

Development Programme Design and Delivery for the Metropolitan Police Service (MPS): Case Study

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

The programme employs 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 has been to take the lead role in designing and delivering the first of these two elements. We have designed and run an interactive development workshop which combines psychometric and multi-rater feedback. Psychometric feedback has included feedback from our own Quintax personality measure and measures of career motivation. Multi-rater feedback has been provided using the MPS's own competency framework in a bespoke process, with a software reporting package designed, implemented and managed in our own offices. This information is supported by both individual and small group exercises to develop delegates' understanding of their feedback.

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

The IMPACT programme has been trialled, piloted and evaluated with 40 participants this year with a view to rolling out the programme to approximately 100 participants per year over the next 4 years.

A version of the Development Workshop has also been run for 2 groups in the High Potentials programme.