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Accelerated Leadership Pathway

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Contents

1 Overview 2
2 Staff/Officer 4
3 Manager 8
4 Resources 10

Appendices

Appendix A	The Role of the ALP Programme Sponsor Board
Appendix B	SCoPE Process Flowchart
Appendix C	ALP Programme Flowchart
Appendix D	ALP Development Framework

1 Overview

1.1 What is this about?

1.1.1 This procedure sets out the process for selecting and appointing police officers to the Accelerated Leadership Pathway (ALP) programme.

1.1.2 The purpose and aims of the ALP programme are to:

- identify officers who can demonstrate the potential to become future Chief Officers;
- create tailored development plans;
- enable access to Leadership and Talent (L&T) activities and resources at appropriate stages to grow leadership capability; and
- provide experience in operational, corporate and specialist areas of policing throughout the programme.

1.2 Who is this for?

This is for all Constables (who have completed their probationary period), Sergeants and Inspectors who can demonstrate the potential to become future Chief Officers.

1.3 Key information

- Membership of the ALP programme replaces the need to go through the normal promotion process.
- The application process is a self-nominated, competency-based assessment providing evidence against the College of Policing's Competency and Values Framework (CVF).
- The application process includes self, local and national assessments as well as attendance at the College of Policing's National Assessment Centre (NAC). Successful candidates will then be invited to join the ALP programme.
- The programme involves rotations around operational, specialist and corporate areas.

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- Six monthly review panels will decide if an officer should remain in role, rotate to a new area, be promoted to the next rank or exit from the programme.
- Officers who are confirmed in the rank of Constable, Sergeant or Inspector can apply.
- It is not necessary to hold a degree qualification in order to apply for the ALP programme.
- Officers can only attend the College of Policing's NAC on two separate occasions and will not be eligible to attend for a third time, within a five year period.
- All applicants must be able to act as a role model to fellow officers and demonstrate professionalism, good judgement and integrity.
- Any officer who is currently the subject of a complaint about the police or misconduct allegation may still apply but their application may be deferred until the matter is fully investigated at Area Commander/Head of Business Area Level. If allegations under either process are later upheld the application may be rejected or the officer may be removed from the programme.
- Links to the College of Policing's CVP and the High Potential Development Tool are available within the Resources section of the Policy Hub.

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2 Staff/Officer

2.1 What you need to do:

- Complete the High Potential Development Tool. You are advised to be as honest as possible when answering the questions in order to establish whether or not this programme is one that you feel ready and able to apply for.
- Familiarise yourself with the College of Policing's Competency and Values Framework (CVF) at Level 3.
- Discuss your intentions with your line manager.
- Complete the online application form when the application window opens.

2.2 Assessment model

- 2.2.1 The assessment model follows a four step process which must be completed before your membership of the Accelerated Leadership Pathway (ALP) programme can be confirmed.
- 2.2.2 The College of Policing's CVF is used as the baseline to assess your ability and potential membership of the ALP programme. (Please note that this is different from the CVF used by Police Scotland). You will be rigorously tested to ensure you have the potential leadership, operational and strategic ability.

2.3 Step 1 - Self-assessment

- 2.3.1 Before applying it is important that you reflect on your strengths and current potential to succeed in the ALP programme. You then need to complete the College of Policing's High Potential Development Tool. A link to this is available in the Resources section of the Policy Hub.

2.4 Step 2 - Local assessment

- 2.4.1 After completing the High Potential Development Tool, you can then complete the online College of Policing application form. This will be sent to your Chief Superintendent for the local assessment.
- 2.4.2 The local assessment panel will be made up of your Chief Superintendent, Superintendent and a representative from the Leadership and Talent (L&T) team. The CVF will be used to assess the evidence you have presented of

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your potential to successfully attain Level 3.

- 2.4.3 Following the local assessment a blind sift calibration exercise will take place to ensure quality and consistency. You will be told if your application is proceeding to the blind sift. The blind sift will be conducted by an independent panel made up of a Chief Superintendent, Superintendent and a L&T Lead and, after this, you will be informed of the outcome of your application.

2.5 Step 3 - National assessment

- 2.5.1 If your application is supported following the local assessment stage it will then be reviewed by the ALP Programme Sponsor Board. If the Board recommend that you are selected for the ALP programme your application will be sent to the College of Policing. Further information regarding the ALP Programme Sponsor Board is available in the Resources section.

2.6 Step 4 - College of Policing National Assessment Centre (NAC)

- 2.6.1 The NAC is based at one of the College of Policing sites. If you are selected to attend you will be assessed there, over a period of 1.5 days, using the CVF and the following methods:
- an oral briefing;
 - a written in-tray exercise;
 - a performance management exercise;
 - a partnership meeting;
 - a values exercise;
 - a presentation and interview;
 - a cognitive ability test.
- 2.6.2 After the Assessment Centre stage, the College of Policing will inform Police Scotland if you have met the required standard and are eligible to go onto the formal ALP programme.

2.7 ALP programme

- 2.7.1 If you successfully enter the ALP programme you will be provided with development opportunities, coaching and mentoring, diagnostic tools, action learning sets and work based rotations. These rotational placements will give you the necessary balance of exposure to operational, specialist and corporate roles.

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- 2.7.2 If you are a Constable who has achieved the qualifying diploma, or has passed the Police Promotion Examinations, and you are successful at the College of Policing's NAC, you will be temporarily promoted when you join the ALP programme.
- 2.7.3 If you have not yet achieved the qualifying diploma you will undertake this at the earliest opportunity and will be temporarily promoted to Sergeant following successful completion. This will be undertaken at the same time as the ALP programme development activity. If you cannot achieve the qualifying diploma within the agreed timescales, the ALP Programme Sponsor Board may consider it is necessary for you to exit the programme.
- 2.7.4 Police Scotland's ALP Programme Sponsor Board will formally review your progress on a six monthly basis. The board panel will be provided with your portfolio of evidence before the board review date to decide if you will:
- remain in your current posting to achieve further evidence of competence;
 - rotate to a different role – you will normally spend up to 12 months in an operational role, up to 12 months in a corporate role and up to 12 months working within a specialism;
 - be promoted; or
 - exit - officers may exit the programme up to and including the rank of Chief Inspector based on unsatisfactory performance on the programme.
- 2.7.5 There is a natural exit from the programme when you are confirmed in the rank of Superintendent. At this point, you will be placed in the pool for posting at Superintendent rank by Resource Management.
- 2.7.6 To remain on the programme you must actively and effectively participate in professional development activities and leadership events which will be logged in your portfolio of evidence.
- 2.7.7 There may be occasions when you would be required to leave the ALP programme early, such as:
- there is not enough evidence at the required standard to continue your membership of the programme;
 - you have been found to have been in breach of conduct; or
 - you have not demonstrated that you have upheld Police Scotland's values and code of ethics.

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- 2.7.8 These circumstances will be assessed on case-by-case basis and a decision will be made by the ALP Programme Sponsor Board.
- 2.7.9 If you exit the programme you will remain at your current rank. You will be asked to complete a posting preference form which will be submitted to Resource Management for consideration.
- 2.7.10 The ALP Programme may be paused if you are on a service break due to maternity/adoption/shared parental leave. This pause will be for the same length as your service break and L&T will then support your return to the ALP programme.
- 2.7.11 Pauses to the ALP programme due to service breaks will normally be no longer than 12 months. However, the circumstances will be considered on a case-by-case basis by the ALP Programme Sponsor Board.

2.8 Appeal process for unsuccessful candidates

- 2.8.1 If you are unsuccessful during any stage of the assessment process you will be given feedback and L&T will provide you with a personal development plan template. You will be encouraged to complete this to identify and address any performance gaps. You have the right to appeal at two stages of the assessment process:
- Following the divisional sift
 - Following the blind sift
- 2.8.2 If you believe that the process has been incorrectly followed, or you have been unlawfully discriminated against, you may submit an appeal. This must be done within seven calendar days of receiving written notification of your outcome.
- 2.8.3 Your appeal should be submitted, in writing, to the Director of People and Development.
- 2.8.4 Your appeal will be considered as quickly as possible and normally within 28 days of being submitted. Following this you will be informed of the final outcome in writing. If unsuccessful, there is no further right to appeal.
- 2.8.5 The following are not considered to be admissible grounds for appeal:
- Frustration at not being successful.
 - Disagreement with any marks awarded.
 - Feedback provided.

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3 Manager

3.1 What you need to do:

- Familiarise yourself with the Accelerated Leadership Pathway (ALP) programme and College of Policing's Competency Values Framework (CVF).
- Have honest discussions with your officers regarding their readiness for promotion and the ALP programme.
- Ensure officers who are absent from work are updated about promotion opportunities and development programmes.

3.2 Role of line manager

3.2.1 If you are the line manager of an officer who has applied for the ALP programme you should ensure you are fully aware of the requirements of process.

3.2.2 If one of your officers is unsuccessful in their application to join the ALP programme you should support them in completing their personal development plan based on the feedback provided on their application form.

3.2.3 If you are the line manager of an officer who has been successful at the College of Policing's National Assessment Centre (NAC), and has been placed within your business area as part of the ALP programme, you should meet together and review the development outcomes on a regular basis. You will also be required to comment on the officer's development progress for their portfolio of evidence which will be reviewed at the six monthly meeting of the ALP Programme Sponsor Board.

3.3 Role of Divisional Commander

3.3.1 Police Scotland are solely responsible for selecting applicants to send to the College of Policing NAC. Spaces to attend the Assessment Centre are very limited and it is important that all supported applications clearly evidence the skills and attributes required for this particular development programme.

3.3.2 Part of your role relates to the local assessment stage of the process which involves a divisional sift of applications by a Chief Superintendent, Superintendent and a member of the Leadership and Talent (L&T) team.

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- 3.3.3 First, you should independently assess the College of Policing application form completed by the applicant. You should personally evaluate the applicant's response to the competency questions and award an initial score using the College of Policing's scoring matrix.
- 3.3.4 You should then discuss your individual ratings with the other panel members. The agreed overall scoring should be recorded on the assessment feedback form to ensure there is a clear audit of all ratings and decisions. If there is disagreement, the panel chair has the deciding vote.
- 3.3.5 You should provide your feedback, comments and the supporting rationale in the relevant section on the application form to be considered by the applicant.
- 3.3.6 You should then forward the supported applications to be reviewed at the blind sift calibration stage to the L&T team as detailed on the application form.
- 3.3.7 Following the outcome of the local assessment and blind sift stages, notify all applicants of their outcome. Unsuccessful applicants will be encouraged to complete a personal development plan using the feedback given.
- 3.3.8 Your role in the process also involves meeting with ALP programme members who have been deployed to your division. Together you should agree development outcomes which are linked to the CVF for the duration of the officer's rotation.
- 3.3.9 You will need to provide comments on the developmental progress of these ALP programme members for their portfolios of evidence, including your view regarding their competence in the rank.
- 3.3.10 The portfolio of evidence will be reviewed on a six monthly basis by the ALP Programme Sponsor Board. Further information regarding the role of the ALP Programme Sponsor Board is available in the Resources section of the Policy Hub.

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4 Resources

Reference Documents

- Role of ALP Programme Sponsor Board
- SCoPE Process Flowchart
- ALP Programme Flowchart
- ALP Development Framework

Related Procedures

- Diploma in Police Service Leadership and Management
- MyCareer
- Promotion

Useful Links

- High Potential Development Tool
- College of Policing Competency and Values Framework
- College of Policing Online Application Form
- Police and Fire Reform (Scotland) Act 2012, Section 49
- The Police (Conduct) (Scotland) Regulations 1996
- The Police (Scotland) Regulations 2004
- The Police Service of Scotland (Conduct) Regulations 2013
- The Police Service of Scotland (Conduct) Regulations 2014
- The Police Service of Scotland (Promotion) Regulations 2013



Appendix A

Role of Accelerated Leadership Pathway (ALP)

Programme Sponsor Board

The Deputy Chief Constable (DCC) People and Professionalism and the Director of People and Development are ALP Sponsors and both are members of the ALP Programme Sponsor Board.

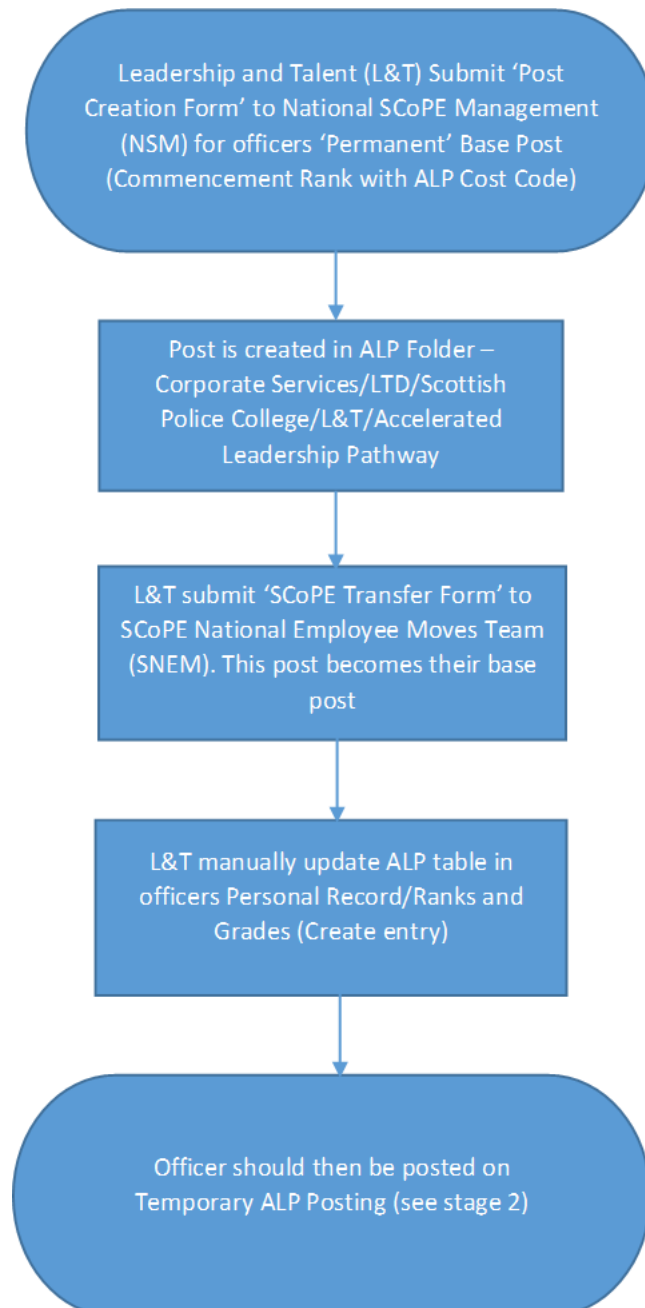
The key accountabilities of the board are to:

- review applications, following divisional and blind sifts, and recommend to the Chief Constable whether to support candidates' applications.
- review the progress of programme members based on a portfolio of evidence on a six monthly basis and determine whether each candidate should:
 - remain in post for further development;
 - rotate to a new area of policing for further development;
 - be promoted to the next rank for further development; or
 - exit the ALP programme.
- review the progress of the wider ALP programme including regular assessments of risks and mitigating actions;
- consider applications from officers to suspend their membership of the programme for a fixed period of time due to personal circumstances or unforeseen impacts; and
- determine the number of applicants to be admitted for future ALP programme intakes based on Strategic Workforce Plans.

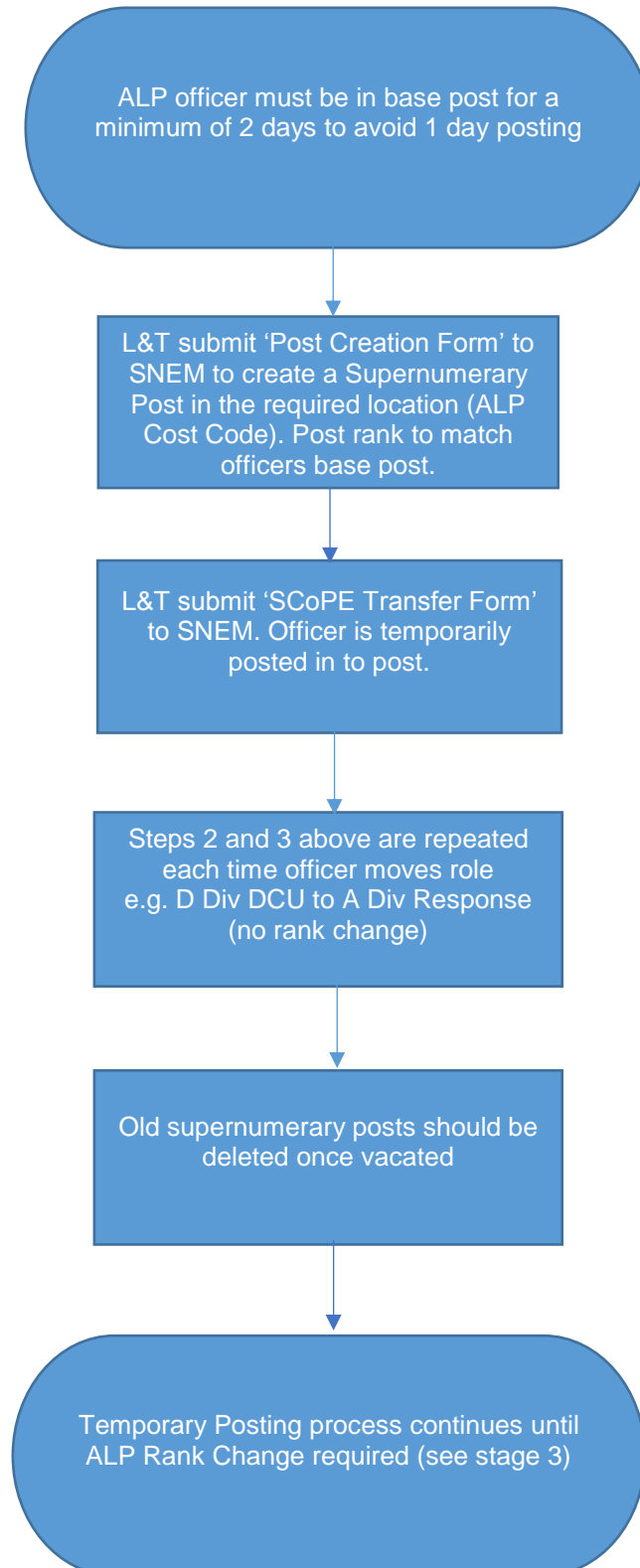


SCoPE Process

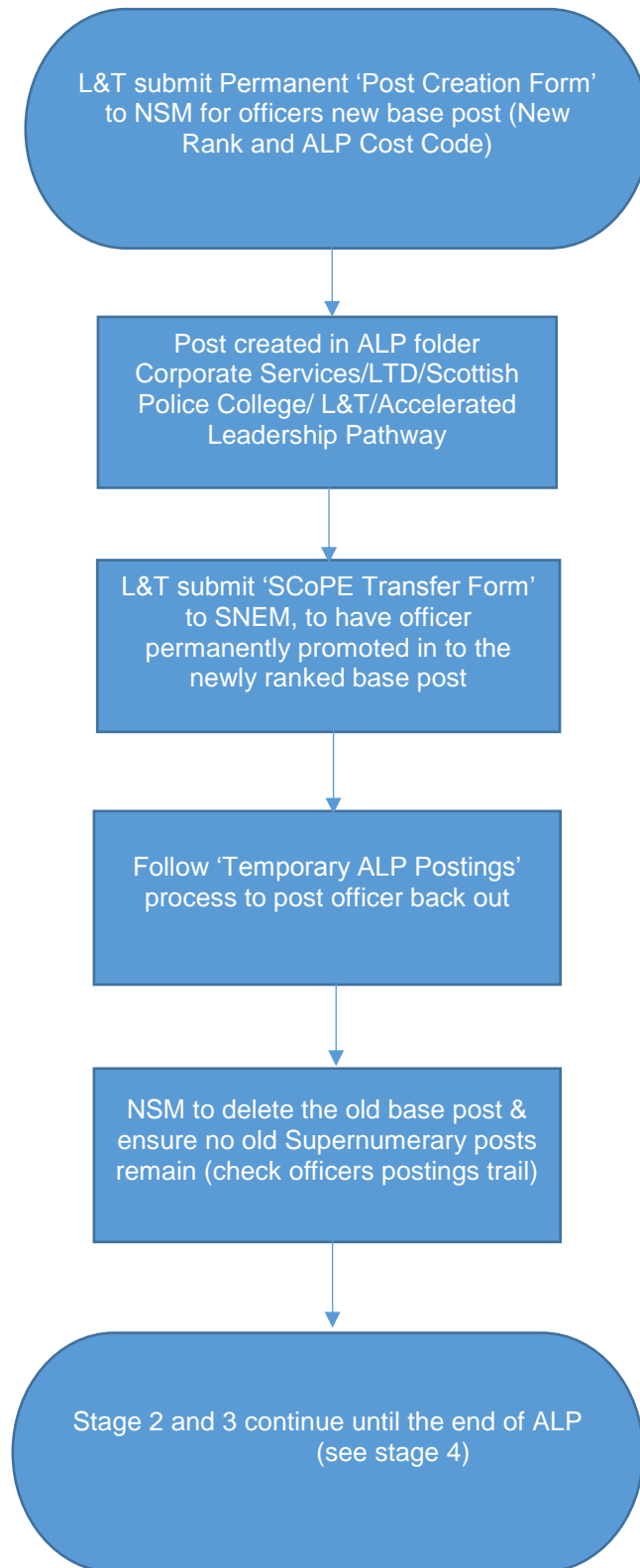
Stage 1 – Initial Base Posting to Start ALP Process



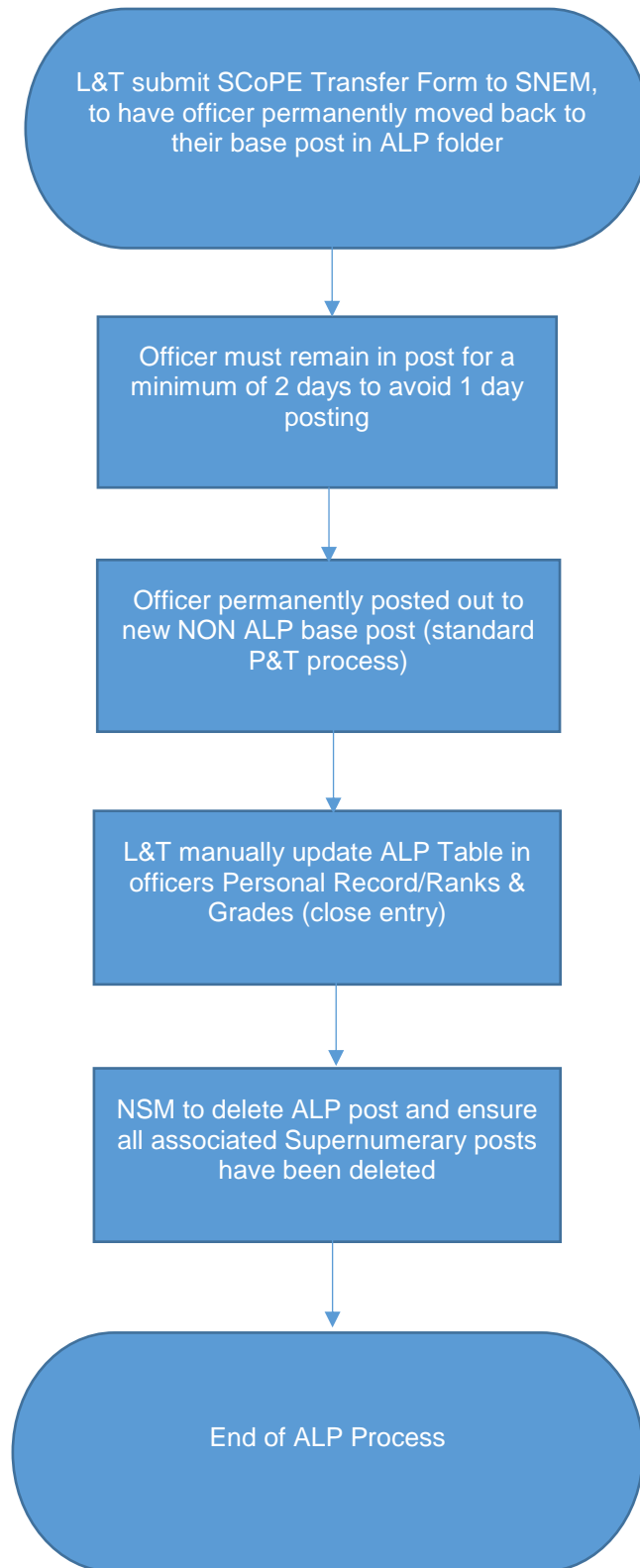
Stage 2 – Temporary ALP Posting



Stage 3 – ALP Rank Change



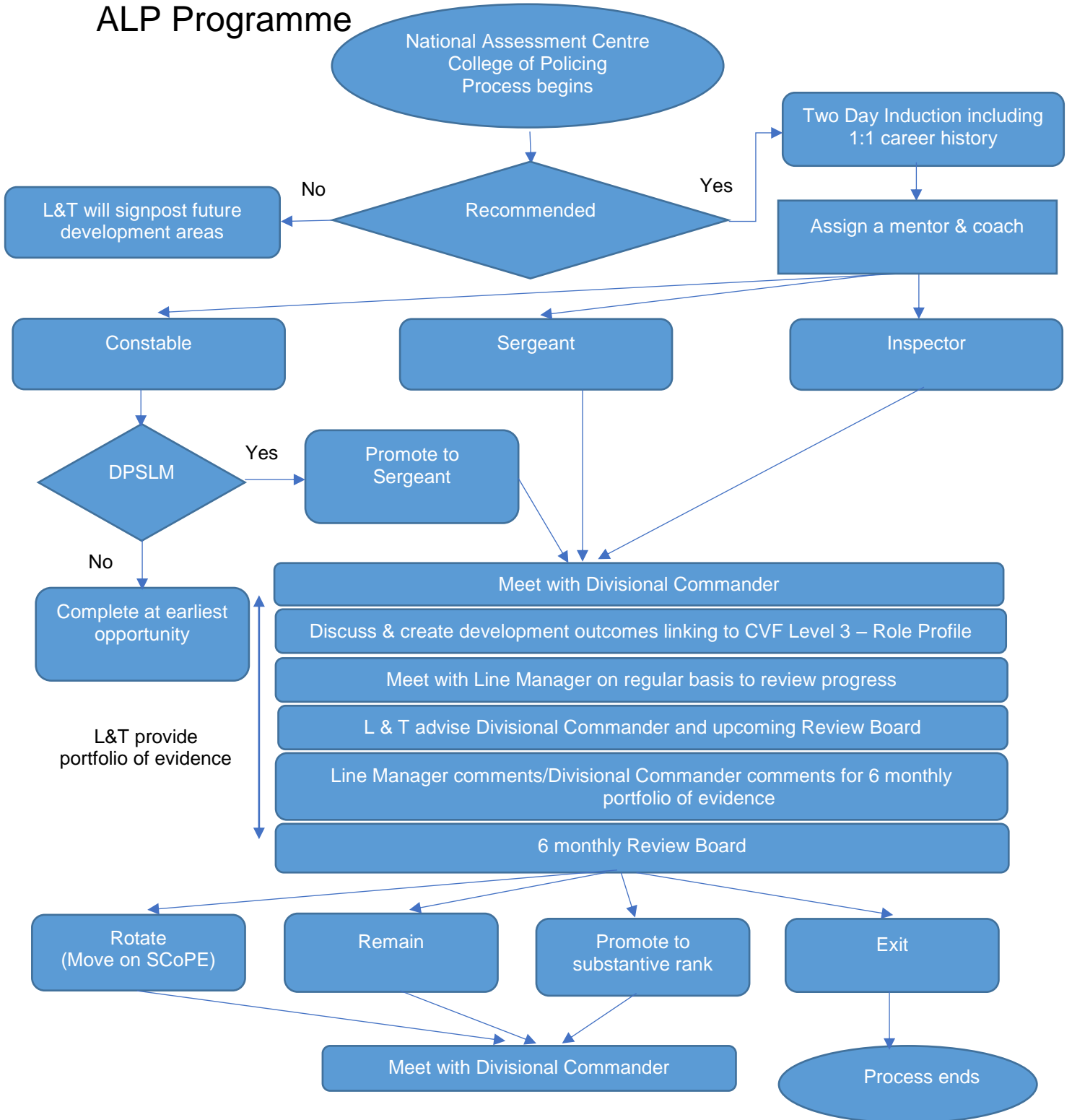
Stage 4 – End of ALP





Appendix C

ALP Programme





ALP Development Framework

Constable Development Plan

Experiential learning (70% on the job learning)	Guidance (20% learning through others)	Theoretical learning (10% class room based)	Successful outcomes and measures
<p>Rotations at the rank of constable will provide the officer with organisational knowledge and the opportunity to expand skills and experience.</p> <ul style="list-style-type: none"> ✓ Rotations in operational, specialist and corporate roles until the completion of DPSSLM (18 month programme) 	<ul style="list-style-type: none"> ✓ Assigned mentor at Superintendent rank (focus on medium to longer term goals) ✓ Assigned coach (focus on short term goals during period of rotation or rank) ✓ Peer support (Action learning sets) ✓ External Leadership secondments ✓ Access to Divisional commander or Head of Department ✓ Opportunities to network 	<ul style="list-style-type: none"> ✓ Exploring leadership course ✓ DPSSLM ✓ ALP two day induction ✓ CPD events (one per quarter with a focus on CVF Level 3 leadership) ✓ Ongoing rank and role specific training ✓ ALP alumni work activities in peer learning environment 	<ul style="list-style-type: none"> ✓ Completion of DPSSLM ✓ Upon completion of DPSSLM promoted to the rank of Sergeant

Sergeant Development Plan

Experiential learning (70% on the job learning)	Guidance (20% learning through others)	Theoretical learning (10% class room based)	Successful outcomes and measures
<p>Rotations will provide the opportunity to expand skills, knowledge and experience.</p> <p>For the rank of Sergeant the focus will be on first line management experience through the following rotations:</p> <ul style="list-style-type: none"> ✓ Operational role for max 12 months ✓ Specialist experience in either OSD or SCD max 12 months ✓ Corporate experience max 12 months 	<ul style="list-style-type: none"> ✓ Assigned mentor at Superintendent rank (focus on medium to longer term goals) ✓ Assigned coach (focus on short term goals during period of rotation or rank) ✓ Peer support (Action learning sets) ✓ External Leadership secondments ✓ Access to Divisional commander or Head of Department ✓ Opportunities to network 	<ul style="list-style-type: none"> ✓ ALP two day induction course (if applicable) ✓ First line managers course ✓ CPD events (one per quarter with a focus on CVF Level 3 leadership) ✓ Ongoing rank and role specific training ✓ ALP alumni work activities in peer learning environment 	<ul style="list-style-type: none"> ✓ Achieve rank and role profile accountabilities (measured by line manager and divisional commander using CVF SMART objectives set at the beginning of the rotation) ✓ Attended role specific classroom based training ✓ Maintained personal development plan evidencing short, medium and longer term goals (part of the portfolio of evidence for Review board) ✓ Promotion to the rank of Inspector

Inspector Development Plan

Experiential learning (70% on the job learning)	Guidance (20% learning through others)	Theoretical learning (10% class room based)	Successful outcomes and measures
<p>Rotations will provide the opportunity to expand skills, knowledge and experience.</p> <p>For the rank of Inspector the focus will be on second line management experience through the following rotations:</p> <ul style="list-style-type: none"> ✓ Operational Inspector role for max 12 months ✓ Specialist experience in either OSD or SCD max 12 months ✓ Corporate experience max 12 months 	<ul style="list-style-type: none"> ✓ Assigned mentor at Superintendent rank (focus on medium to longer term goals) ✓ Assigned coach (focus on short term goals during period of rotation or rank) ✓ Peer support (Action learning sets) ✓ External Leadership secondments ✓ Access to Divisional commander or Head of Department ✓ Opportunities to network 	<ul style="list-style-type: none"> ✓ ALP two day induction course (if applicable) ✓ Established Leaders 1 management course ✓ CPD events (one per quarter with a focus on CVF Level 3 leadership) ✓ Ongoing rank and role specific training ✓ ALP alumni work activities in peer learning environment 	<ul style="list-style-type: none"> ✓ Achieve rank and role profile accountabilities (measured by line manager and divisional commander using CVF SMART objectives set at the beginning of the rotation) ✓ Attended role specific classroom based training ✓ Maintained personal development plan evidencing short, medium and longer term goals (part of the portfolio of evidence for Review board) ✓ Promotion to the rank of Chief Inspector

Chief Inspector Development Plan

Experiential learning (70% on the job learning)	Guidance (20% learning through others)	Theoretical learning (10% class room based)	Successful outcomes and measures
<ul style="list-style-type: none"> ✓ Operational, Corporate and Specialist roles undertaken for max 12 months each, providing the opportunity to lead a key function or project opportunities across culture, strategy, relationships, individuals, resources and systems 	<ul style="list-style-type: none"> ✓ Assigned a mentor at the rank of Chief Superintendent ✓ Assigned coach (focus on short term goals during period of rotation or rank) ✓ Peer support (Action learning sets) ✓ External Leadership secondments ✓ Access to Divisional commander or Head of Department ✓ Opportunities to network 	<ul style="list-style-type: none"> ✓ Established leaders 2 management course ✓ CPD events (one per quarter with a focus on CVF Level 3 leadership) ✓ Ongoing rank and role specific training ✓ ALP alumni work activities in peer learning environment 	<ul style="list-style-type: none"> ✓ Achieve rank and role profile accountabilities (measured by line manager and divisional commander using CVF SMART objectives set at the beginning of the rotation) ✓ Attended role specific classroom based training ✓ Maintained personal development plan evidencing short, medium and longer term goals (part of the portfolio of evidence for Review board) ✓ Promoted to the rank of Superintendent

Compliance Record

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