is to discuss the dispute with the first line manager. If no resolution can be provided, then a second line manager will arbitrate.

Where a **NO AGREEMENT** dispute cannot be resolved, following the initial stages, the reviewee may ask for independent consideration by Leadership and Talent, where role, rank, and staff level will be taken into consideration when identifying an appropriate person to review and make a decision in relation to the dispute.

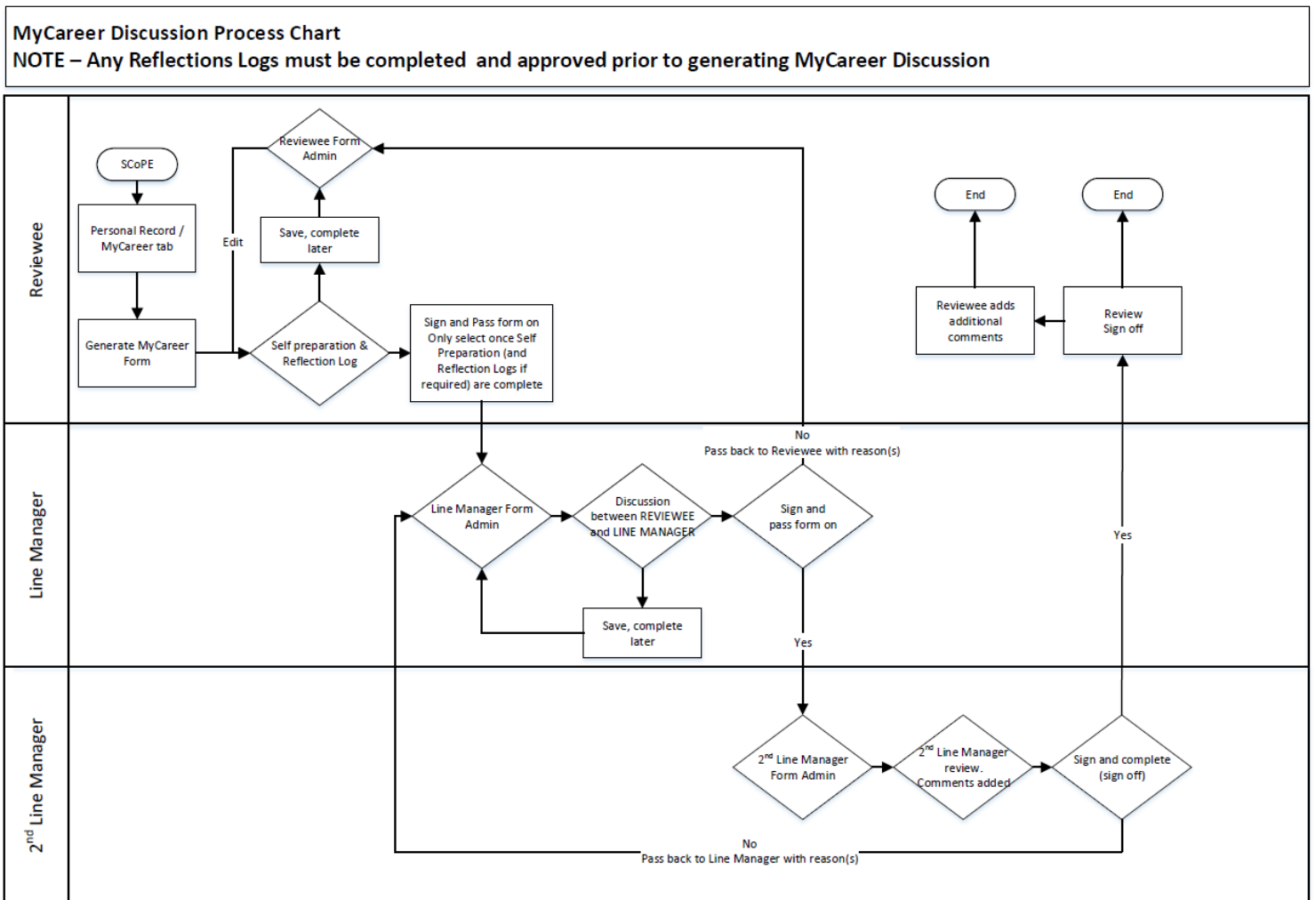
Disputes should be submitted in writing to People Direct, from where they will be allocated to the Leadership and Talent team. Every effort will be made to consider disputes as quickly as possible (normally within 14 days of the date of submission). Once a decision is reached, all parties will be informed of the outcome via email. The decision of Leadership and Talent is final.

Where a **DEVELOPMENT** dispute cannot be resolved, following the initial stages, the normal Police Scotland grievance procedure should be followed. Leadership and Talent cannot intervene.

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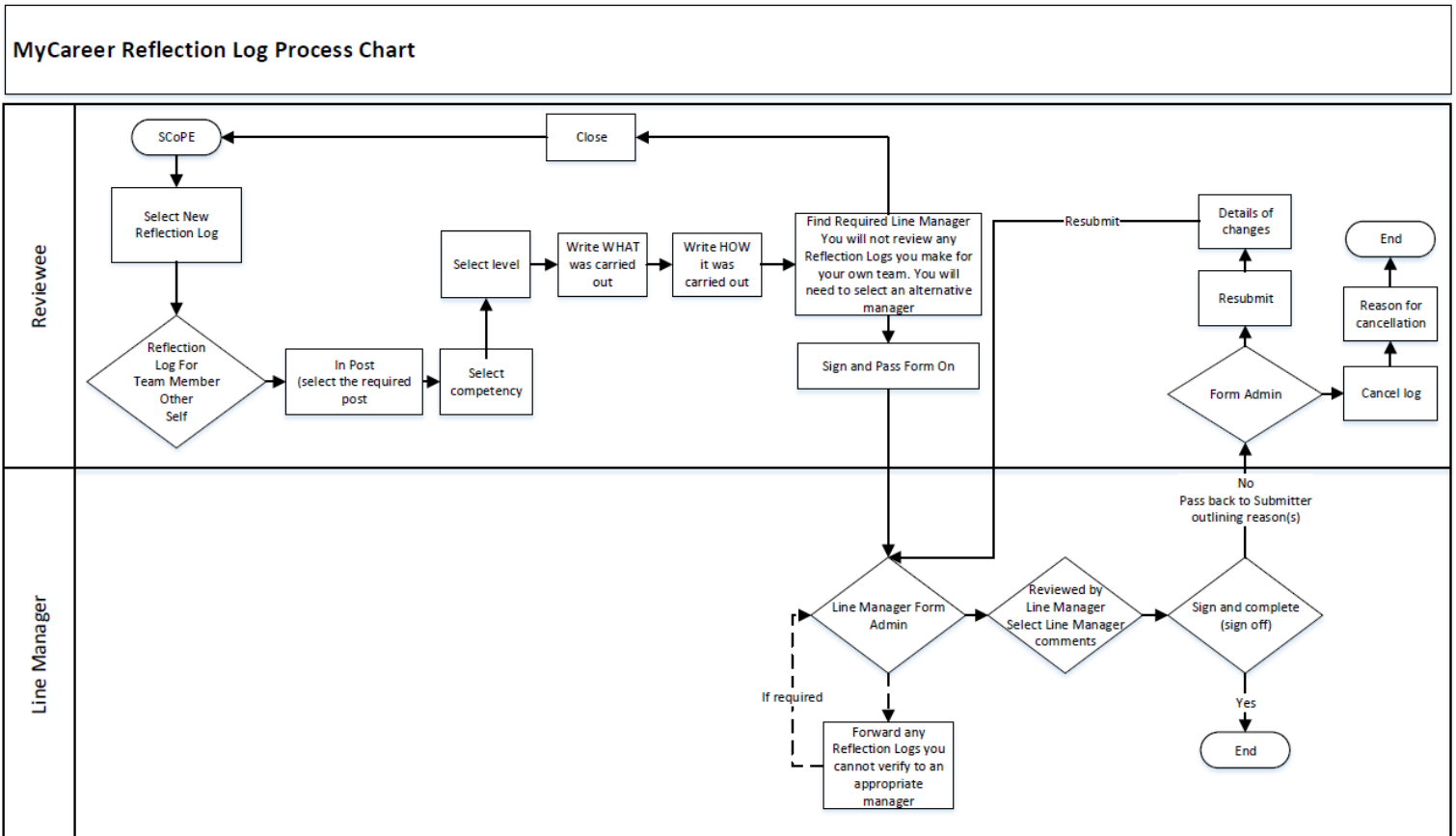
MyCareer Process Chart





Appendix E

MyCareer Reflection Log Process Chart





MyCareer – Manual Process Chart

