SCOTTISH POLICE AUTHORITY

Meeting	Scottish Police Authority People Committee
Date	28 February 2022
Location	Video Conferencing
Title of Paper	MyCareer and Leadership Pathways post-evaluation report
Presented By	Jude Helliker, Director of P&D
Recommendation to Members	**For Discussion**
Appendix Attached	Yes: Appendix A – My Career Proof of Concept Evaluation Report Appendix B – MyCareer Evaluation Strategy

PURPOSE

The purpose of this paper is to provide Board Members with an update on the MyCareer Proof of Concept Evaluation Report.

1. BACKGROUND

1.1 MyCareer, the new appraisal system launched as a Proof of Concept (PoC) on 1 October 2020 to C3, Forth Valley Division and SPA Forensic Services with a total of 3,052 colleagues participating. The duration of the PoC was initially 9 months, concluding on 30 June 2021, however due to the impact of COVID-19 it was extended to 31 August 2021 (11 months in total).

1.2 MyCareer is underpinned by the Competency & Values Framework (CVF) supporting continuous professional development for officers and staff, whilst providing the gateway for future development and promotion. Outwith the PoC, the MyCareer annual cycle will be of a 12-month duration from 1st April – 31st March each year. An annual MyCareer discussion (between colleague and Line Manager) can happen at any point during this 12-month cycle.

1.3 Ongoing evaluation has been carried out throughout the duration of the PoC and in line with the MyCareer Evaluation Strategy, approved by the Programme Management Board (PMB), following a paper circulated off-table in December 2020. This decision is logged on the PMB Action/Decision log. A copy of the Evaluation Strategy can be found at Appendix B.

1.4 This Evaluation Report (Appendix A) is a culmination of all of the evaluation elements and will help shape the national roll-out which will go live on 1 April 2022.

1.5 A variety of tools were used to collate feedback on the PoC including:

- Citizen Space surveys
- Evaluation questionnaires, emailed to PoC participants
- Feedback and guidance from PMB
- Verbal feedback from PoC areas during weekly check-in meetings
- SCoPE completion reports
- MyCareer Surgeries
- Communications Record (i.e. tracking of mailbox queries)
- Focus group
- Traffic to the MyCareer, CPD and Policy Hub intranet pages
- Anecdotal feedback

1.6 This Evaluation Report provides the outcomes and proposed actions from detailed analysis of the above.

2. FURTHER DETAIL ON THE REPORT TOPIC

Governance

2.1 The PoC Evaluation Report has been through the established governance and was signed off by the Leadership Project Management Board (PMB) in December 2021.

PoC Evaluation Recommendations and Actions

2.2 The report captures 39 recommendations. These have been prioritised using the following MoSCoW rules:

- **Must have** – actions that are fundamental prior to the national roll-out
- **Should have** – important actions for which there may be a workaround in the short term
- **Could have** – these are actions that can more easily be left out at this point, if their delivery would jeopardise the 'must haves' or 'should haves' above
- **Won't have** – actions which, whilst valuable, can wait until later

2.3 A summary of these actions can be found below.

MUST	
Section	**Action**
Online Training	Update CVF online training, using RISE as the preferred platform, for launch in January 2022.
	Update MyCareer online training, using RISE as the preferred platform, for launch in April 2022.
	Test all materials with' Critical Friends' from PoC and Leadership & Talent (L&T)
	Clearly signpost all online resources (training, intranet) in our ongoing communications.
	We recommend completion of online training (CVF and MyCareer) is **mandatory** for all officers and staff.
Training Modules	Right Conversation, Right Time workshop to be redesigned to include 3 MyCareer Empower Hour modules – 'Bringing the CVF to Life', 'Reflection Logs'; and 'Effective Feedback'.
	Given anticipated volumes, a review of the self-nomination process is required to ensure ease of use (by both delegates and L&T staff).

	Test all materials with' Critical Friends' from PoC and L&T ahead of go-live.
Intranet Pages	MyCareer intranet pages to be redesigned to ensure easier navigation, fuller content and a 'user-story' format, compliant with Police Scotland guidelines.
	Test all materials with' Critical Friends' from PoC and L&T ahead of go-live.
Communications	A national communications campaign for MyCareer will be designed to align with the roll-out of MyCareer, using feedback from the PoC to shape the content. This will specify roles and responsibilities for both corporate and local communications (supported by Divisional Commanders) and will use 'one-best-way' versions to provide consistency.
	The national communications campaign will follow a 3-year maturity model, to factor in future MyCareer enhancements e.g. objective setting, link to promotion.
	Ahead of full go-live on 1st April 2022, a series of 'Get Ready for MyCareer' events will be held to help warm Divisions (SMT) up as to what is expected and by when.
Inbound Mailbox	Given the size of the in-scope population for MyCareer, People Direct to be upskilled to respond to MyCareer queries.
	Frequently Asked Questions to be strengthened to incorporate key questions raised during the PoC, and to help reduce the number of queries coming into the MyCareer mailbox and People Direct.
	All MyCareer communications and supporting materials to clearly articulate the links into recruitment e.g. promotion, local roles, national roles, staff roles.
SCoPE Functionality	MyCareer training to reinforce specific functionality elements of MyCareer on SCoPE e.g. any Reflection Logs to be submitted and approved prior to generating MyCareer Form.
Reflection Log Evaluation	Training materials to reinforce the 'everyday activities' element of Reflection Logs, including worked examples.
	Training materials to provide greater opportunity to practice writing Reflection Logs to help embed learnings e.g. practical interactive sessions within MyCareer online modules and MyCareer Empower Hours.
MyCareer Forms Evaluation	Training materials to reinforce the purpose of MyCareer, as well as the 'What's in it for me?' element of MyCareer.
	Specific training materials for Line Managers to be incorporated into the training, including practical examples of how to hold a good MyCareer discussion.
Dip Sampling of Reflection Logs	Training materials to provide a clear understanding of the difference between the 'What' and 'How' elements, including practical interactive sessions within the 'Reflection Logs and You' Empower Hour.
	Training materials to provide a clear understanding of the behaviours associated with each CVF type to ensure colleagues are fully comfortable in writing Reflection Logs for all CVF competencies. This should include practical interactive sessions within the 'Reflection Logs and You' Empower Hour.

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	Mandatory training to provide clear guidance to managers on assessing Reflection Logs and providing colleagues with feedback ahead of final sign-off to ensure a focus on consistency and high quality submissions.
	Line Manager guidance, via empower hours and Intranet, to clearly articulate the criteria required for 'Develop to Lead' and 'Develop to Move to a New Role' i.e. a full suite of 6 signed-off Reflection Logs is mandatory.

SHOULD	
Section	**Action**
Intranet Pages	MyCareer intranet pages to be accessible via Mobile Devices.
Communications	Based on PoC feedback, 'real-life' examples and colleague verbatim feedback /vox pops are to be incorporated into the Communications Plan.
Inbound Mailbox	Leadership &Talent access to the LTD workbasket is to be removed, and individuals guided to the MyCareer mailbox where appropriate.
	MyCareer mailbox auto-reply to be created, including guidance on where to find more information (MyCareer online training and intranet pages).
Surgeries	Surgeries to be offered as part of the National roll-out, on a more tailored and timely basis, and clearly advertised to ensure maximum uptake.
SCoPE Functionality	Second Line Manager character limit to be reviewed and increased to allow greater detail to be added.
	A new SCoPE notification to be introduced to allow the reviewee to be advised when the Second Line Manager has fully signed off their MyCareer Form.
	Two new free text functionalities (Development Journey and Skills/Experience) are to be developed as part of MyCareer SCoPE functionality to enhance the link between MyCareer and Officer promotion. (Required ahead of April 2023).
	Request Developer support to create a notification advising Line Managers of any subsequent comments submitted by colleagues.
MyCareer Forms Evaluation	National rollout of MyCareer to include comms, encouraging annual discussions to take place throughout the year.
DIP Sampling of MyCareer Forms	Assuming PMB approve that MyCareer online training is to be mandatory, we will expect compliance/completion rates to be in line with PoC levels.
	L&T will continue to monitor completion at a national level however, given the size of the in-scope population for MyCareer, L&T will not be able to provide divisional reporting. Instead, we will upskill key people within the Divisions on pulling Completion Reports.
MyCareer Interviews	Based on feedback from PoC and PMB, user testimonies to be incorporated into the Communications Plan to help bring to life the experience of using MyCareer.
COULD	
Section	**Action**
SCoPE Functionality	Incorporate a preventative control into SCoPE i.e. flag when less than 6 full signed off Reflection Logs for 'Develop to Lead' and 'Develop to Move to New Role' submissions.

Next Steps

2.4   All actions are being tracked via an action log which has been established. All actions have been allocated an owner within the MyCareer Team with target dates identified. Regular progress updates will be provided to the monthly Leadership Project Management Board (PMB) with the first update provided to the PMB in January 2022. PMB members will be presented with the opportunity to contribute suggestions with regards development.

2.5   A Project Plan for implementation of the national rollout is in place and progress is being tracked against it using weekly meetings and monthly updates to the PMB. This is supported by a Communications Delivery Plan with a finalised Communications Plan being submitted to the February PMB. The Evaluation Report Action Log also supports the Project Plan. The Leadership Project has sufficient resources from within the business area to deliver the national rollout as scheduled on 1 April 2022. The team are supported by a Project Manager, Portfolio Officer and Corporate Communications resources.

2.6   Communications to the PoC will continue, including sharing with them the key outputs from the PoC Evaluation Report, and asking for their support in making the required improvements to MyCareer.

2.7   An Equality and Human Rights Impact Assessment (EqHRIA) is in place for MyCareer. The PoC Evaluation Report has provide an opportunity to review this and ensure no changes are required. This is being reviewed throughout, as improvements are made, to ensure it remains up to date. See section 9.1.

MyCareer Key Components

2.8   Evaluation has also produced a rich picture of both the product and the colleague experience which will be used to improve and develop MyCareer ahead of full national roll-out.

2.9   Reviewing the key components in chronological order:

2.10   **Online Training** – Moodle was able to provide the key management information, allowing efforts to be focussed on completion as required, weekly data sets were provided to all PoC areas. A number of improvement areas were identified and are outlined in this report.

2.11 **Intranet Page & Online Resources** – these pages were signposted to colleagues and information uploaded, as required. Whilst evidence, contained within this report, shows colleagues are using these resources, they are being redesigned ahead of national rollout. This should provide a simpler look and feel, making navigation and usability easier.

2.12 **Communications** – the evidence provided in this report shows the success of the communications method and content. Notwithstanding, lessons have been learned around the timeliness of communications, both at the pre-launch stage and also linked to activities as MyCareer goes live.

2.13 **Ongoing support** – key supporting activities have been identified for MyCareer. During PoC rollout, the majority of this support was provided by the MyCareer project team. This ranges from ongoing question resolution to the ability for Divisions to monitor compliance of MyCareer activity. At launch, a National User Group will be established. This will act as the single contact point between Divisions and the central MyCareer team. This will build on the successful operation of a similar group during the PoC launch, and help provide Divisional champions to drive up completion, usage and engagement.

2.14 **Product & System** – sampling and monitoring of MyCareer activity, coupled with direct colleague feedback, has shown the system is being used and is operating as expected. A number of improvements have been suggested and these are mentioned throughout the report. Such improvements may be technical in nature of purely how the MyCareer system is used.

2.15 **Reflection Logs** – colleagues have provided evidence that they are able to complete the logs and, indeed, to complete the required number within the confines of the annual cycle. The logs themselves appear as expected and fulfil the audit functionality as required. Verbatim feedback has been considered and will lead to clearer training and communications around these artefacts.

2.16 **Annual Discussions** – both colleague feedback and completion monitoring have shown that Annual Discussions are taking place as required. Sampling has suggested an effective standard has been reached. The training approach will be considered, giving colleagues a clearer message on the benefits of completing

MyCareer discussions. As with Reflection Logs, ongoing Divisional tracking will be beneficial here.

Conclusion

2.17 The MyCareer Proof of Concept is considered a success. The feedback received, both the data returned and more importantly from end users, has led to the conclusion that the key deliverables have been achieved.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications associated with this paper.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications associated with this paper.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications associated with this paper. Legal colleagues will be consulted with as appropriate.

6. REPUTATIONAL IMPLICATIONS

6.1 Monthly risk reviews take place across the project with all risks outwith tolerance presented to the Project Board.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 The delivery of an effective appraisal system will ensure our officers and staff are best equipped to serve their communities.

9. EQUALITIES IMPLICATIONS

9.1 An EqHRIA has been completed for the MyCareer workstream and this is being reviewed. Engagement continues with Policy and E&D colleagues who have been identified as Critical Friends for reviewing refreshed training, briefings, policies, etc.

10.   ENVIRONMENT IMPLICATIONS

10.1 Smarter ways of conducting meetings remotely are being used to reduce unnecessary travel. Amendments are also being made to training delivery, so that in part it can be conducted virtually utilising MS Teams.

RECOMMENDATIONS

Members are requested to discuss the information contained within this report.

Proof of Concept Evaluation Outcome Report

October 2021

V602102021

Contents

Section 1 – **EXECUTIVE SUMMARY**

MyCareer is our new appraisal system and launched as a Proof of Concept (PoC) on 1st October 2020. The duration of the PoC was initially 9 months, concluding on 30th June 2021, however due to the impact of COVID-19 it was extended to 31st August 2021 (11 months in total).

MyCareer is underpinned by the Competency & Values Framework (CVF) supporting continuous professional development for officers and staff, whilst providing the gateway for future development and promotion. Outwith the PoC, the MyCareer annual cycle will be of a 12-month duration from 1st April – 31st March each year.   An annual MyCareer discussion (between colleague and Line Manager) can happen at any point during this 12-month cycle.

Ongoing evaluation has been carried out throughout the duration of the PoC and in line with the MyCareer Evaluation Strategy, approved by the Programme Management Board (PMB), following a paper circulated off-table in December 2020. This decision is logged as PMB decision 58 as at 2nd February 2021.

This report is a culmination of all of the evaluation elements and will help shape the national roll-out which will go live on 1st April 2022.

The PoC group will then continue to be part of the ongoing evaluation strategy of MyCareer for the next 3 years, concluding in April 2024, where they will then become part of the wider organisational approach to evaluation and monitoring.

The report captures a number of actions and recommendations. These have been prioritised using the following MoSCoW rules:

- Must have – actions that are fundamental prior to the national roll-out
- Should have – important actions for which there may be a workaround in the short term
- Could have – these are actions that can more easily be left out at this point, if their delivery would jeopardise the 'must haves' or 'should haves' above
- Won't have – actions which, whilst valuable, can wait until later

Fuller details of the actions and recommendations are within the report which include:

1. A focus on increasing and embedding knowledge and understanding of the Competency & Values Framework.
2. A redesign of the MyCareer online training and follow-up (Empower Hours) training.
3. A redesign of MyCareer intranet content (as a support to the training).
4. A national communications plan is required to support the roll-out, including corporate and local communications.
5. Clear criteria and focus regarding the use of 6 Reflection Logs (minimum) and honest discussions for Development Routes across all MyCareer materials.
6. The use of data to drive decision making. By highlighting the use of data within the PoC lifecycle, considering how and where this can be harnessed to support the national rollout

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A full summary of all actions can be found in Section 5 (page 18) - these actions are also within the MyCareer Project Plan. We will develop an Action Plan where the progress of these actions will be shared with PMB on a monthly basis.

Section 2 - **BACKGROUND**

Police Scotland and Scottish Police Authority (SPA) introduced Performance Development Conversations (PDC) as a national appraisal system in September 2016. The introduction of PDC was to provide a consistent, organisation-wide, way for everyone to have a one-to-one conversation that reflected past performance and focused on future development. Implementation of the PDC framework formed part of the work to address the results of previous staff surveys and helped set the tone for our future organisational culture and behaviours.

Feedback has consistently been received that PDC is not an effective appraisal system, and does not meet the needs of our organisation. Through listening to this feedback, the concept of MyCareer was created and subsequently developed.

Three business areas were identified to participate in the PoC, totalling just over 3,000 colleagues:

- C Division (Local Policing) – 693 colleagues
- C3 (Emergency services call handling) – 1,793 colleagues
- Forensic Services – 566 colleagues

One of the 6 Commitments made by the Chief Constable in July 2020 was Promotion and Performance – namely "I will provide a fair and transparent promotion process that recognises everyday performance".

MyCareer is designed to focus on the wellbeing and engagement of our people, ensuring that everyday performance is recognised as well as supporting any associated development to ensure all colleagues can perform their role to the best of their ability.

The HMICS Thematic Inspection outcome of Training and Development Phase 1 – September 2020, provided 2 recommendations for MyCareer:

- Police Scotland should ensure the new appraisal process 'MyCareer' is supported by a range of continuous professional development products to provide all officers and staff with opportunities to develop.

- Police Scotland should develop an effective communications strategy to assist in the implementation of the 'MyCareer' and the 'Leadership Pathways' project.

Consultation, updates, advice, direction and support were provided throughout the PoC to the 3 business areas and those with close connections including the Leadership Programme Management Board (PMB). This included the following:

- Weekly meetings with PoC representatives and their People Partners.
- Completion of regular evaluations/ questionnaires by PoC participants.

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- Weekly meetings with Internal Communications.
- Monthly update to PMB.

Section 3 – **METHODOLOGY**

A variety of tools were used to collate feedback on MyCareer throughout the PoC including:

- Citizen Space surveys
- Evaluation questionnaires, emailed to PoC participants
- Feedback and guidance from PMB
- Verbal feedback from PoC areas during weekly check-in meetings
- SCoPE completion reports
- MyCareer Surgeries
- Communications Record (i.e. tracking of mailbox queries)
- Focus group
- Traffic to the MyCareer, CPD and Policy Hub intranet pages
- Anecdotal feedback

This report provides the outcomes and proposed actions from detailed analysis of the above.

Additionally, when considering the effectiveness of the MyCareer product, these factors have been measured against the PLUME framework.

- **P**roductivity - how long does it take to execute the various steps within MyCareer?
- **L**earnability - how much training is needed before the system can be used?
- **U**ser Satisfaction - what verbatim feedback is coming from end users and related supervisors? How straightforward and intuitive is MyCareer?
- **M**emorability - how effective is the training and how long can that knowledge be retained without retraining?
- **E**rror rates – is any supporting guidance straightforward and user friendly? Are any controls sufficiently robust, meaning MyCareer is operating in the intended fashion with little or no rework?

Section 4 – **FINDINGS**

4.1 **Online Training**

The MyCareer modules for the PoC were designed on PowerPoint and embedded on the Moodle platform. The PowerPoint had a voice-over embedded within and a transcript for those who required it e.g. no volume on their IT devices, or hard of hearing.

The online training was divided into two parts:

- 9 online briefings for Leaders
- 6 online briefings for Colleagues

Full details of the briefings content can be found in Appendix 1.

The original plan for the PoC included:

- **25%** of Line Managers to receive a face-to-face Leaders Briefing (i.e. all 9 Modules)
- **75%** of Line Managers to complete the online Moodle Leaders Briefing (i.e. all 9 Modules)
- **100%** participants within the PoC would have access to the online Moodle Colleague Briefings. (i.e. all 6 Modules)

COVID-19 impact - Due to the social distancing challenges a number of the face-to-face briefings were delivered over Microsoft Teams. In addition to this, Leadership and Talent delivered robust Train the Trainer (TTT) sessions to upskill the trainers working in C3 who, in turn, delivered all the face-to-face briefings across C3.

Following completion of the training, a Citizen Space survey was issued to all PoC participants, to elicit their feedback on the user experience of the above learning options. Full details of the survey findings can be found in Appendix 2.

Stakeholders also had the opportunity to provide direct feedback during regular PoC area calls along with a Focus Group and final Lessons Learned sessions. In addition to the information from the survey, colleagues also commented on the usefulness of online self-learning for those working shift patterns. There was a request that induction training for new entrants include MyCareer training. All attendees were also keen on a range of delivery methods being presented. This could include instructional videos, voxpop presentations from current users, and visuals showing the end-to-end journey of the MyCareer product.

Key Headlines:

Line Manager Feedback
75% agreed that the learning helped them to understand the purpose of MyCareer
75% understood the importance of their role as a leader and an advocate of MyCareer
63% understood the three Development Routes and the criteria that underpin those
53% were aware of the online resources and tools available for MyCareer

Colleague Feedback
44% understood their role and responsibilities when using MyCareer
30% were aware of the online resources and tools available for MyCareer
30% felt able to apply the knowledge gained during the briefing during MyCareer discussions

Face-to-Face Learning
90% of colleagues felt the presentation was delivered in a professional, clear and confident manner
81% agreed that attending a face-to-face session was preferable to completing via Moodle
67% of attendees believed the briefing was an effective use of their time

Moodle Learning
30% of learners believed the Moodle package was well designed
22% found the Moodle modules engaging

Outcomes

Outcome 1

Evaluation feedback tells us we need to revise our approach to the CVF training. Not all colleagues are clear about the CVF overall; the link between CVF and key people processes; and what's expected of them in terms of distinct roles and responsibilities.

Given this, we will develop an independent CVF online training module, which will be more generic and, whilst it will help pave the way for MyCareer, it will not be MyCareer specific. This will help to embed the CVF across the organisation to help address the current gap in understanding and awareness. The design of this new CVF training module has commenced with a view to launching in January 2022.

To improve the colleague experience, the CVF training module and MyCareer training modules will be transitioned over to the RISE platform as this will increase the quality and interaction of the online experience, including built in knowledge checks and self-assessments.

Proposed content for the CVF online training module can be found in Appendix 3.

Outcome 2

The evaluation feedback shows that we need to revise our approach to the MyCareer module training. Not all colleagues are clear about MyCareer overall, the process and what's expected of them in terms of distinct roles and responsibilities. As MyCareer is a mandatory process, it is recommended that the related training is also mandatory.

In order to embed MyCareer and promote engagement we will revise the MyCareer training modules. Revision of the current MyCareer modules will commence in November 2021 with the aim of ensuring the CVF is threaded throughout the modules.
The revised MyCareer online training programme will have 4 core modules to be completed by officers and staff from all ranks and grades:

1. **MyCareer: Your future in your hands**
2. **MyCareer Overview**
3. **Reflection Logs**
4. **MyCareer Discussion**

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This is a significant reduction in the number of modules to be completed, focussing on essential learning only.

Proposed content for the MyCareer Modules can be found in Appendix 4.

Outcome 3

We need to ensure there is key signposting to the MyCareer online resources. As well as updating these materials to incorporate feedback from the PoC, we also need to repeatedly communicate where the materials can be found and reinforce how they should be used.

Online Training ACTIONS	PRIORITISATION
Update CVF online training, using RISE as the preferred platform, for launch in January 2022.	Must
Update MyCareer online training, using RISE as the preferred platform, for launch in April 2022.	Must
Test all materials with' Critical Friends' from PoC and Leadership & Talent (L&T)	Must
Clearly signpost all online resources (training, intranet) in our ongoing communications.	Must
DECISION REQUIRED FROM PMB	**PRIORITISATION**
We recommend completion of online training (CVF and MyCareer) is **mandatory** for all officers and staff.	Must

4.2 Right Conversation Right Time (RCRT) Workshop

A one-day workshop – Right Conversation, Right Time – was designed as a supportive offering to compliment the launch of MyCareer. Its key focus, based on HR feedback, was to upskill Line Managers in providing constructive and timely feedback to colleagues, and to improve communication and confidence in dealing with difficult or uncomfortable conversations.

The original plan for the PoC included:
- **50%** of Line Managers would attend a 1-day RCRT skills workshop
- **50%** of Line Managers would not attend the workshop

COVID-19 impact - Due to the social distancing challenges a number of the face-to-face workshops were delivered over Microsoft Teams over two half-days. This required revision to the original product as it was designed to be interactive in the classroom environment.

Post course feedback indicated attendees would wish to see more time spent on the CVF and reflection logs to ensure full comprehension, with the ability to apply that learning.

A feedback questionnaire was then issued to all delegates (90) who participated in the sessions. Initial feedback suggested those line managers who attended the sessions felt more confident in how they would approach difficult conversations. Having been able to put some of the learnings into practice, and activity specifically around Reflection Logs, scored lower. Full details of the questionnaire findings can be found in Appendix 5.

During regular calls, PoC areas commented on the difficulty in releasing managerial colleagues for the full day. Accordingly, work is required to split the activity into manageable sections, whilst also reducing the overall completion time. Course attendees also wished to be able to self-select those sections of the course which best suit their needs.

Follow-up Training Modules ACTIONS	PRIORITISATION
Right Conversation, Right Time workshop to be redesigned to include 3 MyCareer Empower Hour modules – 'Bringing the CVF to Life', 'Reflection Logs'; and 'Effective Feedback'.	Must
Given anticipated volumes, a review of the self-nomination process is required to ensure ease of use (by both delegates and L&T staff).	Must
Test all materials with' Critical Friends' from PoC and L&T ahead of go-live.	Must

4.3 Intranet Pages

The current intranet page was designed by Internal Communications for the PoC. The toolkit documentation was designed by the Leadership and Talent team, factoring in previous feedback.

A questionnaire was issued to PoC asking for their feedback on the MyCareer Intranet pages. Full details of the questionnaire findings can be found in Appendix 6.

The responses indicated that the majority of colleagues were aware of, and had actively used, the MyCareer Intranet site. However, only one third had found the page very easy to navigate and the information simple to locate.

During Lessons Learned sessions, it was advised that the MyCareer intranet site was difficult to navigate. It was further requested that the site contain pro-formas for colleague's perusal. This would allow familiarisation with the form layout and the type of information required ahead of uploading information via SCoPE. Finally, examples of well completed forms, along with mock examples of inadequately completed forms, were seen as a useful addition.

Verbatim colleague feedback made mention of the sheer volume of information on the intranet site, which made finding the required sections difficult. Worked examples, a graphic showing the end-to-end journey of MyCareer, clear signposting to materials such as role profiles, and some scenario mapping, were also requested.

Intranet Pages ACTIONS	PRIORITISATION
MyCareer intranet pages to be redesigned to ensure easier navigation, fuller content and a 'user-story' format, compliant with Police Scotland guidelines.	Must
MyCareer intranet pages to be accessible via Mobile Devices.	Should
Test all materials with' Critical Friends' from PoC and L&T ahead of go-live.	Must

4.4 Communications

A range of communications were shared throughout the Proof of Concept period. The initial Communications Plan was continuously tracked and updated to reflect engagement levels, completion rates, the impact of COVID-19, and extension to the PoC. In addition, a number of pre-launch communications were issued – feedback on PDC was that it didn't have sufficient supporting pre-launch activity so this was factored into the POC and received positive feedback.

A questionnaire was issued to PoC participants in relation to the various MyCareer communications. Full details of the questionnaire findings can be found in Appendix 7.

The vast majority of colleagues reported the MyCareer communications they had received to be 'enough'. All recipients advised they read the communications either 'always' or 'sometimes' with no respondents advising they had never read the MyCareer communications issued. The content of the messages being issued was less well received, with most colleagues advising they were 'sometimes' clear and helpful.

Stakeholders requested comms be issued on a 'just in time' basis and reflect the activities being undertaken around MyCareer at that time. Any future communications need to be cognisant of other Policing and Divisional priorities and reflect this in messages. It was widely acknowledged, however, that the COVID pandemic was an exceptional occurrence and could not have been foreseen.
The PoC participants indicated their preference for more notifications to come from their own Divisional management team, balancing this with more wide ranging communications issued from a central source.

When asked their opinions, colleagues were keen for future comms to be more factual and practical will less emphasis on the theory. Clearly signposted activities, delivered in a step-by-step fashion were commonly mentioned. Additionally, a clear focus on the 'What's in it for me?' was requested to clearly outline the benefits of MyCareer for all colleagues.

Similar to the request for training material, colleagues were keen for more examples of peer advocacy. It was discussed that this could be personal testimonials, voice-of-colleague briefs or similar real life worked examples.

Given the larger reach of the national roll-out, we need communications to be strong, directive and timely in order to achieve the same level of engagement and input as was demonstrated by the PoC participants.

Communications ACTIONS	PRIORITISATION
A national communications campaign for MyCareer will be designed to align with the roll-out of MyCareer, using feedback from the PoC to shape the content. This will specify roles and responsibilities for both corporate and local communications (supported by Divisional Commanders) and will use 'one-best-way' versions to provide consistency.	Must
The national campaign will follow a 3-year maturity model to factor in future MyCareer enhancements e.g. objective setting, link to promotion.	Must
Ahead of full go-live on 1st April 2022, a series of 'Get Ready for MyCareer' events will be held to help warm Divisions (SMT) up as to what is expected and by when.	Must
Based on PoC feedback, 'real-life' examples and colleague verbatim feedback /vox pops are to be incorporated into the Communications Plan.	Should

4.5 **Ad-Hoc Queries (including mailbox)**

During the MyCareer Proof of Concept a dedicated mailbox was set up to respond to MyCareer queries. This mailbox fielded a range of MyCareer queries from how to use SCoPE to how MyCareer links to promotions. Some of the main themes included:

- Queries around the lack of understanding when the MyCareer form had be created (i.e. before the Reflection logs had been submitted).
- Technical and navigational issues when using SCoPE.
- Queries from non-PoC areas wanting to know more about MyCareer.
- Access to the Moodle training.
- How does MyCareer link to recruitment and promotion

Separately, queries were also received via the LTD People Direct workbasket.

The volume of questions which were received into the MyCareer mailbox, suggested that the online FAQs were not as detailed as they could be, which would allow users to self-serve and locate the answers. Additionally, the majority of queries received via the People Direct workbasket did not relate to MyCareer.
Therefore, a review of FAQs and linked sites is to be progressed, along with a realignment of ownership of MyCareer queries.

Full analysis of the mailbox queries can be found in Appendix 8.

Queries ACTIONS	PRIORITISATION
Given the size of the in-scope population for MyCareer, People Direct to be upskilled to respond to MyCareer queries.	Must
Leadership &Talent access to the LTD workbasket is to be removed, and individuals guided to the MyCareer mailbox where appropriate.	Should
MyCareer mailbox auto-reply to be created, including guidance on where to find more information (MyCareer online training and intranet pages).	Should
Frequently Asked Questions to be strengthened to incorporate key questions raised during the PoC, and to help reduce the number of queries coming into the MyCareer mailbox and People Direct.	Must
All MyCareer communications and supporting materials to clearly articulate the links into recruitment e.g. promotion, local roles, national roles, staff roles.	Must

4.6 **Surgeries**

MyCareer surgeries were delivered via L&T consultants across the three PoC areas to support the understanding and implementation of MyCareer. All sessions were held across a six-week period in February and March 2021 via a telephone conference line and Microsoft Teams.

Surgeries were open to all Officers and Staff within PoC areas who were invited to present their questions regarding any part of the MyCareer process. Unfortunately, participation in all sessions was very low. Less than 0.5% of the PoC population attended MyCareer Surgeries (8 attendees).

Questions were varied however were easily categorised into three main themes; CVF 'What & How', supernumerary posts utilisation of MyCareer and lastly, MyCareer and Promotion.

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Whilst low uptake was disappointing, L&T recognise that surgeries could be considered to have been delivered too early in the MyCareer process. When given the opportunity, during Lessons Learned sessions, participants were keen on the surgery model. At this point, the PoC areas had not yet had the opportunity to fully utilise the majority of MyCareer functionalities, and thus were not yet aware of the potential questions they may have about MyCareer. An increase in the volume of questions directed to the MyCareer mailbox in later months supports this.

Surgeries ACTIONS	PRIORITISATION
Surgeries to be offered as part of the National roll-out, on a more tailored and timely basis, and clearly advertised to ensure maximum uptake.	Should

4.7 Product/System Evaluation

MyCareer is embedded on SCoPE to ensure ease of use and accessibility. This also provides a compliant storage and retention facility for all MyCareer related documentation.

As part of a PoC-wide questionnaire, a number of questions were posed around the usability and functionality available via SCoPE.

Just over half of respondents advised they found MyCareer an easy system to use, though over eighty percent were aware of the 3 Development Route process. These results form part of the table at Appendix 9.

A number of PoC representatives mentioned the number of Reflection logs needed for upwards or lateral moves to be high, at six.

A number of technical constraints were advised during feedback sessions. The character limit, at all stages, was discussed along with the notifications SCoPE provides to users. Additionally, during conversations with colleagues in recruitment a number of improvements were identified which might be considered to better align MyCareer within the promotion journey.

Throughout the PoC, colleagues and line managers expressed some frustration at the ease of navigation within SCoPE, the ability to copy paragraphs over from Word and the visibility different users have at different stages of the process.

Sampling of completed Annual Discussions showed a high rate of non-compliance in having the correct number of Reflection Logs based on development route chosen. These are further explored at section 4.10 below, though the related actions are shown here as SCoPE considerations.

Lessons learned identified that, following colleague adding comments post management sign off, there is no trigger to notify line managers that this has been done. A request will be submitted for Developer time to introduce this SCoPE notification and allow any follow-up conversations between colleague and Line Manager to be had.

Product/System - SCoPE Functionality ACTIONS	STATUS
MyCareer training to reinforce specific functionality elements of MyCareer on SCoPE e.g. any Reflection Logs to be submitted and approved prior to generating MyCareer Form.	Must
Second Line Manager character limit to be reviewed and increased to allow greater detail to be added.	Should
A new SCoPE notification to be introduced to allow the reviewee to be advised when the Second Line Manager has fully signed off their MyCareer Form.	Should
Two new free text functionalities (Development Journey and Skills/Experience) are to be developed as part of MyCareer SCoPE functionality to enhance the link between MyCareer and Officer promotion. (Required ahead of April 2023).	Should
Incorporate a preventative control into SCoPE i.e. flag when less than 6 full signed off Reflection Logs for 'Develop to Lead' and 'Develop to Move to New Role' submissions.	Could
Request Developer support to create a notification advising Line Managers of any subsequent comments submitted by colleagues.	Should

4.8 Reflection Log Evaluation Feedback

As part of the final PoC Evaluation, colleagues were asked to provide feedback on their understanding of Reflection Logs. Key findings are below (with fuller details of all responses being available in Appendix 9).

Feedback indicated colleagues understood that Reflection Logs should include everyday work activities, although the confidence to actually write a Reflection Log was a little lower.

Separately, in May 2021, PoC participants were asked to consider the reasons for having completed Reflection Logs or, indeed, potential blockers which prevented them from doing so. Indicative findings showed that most who had completed Logs did so after managerial prompting. The majority who had completed a Reflection Log at that time, did so using an example greater than 2 weeks old. Fewer than 30% used a recent event as a trigger to complete a Reflection Log.

When it came to non-completion, a lack of time was given as the biggest single reason. Other causes included Reflection Logs not being required for the chosen development route followed by dissatisfaction with an appraisal process in general. Additional data can be seen within Appendix 15.

Direct colleague feedback also mentioned the length of time between completing MyCareer training and using the system in earnest as being a cause of non-completion. Those colleagues who then did complete one or more Logs commented on how straightforward it was to use.

MI reports, taken from SCoPE by the project team, were regularly reviewed with completion rates being tracked and shared with PoC areas. As training was extended, this meant Reflection Log completion rates did not begin to climb until later in the cycle. Indeed, almost half of all Reflection Logs were completed in the final month of the PoC. Following national rollout, best practice would

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be for Reflection Logs to be completed throughout the year, avoiding unnecessary peaks and troughs. Further details of the completion profile can be seen at Appendix 14.

Reflection Log Evaluation Feedback ACTIONS	PRIORITISATION
Training materials to reinforce the 'everyday activities' element of Reflection Logs, including worked examples.	Must
Training materials to provide greater opportunity to practice writing Reflection Logs to help embed learnings e.g. practical interactive sessions within MyCareer online modules and MyCareer Empower Hours.	Must

4.9 Annual Discussion Evaluation Feedback

As part of the final PoC Evaluation, colleagues were also asked to provide feedback on their understanding of MyCareer Discussions. Key findings are below (with fuller details of all responses being available in Appendix 9).

Almost all respondents confirmed they understood the purpose of MyCareer discussions with only 10% advising otherwise.

Equally, two thirds of replies agreed that, where held, their MyCareer discussion had been constructive and valuable. It is important for training material to clearly explain the benefit to colleagues in having an annual discussion.

It became evident during regular conversations with PoC areas that they would need the access and knowledge to be able to track and monitor annual discussion completion. Equally, SCoPE reports on the desired development route per colleague and this information would be extremely useful to Divisions.

The majority of respondents to evaluation questionnaires confirmed they were aware of the flexible nature of annual discussions, requiring one discussion at any point within the reporting year. It was noted that the promotion calendar for officers would require and allow for maximisation of annual discussions for those colleagues seeking promotion.

MI reports, taken from SCoPE by the project team, were regularly reviewed with completion rates being tracked and shared with PoC areas. As training was extended, and Reflection Logs had to be completed by many, this meant annual discussion completion rates did not begin to climb until later in the cycle. Indeed, more than half of all annual discussions were completed in the final month of the PoC. Following national rollout, best practice would be for annual discussions to be completed throughout the year, avoiding unnecessary peaks and troughs. Regular divisional reporting and updates to colleagues will help highlight any potential issues. The promotions calendar for officers would have to be considered, to allow discussions for officers seeking promotion to be most effectively timed. Further details of the completion profile can be seen at Appendix 14.

Annual Discussion Evaluation Feedback ACTIONS	PRIORITISATION
Training materials to reinforce the purpose of MyCareer, as well as the 'What's in it for me?' element of MyCareer.	Must

Specific training materials for Line Managers to be incorporated into the training, including practical examples of how to hold a good MyCareer discussion.	Must
National rollout of MyCareer to include comms, encouraging annual discussions to take place throughout the year.	Should

4.10 Quality Assurance (Dip Sampling)

A Quality Assurance Framework (including a dip sampling process) has been developed to support MyCareer during the Proof of Concept and future national launch of MyCareer taking lifetime management into consideration.

Using the Quality Assurance Framework, L&T staff members dip-sampled a cross-section of Reflection Logs and MyCareer Forms from the PoC group, including:

- 30% from each PoC area, calendar month (Appendix 10), incorporating a mix of staff, officers, rank, CVF type and gender (where possible).
- 284 Reflection Logs were reviewed (out of a total sample size of 750, equating to 38%).
- 100 MyCareer Forms were reviewed (out of a total sample size of 241, equating to 41%).

Key findings are below:

1. The majority of forms sampled were submitted by the appraisee themselves (80%), with only a small proportion submitted by Line Manager or another colleague (20%). This helps reinforce the "Your Career in Your Hands" ethos of MyCareer.

2. Significantly higher numbers of Reflection Logs were completed for CVF competencies 'We Deliver, Support and Inspire' and 'We Take Ownership'. Full details can be found in Appendix 11.

3. The majority (88%) of Reflection Logs that were sampled were aligned to the correct CVF competency.

4. A slightly lower percentage of Reflection Logs sampled were aligned to the correct CVF level (76%).

5. Just over 60% of colleagues completed the 'What' section of Reflection Logs correctly.

6. Just over 48% of colleagues completed the 'How' section of Reflection Logs correctly.

7. Just under half of forms (49%) met the required standard overall. 25% partly met the required standard and 26% did not meet the required standard. (Appendix 11).

Key themes from dip sampling Reflection Logs

- Some confusion between 'What's' and 'How's' - not always a clear differentiation between them.
- Quality of Line Manager -v- colleague's commentary. Line Manager Comments were often more aligned to what's and how's, and provided greater clarity of the behavioural indicators, than the colleague commentary. This raises the question as to whether there could be more discussion between Line Manager and colleagues after the log has initially been submitted.

- Some colleagues appeared more comfortable completing Reflection Logs to specific CVF competencies than others e.g. 'We Take Ownership' (23% of dip sampling), 'We Deliver, Support & Inspire' (20% of dip sampling), with significantly lower numbers completed for 'We are Innovative & Open Minded' (10% of dip sampling).
- The sampling exercise displayed a number of instances where an individual submitted multiple Reflection Logs at the one time, but not always to a good quality.

Quality Assurance of Reflection Logs ACTIONS	PRIORITISATION
Training materials to provide a clear understanding of the difference between the 'What' and 'How' elements, including practical interactive sessions within the 'Reflection Logs and You' Empower Hour.	Must
Training materials to provide a clear understanding of the behaviours associated with each CVF type to ensure colleagues are fully comfortable in writing Reflection Logs for all CVF competencies. This should include practical interactive sessions within the 'Reflection Logs and You' Empower Hour.	Must
Mandatory training to provide clear guidance to managers on assessing Reflection Logs and providing colleagues with feedback ahead of final sign-off to ensure a focus on consistency and high quality submissions.	Must
Line Manager guidance, via empower hours and Intranet, to clearly articulate the criteria required for 'Develop to Lead' and 'Develop to Move to a New Role' i.e. a full suite of 6 signed-off Reflection Logs is mandatory.	Must

MyCareer Form Findings

Overall, based on dip sampling, the quality of MyCareer forms was significantly higher than for Reflection Logs:

1. The majority of MyCareer forms (85%) were submitted to the required standard.

2. Line Manager (93%) and Second Line Manager (95%) comments were assessed as being appropriate.

3. The majority (87%) of 'Next Steps' were assessed as being appropriate.

Full details of the dip sampling of MyCareer forms can be found in Appendix 13.

When the chosen development route, agreed during the MyCareer discussion, is either 'Develop to Lead' or 'Develop to Move to a New Role', six Reflection Logs should be submitted in support of the desired move. Analysis of completed discussions shows that this practice is not yet happening as fewer than four in ten 'Develop to Lead' discussion forms had the requisite number of Reflection Logs, with only one in four Logs being present for 'Develop to Move to a New Role' discussion. Additional data can be found at Appendix 12.

Regardless of the Development Route chosen, colleagues are able to discuss and highlight future developmental activities. Analysis of SCoPE reports has shown this to be an effective step with all possible activities being considered. Training, CPD and Secondment opportunities are proving to be the most popular. Additional data can be found at Appendix 16.

Key themes from dip sampling MyCareer Forms

- Generally good quality, with clear alignment between the narrative and what's been selected in the future development tick boxes section of the form.
- Summary of next steps were usually completed. The content in these tended to be less for 'Maintain and Develop in Role', with more content submitted for the latter two career routes.
- An element of mismatch between words and actions e.g. box ticked for 'reviewed Reflection Logs' but no logs recorded.
- Clear understanding of individuals personal circumstances by Line Managers – newly returned to work after long-term sick, shortly due to retire, recent move from one division into another, seeking promotion, etc. – and that they really know their people.
- The majority of Second Line Manager comments were also very positive which demonstrated an active interest in their wider team, and broader engagement perspective.

Quality Assurance of MyCareer Forms ACTIONS	PRIORITISATION
No actions required at this time	

4.11 Completion Reports

Colleagues' completion of training material was produced by L&T, and tracked/shared throughout the duration of the PoC. This was split between Line Managers (L) and Colleagues (C). Details can be seen at Appendix 17

As per section 4.1, COVID-19 impacted the ability for face-to-face training and RCRT was curtailed as a result.

PMB confirmed, during March 2021, that 85% training completion was considered successful.

Regular monitoring of completion rates, both locally and centrally, is essential to avoid bottlenecks or non-compliance. It is important that completion rates are monitored and that Divisions take corrective actions where rates are low.

The MyCareer suite of reports is also able to advise Divisions of the future aspirations of their colleagues. This can confirm numbers looking to develop to lead as well as those wishing to move laterally. This data has never been so readily available before.

The reporting data also highlights aspirational developmental activities colleagues wish to undertake. This is also referenced at section 4.12 above. Additional detail can be seen at Appendix 15 and Appendix 16.

MyCareer has been designed to allow Divisions to self-serve and pull their own completion reports, empowering them to monitor and own their own reporting.

The Leadership and Talent Team will provide national monthly completion reports once MyCareer has launched, and will manage these in line with existing reporting protocols.

Completion Reports ACTIONS	PRIORITISATION
Assuming PMB approve that MyCareer online training is to be mandatory, we will expect compliance/completion rates to be in line with PoC levels.	Should

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L&T will continue to monitor completion at a national level however, given the size of the in-scope population for MyCareer, L&T will not be able to provide divisional reporting. Instead, we will upskill key people within the Divisions on pulling Completion Reports.	Should

4.12 Individual Journeys

Three end users from the Proof of Concept attended the September Programme Management Board to share their personal journeys of using MyCareer. The majority of the feedback provided was complimentary to MyCareer, with developmental recommendations factored into the above actions.   PMB valued the personal insight provided, and suggested colleague verbatim comments be factored into future training materials.

Individual Journeys ACTIONS	PRIORITISATION
Based on feedback from PoC and PMB, user testimonies to be incorporated into the Communications Plan to help bring to life the experience of using MyCareer.	Should

Section 5 – **CONCLUSION**

The MyCareer Proof of Concept was considered a success.

The feedback received, both the data returned and more importantly from end users, has led to the conclusion that the key deliverables have been achieved. Evaluation has also produced a rich picture of both the product and the colleague experience which will be used to improve and develop MyCareer ahead of full national roll-out.

Reviewing the key components in chronological order:

Online Training – Moodle was able to provide the key management information, allowing efforts to be focussed on completion as required, weekly data sets were provided to all PoC areas. A number of improvement areas were identified and are outlined in this report.

Intranet Page & Online Resources – these pages were signposted to colleagues and information uploaded, as required. Whilst evidence, contained within this report, shows colleagues are using these resources, they are being redesigned ahead of national rollout. This should provide a simpler look and feel, making navigation and usability easier.

Communications – the evidence provided in this report shows the success of the communications method and content. Notwithstanding, lessons have been learned around the timeliness of communications, both at the pre-launch stage and also linked to activities as MyCareer goes live.

Ongoing support – key supporting activities have been identified for MyCareer. During PoC rollout, the majority of this support was provided by the MyCareer project team. This ranges from ongoing question resolution to the ability for Divisions to monitor compliance of MyCareer activity.

At launch, a National User Group will be established. This will act as the single contact point between Divisions and the central MyCareer team. This will build on the successful operation of a similar group during the PoC launch, and help provide Divisional champions to drive up completion, usage and engagement.

Product & System – sampling and monitoring of MyCareer activity, coupled with direct colleague feedback, has shown the system is being used and is operating as expected. A number of improvements have been suggested and these are mentioned throughout the report. Such improvements may be technical in nature of purely how the MyCareer system is used.

Reflection Logs – colleagues have provided evidence that they are able to complete the logs and, indeed, to complete the required number within the confines of the annual cycle. The logs themselves appear as expected and fulfil the audit functionality as required. Verbatim feedback has been considered and will lead to clearer training and communications around these artefacts.

Annual Discussions – both colleague feedback and completion monitoring have shown that Annual Discussions are taking place as required. Sampling has suggested an effective standard has been reached. The training approach will be considered, giving colleagues a clearer message on the benefits of completing MyCareer discussions. As with Reflection Logs, ongoing Divisional tracking will be beneficial here.

When listing these activities, consideration has been given to the confidence to complete them. It should be noted that a number of actions have commenced.

The actions and recommendations are noted below, and prioritised as shown.

MUST	
Section	**Action**
Online Training	Update CVF online training, using RISE as the preferred platform, for launch in January 2022.
	Update MyCareer online training, using RISE as the preferred platform, for launch in April 2022.
	Test all materials with' Critical Friends' from PoC and Leadership & Talent
	Clearly signpost all online resources (training, intranet) in our ongoing communications.
	We recommend completion of online training (CVF and MyCareer) is **mandatory** for all officers and staff.
Training Modules	Right Conversation, Right Time workshop to be redesigned to include 3 MyCareer Empower Hour modules – 'Bringing the CVF to Life', 'Reflection Logs'; and 'Effective Feedback'.
	Given anticipated volumes, a review of the self-nomination process is required to ensure ease of use (by both delegates and L&T staff).
	Test all materials with' Critical Friends' from PoC and L&T ahead of go-live.
Intranet Pages	MyCareer intranet pages to be redesigned to ensure easier navigation, fuller content and a 'user-story' format, compliant with Police Scotland guidelines.
	Test all materials with' Critical Friends' from PoC and L&T ahead of go-live.

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Communications	A national communications campaign for MyCareer will be designed to align with the roll-out of MyCareer, using feedback from the PoC to shape the content. This will specify roles and responsibilities for both corporate and local communications (supported by Divisional Commanders) and will use 'one-best-way' versions to provide consistency.
	The national communications campaign will follow a 3-year maturity model, to factor in future MyCareer enhancements e.g. objective setting, link to promotion.
	Ahead of full go-live on 1st April 2022, a series of 'Get Ready for MyCareer' events will be held to help warm Divisions (SMT) up as to what is expected and by when.
Inbound Mailbox	Given the size of the in-scope population for MyCareer, People Direct to be upskilled to respond to MyCareer queries.
	Frequently Asked Questions to be strengthened to incorporate key questions raised during the PoC, and to help reduce the number of queries coming into the MyCareer mailbox and People Direct.
	All MyCareer communications and supporting materials to clearly articulate the links into recruitment e.g. promotion, local roles, national roles, staff roles.
SCoPE Functionality	MyCareer training to reinforce specific functionality elements of MyCareer on SCoPE e.g. any Reflection Logs to be submitted and approved prior to generating MyCareer Form.
Reflection Log Evaluation	Training materials to reinforce the 'everyday activities' element of Reflection Logs, including worked examples.
	Training materials to provide greater opportunity to practice writing Reflection Logs to help embed learnings e.g. practical interactive sessions within MyCareer online modules and MyCareer Empower Hours.
MyCareer Forms Evaluation	Training materials to reinforce the purpose of MyCareer, as well as the 'What's in it for me?' element of MyCareer.
	Specific training materials for Line Managers to be incorporated into the training, including practical examples of how to hold a good MyCareer discussion.
Dip Sampling of Reflection Logs	Training materials to provide a clear understanding of the difference between the 'What' and 'How' elements, including practical interactive sessions within the 'Reflection Logs and You' Empower Hour.
	Training materials to provide a clear understanding of the behaviours associated with each CVF type to ensure colleagues are fully comfortable in writing Reflection Logs for all CVF competencies. This should include practical interactive sessions within the 'Reflection Logs and You' Empower Hour.
	Mandatory training to provide clear guidance to managers on assessing Reflection Logs and providing colleagues with feedback ahead of final sign-off to ensure a focus on consistency and high quality submissions.
	Line Manager guidance, via empower hours and Intranet, to clearly articulate the criteria required for 'Develop to Lead' and 'Develop to Move to a New Role' i.e. a full suite of 6 signed-off Reflection Logs is mandatory.

SHOULD	
Section	**Action**
Intranet Pages	MyCareer intranet pages to be accessible via Mobile Devices.
Communications	Based on PoC feedback, 'real-life' examples and colleague verbatim feedback /vox pops are to be incorporated into the Communications Plan.
Inbound Mailbox	Leadership &Talent access to the LTD workbasket is to be removed, and individuals guided to the MyCareer mailbox where appropriate.
	MyCareer mailbox auto-reply to be created, including guidance on where to find more information (MyCareer online training and intranet pages).
Surgeries	Surgeries to be offered as part of the National roll-out, on a more tailored and timely basis, and clearly advertised to ensure maximum uptake.
SCoPE Functionality	Second Line Manager character limit to be reviewed and increased to allow greater detail to be added.
	A new SCoPE notification to be introduced to allow the reviewee to be advised when the Second Line Manager has fully signed off their MyCareer Form.
	Two new free text functionalities (Development Journey and Skills/Experience) are to be developed as part of MyCareer SCoPE functionality to enhance the link between MyCareer and Officer promotion.
	Request Developer support to create a notification advising Line Managers of any subsequent comments submitted by colleagues.
MyCareer Forms Evaluation	National rollout of MyCareer to include comms, encouraging annual discussions to take place throughout the year.
DIP Sampling of MyCareer Forms	Assuming PMB approve that MyCareer online training is to be mandatory, we will expect compliance/completion rates to be in line with PoC levels.
	L&T will continue to monitor completion at a national level however, given the size of the in-scope population for MyCareer, L&T will not be able to provide divisional reporting. Instead, we will upskill key people within the Divisions on pulling Completion Reports.
MyCareer Interviews	Based on feedback from PoC and PMB, user testimonies to be incorporated into the Communications Plan to help bring to life the experience of using MyCareer.
COULD	
Section	**Action**
SCoPE Functionality	Incorporate a preventative control into SCoPE i.e. flag when less than 6 full signed off Reflection Logs for 'Develop to Lead' and 'Develop to Move to New Role' submissions.

All agreed actions will be tracked via the baselined MyCareer Project Plan and regular progress-against-plan updates will be provided to PMB. Communications to the PoC will continue, including sharing with them the key outputs from the PoC Evaluation Report, and asking for their support in making the required improvements to MyCareer.

Section 6 - **APPENDICES**

Appendix 1 – Online Training – Colleague and Line Manager Content

There are 9 online briefings for Leaders consisted of;

Module 1	Why MyCareer?
Module 2	Attributes of an Effective Leader
Module 3	Motivation and the Positive Impacts
Module 4	Unconscious Bias
Module 5	The Competency & Values Framework
Module 6	What is MyCareer?
Module 7	Review a Reflection Log
Module 8	Shifting the Development Mind-set
Module 9	MyCareer on SCoPE

The 6 online briefings for colleagues consisted of;

Module 1	Why MyCareer?
Module 2	The Competency & Values Framework
Module 3	What is MyCareer?
Module 4	Review a Reflection Log
Module 5	Shifting the Development Mind-set
Module 6	MyCareer on SCoPE

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Appendix 2 – MyCareer Briefings – Survey Feedback

Colleagues

Legend: ■ **Strongly Agree** ■ **Agree** ■ **Neither agree nor disagree** ■ **Disagree** ■ **Strongly Disagree**
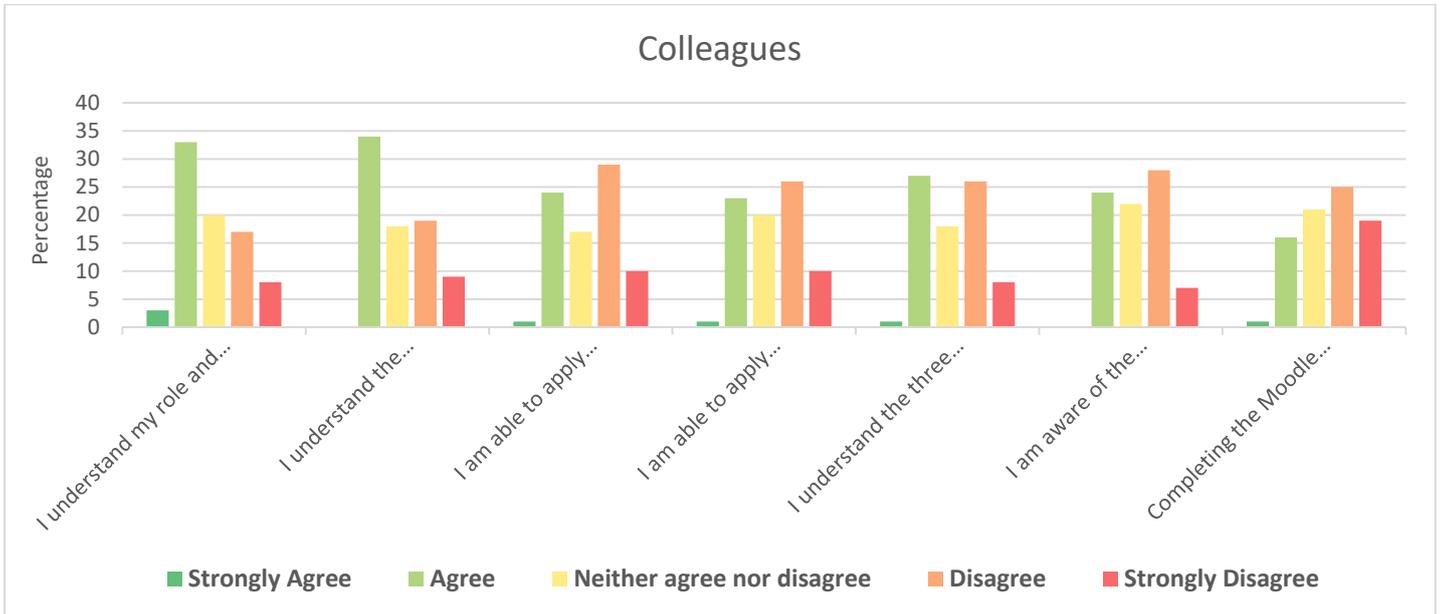
Colleague Responses (81 Total)	Strongly Agree	%age	Agree	%age	Neither agree nor disagree	%age	Disagree	%age	Strongly Disagree	%age
I understand my role and responsibilities when using MyCareer	3	4	33	41	20	25	17	21	8	10
I understand the principles of the new Competency and Values Framework	0	0	34	42	18	22	19	23	9	11
I am able to apply knowledge gained during the briefing in relation to writing reflection logs	1	1	24	30	17	21	29	36	10	12
I am able to apply knowledge gained during the briefing in relation to participating in a MyCareer Discussion	1	1	23	28	20	25	26	32	10	12
I understand the three development options and the criteria that underpin these	1	1	27	33	18	22	26	32	8	10
I am aware of the resources and tools available for MyCareer	0	0	24	30	22	27	28	35	7	9
Completing the Moodle package was an effective use of my time	1	1	16	20	20	26	25	31	19	23

(totals may not add back due to unanswered questions)

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Line Manager

Legend: ■ Strongly Agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly Disagree
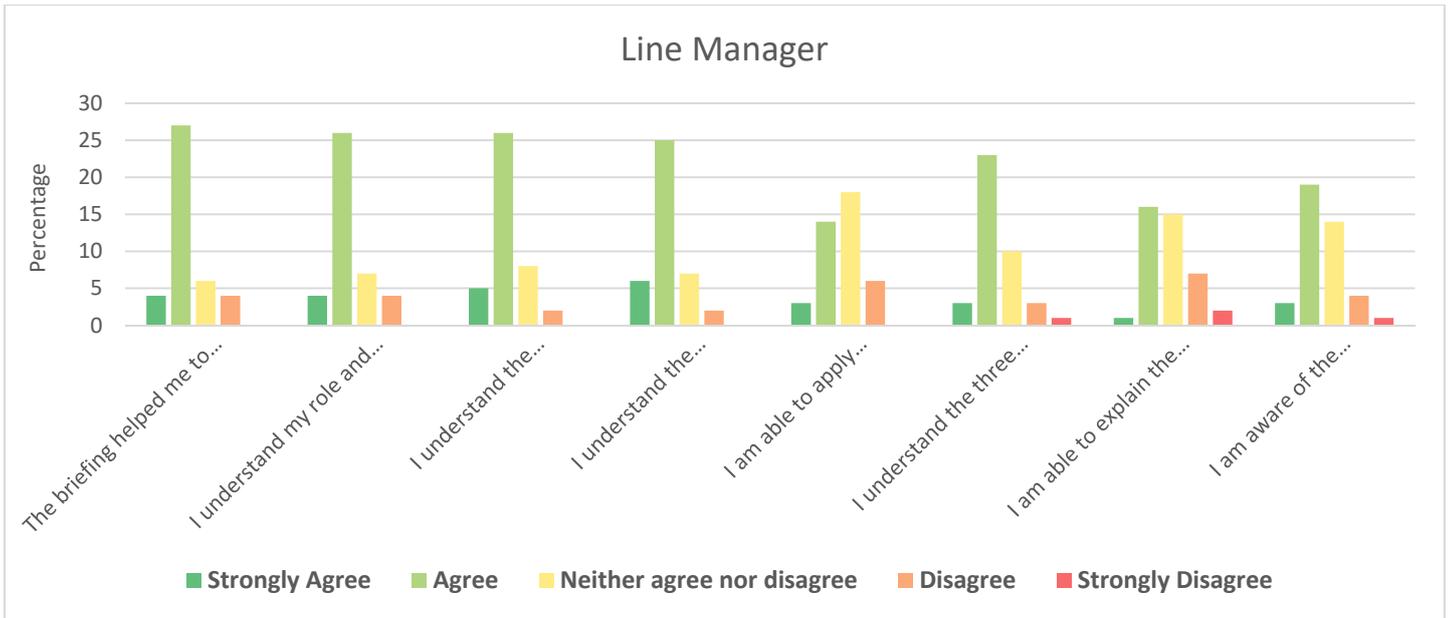
Line Manager Responses (41 Total)	Strongly Agree	%age	Agree	%age	Neither agree nor disagree	%age	Disagree	%age	Strongly Disagree	%age
The briefing helped me to understand the purpose of MyCareer	4	10	27	66	6	15	4	10	0	0
I understand my role and responsibilities in using MyCareer	4	10	26	63	7	17	4	10	0	0
I understand the principles of the Competency and Values Framework	5	12	26	63	8	20	2	5	0	0
I understand the importance of my role as a leader and advocate of MyCareer	6	15	25	61	7	17	2	5	0	0
I am able to apply knowledge gained during the MyCareer briefing in relation to reviewing Reflection Logs	3	7	14	34	18	44	6	15	0	0
I understand the three development options and the criteria that underpin these	3	7	23	56	10	24	3	7	1	2
I am able to explain the continuous professional development offerings available to individuals	1	2	16	39	15	37	7	17	2	5
I am aware of the resources and tools available for MyCareer	3	7	19	46	14	34	4	10	1	2

(totals may not add back due to unanswered questions)

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Face to Face Learning
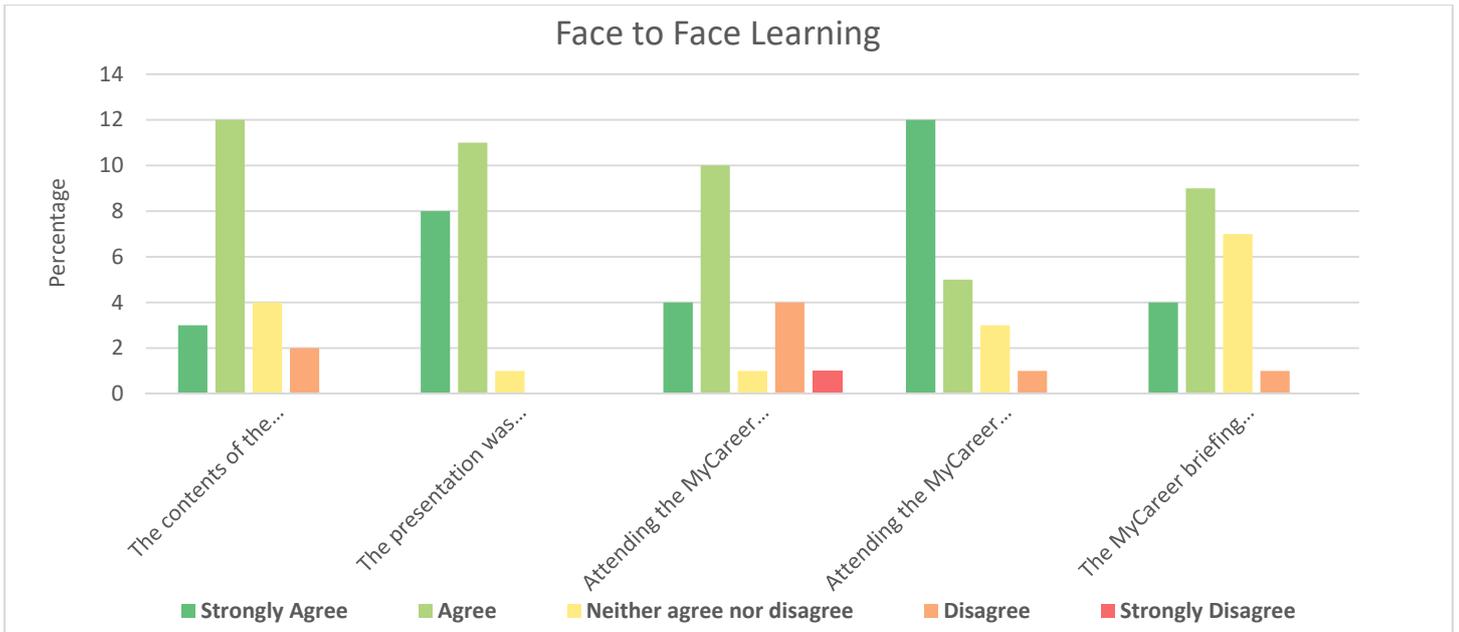
Responses From Colleagues Who Received Face to Face Briefing (21 Total)	Strongly Agree	%age	Agree	%age	Neither agree nor disagree	%age	Disagree	%age	Strongly Disagree	%age
The contents of the briefing, including the slides, were well designed	3	14	12	57	4	19	2	10	0	0
The presentation was delivered in a professional, clear, and confident manner	8	38	11	52	1	5	0	0	0	0
Attending the MyCareer briefing was an effective use of my time	4	19	10	48	1	5	4	19	1	5
Attending the MyCareer briefing as a face-to-face session was preferable to completing via Moodle	12	57	5	24	3	14	1	5	0	0
The MyCareer briefing content being available on Moodle for skills fade is useful	4	19	9	43	7	33	1	5	0	0

(totals may not add back due to unanswered questions)

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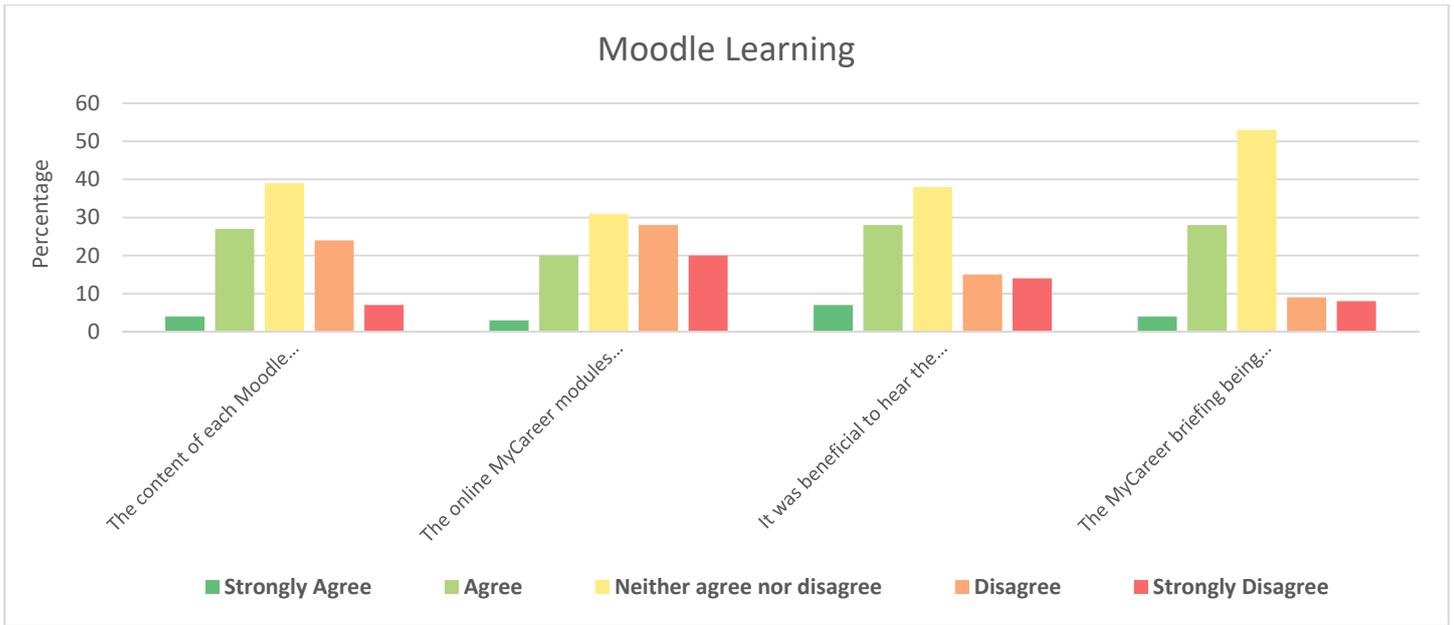
Moodle Learning

Responses From Colleagues Who Completed the Learning Online (103)	Strongly Agree	%age	Agree	%age	Neither agree nor disagree	%age	Disagree	%age	Strongly Disagree	%age
The content of each Moodle Package was well designed	4	4	27	26	39	38	24	23	7	7
The online MyCareer modules were engaging	3	3	20	19	31	30	28	27	20	19
It was beneficial to hear the voiceover throughout the modules	7	7	28	27	38	37	15	15	14	14
The MyCareer briefing being available on Moodle for skills fade is useful	4	4	28	27	53	51	9	9	8	8

(totals may not add back due to unanswered questions)

Appendix 3 – Overview of new CVF Module – 'CVF & You'

The aim of this module is to explore the Competency Values Framework and how it impacts you, as an integral part of Police Scotland.
This module will include topics such as;

- Background to the CVF/what's different
- What does the CVF look like?
- Values, clusters and competencies
- Where is the CVF used?
- CVF Role levels
- Role profiles and you
- Bringing the CVF to life
- Self-assessment tool
- Self-reflection

Key learning objectives:

- Define what the Competency & Values Framework (CVF) is
- Interpret the components that form the CVF
- Explain the purpose of the role profiles
- Relate the CVF to your personal Police Scotland journey

Appendix 4 – Overview of revised MyCareer Modules (4 in total)

Module 1. MyCareer: Your future in your hands:

The aim of this section is to explore MyCareer origins and how it impacts you, as an integral part of Police Scotland.

This module will include:

- What is MyCareer
- What MyCareer replaces
- What's in it for me?
- What's in it for my Organisation?
- Process, including annual cycle
- What is a Reflection Log?
- MyCareer Discussion
- Preparation
- Development Routes
- Outcomes

Key learning objectives:

- Recall the origins of MyCareer
- Explain the MyCareer journey
- Relate MyCareer to your personal Police Scotland career
- Recall how unconscious bias, equality and diversity relate to MyCareer
- Explain how the CVF and role profiles underpin MyCareer

Module 2. MyCareer Overview

The aim of this section is to explore the functions of MyCareer

This module will include:

- Getting ready for your discussion
- MyCareer on SCoPE
- Development Routes
- Ready Now
- What happens next?
- Links to CPD events
- MyCareer Dispute Process

Key learning objectives:

- Identify how to prepare for a MyCareer discussion
- Define the functions of MyCareer on SCoPE
- Explore Development Routes
- Recall where to find information on CPD courses

Module 3. Reflection Logs

The aim of this section is to ensure both colleagues and Line Managers are fully comfortable with what Reflection Logs are, what good looks like, and how they will be used.

This module will include:

- What a Reflection Log is
- Reflection Log process
- Selecting the Levels
- Writing a Reflection Log, including 'What' and 'How'
- Reflection Log examples and how to assess these
- Development Routes and links to recruitment ('Ready Now')
- Team engagement through MyCareer
- Getting ready for your discussion
- Line Manager skills - coaching conversations
- Giving and receiving feedback
- The role of the Second Line Manager

Key learning objectives:

- Define what a Reflection Log is
- Appraise Reflection Log examples in preparation for MyCareer
- Define the structure of a Reflection Log in order to apply them for your own use
- Demonstrate how to evaluate a Reflection Log effectively – honest feedback

Module 4. MyCareer Discussions

The aim of this section is to ensure both colleagues and Line Managers are fully comfortable in planning for and holding effective MyCareer discussions.

This module will include:

- Purpose and frequency of MyCareer discussions
- Development Routes
- Getting ready for your discussion – honesty, self-reflection
- 'Getting Ready' checklist
- Line Manager skills – coaching conversations
- The role of the Second Line Manager

Key learning objectives:

- Examine the structure and topic of the MyCareer discussion
- Appraise the Development Routes in connection with your Police Scotland journey
- Understand how to prepare for your MyCareer discussion
- Utilise the "Getting Ready" checklist for Colleagues
- Examine the coaching skills used in a MyCareer discussion

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Appendix 5 – Right Conversation, Right Time Questionnaire

Responses From Colleagues Who Completed RCRT Training	I Have Not Used This	1 (not at all)	2	3	4	5	6	7 (definitely)
Thinking about the different stages of the employee life cycle, have you adapted your approach to the conversations based around the employee life cycle?		0	5	32	21	21	0	21
How useful have you found the Conversation Guidance Framework in providing guidance on how to structure your MyCareer/121's conversations?	11	5	0	21	16	26	11	11
Have you used the tips from the coaching approach document during your conversations?	26	5	0	5	16	26	5	16
When dealing with challenging situations have you noticed a positive change in the way you manage your approach?		11	11	0	16	32	11	21
The techniques advised in these models have had a positive impact on how I deal with these situations	21	0	5	5	16	42	0	11
Thinking about the times you've provided feedback, have you used these techniques to improve the effectiveness of your feedback?		5	0	16	26	53	0	0
Have you considered the different personalities within your team; supported and managed your team where appropriate?		0	0	0	16	42	11	32
I have used the techniques suggested to increase accountability within my team	16	11	5	11	5	32	16	5
This exercise provided me with the knowledge to review and evaluate reflection logs		11	16	0	26	16	0	32
Overall, did the session improve your confidence to have MyCareer/121/feedback conversations		0	11	11	5	47	0	26

(all numbers are percentages)

Appendix 6 – MyCareer Intranet Questionnaire

MyCareer Intranet Page Evaluation Feedback %	%		%			
Are you aware there is a MyCareer intranet page, hosting additional information?	Yes	88	No	13		
If yes, how frequently have you accessed this page?	Often	15	Sometimes	67	Never	17
Did you find the information you were looking for?	Yes	83	No	17		
If yes, how easy was it to find the information you were looking for?	Very	31	Quite	57	Difficult	11
If you have accessed this page, how useful did you find the information contained therein?	Very	34	Quite	51	Not Useful	14

Appendix 7 – MyCareer Communications

Comms Feedback		%		%		%
How often have you received comms regarding MyCareer?	Not Enough	6	Enough	75	Too Much	19
Did you read all of the comms you received?	Always	68	Sometimes	32	Never	0
Were the comms that you received clear, useful and informative?	Always	38	Sometimes	62	Never	0
Did you use the information contained within the comms to help you engage with MyCareer?	Always	31	Sometimes	56	Never	13
Were the MyCareer posters on display in your workplace helpful?	Yes	34	No	32	None seen	34
How often has your Division been promoting MyCareer to you and encouraging your involvement?	Always	43	Sometimes	49	Never	8

Appendix 8 – Shared Mailbox Themes

Theme	Recurrence
Form generated before writing of logs	34
MyCareer SCoPE Issue	29
Moodle Technical	23
Request for more info on/to use MyCareer- Non PoC division	21
Reflection Log Clarification	15
MyCareer General query	15
MyCareer & Promotion	14
CPD/Empower hours/Career Development/Mentoring	13
The form has been generated/passed to me but I can't find it/I have generated by form but I cannot amend it	12
What is the timeframe for an acceptable reflection log- must it be within the last year?	12
MyCareer & Recruitment	11
Role Profiles	10
MyCareer and Probationers	10
Proof of Concept Launch Query	10
What is non PoC process/more info on PDC	6
MyCareer Intranet Difficulty	5
CVF Level (staff to officer)	5
Timeline for when Discussions should happen	4
CVF & C3	2
CVF Query	2
2nd LM sign off	2
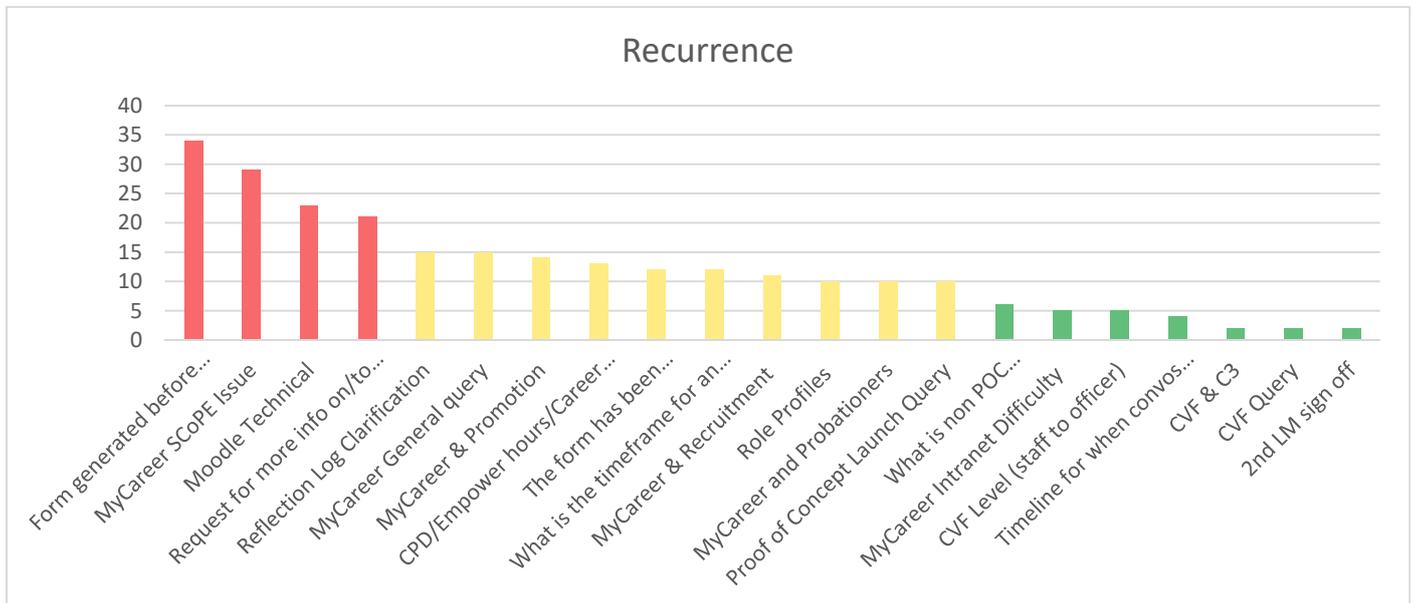
Key – RAG-scored based on RED ≥ 20 > AMBER ≥ 10 > GREEN

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Appendix 9 – Final PoC Questionnaire Evaluation Feedback

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
I understand the CVF Framework and how it relates to MyCareer	12	60	14	9	5
I have read and understood my Role Profile	26	56	8	6	4
I understand that Reflection Logs should include my everyday work activities, not just outstanding pieces of work	14	48	14	19	5
I understand how to write a Reflection Log	13	43	19	20	6
I understand the purpose of the annual MyCareer discussion	27	55	7	6	5
If you have had your MyCareer discussion was it constructive/valuable	26	39	20	9	6
I found the overall SCoPE functionality easy to use	13	38	16	22	11
I understand the MyCareer cycle and that I can have the discussion at any point	19	47	14	17	3
I understand the 3 development routes	26	52	9	6	6
I felt supported by my Line Manager	30	36	20	10	5
I understood how to support my officers/staff	37	38	17	5	3
I felt supported by my Line Manager	35	35	18	8	3
I know and understand my responsibilities	30	57	13	0	0

(all numbers are percentages)

Appendix 10 – Dip Sampling Analysis of Reflection Logs

- These logs were completed across a number of different months of the PoC, as detailed in the following table

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	**Total**
Evaluations	6	10	27	8	9	20	60	37	41	45	21	**284**

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Appendix 11 - Competencies Chosen by Colleagues When Completing Reflection Logs

Competency Selected — bar chart showing Number in Sample against CVF Competency:
- We Take Ownership: 67
- We Deliver, Support and Inspire: 66
- We Analyse Critically: 50
- We Are Collaborative: 39
- We Are Emotionally Aware: 37
- We Are Innovative and Open Minded: 27

Agreed Rating of Each Reflection Log — pie chart:
- Exceeds: 4%
- Meets: 57%
- Does not meet: 39%

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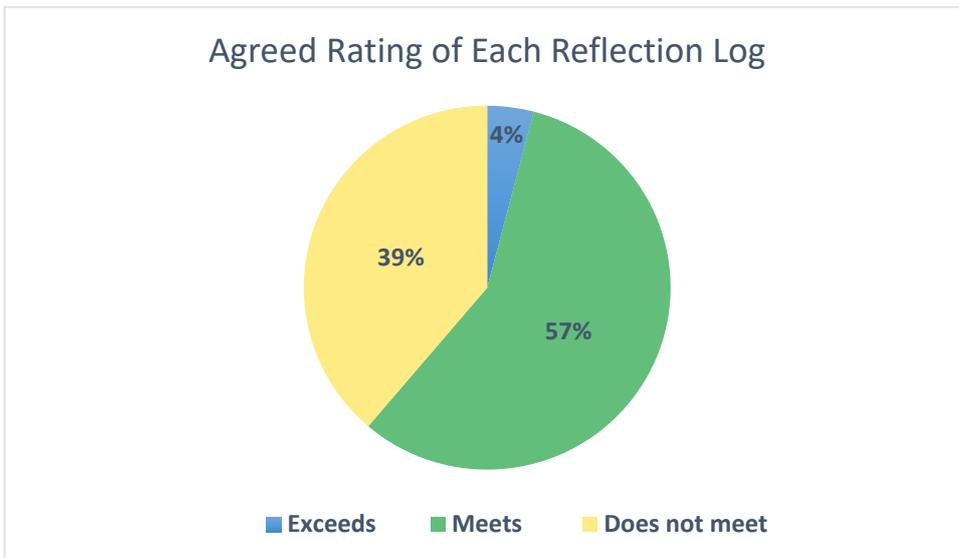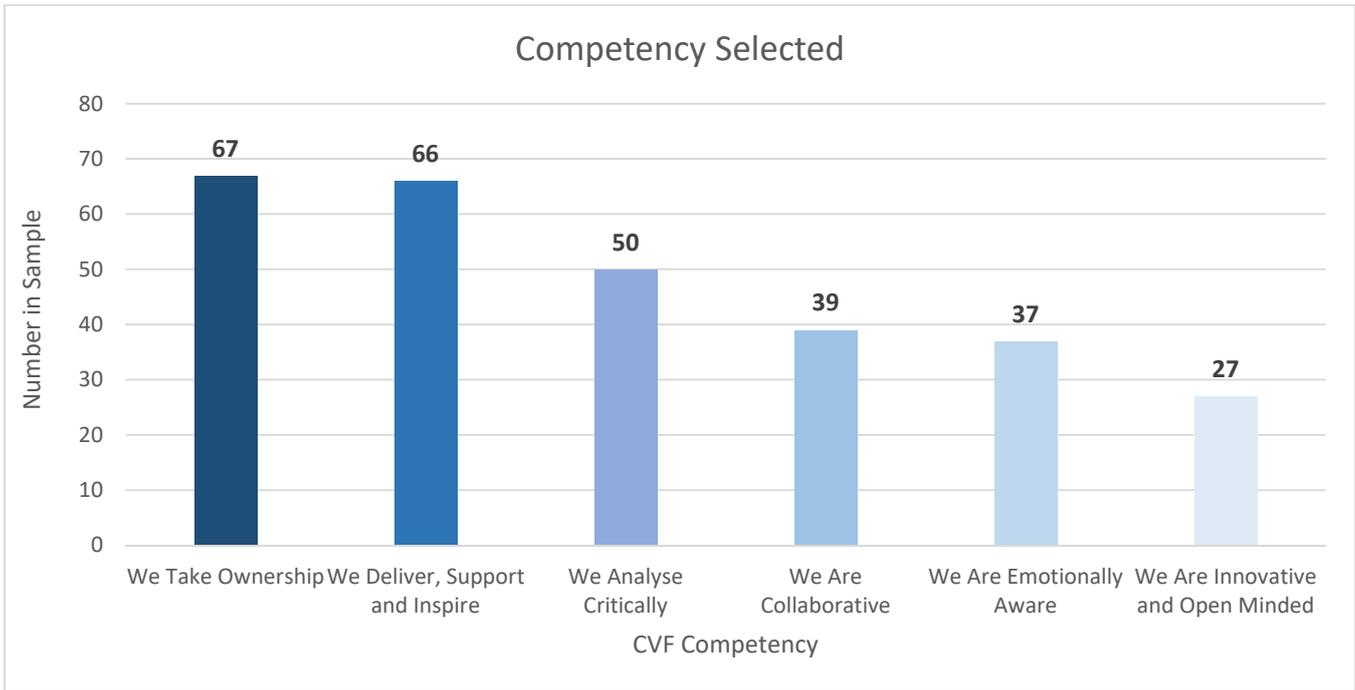
Appendix 12 - Annual Discussions with sufficient number of Reflection Logs

(Graduated RAG Status, With 100% Compliance Green and 0% Compliance Red)

Div	Development Route	Total	6 or More Logs	%age	Fewer Than 6 Logs	%age
C Div O	Develop to Lead	56	25	45	31	55
C Div O	Dev to Move to New Role	79	13	16	66	84
C Div S	Develop to Lead	0	0	0	0	0
C Div S	Dev to Move to New Role	2	1	50	1	50
FS	Develop to Lead	17	5	29	12	71
FS	Dev to Move to New Role	56	26	46	30	54
C3 O	Develop to Lead	78	31	40	47	60
C3 O	Dev to Move to New Role	16	3	19	13	81
C3 S	Develop to Lead	32	9	28	23	72
C3 S	Dev to Move to New Role	38	4	11	34	89

Total	Develop to Lead	183	70	38	113	62
Total	Dev to Move to New Role	191	47	25	144	75

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Appendix 13 – Dip Sampling Analysis of MyCareer Annual Discussion Forms

Area Reviewed	Yes	Partly	No
Summary of Next Steps Completed Appropriately	87	7	6
1st Line Manager Comments Appropriate	93	6	1
2nd Line Manager Comments Appropriate	95	5	0
Audit Trail as Expected	94	3	3
Submitted to the Required Standard	84	15	1

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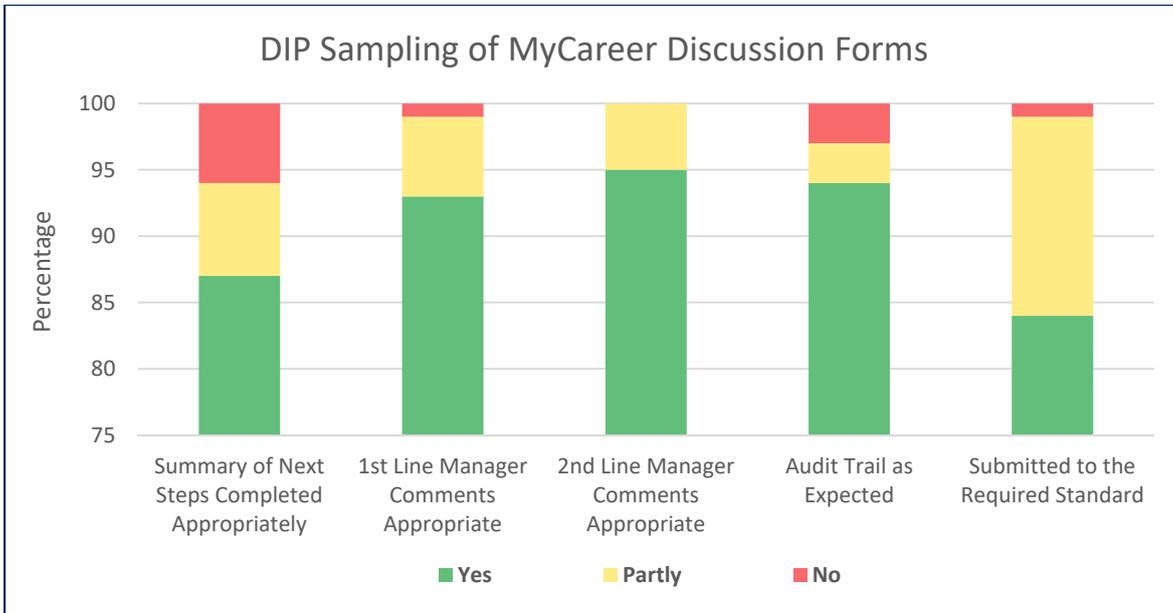
Appendix 14 – MyCareer Completion Reports

Reflection Logs Expected vs Reflection Logs Submitted YTD						
	Pre Apr 21	April 21	May 21	Jun 21	July 21	Aug 21
FS – Expected (S)	306	306	306	306	306	306
FS Actual (S)	68	89	155	224	396	761
C3 Expected (S)	600	600	600	600	600	600
C3 Actual (S)	18	24	50	108	235	465
C3 Expected (O)	354	354	354	354	354	354
C3 Actual (O)	42	53	99	197	301	617
C Expected (S)	18	18	18	18	18	18
C Actual (S)	0	0	0	1	19	29
C Expected (O)	324	324	324	324	324	324
C Actual (O)	66	105	154	269	397	623
	Pre Apr	April 21	May 21	Jun 21	July 21	Aug 21
PoC Expected	1602	1602	1602	1602	1602	1602
PoC Actual	194	271	458	799	1348	2495

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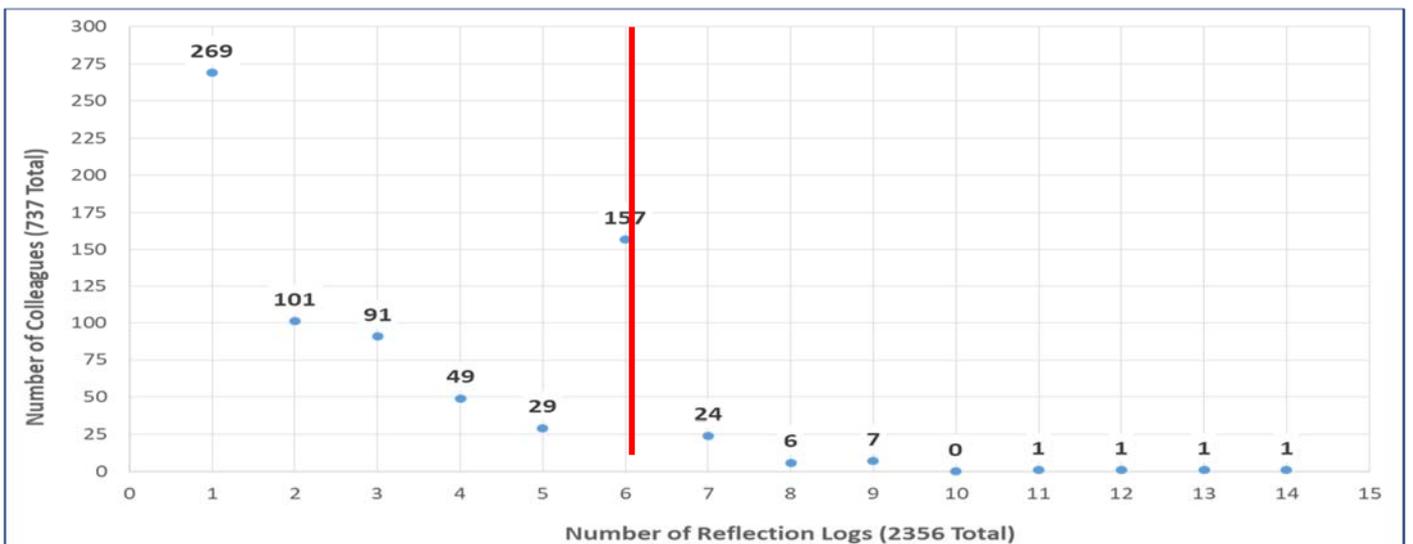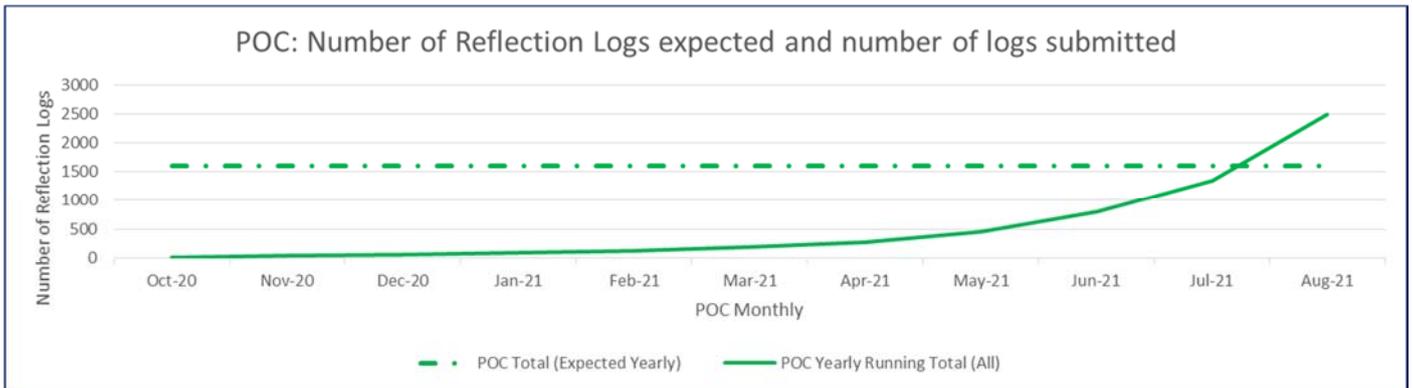
MyCareer Annual Discussion Completion

Division	Head Count	Forms Generated YTD	% Generated	Total Completed	% Completed
FS Staff	566	447	79	272	48
C3 Officer	652	570	87	407	62
C3 Staff	1111	944	85	648	58
C Div Officer	601	536	89	431	72
C Div Staff	32	30	94	26	81
PoC Total	2962	2527	85	1784	60

Number of MyCareer Forms Generated

Division	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Total
FS Staff	0	0	0	2	5	2	9	12	23	72	322	**447**
C3 Officer	0	0	0	0	1	0	13	36	94	145	281	**570**
C3 Staff	0	0	0	0	1	0	15	44	109	226	549	**944**
C Div Officer	0	7	7	0	1	1	19	47	102	169	183	**536**
C Div Staff	0	0	0	0	0	0	1	4	5	11	9	**30**
PoC Total	0	7	7	2	8	3	57	143	333	623	1344	**2527**

MyCareer Annual Discussion Completion

MyCareer Forms by Status
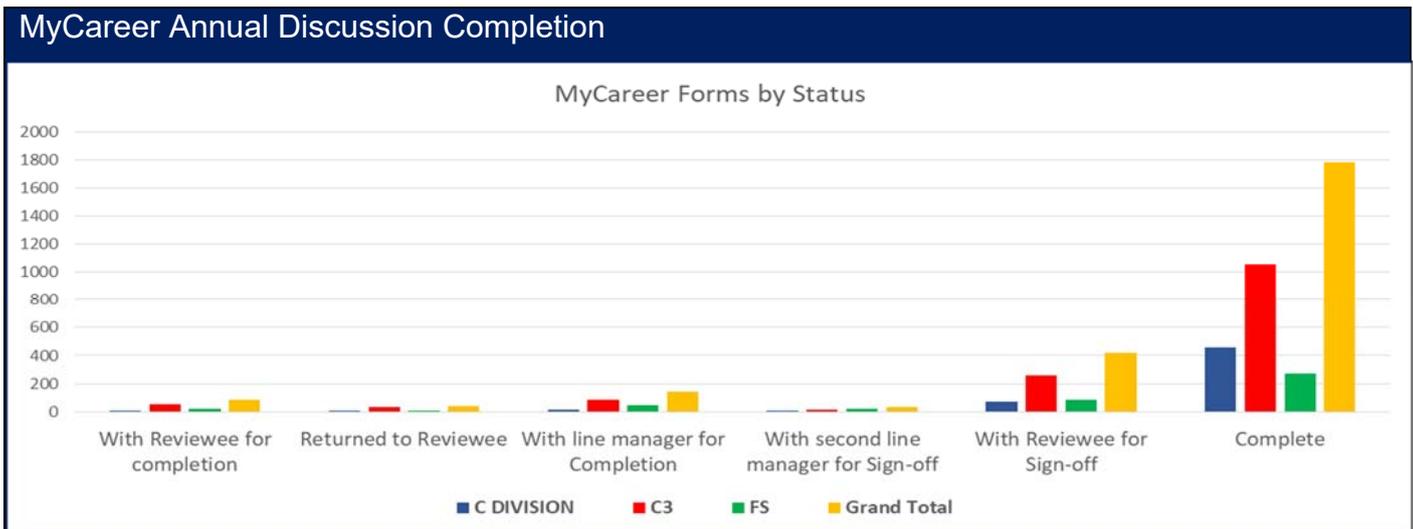
Division	With Review for Completion	Returned to Review	With Line Manager for Completion	With Second Line Manager for Completion	With Reviewee for Sign-off	Complete	Grand Total
FS Staff	23	3	44	19	84	272	445
C3	53	33	86	11	259	1055	1497
C Div	6	3	15	5	74	457	560
Grand Total	82	39	145	35	417	1784	2502

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Reasons for non-completion of Reflection Logs

42 | P a g e

Number of responses per thematic area

- Time constraint
- Not required due to planned Development Route
- Dissatisfaction with an appraisal process
- Lack of understanding of the MyCareer process and steps
- Uncertainty in current role
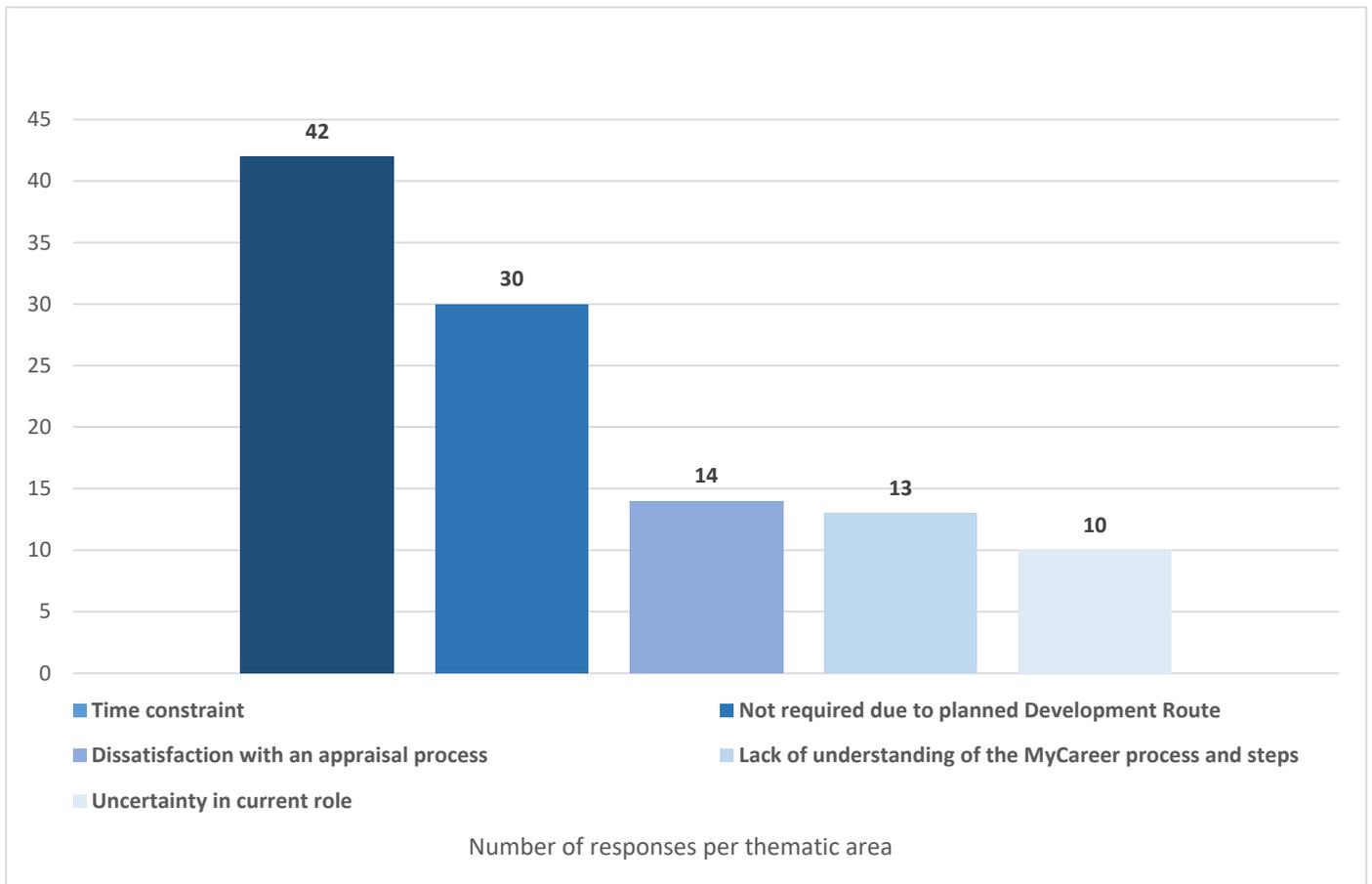
Appendix 15 – MyCareer Discussion Development Routes

PoC Area	Head count population	Head count of completed forms	Maintain and Develop in Current Role	Develop to Move to a New Role	Develop to Lead
FS Staff	566	309	238	57	14
C3 Officer	652	492	344	14	71
C3 Staff	1111	667	615	33	29
C Div Staff	601	27	25	2	52
C Div Officer	32	453	324	77	52
PoC Total	2962	1958	1546	183	166

Appendix 16 – MyCareer Discussion Future Development

Development selected during MyCareer Discussion								
PoC Area	# Forms submitted	CPD	Shadowing	Mentoring	Secondment	Deputising	Recertification	Training	Other
FS Staff	342	167	85	150	30	73	23	219	58
C3 Officer	462	162	106	143	33	59	60	239	100
C3 Staff	725	165	120	273	40	49	121	438	202
C Div Staff	30	8	1	2	1	2	2	18	6
C Div Officer	480	121	64	75	104	54	60	245	107
PoC Total	2039	623	376	643	208	237	266	1159	473

Appendix 17 – MyCareer Training PoC Completion Details

Training -Overall PoC Completion Rates			
Subject	Total	Target	Completion
F2F Briefings	149	149	100%
Moodle (L)	344	328	105%
Moodle (C)	2211	2566	86%
RCRT	192	236	81%

Evaluation Strategy

Proof of Concept

MyCareer

(Phase 1 Rollout)

V4200220201

Contents

V4200220201

Section 1 – **EXEC SUMMARY**

MyCareer is our new appraisal system and launched as a proof of concept on 1st October 2020. The duration of the concept will be carried out over a 9 month period concluding on 30th June 2021.

MyCareer is underpinned by the Competency & Values Framework (CVF) supporting continuous professional development for officers and staff, while providing the gateway for future development and promotion.

Evaluation will be carried out throughout the duration of the proof of concept with an interim evaluation report being compiled 6 months post launch. (March 2021). The final evaluation will take place throughout July 2021/ August 2021 with the proof of concept report being compiled in September 2021. The assessment data will allow to us make any required alterations or enhancements to MyCareer and will inform the roll out to the rest of the organisation.

The proof of concept group will then continue to be part of the ongoing evaluation strategy of MyCareer for the next 3 years, concluding in April 2024 where they will then become part of the wider organisational evaluation and monitoring.

The proof of concept group will then continue to be part of the fuller evaluation when MyCareer is rolled out to the rest of the organisation.

The continued evaluation strategy will examine;

- Improvements in performance
- Cultural change through the adoption of the Competency & Values Framework (CVF). Are we meeting the required levels?
- Selected Routes
- The number of successful candidates who have been supported through MyCareer (Ready Now)
- The feasibility of access to development offerings

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Section 2 - **BACKGROUND**

Police Scotland and SPA introduced Performance Development Conversations (PDC) as a national appraisal system in September 2016. The introduction of PDC was to provide opportunity for everyone to have a one-to-one conversation that reflected past performance and focused on future development.

Implementation of the PDC framework formed part of the work to address the results of previous staff surveys and helped set the tone for our future organisational culture and behaviours.

PDC has not lived up to expectations. The original plan was to try and improve and develop PDC. To enable us to do this we took several steps:

- We met with all PDC Single Point of Contacts (SPOC's) personally, and ran a series of PDC conference calls, inviting participants from all ranks and grades, to provide feedback.

- To ensure everyone had the opportunity to contribute, we conducted a survey published on the intranet, which was open to all ranks and grades.

- PDC focus groups were held to explore options to improve PDC.

We received anecdotal feedback which also told us we needed to change PDC. When collating all the feedback, there was a consistent message that PDC was not an effective appraisal system. Through listening to this feedback, the concept of MyCareer was developed.

MyCareer represents part of our organisational commitment to Police Officers, Police Staff and Authority Staff to ensure they remain highly skilled, competent and engaged in their roles.

Section 3 - **ORGANISATION VIEW**

The organisation is made up of 17,241 POs, 500 SCs, and 5,600 Staff. MyCareer is underpinned by the Competency Values Framework (CVF) which has 3 levels. The tables below show how these levels are made up and were used to help the team to make up the proof of concept group."

CVF Level 3

Rank / Grade	Number of people	FTE Total (actual)
14	0	0
Staff Grade 13	16	15.75
Staff Grade 12	20	20
Staff Grade 11	32	31.92
Chief Constable	1	1
Deputy Chief Constable	3	3
Assistant Chief Constable	11 -1	11
Detective Chief Superintendent	6	6
Chief Superintendent	31	31
Director	2	2
Deputy Chief Officer	1	1
Detective Superintendent	36	36
Superintendent	91	
TOTAL	**248**	

CVF Level 2

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 10	103	101.66
Staff Grade 9	118	116.95
Staff Grade 8	212	206.05
Staff Grade 7	458	451.4
Staff Grade 6	317	307.59
Staff Grade 5	697	671.77
Staff Grade 4	1205	1157.48
Detective Chief Inspector	72	72
Chief Inspector	164	163.98
Detective Inspector	276	274.93
Police Inspector	580	576.99
Detective Sergeant	648	644.36
Police Sergeant	1801	1787.7
TOTAL	**6,651**	

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CVF Level 1

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 3	1926	1762.82
Staff Grade 2	715	653.46
Staff Grade 1	167	116.26
Detective Constable	2561	2520.8
PC	9557	9404.81
Probationers	1627	1626.19
Special Constables	504	1
TOTAL	**17,057**	

Section 4 - PROOF OF CONCEPT GROUPS

Three groups were identified to participate in the proof of concept;

- C Division (Local Policing)
- C3 (Emergency services call handling)
- Forensic Services

Total Population
693
1,793
566

Overall Total	3,052

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C Division – Population of people participating in the proof of concept

CVF Level 3

Rank / Grade	Number of people	FTE Total (actual)
CS	1	1
SUP	3	3
TOTAL	**4**	**4**

CVF Level 2

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 4	3	3
DCI	2	2
CI	4	4
DI	8	8
PI	20	19.99
DS	20	20
PS	58	57.69
TOTAL	**115**	

CVF Level 1

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 3	22	17.23
Staff Grade 2	6	4.36
Staff Grade 1	1	0.57
DC	74	72.32
PC	441	433.45
Special Constables	29	
TOTAL	**573**	

Overall Total	**693**

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C3

CVF Level 3

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 11	1	1
CS	1	1
SUP	3	3
TOTAL	**5**	

CVF Level 2

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 10	2	2
Staff Grade 8	1	1
Staff Grade 7	10	9.94
Staff Grade 5	67	65.69
Staff Grade 4	425	399.22
CI	8	8
PI	43	43
PS	146	143.15
TOTAL	**702**	

CVF Level 1

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 3	629	571.01
Staff Grade 2	5	4.71
Staff Grade 1	1	1
PC	451	437.7
TOTAL	**1086**	

Overall Total	**1,793**

Forensic Services

CVF Level 3

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 13	4	4
Staff Grade 11	11	11
TOTAL	15	

CVF Level 2

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 10	39	38.06
Staff Grade 9	21	20.95
Staff Grade 8	121	115.48
Staff Grade 7	159	153.35
Staff Grade 6	110	105.03
Staff Grade 5	23	22.51
Staff Grade 4	34	32.69
TOTAL	507	

CVF Level 1

Rank / Grade	Number of people	FTE Total (actual)
Staff Grade 3	30	26.22
Staff Grade 2	14	11.11
TOTAL	44	

Overall Total	566

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Section 5 - **APPROACH TO TESTING VARIABLES**

Toolkit

100% of people participating within the proof of concept will have access to the new MyCareer intranet page and toolkit with relevant links to Policy Hub etc.

MyCareer briefings

- **25%** of line managers will receive a face to face leaders briefings
- **75%** of line managers will complete the online leaders briefing
- **100%** of people participating within the proof of concept will have access to the online colleagues briefings

Right Conversation Right Time (RCRT) Workshop

50% of line managers will attend a 1 day skills workshop - Right Conversation Right Time (RCRT)
- **50%** of Line Managers won't attend the workshop

This will provide comparative analysis to identify how effective the workshop is seen be by Line Managers.

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Section 6 - **TIME LINE**

MyCareer Proof Of Concept Timeline

	OCT 20	NOV 20	DEC 20	JAN 21	FEB 21	MAR 21	APR 21	MAY 21	JUN 21	JUL 21	AUG 21	SEP 21
MyCareer Launch	←――→
Intranet / Toolkit	←――→
Online Briefings to Colleagues	←――――――→
Online Leaders Briefings	←――――――→
Face to Face Leaders Briefings	←――――――→
Right Conversation Right Time Workshop (RCRT)	←――――――→
Reflection Logs	←――――――――――――――――――――――→
MyCareer Discussions						←――――――――――――→
Monthly Check In With POC Group	←――――――――――――――――――――――→
Conclude POC									←→
Interim Evaluation						←→
Evaluation										←――→
Evaluation Report											←→

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Section 7 - **RESOURCES**

Resources to support the proof of concept delivery are as follows:

Name	Designation	Business Area
Christine Neely	Performance Management Lead	Leadership & Talent
Laura Sinclair	Consultant - Deliver MyCareer briefings / workshops	Leadership & Talent
Juleigh Malcolm	Consultant - Deliver MyCareer briefings / workshops	Leadership & Talent
Nikki Donald	Consultant - Deliver MyCareer briefings / workshops	Leadership & Talent
Sandra Reid	Consultant - Deliver MyCareer briefings / workshops	Leadership & Talent
Nyree Anderson	Consultant - Deliver MyCareer briefings / workshops	Leadership & Talent
Kamran Khalid	Project Manager	Portfolio Delivery
James Beattie	Business Analyst	Business Change Analyst
Kirsty Gardner	Portfolio Officer	Portfolio Delivery
Colin Scott	Corporate Communications Office Manager	Corporate Communications
Jane Thomson	Corporate Communications Officer Projects	Corporate Communications
24 people	Trained to deliver MyCareer briefings	C3

Section 8 - **ONGOING MONITORING**

Ongoing monitoring of the proof of concept will be conducted throughout the test period with monthly check-in meetings with each of the proof of concept groups where feedback can be given and received. These will include:

- Monthly completion reports
- Enquiries
- What are we hearing? (mail box, enquires, briefings, workshops, anecdotally)

General Enquires / Mailbox enquiries / People Direct

General enquires by telephone, email, mailbox and People Direct will be monitored throughout the proof of concept and recorded. The general themes from these enquires will inform the final evaluation report.

The National SCoPE system reporting tool

The fields available within the functionality on SCoPE that you will be able to report on:

Reflection Log Entries

- Competency
- Competency level for role
- Competency level individual selects
- Competency level line manager approves
- Number of cancelled reflection logs
- Number of entries

-

MyCareer Discussion/Form

- Self-Preparation Fields
- Selected Route options
- Ready Now function
- Any future development selected
- Number completed
- Number generated not completed
- Number not generated not completed

A monthly monitoring report will be provided to the Leadership Programme Management Board.

Section 9 – QUALITY ASSURANCE PROCESS

During the months of July and August 2020 the full quality assurance process will be carried out and this will involve;

- 10% dip sampling
- Calibration across the proof of concept areas
- Liaison with Training Quality Assurance to ensure all relevant processes have been followed. Quality Assurance will insure that impartiality is maintained throughout.

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Section 10 – **BUSINESS AS USUAL EFFICIENCIES**

BAU efficiencies will be monitored throughout the 3 year period to evaluate the productivity and motivation of individuals.

Section 11 – **EVALUATION FRAMEWORK**

The MyCareer Evaluating strategy will be underpinned by the new Evaluation Strategy.

The Evaluation Framework is based on the CRICO Model (Warr, Bird, Rackham 1970*)*

Section 12 – **EVALUATION METHODS**

- Feedback from POC areas during weekly check in meetings
- Implementation tracking progress of completion
- Communications record
- SCoPE completion reports
- MyCareer intranet page /CPD intranet page / Policy Hub traffic
- Contingency plans
- Citizen space surveys / questionnaires
- MyCareer Surgeries
- Interviews
- Focus groups
- Case studies
- Anecdotal feedback
- Comparative products
- Analysis of results

Section 13 - **EVALUATION & PARTNERSHIP WORKING**

The evaluation format and questioning will be designed and agreed with a partnership working approach to ensure there is no duplication and that questioning is appropriate and will provide qualitative data to inform any future improvements.

Partnership working will include;

- Leadership and Talent
- SCoPE Management

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- Corporate Communications
- Insight and Engagement
- People Survey
- Training Quality Assurance

Questions will cover feedback on Comms, System functionality (SCoPE), process, intranet page, toolkit, policy, online modules, workshops, completion rates, ready now, level of support and expectations.Quality assurance and calibration exercises across proof of concept groups will be carried out during July and August 2021 and will examine 10% of the Proof of concept. Liaison will be carried out with Training Quality Assurance to ensure all relevant processes have been followed. QA will insure that independent evaluation is conducted and that impartiality is maintained throughout.

Outcomes will feature within the evaluation report in August 2021 which again, will be written in conjunction with QA who will ensure that this report is impartial in its content and that there is a degree of independence in in the report writing and review of findings.

USER FINDINGS

- Follow individual user's journeys. What difference did it make?
- Do they feel ready to take part in MyCareer?

Section 14 - SUPPORT DURING PROOF OF CONCEPT

Mailbox - LTDLTMyCareer@scotland.pnn.police.uk

People Direct – Online Portal or Telephone 01786 897 022

Toolkit

The toolkit hosts the following information to support MyCareer:

Competency & Values Framework

- Competency & Values Framework

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- CVF Self-Assessment
- CVF one page handout

MyCareer Discussion

- Conversation guidance for managers
- Delivering feedback
- Development Route Develop to Lead
- Development Route Develop to Move to a New Role
- Development Route Maintain & Develop in Current Role
- Expectations of a Leader
- Getting ready for your discussion
- Giving verbal feedback
- Listening & blocking out distractions
- Right Conversation Right time
- Taking a coaching approach

Policy & Guidance

- A to Z of active verbs
- Continuous development
- FAQ's v1.0
- MyCareer Flowpath (policy link)
- Reflection Log Flowpath (policy link)
- Unconscious bias
- Simplified procedure (policy link)

Reflection Logs

- Completing a Reflection log (policy link)
- Reviewing a reflection log (policy link)
- Guide - how to review a reflection log (policy link)
- How to write a reflection log (policy link)

Reflection Log Examples

- Examples

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Self-Preparation

- Self-preparation (policy link)

Role Profiles (link to HR)

- Police Officer
- Police Authority Staff

Policy

- Simplified procedure
- Attachments
- How to write a reflection log
- How to review a reflection log
- MyCareer Dispute Resolution
- FAQs
- MyCareer process chart
- Reflection log process chart
- Continuous development - development definition, learning options

Online Moodle Modules

There are 6 online briefings for colleagues

Module 1	Why MyCareer?
Module 2	The Competency & Values Framework (CVF)
Module 3	What is MyCareer?
Module 4	How to complete a Reflection Log
Module 5	Shifting the Development Mind-set
Module 6	MyCareer on SCoPE

There are 9 online briefings for leaders

Module 1	Why MyCareer?
Module 2	Attributes of an Effective Leader

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Module 3   Motivation and the Positive Impacts
Module 4   Unconscious Bias
Module 5   The Competency & Values Framework (CVF)
Module 6   What is MyCareer?
Module 7   Reviewing a Reflection Log
Module 8   Shifting the Development Mind-set
Module 9   MyCareer on SCoPE

Section 15 – **CONTINGENCY**

Given the uncertain times we find ourselves in with Covid 19 and other identified risks to the proof of concept, a contingency plan is available within the implementation plan. This will explain the steps to take after the identified risk occurs in order to reduce its impact. There may also be the need to adjust the approach to testing variables depending what is required to be executed within the contingency plan.

Section 16 – **CONCLUSION**

The proof of concept group will continue to be evaluated over the next 3 years. This will allow us to monitor the future performance of MyCareer and the cultural change the organisation desires.

We will monitor cultural change through the assessment of;

- **%** of people meeting the required CVF level for their role
- **%** of people with 'Development Required'
- **%** of people exceeding the CVF level assigned to their role

Management Information - analysing data in areas such as;

- HR grievances
- PSD complaints
- Attendance
- People Survey results

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The evaluation report will be presented to the PMB September 2021, where evaluation outcomes will be addressed with built in time to allow for any required revisions to be made before wider launch.

Thereafter annual reports will be presented including the analysis of each year's data.

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