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Management and Development of Probationary Sergeants

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1 Overview

1.1 What is this about?

1.1.1 The information here sets out the areas of training and development that new Sergeants must complete during their probation and tells you how we manage these.

1.2 Who is this for?

1.2.1 This applies to all officers in the rank of Sergeant and those with a role in their confirmation.

1.3 Key information

- A constable promoted to the rank of Sergeant will be on probation for a period of at least one year from the date of promotion. This can be extended to a period of no more than two years;
 - in the case of a part time officer, so that they receive an equivalent pro-rated probationary period.
 - as a reasonable adjustment;
 - because of restricted duties and supported by advice from Occupational Health and/or People and Development; or
 - to rectify areas of underperformance or unsatisfactory behaviour.
- Probationary Sergeants will receive operational, national and local training and will be measured against the National Occupational Standards for operational effectiveness.
- To ensure all training and development needs are met, probationary periods will be extended for periods of absence lasting more than 28 days due to:
 - Sickness absence
 - Adoption leave
 - Adoption or Maternity support leave
 - Career break or other service break
 - Fertility treatment leave
 - Parental leave

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- Pregnancy and Maternity leave
- Shared parental leave
- Leadership, Training and Development (LTD) and Divisional Commands will identify and provide a Single Point of Contact (SPoC) to help coordinate and manage all aspects of this process.
- A probationary Sergeant will not be promoted to the rank of Inspector, even on a temporary basis.
- There is no dedicated appeal process within this procedure and any complaints will be addressed using the grievance procedure.

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2 Officer/Staff

2.1 What you need to do:

- Complete the mandatory Leadership Programme (Supervisory) course.
- Complete the learning logs Form (021-030) giving one example of evidence for each of the six National Occupational Standards.
- Consider any reasonable adjustments necessary to support you during your probation and tell us if you need support.
- Arrange a meeting with your line manager at weeks 20 and 40 to discuss your progress.
- Submit learning logs to your line manager in good time to allow them to complete and submit these before any deadlines.

2.2 Leadership programme (Supervisory)

2.2.1 Probationary Sergeants must undertake a mandatory Leadership Programme (Supervisory) course. To attend this course, you need to complete a Course Enrolment Form (140-007) and give this to your Line Manager who will send it to Leadership, Training and Development (LTD).

2.2.2 The course consists of modules and learning outcomes aligned to the National Occupational Standards (NOS) and structured around two elements:

- Operational Policing; and
- Police Incident Officer training.

2.2.3 The course runs over two weeks and full attendance is required.

2.2.4 If you have undertaken a temporary Sergeant role and have already attended the course, you can request an exemption using Form (021-029) and send this to the LTD administrator.

2.3 Learning logs

2.3.1 During probation you must complete a Learning Log, Form (021-030) evidencing each of the six National Occupational Standards, drawn from your probationary period. Your line manager will review your log at week 20 and 40 so that they can verify and comment on the examples you provide before providing comment on your overall performance.

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2.4 Probationary periods

- 2.4.1 A one-year probationary period applies to all newly appointed Sergeants and we will not routinely extend this except in situations outlined in the overview.
- 2.4.2 Probationary Sergeants may apply to work in another area or department and can apply for flexible working at any point during their probationary period.
- 2.4.3 Where an extension is required, officers and their managers must discuss the reasons for the request, document these and submit all the relevant information to the Divisional Commander/Head of Department for a decision.

2.5 Considering reasonable adjustments

- 2.5.1 As a disability confident employer, we aim to recruit and retain people for their skills and talent. Our disability in employment procedure tells you what to do if you have a disability and explains what we do to support those with disabilities to make sure they are not disadvantaged while at work. You can access this information using the link in the resources section.

2.6 Unsatisfactory or unacceptable performance

- 2.6.1 If you consistently perform to an unsatisfactory or unacceptable standard, your line manager will likely consider application of the Capability (Attendance and Performance) (Officers) procedure or the Police Service of Scotland (Conduct) Regulations 2014.
- 2.6.2 We may grant an extension to probation if your performance is likely to improve. However, the Chief Constable may demote you to the rank of constable at any time during your probation if they believe that you are not likely to meet the standards of the rank or are unlikely to improve sufficiently over a given time to reach these standards.
- 2.6.3 As a probationary Sergeant, we expect you to conduct yourself in an appropriate manner and not take part in any activity that may compromise you or the service. Acts that may constitute misconduct are defined within the Police Service of Scotland (Conduct) Regulations 2014 and a link to this legislation is available in the resources section.
- 2.6.4 If you are under investigation, we will discuss your situation with your Divisional Commander/Head of Department and we may extend your probation to allow this to conclude.

2.7 Confirmation

- 2.7.1 If your line manager is content at your final review meeting that you are

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competent, they will sign off your paperwork and return this to the LTD. Once Divisional Commander sign off and Management Checks are complete, LTD will be in touch with you to confirm you in the rank of Sergeant.

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3 Manager

3.1 What you need to do.

- Provide support and guidance as necessary.
- Ensure performance is consistent with the rank.
- Verify evidence provided in the learning logs and meet with the probationary Sergeant at weeks 20 and 40 to discuss their performance.
- Discuss and document any performance issues and advise Divisional Command of any concerns.
- Contact LTD and arrange an extension to probation or reasonable adjustments as necessary.

3.2 Leadership programme (Supervisory)

3.2.1 To attend the mandatory Leadership Programme (Supervisory) course, Probationary Sergeants need to complete a Course Enrolment Form (140-007) and give this to you for checking. Once checked you should send this to Leadership, Training and Development (LTD). You should check that the officer is available for the course dates and arrange with Resource Management adjustments as necessary to facilitate their release.

3.3 Learning logs

3.3.1 First line managers should meet with their probationary Sergeant as regularly as possible but must meet with them at least twice during the probationary period.

3.3.2 A probationary Sergeant Learning Log, Form (021-030) must be completed and submitted to LTD by you between week 40 and 42 of the probationary period.

3.3.3 You should review the learning log, confirm and comment on each of the examples and write up the details of the meetings.

3.3.4 At the final meeting, you should sign off the form indicating whether the probationary has evidenced sufficient competence to confirm them in the rank.

3.4 Considering reasonable adjustments

3.4.1 If a team member tells you, or you become aware that they have a disability

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that is affecting or could affect their probationary period you should refer to the disability in employment procedure. A link to this document is in the resources section and explains what you can do to support those with disabilities. You must record any reasonable adjustments implemented in SCoPE and tell Leadership, Training and Development (LTD) about these.

3.5 Probationary periods - Extensions

- 3.5.1 There are circumstances when something happens that means an individual might not successfully complete a probationary period and where it is appropriate to consider an extension.
- 3.5.2 Extensions to probationary periods must be discussed with the probationary Sergeant and the reason for the extension formally recorded by the divisional and LTD SPoC.
- 3.5.3 We will not extend probation beyond the two-year anniversary of appointment and you must tell LTD when we grant an extension so that they can update the relevant systems and records.
- 3.5.4 Extensions for up to 6 months can be authorised by Divisional Commanders/Head of Department using Form (021-037). A further six-month extension can be authorised by an Assistant Chief Constable.

3.6 Unsatisfactory or unacceptable performance

- 3.6.1 Line Managers are accountable for the management and development of their officers. Where a probationary Sergeant consistently fails to perform the duties of a Sergeant to a satisfactory standard, you should consider the application of the Capability (Attendance and Performance) (Officers) procedure.
- 3.6.2 At the end of a Sergeant's probationary period, management checks will be sought by LTD and carried out by the Professional Standards Department (PSD) Gateway Unit and the Anti-Corruption Unit (ACU).

3.7 Confirmation

- 3.7.1 We will confirm officers in the rank of Sergeant when the following elements are satisfactorily completed:
 - The leadership supervisory course
 - The learning log
 - Management checks
- 3.7.2 LTD will tell each divisional SPoC who within their divisions can be confirmed in the rank of Sergeant and provide copies of the officer's

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learning log.

- 3.7.3 The divisional SPoC will complete Form (021-028) for probationary Sergeants in their division and forward this and individual learning logs to the Divisional Commander/Head of Department.
- 3.7.4 Divisional Commanders/Heads of Department will review each learning log and complete the relevant section of Form (021-028) indicating whether they support confirmation of the officer. Once signed, return these in electronic format to LTD.
- 3.7.5 Probationary Sergeants will get an e-mail verifying their confirmation.

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4 Resources

Forms

- Course Enrolment Form (140-007)
- Divisional Sign Off Form (021-028)
- Leadership Programme Excusal Form (021-029)
- Learning Log, Form (021-030)
- Request for Extension (021-037)

Related Procedures

- Capability (Attendance and Performance) (Officers)
- Disability in Employment

Useful Links

- The Police Service of Scotland (Conduct) Regulations 2013
- The Police Service of Scotland (Conduct) Regulations 2014
- The Police Service of Scotland (Promotion) Regulations 2013
- National Occupational Standards (NOS) guidance



Appendix A

Probationary Sergeants Process Map

