



IMPACT - A Career Management Programme for Metropolitan Police Senior Civilian Staff

Case Study

The Context

The 2004 Police Reform White Paper called for improved training across the police services to enable delivery of the commitment to get police officers back out patrolling the streets. To support this, the Morris Inquiry identified the need to have systems in place to develop the careers of police staff, as well as police officers. The Metropolitan Police Service responded to this by setting up a range of development programmes for police staff. One of these targeted senior staff managers, and offered them a framework to take stock of where they were in respect of skills, experience, developmental needs, and action needed to develop further.

The Solution

We partnered with DBM to design and deliver the Metropolitan Police Service's IMPACT programme. This programme was aimed at middle to senior managers on the civilian side of the MPS to assist them in identifying and achieving development objectives that would enhance their management skills. The programme operated on the principle that managers must take responsibility for their own personal and career development, but recognised the need to provide organisational support to enable individuals to achieve this.

The programme employed two elements in combination to support development:

- development 'workouts' to provide feedback and promote development planning;
- short work placements or individual coaching to develop skills in context.

Our contribution was to take the lead role in designing and delivering the first of these two elements. We designed and ran an interactive development workshop which combined psychometric and multi-rater (360 degree) feedback. Psychometric feedback was based on our own Quintax personality measure and a measure of career motivation. Multi-rater feedback was provided using the MPS's own competency framework in a bespoke process, with a software-based data collection and reporting package designed, implemented and managed in our own offices. This information was supported in the workout by both individual and small group exercises to develop delegates' understanding of their feedback.



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Our approach to development planning drew on the principles of work-based learning. That is, we encouraged delegates to identify and pursue development objectives in their own working context. The development workshop provided various tools to support the planning of these activities. We also encouraged delegates to discuss their draft development plans with their line manager and so identify development priorities that would have both personal and organisational value.

The Benefits

The IMPACT programme was initially trialled, piloted and evaluated with 40 participants prior to a planned rollout across the whole cohort of approximately 100 participants per year. The 'workout' model was also used successfully for more junior staff in a High potential programme.

A thorough evaluation of the programme demonstrated that the 'workout' feedback was highly valued by participants. The precise impact varied from person to person. Some valued the generally positive nature of the feedback - allowing them to recognise and further develop their strengths while avoiding the potential pitfalls. Others gained most from the feedback in terms of identifying their future career direction. For some, the experience of seeking and getting to grips with their feedback encouraged them to be more open to feedback and to use it more positively in their own development.

The 'workouts' were followed by either work placements in other organisations or personal performance coaching to support achievement of personal learning objectives. Subsequent evaluation revealed the value of this continuing support, with coaching inputs found to be especially effective in maintaining a focus on development needs and delivering real changes in behaviour and approach that were effective in both enhancing performance and building the confidence of participants.