SCOTTISH POLICE
AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 6.2

Meeting	SPA People Committee
Date	27 November 2023
Location	Video Conference
Title of Paper	People Management Development Programme (PMDP) Training Pilot Evaluation
Presented By	Katy Miller, Director of People and Development
Recommendation to Members	For Discussion
Appendix Attached	Appendix 1 – PMDP Pilot Evaluation Report
	Appendix 2 – PMDP Evaluation Recommendations Action Log

PURPOSE

The purpose of this paper is to provide members with results of the People Management Development Programme (PMDP) Pilot Evaluation and highlight post pilot recommendations that are currently being progressed.

The paper is submitted for discussion.

1. BACKGROUND

1.1 Following approval to create a development programme to increase and improve the competence and confidence of people managers in their day-to-day people management role, a new development approach was created and piloted between March and June 2023.

The programme has seven pillars:

- The Competency and Values Framework
- Capability
- Creating a Positive Workplace
- Attendance Management and Duty Modification
- Health and Wellbeing
- Inclusion
- Managerial Administration

The programme delivers:

- 2 days training via Microsoft Teams
- A new People Management Development Programme intranet site hosted on the Leadership and Talent intranet homepage. This site ensures all People Managers have access to the resources and performance support they need, when they need it, 24/7. Resources include checklists, guidance, toolkits, FAQs, and is available at the point of need. There is clear signposting to key information and support functions, like the Policy Hub and People Direct.

The 2 days training delivery provides:

- A one-day learning experience called Starting Point, delivered by the Police Scotland Leadership and Talent team. This session focusses on core behaviours that support People Managers in Creating a Positive Workplace. The session takes place digitally (MS Teams) and is supported by:

    o Pre-session resources / worksheets
    o A one-day learning experience workshop focussed on peer-to-peer dialogue and collaboration.
    o Post session resources to support People Managers when they need it most.

- A further one-day interactive workshop comprising of the following key themes (Spotlights) is delivered by the Police Scotland Leadership and Talent team and experts from across

People and Development who are on hand to provide specialist knowledge and to answer participants' questions:

- o Capability
- o Attendance Management and Duty Modifications
- o Workplace Issues and Grievance
- o Health and Wellbeing

1.2   Ahead of an organisation wide roll out of the programme a pilot was conducted by the Leadership and Talent team to assess the efficacy of the programme and to make recommendations for any changes.

2.   FURTHER DETAIL ON THE REPORT TOPIC

2.1   <u>Summary of Evaluation and feedback</u>

2.1.1   177 participants completed the programme from several organisation areas that volunteered to take part in the pilot. This included several ranks and staff equivalents, and a specific pilot for Superintendent Rank.

2.1.2   Microsoft Forms was used as the method of gathering post programme feedback data for each part of the programme.

2.1.3   For detailed participant attendance data and feedback responses refer to the PMDP Programme Evaluation Report at **Appendix 1**, which includes the original paper that prompted the development of the programme.

2.2   <u>Key Findings</u>

Feedback for Day One of Programme - Starting Point

2.2.1   Overall, respondents were complimentary of the Starting Point session. All participants who provided feedback strongly agreed or agreed that the learning outcomes of the session were met. 97% of respondents responded that they would be able to apply the knowledge and skills gained during the session. 97% of respondents indicated they would recommend the session to others. Respondents said the opportunity to share experiences and learn from one another was the most beneficial part of the session. The session aims to facilitate discussion and peer-to-peer collaborative learning, so whilst expected, it is noted that this was specifically highlighted as a positive aspect of the programme by participants.

2.2.2   Several respondents indicated that it took too long to complete the pre-programme worksheet and that two of the resources used in the worksheets were less beneficial than others.

Feedback for Day Two of the Programme - Spotlight Sessions

2.2.3   Like Starting Point, the spotlight sessions were well received by respondents. Across the four spotlight sessions the combined average rating of the entire session was 8.27/10. All respondents across all spotlight sessions either strongly agreed or agreed the learning outcomes were met. 96% of respondents felt that the time allocated across all four of the spotlight sessions was correct; the content was understandable and supportive; that they would be able to apply the knowledge, skills and understanding in the workplace; and that the content was relevant to them and their role.

2.2.4   The use of case studies was liked by participants as was the opportunity to discuss the content with their peers.

2.2.5   There was mixed feedback from respondents about whether the content of the session was pitched at the right level with some suggesting it was most suitable for those newer into their supervisory journey.

Feedback from the Superintendent Rank Sessions

2.2.6   The PMDP is for all People Managers across the organisation, at all ranks and staff grades. A specific pilot was therefore delivered to Superintendent ranks to understand whether the programme required a different focus at the more senior levels.

2.2.7   On day two of the Superintendent Pilot it emerged that the pilot content of the session was more appropriate for first level managers and not Superintendent level and above. The remaining time of the pilot was used to gather feedback from the Superintendents about what would be more appropriate and specific to their level.

2.3   **Recommendations**

2.3.1   As a result of evaluation, the core structure, content, and methodology will remain as originally designed, however there are several recommendations and changes noted below which have already been completed because of the pilot. The programme therefore commenced in September 2023, noting

that some recommendations will need to be actioned ahead of delivery to Superintendent Ranks/staff equivalent and above.

	Recommendations	Reference point in Evaluation Report	Status
1	Streamlining pre-work for Starting Point session ahead of Day one. The pre-work will be reduced from nine resources to six reducing the suggested preparation time by 30 minutes.	Appendix 1 Starting Point Feedback - Q3 and Q5	Complete
2	Clarity in the joining instructions about the essential requirement to complete the pre-work worksheets ahead of the sessions	Appendix 1 Starting Point Feedback - Q3 and Q5	Complete
3	The three resources removed from the pre-work will be utilised within the sessions themselves as they are still valuable.	Appendix 1 Starting Point Feedback - Q3 and Q5	Complete
4	Replace the 'five core concerns of negotiation video' resource as it was highlighted as being difficult for participants to understand and discuss. A more suitable resource has been identified.	Appendix 1 Starting Point Feedback - Q5	Complete
5	Replacement of an article on performance feedback which was viewed as too lengthy. This has been replaced.	Appendix 1 Starting Point Feedback - Q3 and Q5	Complete
6	Add environmental scanning case studies into the workplace issues and grievances spotlight session. This was highlighted by the Policing Together Colleague Group as a recommendation	Appendix 1 Spotlight Feedback – Workplace Issues and Grievances Spotlight Q7	Complete
7	A new positioning statement has been added to the facilitator's guide to ensure all people managers who attend, regardless of rank, grade, or experience understand the relevance of the subject matter. This is to address some responses where participants felt the programme was not relevant to their level of management.	Appendix 1 Spotlight Feedback – Overall Summary of Feedback	Complete
8	Quality Assurance Team recommend changes to the wording of the learning outcomes across the programme. This has been actioned.	This was identified during the Quality Assurance process with the LTD Training Quality Assurance team.	Complete

9	Re-design the Superintendents Programme and the Senior Leaders programme to be piloted in 2024. Design Focus Group to be established with relevant ranks/staff equivalents to support this.	Appendix 1 Spotlight Feedback – Overall Summary of Feedback	To be actioned
10	Re-engage staff representative groups and Trade Unions to gather their feedback and input. The Pilot invitations were extended to Unions, the Scottish Police Federation and ASPS however there was no representation despite support for the programme.	Detailed in PMDP Evaluation Recommendations Action Log	To be actioned

2.4   **Next Steps**

2.4.1   Collaboration and support to deliver recommendations 1 to 8 has been achieved through the design group and the Leadership and Talent Team will now plan delivery of Recommendations 9 and 10. An Action Log to monitor progress of recommendations is being tracked - see **Appendix 2.**

2.4.2   The programme launched force wide on the 26th of September with a delivery plan in place.

2.4.3   Finally, the Leadership and Talent Team will design a full programme evaluation to measure the impact of the programme against the Learning Outcomes. A proposal for this evaluation methodology will be presented by Q4.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications.

4. PERSONNEL IMPLICATIONS

4.1 The programme is delivered by existing Leadership and Talent Consultants and a cross section of experts in People and Development.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications.

8. COMMUNITY IMPACT

8.1 There is no community impact.

9. EQUALITIES IMPLICATIONS

9.1 There are no equalities implications.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environment implications.

RECOMMENDATIONS

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

Appendix 1

People Management Development Programme (PMDP)
Two Day Training
Pilot Evaluation Report
July 2023

Contents

Purpose

The purpose of this evaluation is to review the People Management Development Programme (PMDP) two-day training Pilot sessions. In addition, to identify any recommendations and changes based on participant feedback and on feedback gained from the SME's involved in the programme design.

The Pilots were run between 28/03/23 and 29/06/23 across CJSD, OSD, LP North and sessions with Superintendents across the organisation. Dates below.

Pilot type	Pilot group	Date
Starting Point Pilot	CJSD	28.03.23
Starting Point Pilot	CJSD	30.03.23
Spotlight Pilot	CJSD	24.05.23
Spotlight Pilot	CJSD	26.05.23
Starting Point Pilot	OSD	30.05.23
Spotlight Pilot	OSD	01.06.23
Starting Point Pilot	OSD	06.06.23
Spotlight Pilot	OSD	08.06.23
Starting Point Pilot	LP North	12.06.23
Spotlight Pilot	LP North	13.06.23
Starting Point Pilot	LP North	20.06.23
Spotlight Pilot	LP North	21.06.23
Starting Point Pilot	Superintendents	27.06.23
Spotlight Pilot	Superintendents	29.06.23

This evaluation report includes a review of quantitative and qualitative data gained from Microsoft feedback forms which were issued to participants after each session they attended.

Background

A paper was submitted to the P&D ODM on 28 September 2022 by Head of People Engagement Partnering and Head of People Health and Wellbeing, named **Maximising Capability: People Managers (please see Appendix 1).** The paper outlines some options around improving the competence and confidence of first/second line managers to be effective people managers. People Managers have increasing challenges due to resourcing pressures, spending review, Police Together drivers to be more effective at people management, and public scrutiny etc. The paper was supported, and a Short Life Working Group was established in December 2022, to provide a forum for members to discuss the ownership, planning, design, development, and implementation of the paper. Members included representatives (subject matter experts) from across all parts P&D, Learning, Training and Development and Communications. The recommendation from the paper is to create and deliver a management development programme. Whilst all people managers have been identified as having a requirement to attend the programme, the priority gap is for the Sergeants and Inspectors who have the largest volume of direct reports across the organisation.

The programme has seven pillars (with subject matter experts identified below):

- The Competency and Values Framework - Leadership & Talent
- Capability – People Services

- Creating a Positive Workplace – Leadership & Talent / Employee Relations and Reward
- Attendance Management and Duty Modification – People Services
- Health and Wellbeing – Wellbeing Team
- Inclusion – Learning, Training and Development
- Managerial Administration – People Services

The programme will deliver:

- 2 days' training via Microsoft Teams
- A new People Management Development Programme intranet site hosted on the Leadership and Talent intranet homepage. This site will ensure all People Managers have access to the resources and performance support they need, when they need it, 24/7. Resources include checklists, guidance, toolkits, FAQs, and will be available at the point of need. There will also be clear signposting to key information and support functions, like the Policy Hub and People Direct.

The 2 days' training delivery will provide;

- A one-day Learning Experience called Starting Point. This session focusses on core leadership behaviours that aim to support People Managers in Creating a Positive Workplace. The session takes place digitally (MS Teams) and is supported by:
  - Pre-session resources / worksheets
  - A one-day Learning Experience workshop, focussed on peer-to-peer dialogue and collaboration.
  - Post session resources to support People Managers when they need it most.
- A further one-day interactive workshop comprising of four key themes (Spotlights):
  - Capability
  - Attendance Management and Duty Modifications
  - Workplace Issues and Grievance
  - Health and Wellbeing

To evaluate the effectiveness of the programme several business areas were identified and engaged to be participants in the pilot. Dates were arranged and the pilots were run.

Leadership and Talent facilitated the pilots. The second day involves an 'ask the expert' session which is hosted by the People Services team. In this section, a representative from the people services team is on hand to answer any questions that participants have relating to the subject matter of the training.

Attendance Data

In total, the Pilots had 177 participants, and this is broken down below:
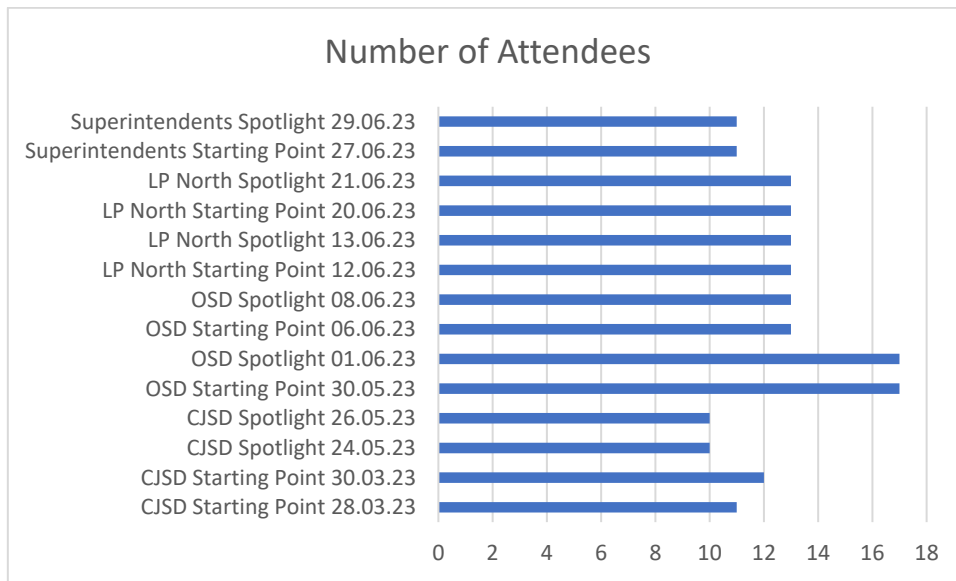
Participant Feedback Review

As part of a post session email, participants were sent a link to complete feedback utilising Microsoft forms. Both sessions of the training had their own feedback form and the summary of this is below.

In the ipsative response questions the participants were given the scale of:

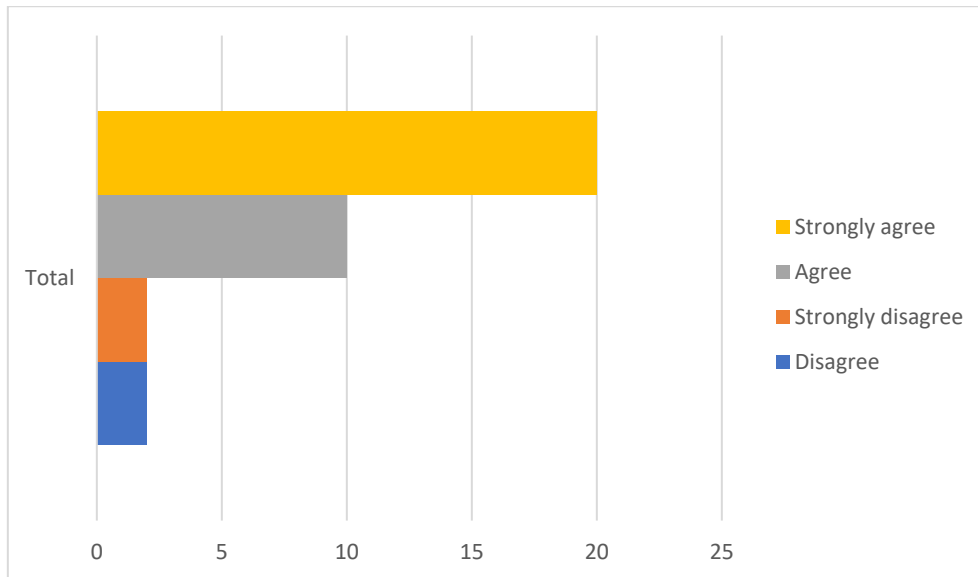- Strongly agree.
- Agree
- Disagree
- Strongly Disagree

Day One – Starting Point Feedback

Q1. The Starting Point session met the three Learning Outcomes which were:

1. Describe and define the three core skills.

2. Explain how the three core skills help towards creating a positive working environment.

3. Be able to confidently apply the three core skills in your day-to-day role.
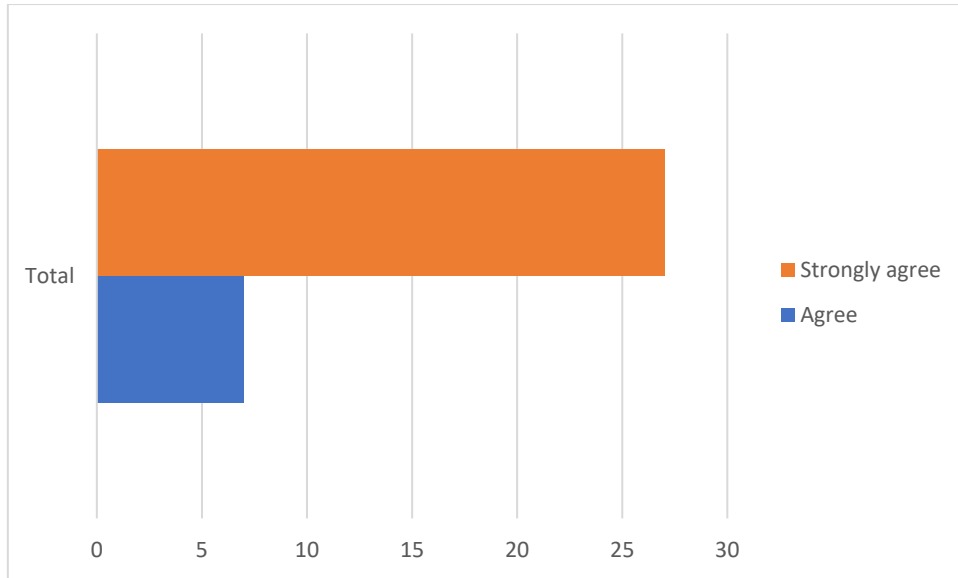
Q2. The pre-work and resources set you up for success on the day.

Q3. If you disagree/strongly disagree with the above, please tell us why (free text)

1. Agree to some extent though some of the inputs were then shown again - good to refresh memory but perhaps then better to just have them on the day rather than as a pre course. Also, not all inputs landed as well - really enjoyed Celeste Headlee but did not get as much from Dan Shapiro input.

2. I agree that the pre reads were really helpful, however there was a heavy reliance on knowing the content of the videos and reading materials during the course, which fed into the discussions. It would take more than the 90 minutes suggested to digest all of this information to the extent that you could confidently know the content and discuss them in detail. Those attending should be given at least a couple of hours in their working day to ensure they can get through this and ideally that time should be somewhere away from distractions as there is a lot to take in.

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3. I felt there was too many videos in the pre-read. I think to provide a more diverse learning experience it may be of benefit to have one of the pre-read videos in each section done as group discussion.
4. The pre-work was very worthwhile and prepared you for the input and break out rooms The only point I would make was that to fully prepare I believe time should be allocated to SCOPE to allow for this and for a longer period of time than 90 minutes. I felt it was really beneficial but dedicated time to it would have been helpful. Moving forward others taking part will realise the need for the pre-work and not just hope to wing it on the day because to get the best from the session you had to have prepared.
5. I feel some of the resources were really good and should be available to all line managers however some of the others were very cumbersome and not as appropriate to policing or Police Scotland.
6. Much of the pre work was then covered on the course so in effect doubled the time spent on the workbook.
7. Due to the way the day was ran, the pre read was essential to have the discussions.

Q4. What did you consider the most beneficial part of the session.

1. listening to others experience
2. Introducing the techniques for managing capacity
3. Hearing the experiences of others and how they've dealt with things and what they would have done better. My brain is spinning with great ideas that I'm going to steal and introduce tomorrow. The incivility will be addressed and dealt with swiftly, rather than brushed under the rug.
4. The pre-read resources were excellent- I found many of the videos' very thought provoking.
5. Being able to share ideas and take in the thoughts from people who manage across different areas of the organisation was of great benefit to me.
6. I really liked the aspect of the breakout rooms and working with the same people to have discussions – and then coming together to review and recap. This is my first ever Teams training session and I was hesitant about how it would work but it went really well.
7. I feel it was all beneficial to myself as a fairly new Team Leader.
8. The pre-work – I enjoyed the resources, I thought they were really interesting and found answering the questions a good exercise to really analyse and process what I had learned.
9. The sharing of experiences and how people handled them, the Online videos that I could relate too as they talked about it
10. The section on capacity management.
11. It consolidated my opinion that incivility in the workplace can have a big impact on individuals and the team. The importance of sometimes having difficult conversations to address it
12. Communication
13. The breakaway groups to discuss our own thoughts and take ideas and perspectives of other on board. I found that interesting and helpful.
14. The breakout rooms. Really good to get other people's perspective and learn from them.
15. Conversing with people from different areas and sharing their experiences.
16. Having the opportunity to properly talk to other people in a variety of different leadership positions, the experiences they've had and how they've dealt with them. I also liked the format of doing coursework before the day and having answers prepared to share, this made sure the day was more stimulating as we were discussing the content rather than being shown content on a presentation. I think it was beneficial to think about the different

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	ways that people approach tasks and acknowledge that everyone has their own way of achieving their workload/goals.
17.	All having custody background
18.	I have learnt that I need to structure my day for more efficiency. I am also aware that I have to deal with incivility at the time it occurs and am now understanding why the echo chamber on one of our offices exists.
19.	Looking at things in a different way and realising that there are other ways to approach things.
20.	Most beneficial is understanding different processes and ways of working. Listening to others and their experiences.
21.	I liked the section on Communication and how this is a vital part of being a line manager. I feel like the art of communication is something the organisation lacks within line managers.
22.	Speaking with other colleagues regarding challenges they had and how they dealt with them.
23.	Although breakout groups always start off a bit awkward, I think they are very valuable as they do make sure everyone has a chance to contribute.
24.	I found the communication section, specifically the input from Celeste Headlee, very interesting and took a lot away from that.
25.	Discussions in the smaller groups.
26.	the group discussions
27.	The breakout rooms and group discussions were of most benefit.
28.	The breakout sessions and speaking things over with different managers in different areas of the business was beneficial to get a wholistic point of view, once this was completed to be brought into the main room to de-brief with everyone was another learning point and I took a lot from the day.
29.	The TED video featuring Christine Porath about incivility in the workplace.
30.	The group sessions and talking through with colleagues of similar service and rank allowed for a better understanding and improved learning.
31.	I thoroughly enjoyed the pre-work and resources. The guidance notes suggested 90 minutes for completion – due to my curiosity and willingness to learn and develop, I would estimate that I probably spent in the region of 6 hours thoroughly digesting, reviewing, and reflecting on the content, taking about 13 pages of notes.
32.	initial prework session
33.	The opportunity for plenty of discussion and sharing of experience - which is led in a manner which gives confidence and trust in the group
34.	Group discussions and shared perspectives.

Q5. If you could suggest one change, what would it be?

1.	condense course into shorter timeframe
2.	Re-watching all the videos when we did so during the pre-work is counterproductive. Either we watch them in the pre work, or we watch them in the session - but both seemed overkill to me
3.	Don't have anything to suggest. I'm quite happy with what I've learnt.
4.	None- I actually thought the pace and allotted timings for discussion and breaks spot on.
5.	The pre-work took longer than 90 minutes, the CIPD article is a particularly long read.
6.	I honestly can't think of anything.
7.	No change to the content, but more time allocated to filling out the pre-course work.

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8.	The breakout groups could be slightly shorter, either 10-12 minutes instead of 15, also I found it too tempting in the short reflection periods to get distracted and check emails.
9.	Less group work
10.	I would ideally have this in person, which would allow that group conversations to be more fluid.
11.	In person course is always preferable
12.	As in Q2, some variety to the learning methods.
13.	Slightly larger groups to increase the numbers of differing ideas.
14.	The breakout rooms. Really good to get other people's perspective and learn from them.
15.	I would suggest a quick overview of the materials preparation materials to refresh prior to break out discussions.
16.	The coursework realistically takes longer than 90 minutes to get through if you are going to approach it properly – this should perhaps be made clearer. The importance of completing the coursework ahead of time could also be made clearer as it was obvious that those who hadn't properly completed theirs had little to contribute on the day when discussing the content of the videos, extended reading etc.
17.	Not on teams…I just prefer an actual training day/course
18.	The breakout rooms were sometimes a wee bit too long however it was a great opportunity to meet other people and discover we all had so much in common.
19.	I suggest that the pre-work out time should state that it takes longer than 90 mins, especially if you really want to absorb what you are reading/watching.
20.	It became a long day, appreciated the pre read and preparing for the conversations. Maybe reduce the topics by one or two as then became repetitive.
21.	The Dan Shapiro video was a difficult one to relate to; the CIPD report on Performance Feedback was also very clunky; the length of the course seemed long for the resources and discussion had. I felt it could have been cut to a half day course or perhaps three empower hours on the subjects rather than a full day as it was a lot for not a lot to be obtained.
22.	Amend the pre - work book to limit duplication of workbook and course
23.	It felt a bit much to watch the videos for both the pre session work and again in the session. I do see the need for pre session work but think one or the other is better. Probably better in the session as it's fresher. Perhaps this could be combined with a shorter pre session work sheet? Or different pre session work.
24.	I feel the content itself is interesting and useful to have knowledge of, but some may be more relevant in the corporate work. Could it be tailored more to how that is practically applied to Policing?
25.	Either more clear instructions re pre read as I almost missed it, and others clearly hadn't done it. Or watch each video and then discuss in teams at the time as part of the course.
26.	The first video on the pre course learning for managing capacity I watched it 3 times and wasn't sure what the point was. Also, it had me dreading what I had signed up for.
27.	In relation to the 'ask the expert' module, it may be of benefit to request officers prepare questions in advance, in order to take advantage of being able to pick the brains of the HR experts.
28.	Try and bring all the pre activities back to a Policing scenario to make it more relatable in our jobs
29.	I found that the negotiating video with Dan Shapiro did not encourage a lot of conversation in break out rooms.
30.	I spoke with some colleagues after doing the Starting Point pre-read - I felt the talk from Celeste Headlee was excellent however the joke about the mini-skirt has had negative feedback as potentially breeding misogynism, especially with the current negative press around Policing.

31. I found all of the material interesting from a personal point of view, but maybe some not so applicable for my current role. For example in relation to the "How to Manage Your Time More Effectively" video, is great in principle, if you are, in general, the one that causes the distraction or your interruptions are not of a potentially life or death situation, however as a divisional sergeant, we are very much at the mercy of members of the public and our staff and our interruptions can be life or death.	
32. This session would be beneficial for newly promoted managers. There was little benefit to the session for persons who had been people managers for some time	
33. Perhaps some practical examples of situations where first line managers may experience some of the challenges described, might bring it to life for them	

Q6. Describe the session in three words.

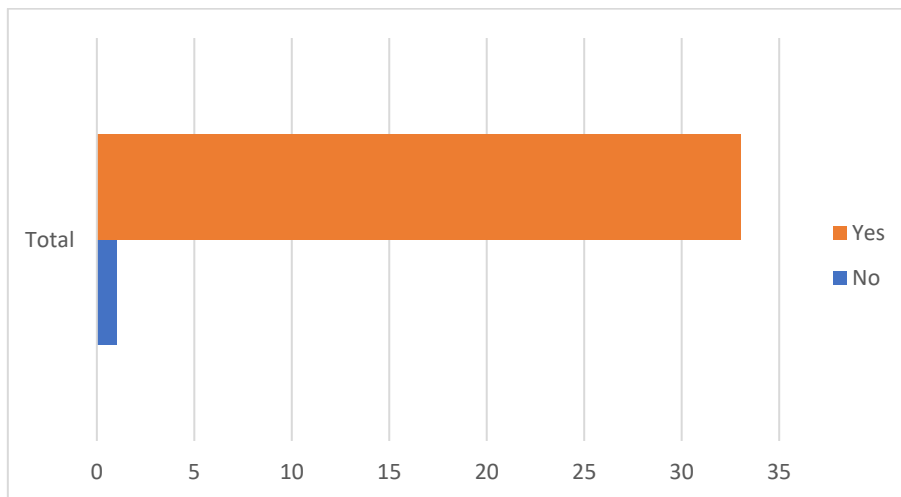|	
1. open minded, reflective, long	2. Definitely worth while
3. useful but long	4. Mind opening experience
5. Informative, useful, engaging	6. Informative, Interesting, Beneficial
7. Positive, relevant, fresh	8. Informative, beneficial, long.
9. Very thought provoking	10. Eat a Frog
11. Helpful. Informative. Beneficial.	12. Engaging
13. Inspiring, informative & interesting.	14. Engaging, informative, useful
15. Thought provoking, insightful	16. Informative, Interactive, Supportive
17. informative, interactive, helpful	18. Informative, Beneficial, reassuring
19. A group discussion	20. positive, interesting, enjoyable
21. Thought provoking training	22. informative, comfortable, beneficial.
23. Practical, informative, and testing	24. Informative, educational, required
25. Informative / beneficial / enlightening	26. Beneficial - Engaging - Informative
27. Intense Inspiring Equipping	28. Clear, enjoyable, informative
29. Interesting, informative, intense.	30. Engaging, thought provoking, stimulating
31. Motivating; Thought-provoking; Inspiring	32. too repetitive
33. Clear, enjoyable, informative	34. reflective, thought-provoking, insightful
35. Engaging, thought provoking, stimulating	36. Social, interactive, stimulating

Q7. You will be able to apply the knowledge and skills gained during the session.
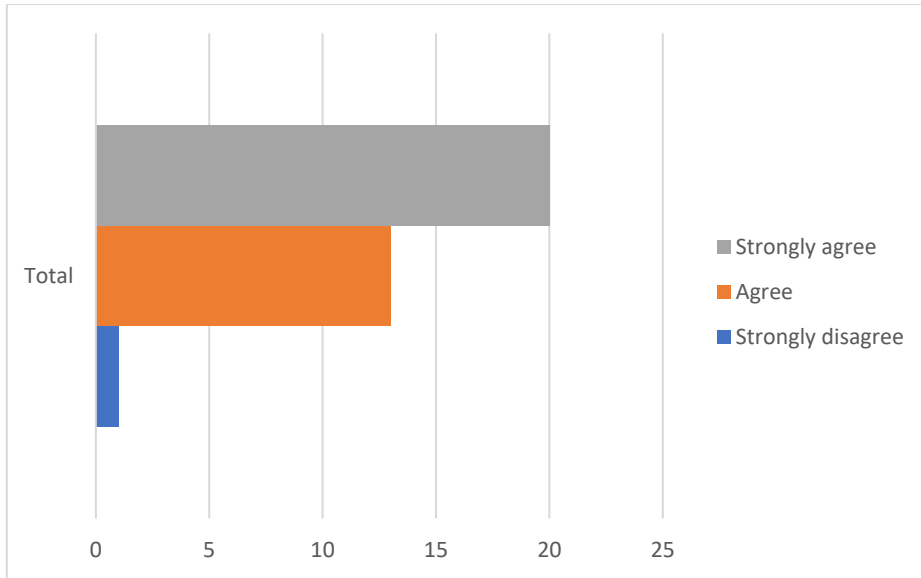
Q8. If you disagree/strongly disagree with above, please tell us why.

1. Some of the content in relation to managing workload e.g., "blocking" not really possible in operational roles.

Q9. You would recommend this session to others.

Q10. Please explain your answer to the above.

1.	Would recommend although may benefit from being shorter and having more participants. Appreciate this is a pilot so that may be planned. Whilst periods of reflection were helpful, might have been condensed more effectively as a generous amount of time set aside for discussion which was not always used. Great that Police Scotland is investing in people although some of the material did not appeal to me (Dan Shapiro) and may benefit from being less USA oriented, however I really enjoyed the talk from Celeste.
2.	Whilst I found the session to be too long for the content being delivered (probably by 2 hours) I have had the benefit of Empower hours etc, but for staff who have not had this exposure it would be a good session
3.	Yes, not only to team leaders. Staff could benefit from having the Incivility training to showcase that some of their behaviour is unacceptable, regardless of how little or harmless some comments may appear to be.

4.	Yes- it's a welcome break from the norm of Police training that employed innovative resource material and emphasised both self-awareness and positive introspection.
5.	Yes, I think there were a number of things that were useful to take forward in relation to how I manage my time. It was good to hear other perspectives from people with different styles of time keeping and management practices
6.	Yes. 100% - it was a well-constructed course that was full of information and ideas and being able to work closely with other leaders to bounce ideas off them made it all the more worthwhile.
7.	I learnt a lot from this course from each of the 3 core skills and will certainly be trying to put it into practice. The pre-course work was very well organised, and the videos were motivational.
8.	Yes – the session contains a lot of information that is really useful as a people manager. It is also helpful as it provides a baseline of what is expected from managers.
9.	Yes – there were some really good nuggets of information that I now find useful in my day-to-day work.
10.	This course helped me recognise a lot of things and provided me with some tools to help me in the future.
11.	Yes. It provides you with the tools to address issues in the working environment that can help yourself, the people you lead and ultimately the organisation
12.	Yes, but I would recommend at an earlier stage of one's career journey. For police officers, prior to promotion to sergeant. I find a lot of the bad habits are already ingrained into more experienced managers.
13.	Yes – found it interesting to learn about how my work-based behaviour can reflect on others.
14.	Yes. I found it really worthwhile to equip anyone in management with things we deal with daily and to get ideas which we might adopt to improve our working life or even identify the things that stop us getting the best from ourselves or others and find solutions.
15.	Yes, because it gives you some other perspectives in managing people. It also makes you compare what you are doing at the moment with others.
16.	Yes, I would recommend this session to others. I appreciated the format of doing coursework and discussing it which provided the basis for an interesting discussion-based day. It definitely had myself thinking about the ways I work and how I can continue to develop professionally.
17.	I think this would be beneficial to staff who may not have much managerial experience
18.	Yes, I already have and have shared some of the Ted Talk links. I learnt such a lot from this course
19.	Yes – I feel that some line managers could benefit from looking at things from different angles, especially if they feel overwhelmed.
20.	Gives an insight of different strategies and thinking processes for any leader.
21.	Communication and Managing your Capacity sections were well delivered and seem appropriate (with the exceptions of changing some of the resources) however the EI section was not great.
22.	It is beneficial to managers to know about the theory of developing people and conversations
23.	I think the section on communication was extremely good, including the video by Celeste Headlee.
24.	I have already recommended two people attend the next session taking place as I feel the content in both sessions is important to have knowledge of for current and future people managers.
25.	I was sceptical prior to attending the course, didn't think I would bring much to it or take much away from it however I was surprised on both accounts.
26.	I would highly recommend this course I found it so interesting, and I think all people managers should have the chance to do it

27. Although this course is pitched at first line manager already in post, it may also be of benefit to those applying or about to apply for leadership roles.
28. Being new to a supervisor role I found the content very informative, and Sean delivered the presentation well. I learned a lot from every person on the course and time was given to share experiences and knowledge which everyone learned from.
29. The session was beneficial to my leadership development and despite already being aware of some of the content, through other learning experiences, it is always good to refresh that knowledge and learn more about other topics.
30. This session is not hard work and encourages a way of thinking. Anyone thinking of promotion and who wishes to have a positive work environment from their team would find elements of the input very useful.
31. Informative and the majority of it can be utilised within our police roles and in fact day to day lives.
32. I would recommend to staff / Officers on promotion to a managerial role but not for managers who have been in post for several years
33. Some really good tools to allow some self-reflection and also tools and skills to implement to make improvements
34. An excellent learning experience for young leaders and mangers.

Q11. Any other comments you would like to share with us about the Starting Point session.

| 1. Good session which could be covered in less time with material condensed into half day slot. Pre read useful although some of it then replicated in the course - perhaps could either use it as a preread or just show it on the day rather than doing both. Generous time allotted to break out rooms which could be reduced but this may be due to small number of participants and may benefit from increased numbers in future. Overall found session helpful and made me think about myself, my conduct at work and areas for improvement and reflection. |
|---|
| 2. Overall, the session was beneficial, but I do feel that the more people involved in a session, the better it is for the participants, and this session could have done with a few more people in it (I know there were several last-minute call offs which is unfortunate). This could perhaps be considered for increasing future numbers |
| 3. Sean presented the training really well. Good speaker. |
| 4. Sean was an excellent speaker who encouraged debate. |
| 5. I felt Sean was an excellent leader in the course, he kept things moving along at a good pace and summarised the discussion well. |
| 6. I would like to say thank you – it was very well organised, and the day ran well, and if all courses were like this, I think people would benefit from them greatly. Sean was great and kept the session light-hearted where it needed to be and was very organised! |
| 7. Excellent course that was very well presented. By staying with the same break-out room group throughout the day, I think this helped build a rapport and we all felt at ease sharing our experiences and opinions and potentially learned from each other through our honest and open discussions. |
| 8. I particularly enjoyed the communication and emotional intelligence sections and would welcome further sessions specifically for managers with a focus on those two topics. Sean presented well and was engaging. I would have enjoyed a little more opportunity for interaction between Sean and the attendees, but I did also enjoy the opportunities to interact with break out group members. I think mixing up the breakout groups could be advantageous because if you get a more challenging group, for example one or two particularly confident people or one or two particularly shy people, this could be a very long day. |
| 9. I felt that the pre-course work was the actual course, and the course was us going into groups to discuss it. Some of the pre-course could have been done on the course and |

then opened a general discussion about it and what we took from it. I feel this would have been better than going into the groups to discuss and some people saying they can't remember which video it was.
10. I found the group discussion more helpful once we oved into a larger group. With a smaller group of 3, the conversation wasn't always flowing. A larger group provides more views, and I took more from it. There was almost too much by way of group discussions and there was a lot of repetition during those sessions. They would benefit from being shorter and perhaps less frequent.
11. Thanks to Sean for the input.
12. A well-presented and effective learning environment.
13. Found it extremely helpful being newly promoted.
14. It was a really positive day and although quite intensive I felt I came away refreshed and better equipped. The time for reflection at the end of every session was really beneficial as it made you consider what you had just discussed and not instantly dismissed when you moved on in the session
15. I would suggest asking attendees to out aside at least half a day to properly do the prep work. This would allow for better discussions on the day.
16. As someone with an academic background I appreciated the seminar-like coursework/discussion approach, this style of learning/discussion suits me better than sitting watching a power point. The only negative I can think of is that some may find this style difficult if they are not used to it.
17. Sean was a great instructor, and I gained a lot from this course.
18. Groups could have been larger as the breakout sessions we had too much time to discuss what we had to discuss. Either the groups could be larger or if not then less time for breakout sessions.
19. I think a better balance between reflection periods and comfort breaks could be struck. The 10-minute reflections felt a bit excessive. Perhaps a combined comfort/reflection break would be a better use of time?
20. Well delivered and some good conversations and ideas.
21. This was the first 'teams' course I have completed and found it to be well pitched, well organised and I will undoubtedly use the knowledge learned in my future role.
22. I think this should be rolled out to all line managers, and it is especially helpful for people new to the promotion process who are trying to settle into the extra responsibility and tasks required to be a people manager
23. No.
24. The passion of the presenter was evident - a clear EI strength- and aides with the learning.
25. 1) - it was obvious that some people had completed the pre-work ages ago, not at all or had only given it lip service - the only way around this, from what I can see, would be to have the pre-read timetable on SCoPE as training. 2) - The swapping about of the breakout rooms caused a bit of an issue. We did a short introduction with our first breakout group, but not with the subsequent ones. During our first breakout sessions the conversation was quite open and flowing, generally running right up to the allocated time and almost over. The subsequent ones were way more stilted, with a lot of awkward silences, barely getting to the 5-minute mark. This was not necessarily an issue caused by the training environment, but maybe by those who struggled with communication.
26. Preread / videos very helpful for all officers in a managerial role
27. I wish this had been available to us all some years ago, great to see some really valuable training being provided

Day two – Spotlight session feedback
## Health and Wellbeing Spotlight

Q1. The learning outcomes for this spotlight were met.

1. Be able to describe the Role and Responsibilities of the Line Manager in the health and wellbeing of their team.

2. Be able to identify and utilise the support available when dealing with the health and wellbeing of their team.
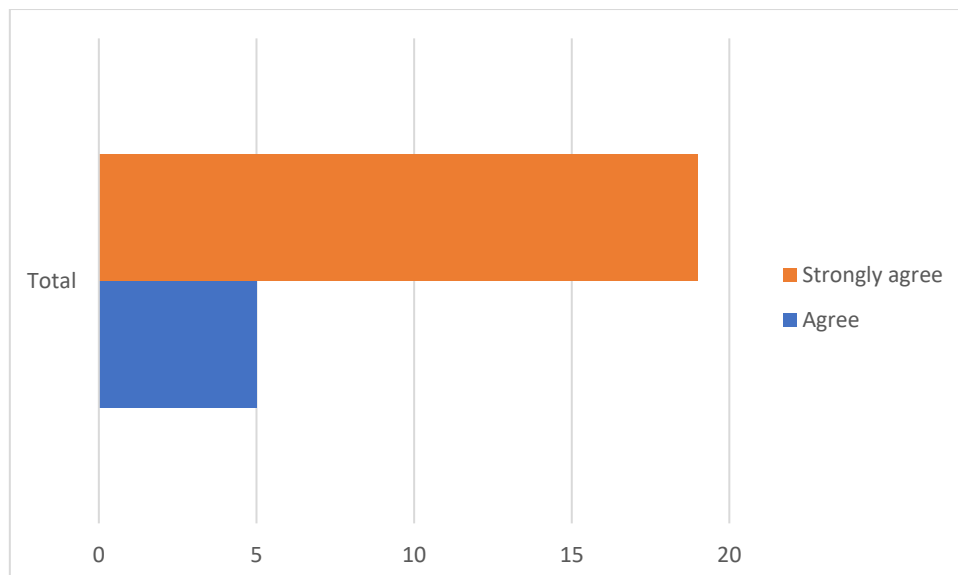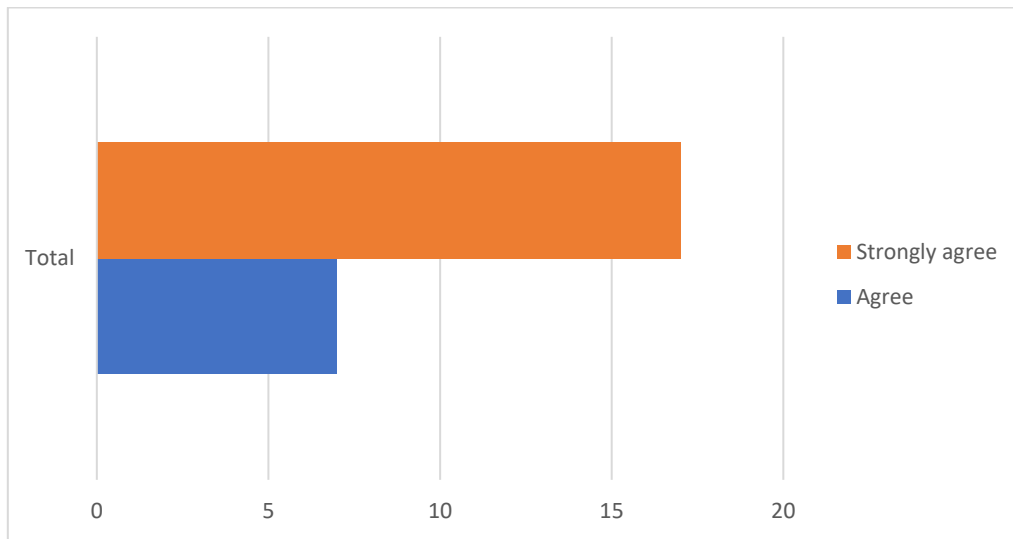
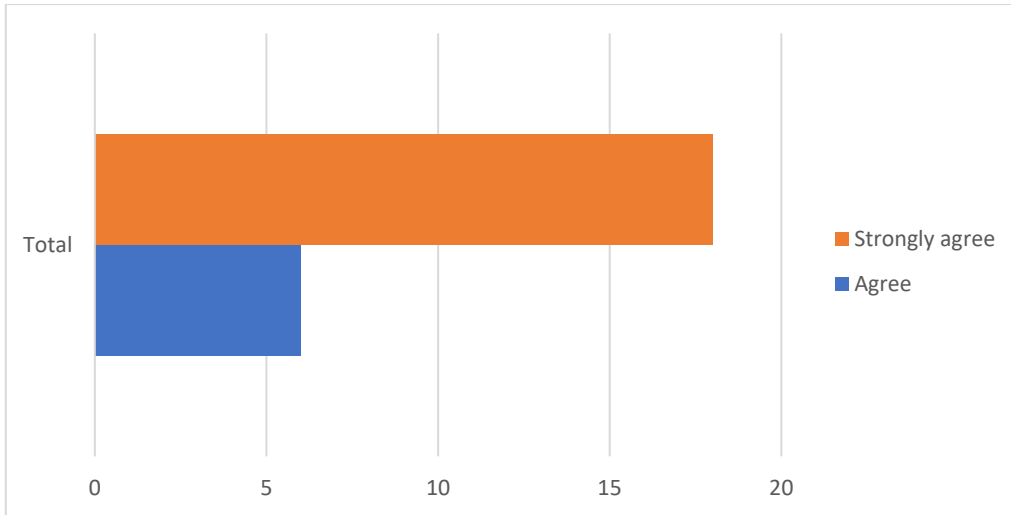

Q2. The time allocated for this Spotlight was correct.
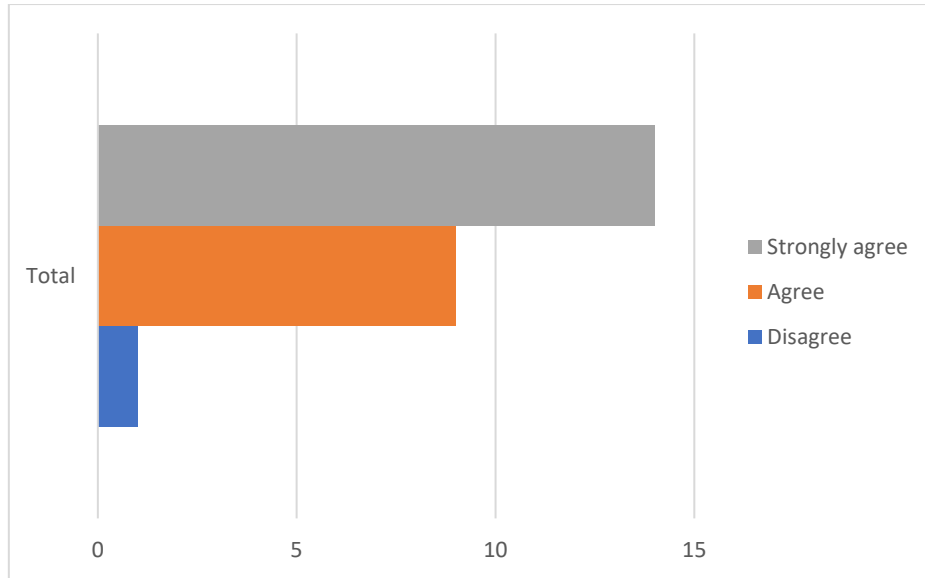
15

Q3. The content of the spotlight was understandable and supportive.

Q4. The content of this spotlight was relevant to you and your role.

16

Q5. I will be able to apply the skills, knowledge, and understanding gained in the workplace.
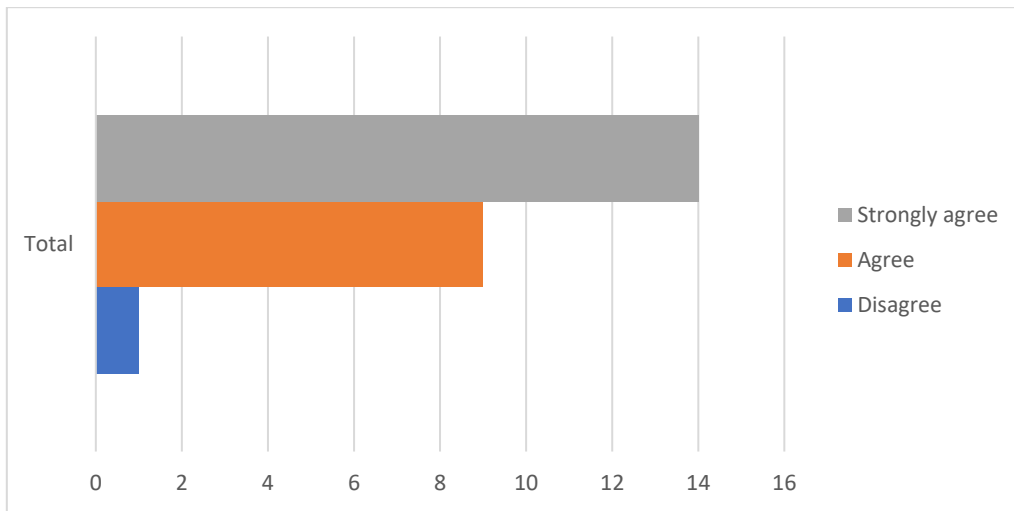
Q6. On a scale of 1 to 10 please rate the extent to which this spotlight helped you improve your knowledge and skills in supporting the health and wellbeing of your team.
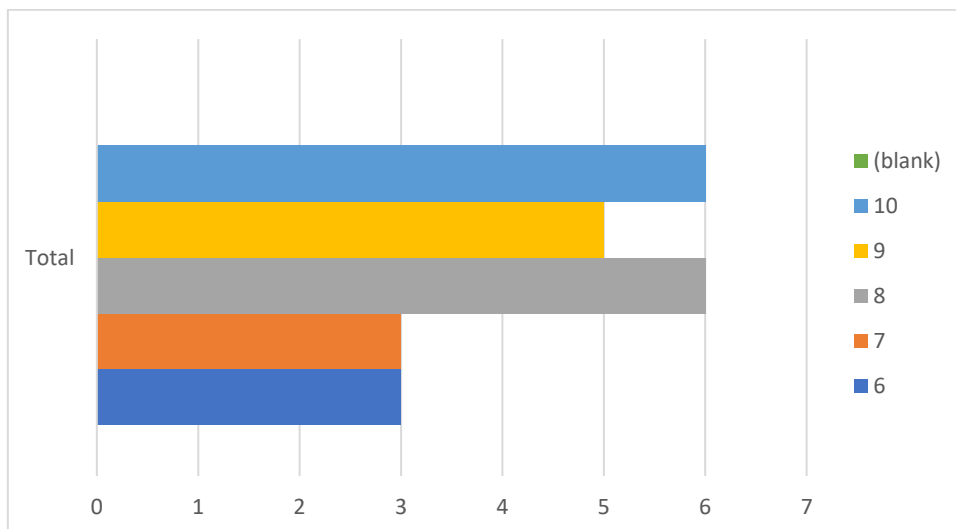

Q7. Are there any comments to share about this spotlight.

1.	Sean's performance was great, and instructions were clear, everything flowed seamlessly.
2.	Demonstrated the need for supervisor's active role in health and wellbeing
3.	Very informative session, delivered at the right pace.
4.	Added to the knowledge already held
5.	easy to understand and pitched at appropriate level - also found other resources online which were not referenced e.g., 87% app/CopStrong etc however contained within the wellbeing section on intranet
6.	To be honest I was already largely familiar with this material, whilst it might be useful to newer line managers, I think most who have a little experience should already know this. I did appreciate the prompt toward being more proactive.
7.	Being new to a supervisor role I found the content very informative, and Sean delivered the presentation well.
8.	It would be good to do more Case Studies and show the thinking behind what to do but ALSO show how and where to record them on SCOPE. It would leave the student more confident on how, what, and where to record matters accurately but succinctly.
9.	This course would be more suited to Supervisors new to the role rather than those who have been in the role for several years as they have already had to deal with above staff issues on multiple occasions
10.	Would be more useful at the start of a Supervisory role but still valuable recap.

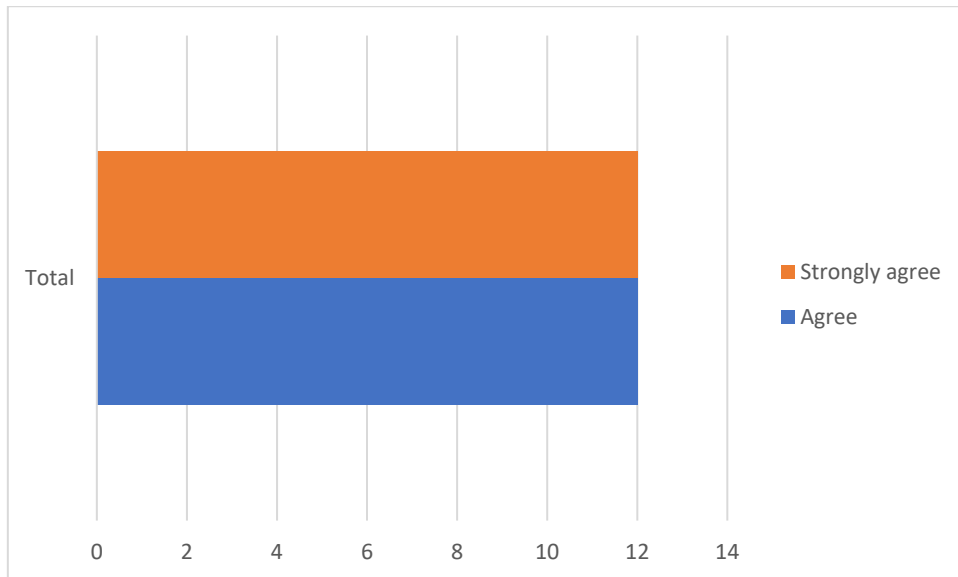## Attendance Management and Duty Modifications spotlight

Q1. The learning outcomes for this spotlight were met.

1. Be able to explain the principles of managing attendance.
2. Be able to identify the various support mechanisms available to the manager.
3. Be able to identify various support mechanisms for duty modification.
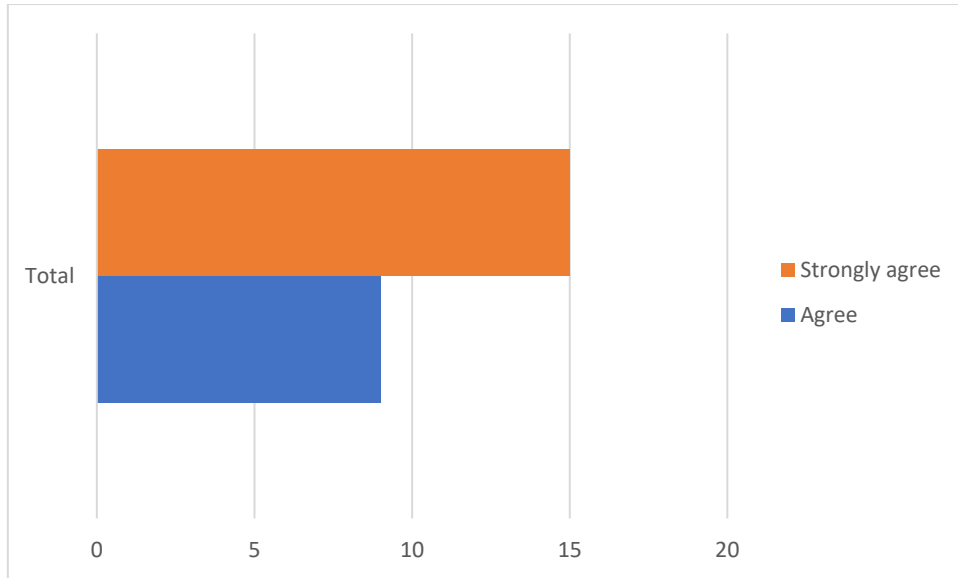
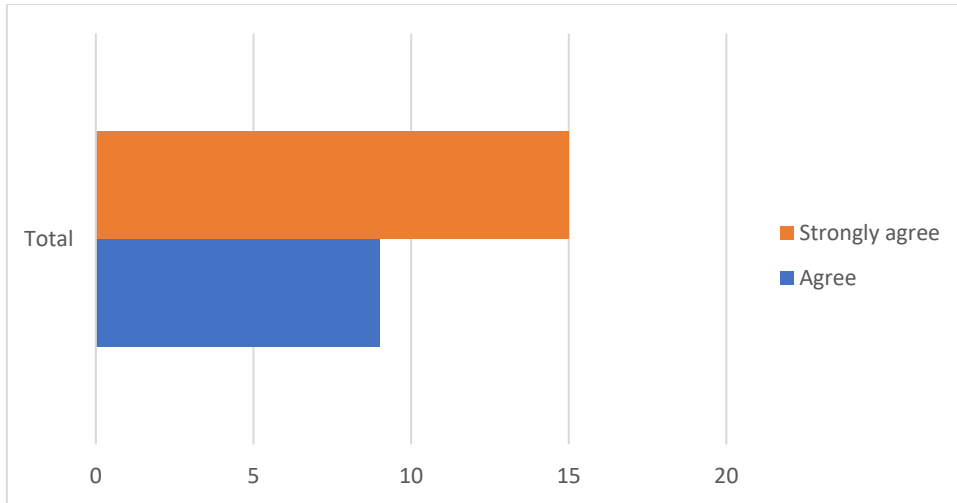Q2. The time allocated for this Spotlight was correct.

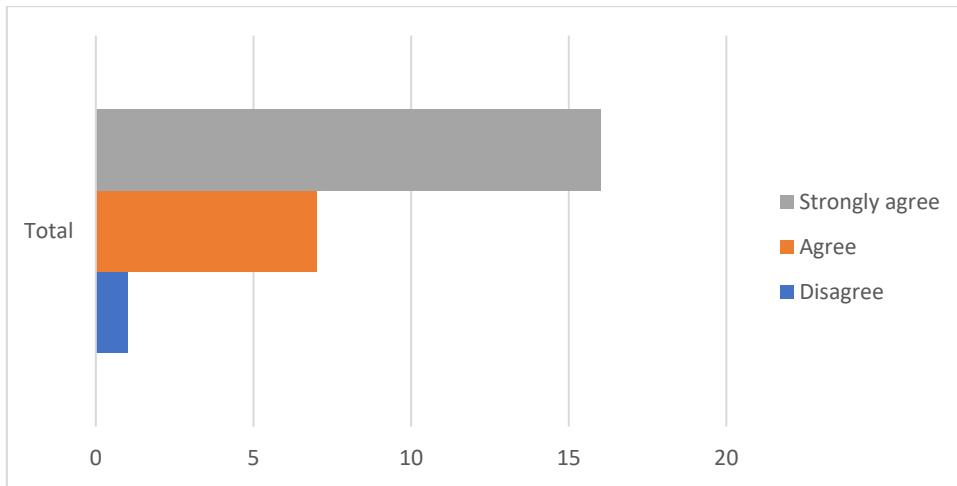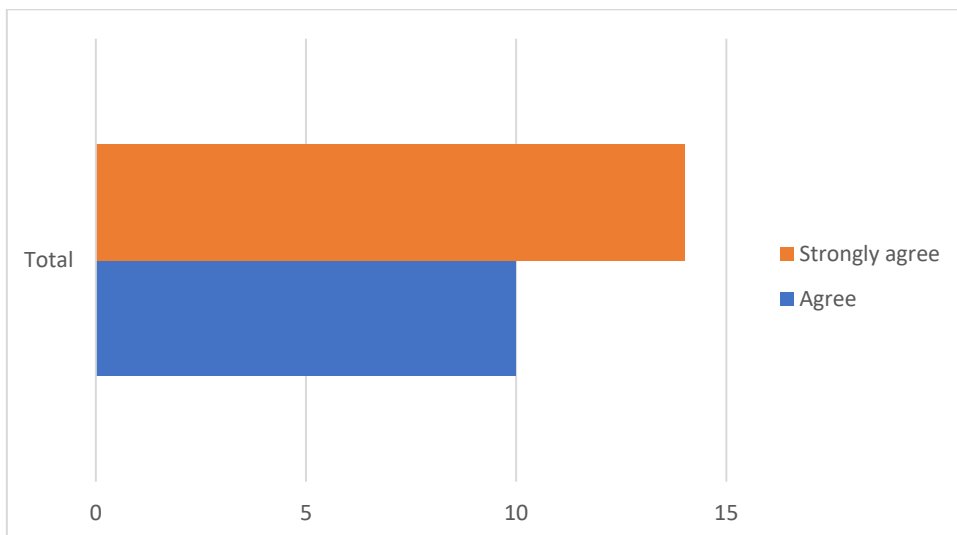Q3. The content of the spotlight was understandable and supportive.
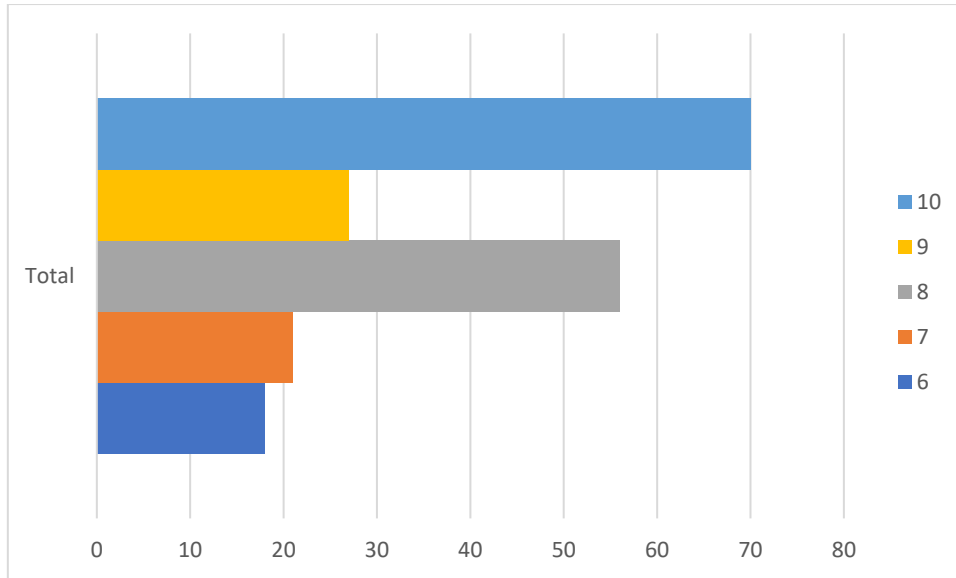
19

Q4. The content of this spotlight was relevant to you and your role.

Q5. I will be able to apply the skills, knowledge, and understanding gained in the workplace.

Q6. On a scale of 1 to 10 please rate the extent to which this spotlight helped you improve your knowledge and skills in supporting attendance management and duty modifications with your team.

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OFFICIAL

Q7. Are there any comments to share about this spotlight.

|	
1.	Demonstrated importance of ASM/Support mechanisms
2.	Very informative and helpful
3.	It was an area I needed to get a better knowledge of as I seldom use it in my current role but my staff do use it so this was beneficial for me supporting them and for when I will have to use it in the future
4.	Found this extremely useful and helpful session with lots of supportive information. Might also include screenshots or discussion of how SCoPE is updated and what level of detail should be recorded on SCoPE as a helpful guide - perhaps just show tabs that needed completed with the appropriate level of detail.
5.	Again, I was largely familiar with this content as would any line manager with some experience be. Might be more beneficial for newer managers.
6.	Being new to a supervisor role I found the content very informative, and Sean delivered the presentation well. I was not aware of all the different modifications and other support available to assist when I do not know the answer and I have been signposted to the correct areas.
7.	Again, how, and what to record. Talk through which tabs and what content to put in.
8.	This course would be more suited to Supervisors new to the role rather than those who have been in the role for several years as they have already had to deal with above staff issues on multiple occasions. New supervisors receive little training/guidance on the topic
9.	A valuable input, again would be more relevant when first promoted

Capability spotlight

Q1. The learning outcomes for this spotlight were met.

OFFICIAL

1. Describe the Role and Responsibilities of the Line Manager with the Capability and Performance procedure.
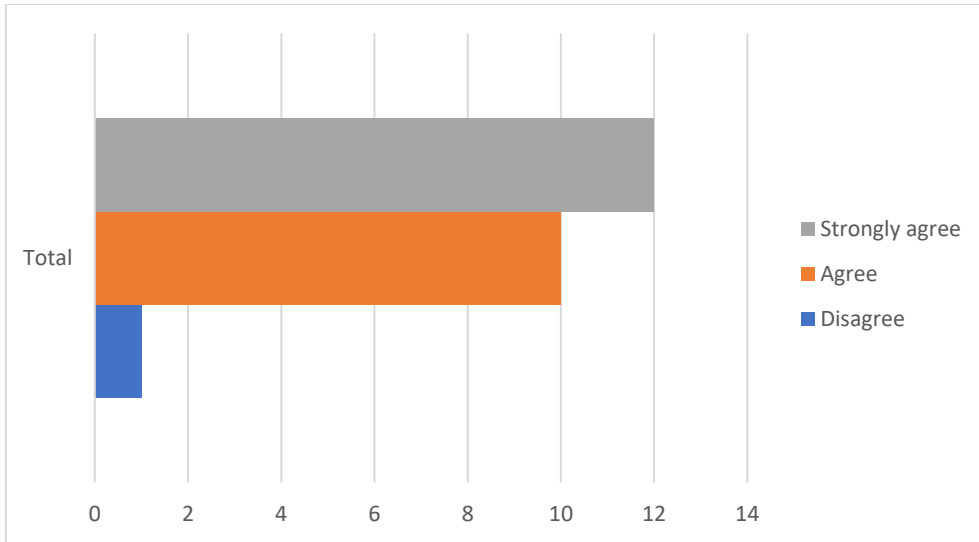2. Identify and utilise the support available when dealing with a Capability and Performance situation.
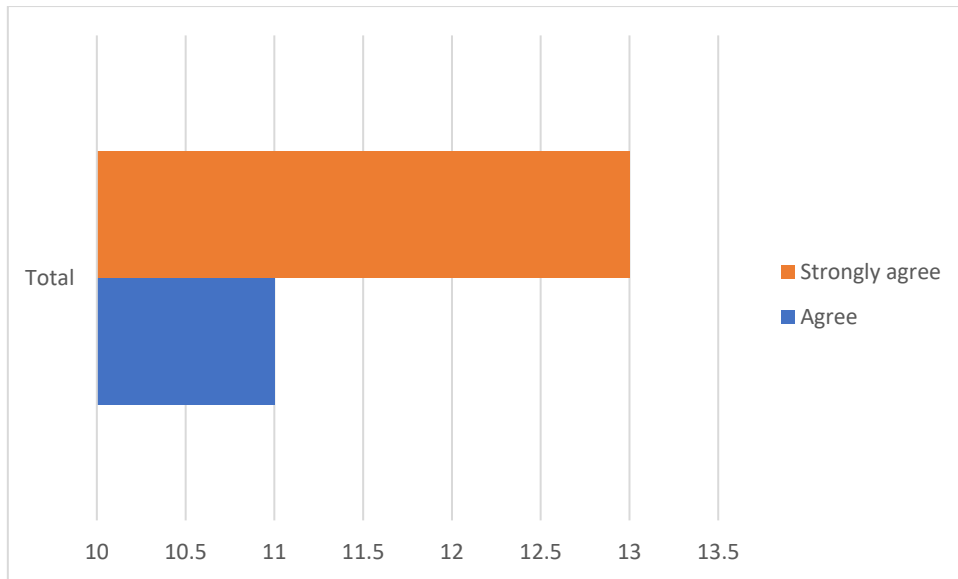
Q2. The time allocated for this Spotlight was correct.
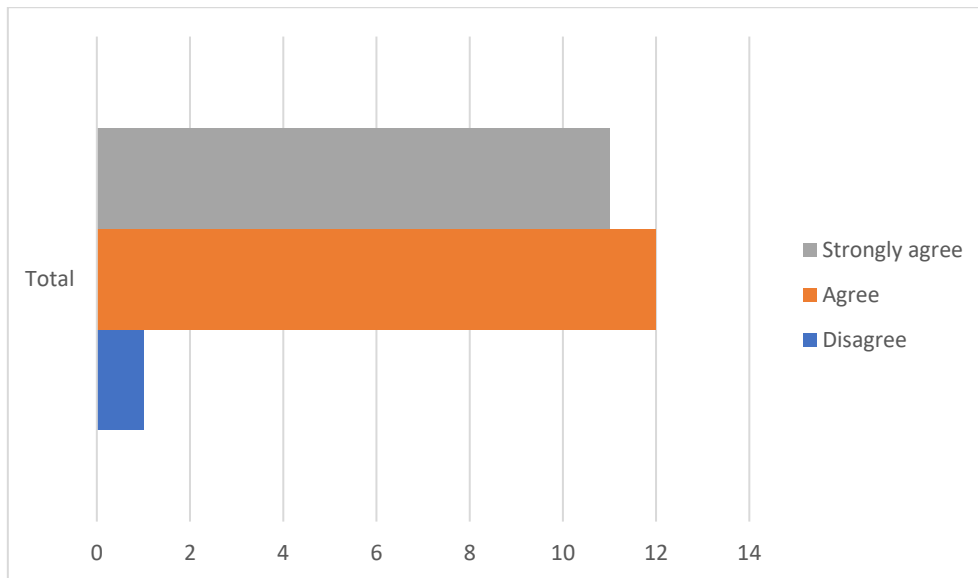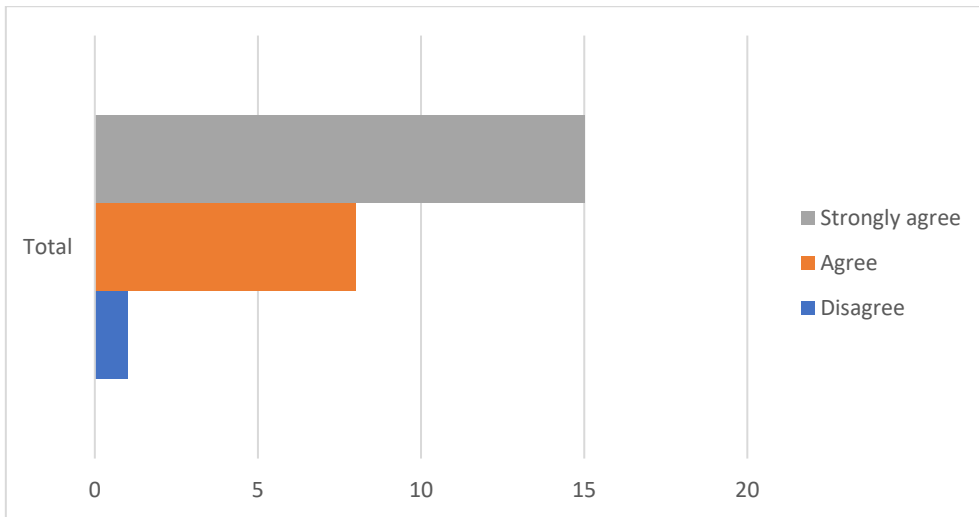

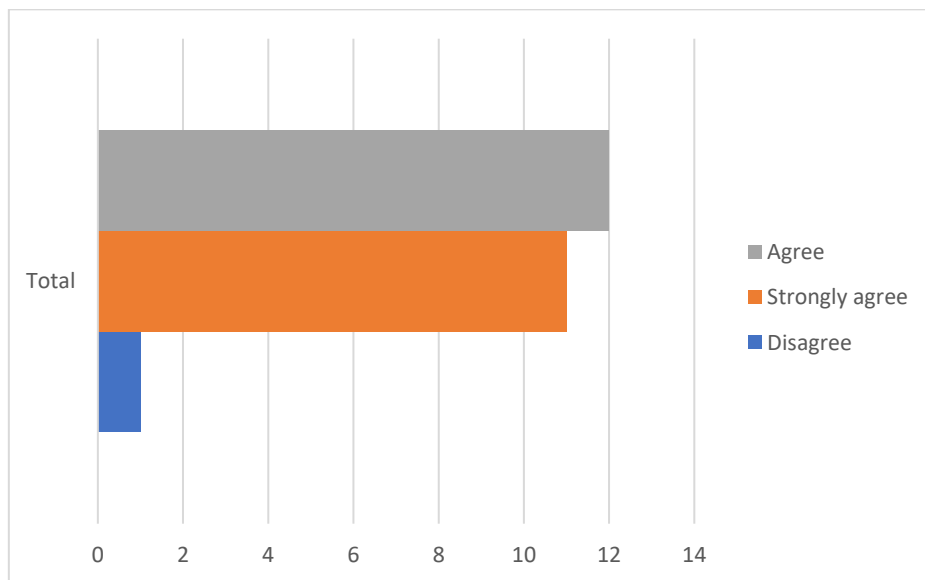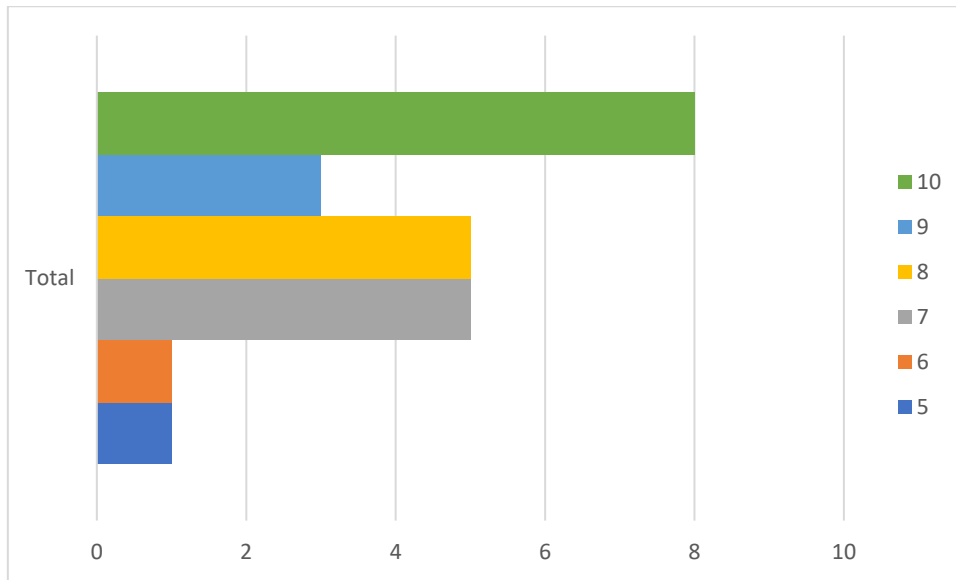Q3. The content of the spotlight was understandable and supportive.

Q4. The content of this spotlight was relevant to you and your role.

Q5. I will be able to apply the skills, knowledge, and understanding gained in the workplace.

Q6. On a scale of 1 to 10 please rate the extent to which this spotlight helped you improve your knowledge and skills in supporting the capability with your team.


Q7. Are there any comments to share about this spotlight.

1.	I have never come across this as TL, it made me much more aware
2.	Good case study to illustrate how this works. Again, a subject I had little experience with but will certainly encounter going forward so very worthwhile
3.	This is an area I have limited experience of, and it was good to hear the details of the policies in examples / discussions
4.	Really useful and reassuring to know that can get in touch with experts who will provide further support. Very worthwhile session.
5.	This combined with Workplace issues/grievances were the most useful/informative part of the day. I think practical experience of this process is probably quite rare for managers, so it was extremely valuable/useful to actually step through the process.
6.	Having been involved in the capability process I felt the input could have benefitted from a practical application example, utilising the multitude of forms that require completion. Appreciate this is where we reach out to HR to be kept right. Thanks
7.	Being new to a supervisor role I found the content very informative, and Sean delivered the presentation well. This is an area of business that I have never dealt with, so it was good to sit and listen to the presentation then hear live scenarios in the breakout rooms and also the case study which puts everything into practice. I learned a lot from this input and feel it very beneficial to all line managers, especially those who are new to the role as this is not common knowledge.
8.	This course would be more suited to Supervisors new to the role rather than those who have been in the role for several years as they have already had to deal with above staff issues on multiple occasions. The handouts are however very useful to refer to in the future
9.	A very valuable input and most useful, made things much clearer and where to get help when needed.

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Workplace Issues and Grievances Spotlight

Q1. The learning outcomes for this spotlight were met.

1. Be able to describe the Role and Responsibilities of the Line Manager in managing Workplace Issues and Grievances
2. Be able to identify and utilise the support available when dealing with Workplace Issues and Grievances
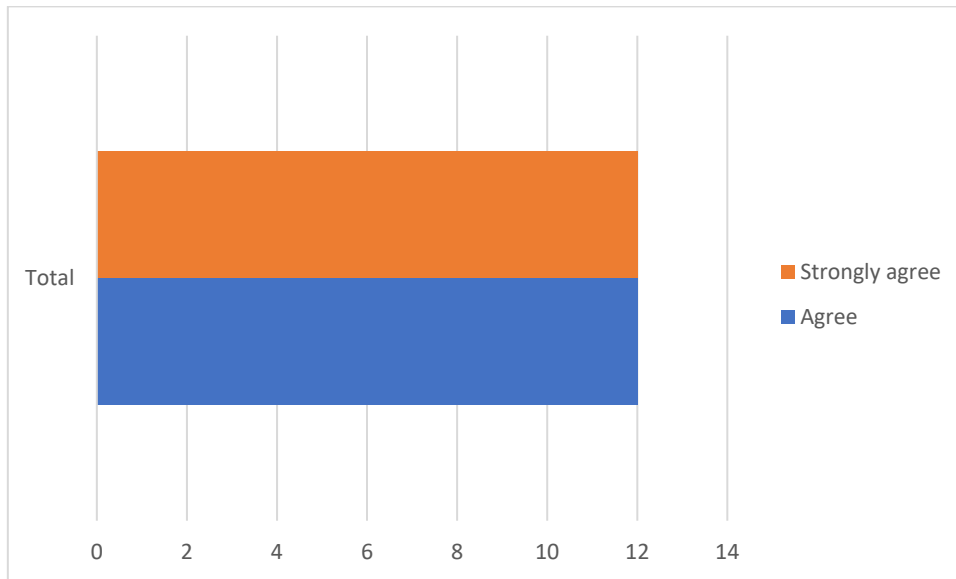
Q2. The time allocated for this Spotlight was correct.
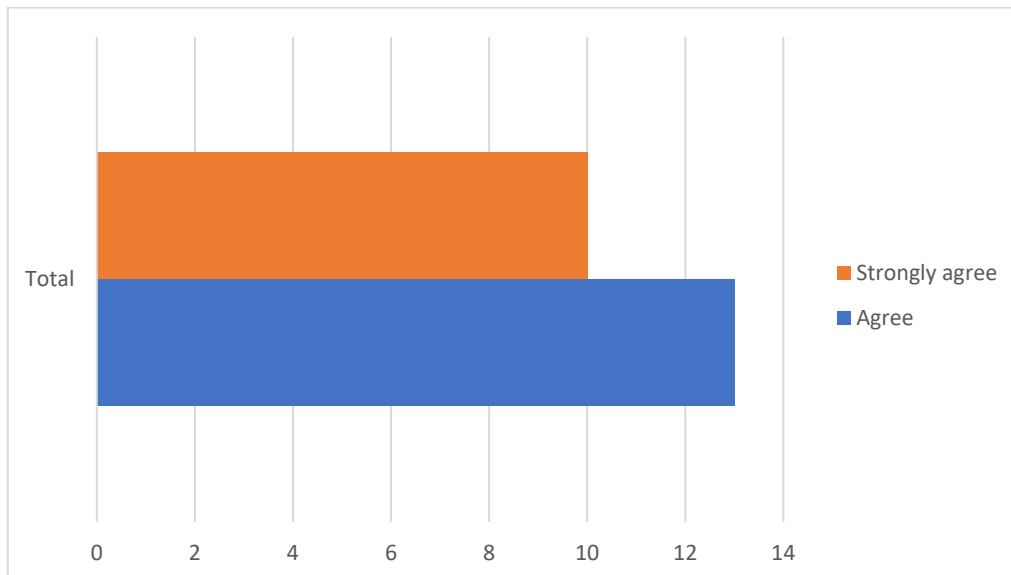
25

Q3. The content of the spotlight was understandable and supportive.

Q4. The content of this spotlight was relevant to you and your role.

Q5. I will be able to apply the skills, knowledge, and understanding gained in the workplace.

26

Q6. On a scale of 1 to 10 please rate the extent to which this spotlight helped you improve your knowledge and skills in supporting workplace issues and grievances with your team.

Q7. Are there any comments to share about this spotlight.

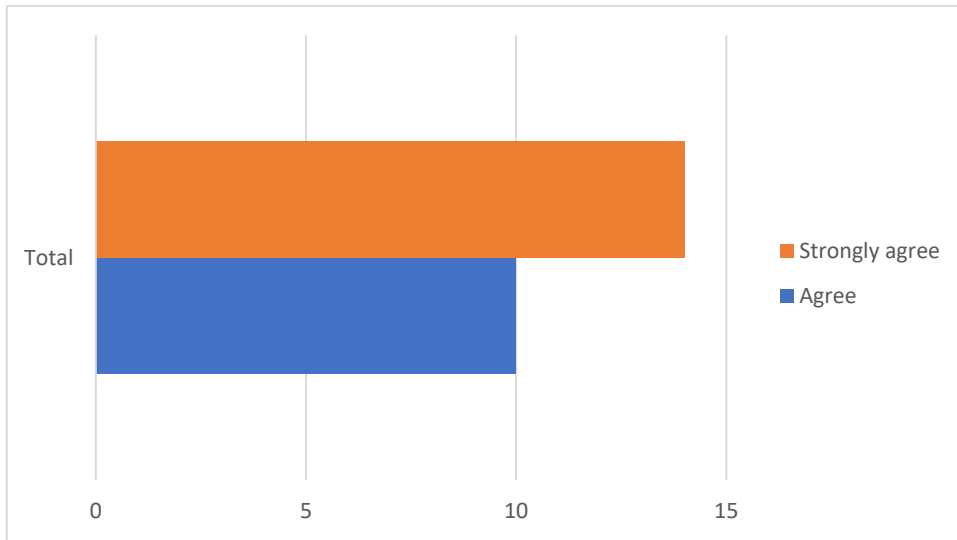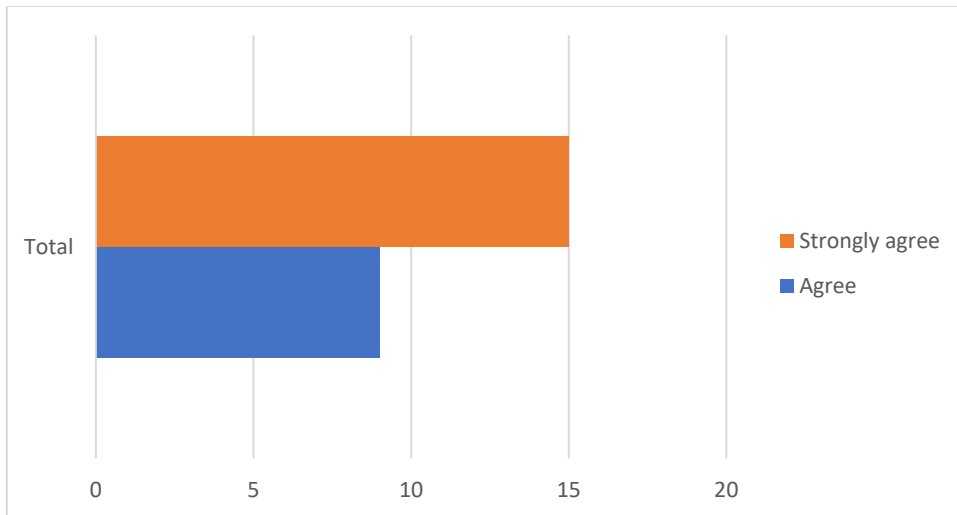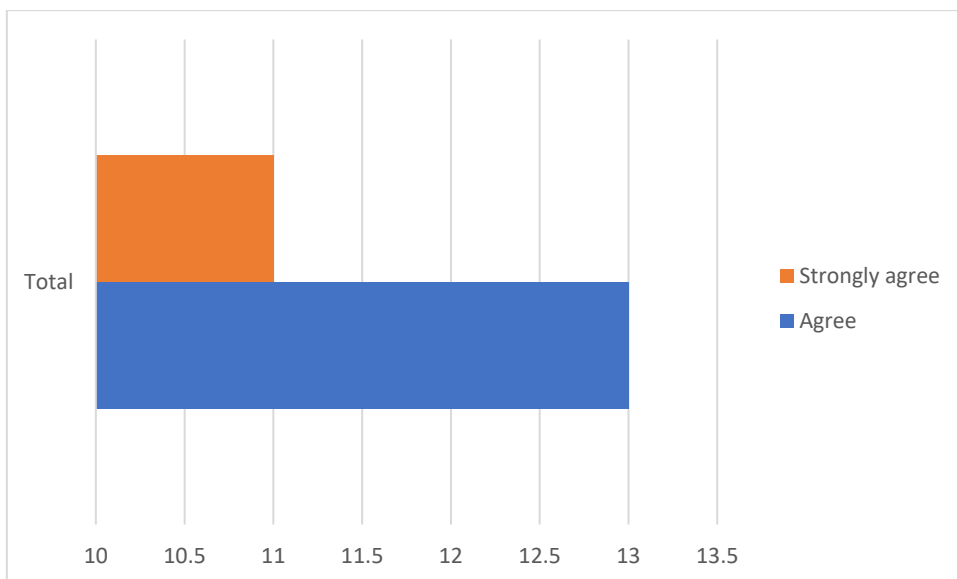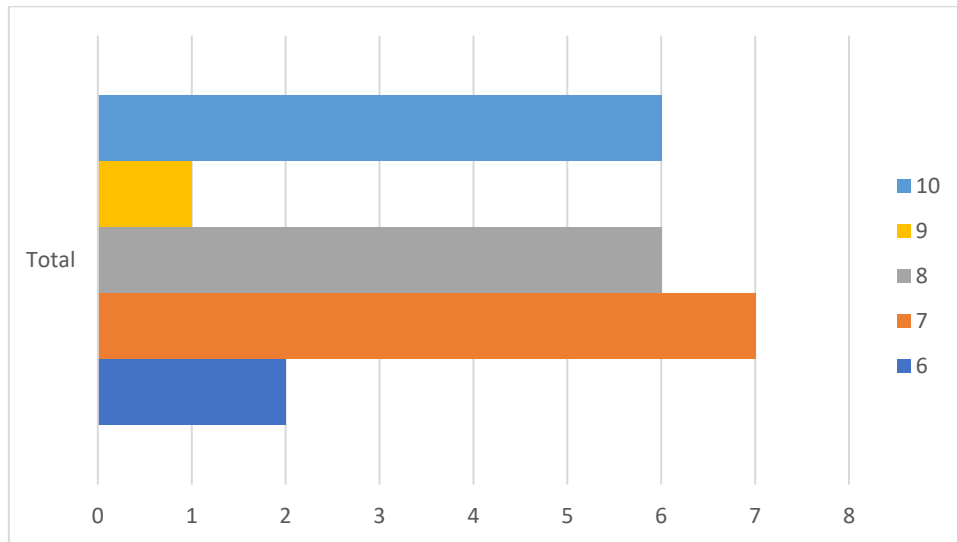|	
1.	I would have liked more time on this subject and maybe another case study scenarios for this one, preferably in a civilian based style one. Dealing with everyday problems with clash of personalities. In a large team this would be beneficial, as everyone wants their say.
2.	Definitely aim to nip it in the bud early. Tools available were highlighted.
3.	Added to the knowledge I already held with good reminders about sops and hub where further support and guidance can be found
4.	Very useful session with lots of things to consider. Great to have some proactive training rather than waiting until an issue arises before you research what current process is.
5.	This combined with Workplace issues/grievances were the most useful/informative part of the day. I think practical experience of this process is probably quite rare for managers, so it was extremely valuable/useful to actually step through the process.
6.	Being new to a supervisor role I found the content very informative, and Sean delivered the presentation well. This is an area of business that I have never dealt with, so it was good to sit and listen to the presentation then hear live scenarios in the breakout rooms and also the case study which puts everything into practice. I learned a lot from this input and feel it very beneficial to all line managers, especially those who are new to the role as this is not common knowledge.
7.	This was a fairly tough going day, the subject matter was all quite heavy going. Although we have been sent out the screen slides, the speakers notes would also be of benefit. Finally, I think these inputs would be better placed as being part of the Sgt's promotion training, so early on within their promoted role. I have multiple staff with Absence Management issues and this input was the first time I have had any training on in and I have now been a Sgt for about three years.
8.	This course would be more suited to Supervisors new to the role rather than those who have been in the role for several years as they have already had to deal with above staff issues/ grievances and would benefit from training at an earlier stage

Feedback was received from SMEs around the Workplace Issues and Grievances Spotlight looking to add in environmental scanning case studies. This was an action at the Policing Together Colleague Group. There was scope to include this in the spotlight and this has been added as recommendation 6.

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Overall Summary of feedback

Starting Point

Overall, respondents were complimentary of the Starting Point session. All participants who provided feedback strongly agreed or agreed that the learning outcomes of the session were met. 97% of respondents responded that they would be able to apply the knowledge and skills gained during the session. 97% of respondents indicated they would recommend the session to others. Respondents called out in the free text qualitative feedback that the opportunity to share experiences and learn from one another was the most beneficial part of the session. The very design of the session aims to facilitate discussion and peer-to-peer collaborative learning, so whilst expected, it is promising to see this being highlighted by participants.

The length of time required to conduct the pre-work worksheet was highlighted by several respondents. In addition, two of the resources used in the pre-work worksheets were highlighted as being less beneficial than others. This feedback is captured in recommendation one and two.

Spotlight Sessions

Like Starting Point, the spotlight sessions were well received by respondents. Across all four of the spotlights the combined average rating of the entire session was 8.27/10. All respondents across all spotlights either strongly agreed or agreed the learning outcomes were met. 96% of respondents felt that across all four of the spotlights that the time allocated was correct, the content was understandable and supportive, that they would be able to apply the knowledge, skills and understanding in the workplace, and that the content was relevant to them and their role.

Health and Wellbeing

Rating – 8.35

Attendance Management and Duty Modifications

Rating – 8.35

Capability

Rating – 8.39

Workplace Issues and Grievances

Rating – 8.09

The use of case studies to bring to life the topics were liked by participants as well as the opportunity to discuss the content with their peers.

There was mixed feedback from respondents around whether the content of the session was at their level. Other comments on this theme referenced this being more suitable for those newer into their supervisory journey.

Superintendent Sessions – The PMDP is a programme for all People Managers across the organisation. As such, we ran Pilots across multiple ranks and staff grades including a session just for Superintendents. These two days were held on the 27th and 29th of June.

On day two of the training, the spotlight sessions, there was a consensus voiced in the room that the content of the session was not at the appropriate level. The consensus was that the content sat across first- and second-line manager level and not Superintendent level and above. As such, this pilot day was cut short, and the time was used to gather feedback from the Superintendents as to what would land more appropriately at their level. Further analysis is required alongside the Superintendents and has been captured in recommendation 9.

Recommendations

1. Streamlining of pre-work worksheets for Starting Point session. The pre-work should be reduced from nine resources to six. This will mean the suggested time allocated to complete will drop from 90 minutes to 60 minutes.
2. Clearer positioning of the pre-work worksheets and the absolute need to have completed this ahead of the session in the pre-joining instructions.
3. The three resources removed from the pre-work worksheets will move to being utilised within the session.
    a. From Managing Your Capacity Core Skill, we have removed the 'How to manage your time more effectively' video from pre-work to in-session.
    b. From the Communication Core Skill, we have removed the '10 ways to have better conversation' TED talk from the pre-work and to in-session.
    c. From the Emotional Intelligence Core Skill, we have removed the 'Why being respectful to your co-workers is good for business' TED talk from pre-work to in-session.
4. Removal of 'five core concerns of negotiation video.' This resource was highlighted in feedback forms and during sessions as being difficult for participants to understand and discuss. Replaced with 'communicating in a crisis' How To video after reviewing multiple resources and assessing suitability.
5. Removal of the CIPD article on performance feedback titled, 'Performance feedback: An evidence reviews,' due to length and time taken to read. This has been replaced with 'How to use feedback to improve performance' article from people Management (CIPD) magazine.
6. The addition of environmental scanning case studies into the workplace issues and grievances spotlight session. This was highlighted as an opportunity at the Policing Together Colleague Group and there was scope to include in this spotlight.
7. To address the responses about the content not being at the correct level a new positioning statement has been added to the facilitator's guide to ensure all people managers who attend, regardless of rank, grade, or experience understand the relevance of the subject matter.
8. After consultation with Quality Assurance some changes have been made to the wording of the learning outcomes across the programme.
9. A re-design of the session for delivery to Superintendent ranks and above which will be piloted in 2024. This will involve a focus group of Superintendents to support design.

10. Invitations were sent to Unions, the Scottish Police Federation and ASPS to attend the pilots. Unfortunately, no attendance was able to be made. Engaging these groups is crucial and so further engagement should be attempted.

Appendix 1

Report To:	P&D ODM		
Meeting Date:	**28 September 2022**	**Agenda Item:**	
Report Title:	**Maximising Capability: People Managers**		
Sponsored by:	**Susan Beaton / Kirsty Garrick**	**Presented by:**	**Susan Beaton / Kirsty Garrick**
Appendix Attached:	**No**		
Report Classification			
Police Scotland:		**For Decision**	
SPA:			
EXECUTIVE SUMMARY			
1.	**Purpose**		
1.1	This paper outlines some options around improving the competence and confidence of first/second line managers to be effective people managers. Members are requested to approve the recommendations outlined below.		
2.	**Decision Requested**		
2.1	Approval of the recommendations outlined in Section 3.		

3.	Recommendation
3.1	1. Seven modules to be developed, building on the recent CVF upskilling and approach. 2. A team of representatives from People Services, People Partners and Policy to determine the content required to meet the need for each module. 3. L&T colleagues are engaged to advise of the best delivery methods, ensuring a blended approach and 24/7 access to materials. 4. A representative from Corporate Communications is engaged early to support the positioning, messaging and connectivity with other work to ensure a successful launch. 5. Staff Associations and Unions included in a kick off meeting with the aim to engage with them throughout the development of this work. 6. LP North, OSD & ICT are proposed to be the pilot areas.
4.	Alignment to Police Scotland Strategic Outcomes*
4.1	SO 4: Our people are supported through a positive working environment enabling them to serve the public. SO 5: Police Scotland is sustainable, adaptable and prepared for future challenges.
5.	Business Implications*

Finance Implication:	No
Resource Implication:	Yes

Other Business Implications**

ICT	No	Equality, Diversity & Human Rights	No
Legal	No	Data / Privacy	No
Health & Safety	No	Community Impact	No
Training	Yes	Socio-Economic	No
Risk	No	Communication & Engagement	Yes
Reputational	No	Public Interest	No
Environmental Sustainability	No	Other (Please specify)	No

* See Guidance Notes

6.	Main Report

Background

6.1   There are circa 5.5k people managers across the Service and it is acknowledged that there has been an underinvestment in leadership development since the inception of Police Scotland.

6.1   In last year's YVM results, it was clear that Leadership remains an area where improvement is required. This can be viewed as wide ranging however, research suggests that the development of 'Supportive Leadership' is key to creating a positive working environment where people have a sense of meaning, belonging and purpose. One of the elements of a Supportive Leader is being a people manager, and doing this well.

6.2 Budget is allocated to the technical aspects of both officer and staff roles but there is no formal or structured development for the skills required to be a people manager. The recent CVF module is a foundation to build upon and is positioned in the wider context of how every day activities are carried out – this is not, simply, about My Career.

6.3 In 2021 an initial investment was made in leadership development with phase 1 of YLM and was a welcomed first step. Phase 2 is in development and is planned to focus on Sergeants, Inspectors and staff equivalents which is vital as these ranks/levels lead and manage the largest number of officers and staff.

6.4 Due to pension changes, a number of experienced Sergeants and Inspectors have, and will leave earlier than thought resulting in a higher than usual uplift in new and inexperienced first line managers being appointed both on a temporary and substantive basis. Their role in creating positive working environments during resourcing challenges, where wellbeing may be impacted, is even more crucial.

6.5 Equipping individuals early in their career with appropriate development as a people manager will have a positive impact as they progress in their careers, shaping well rounded leaders for the future. This includes those who utilised through the 'Acting' approach where there is currently no training or development given to enable officers to carry out these duties well.

6.6 The FLM course was reviewed a couple of years ago and Alex Hunter is keen to revisit this again to ensure it remains fit for purpose. This covers a broad content and it is recognised that this is more of a general leadership input than a specific upskilling or training event.

6.7 People Services initiated a pilot where new Sergeants were provided with a coach to work with them to develop their confidence and competence in people management. This was then halted due to COVID however, based on feedback of the 'coaches' and anecdotally from the local management teams, the confidence of participants grew as did their competence.

6.8 Grievances, officers with duty modifications and psychological absences are all increasing at a time when disciplinaries on the grounds of both conduct and capability are decreasing.

6.9 It is clear from recent high profile cases that the potential of 'exposure' may be impacting some people managers' attitudes in terms of reluctance and hesitancy when the Service appears to have been criticised about the handling of certain cases. These cases also evidence the impact of people managers not always taking the advice and guidance they are given.

6.10   These points, combined, suggests that it is now necessary to consider the options for improving the competence and confidence of first/second line managers to be effective people managers.

Main report

6.11   Having reviewed the main themes from the calls into People Services and through the portal, the advice sought is mainly around the following:

- <u>Flexible working</u> – from advice on applications to the process.
- <u>Attendance Management</u> – all aspects, from how to conduct a review to OH referrals.
- <u>Leave</u> – including processes for carry forward to reimbursement.
- <u>Modified duties</u> – 'what do I do?'
- <u>Pregnancy/Maternity</u> – pay, leave and modifications.

6.12   Whilst some calls do relate to grievances, disciplinaries, capability/Performance Regulations and equality/inclusion, the outcome that none of these make the top five is interesting. This may suggest that people managers either take guidance from their line manager or directly to a People Services Advisor / People Partner or, go ahead without seeking advice from an HR professional or, a mixture of both. It may also indicate that they make conscious choices not to deal with what they determine to be 'too tricky' people related issues and hope these resolve themselves. This, in turn, may be a contributing factor in the increased numbers in grievances, particularly relating to those with some form of disability or caring responsibilities and may explain why there are so few cases progressed through a capability/Performance Regulations route.

6.13   From a People Partner perspective there is some overlap with the reality of the calls and portal queries. Additionally, the time they spend with Support Superintendents/Chief Superintendents include the following:
- <u>Grievance</u> – how to achieve earlier resolution, what a people manager should do.
- <u>Inclusion</u> – how to create 'positive working environments' and encourage diverse thinking.
- <u>Attendance Management</u> – in particular responding to disabilities and the need for reasonable adjustments, moving the conversation to what the person can do as opposed to what they can't.
- <u>Duty Modifications</u> – what and how to support officers.
- <u>Capability</u> – how to address performance issues/concerns which is, arguably, underutilised currently.
- <u>Creating positive environments</u> – how to confidently engage with individuals and the team as part of normal working practices which does not raise challenges from Staff Associations and Unions. We know from the various pieces of work done that a common theme in terms of gap, is the ability to have open and honest conversations.

6.14   To capture the additional points raised through People Services/People Direct, it is suggested that a seventh heading is proposed which would be 'General Admin'.

6.15   With the increasing operational challenges being faced, it is clear that consideration should be given to developing a variety of channels to ensure that all people managers can access the right training/information they require to carry out their roles. It is proposed that this is done as the need is identified, with My Career discussions and development plans providing a timely prompt.

6.16   The information is available and is supported through the Policy Hub as an example, but it is clear from feedback that an intervention(s) is required to accelerate learning and improve performance of people managers across the Service. Data from People Services/Direct could inform where the Policy Hub works well and where it could be even better. The work done to 'modernise' and make the people policies more accessible has been welcomed and received positively. Continuous improvement must be a constant to ensure these remain current and user friendly.

6.17   Considerable work has already been done across the six areas above to review and improve how expectations of people managers are articulated e.g. Inclusion. This proposal is to pull all of the work together, have the people manager at the heart of the development of the products with the objective of them becoming both competent and confident in their roles.

Upskilling

6.18   It is recognised that people learn in different ways and this offering must be cognisant of that and there is some acceptance that training and development can be delivered through a variety of methods as shown over the last two years.

6.19   This proposals builds on existing activities e.g. FLM, and should complement these.

6.20   Excellent messaging/communication will be required to position this effectively and compliments the My Career training, supporting development within current role.

6.21   The way this is launched should ensure that all ranks/levels are able to access the development without implying any criticism of how they are carrying out their roles now, more, its refresher training with aide memoires and an opportunity to share experiences within a safe environment.

6.22   It is proposed that four pilots are undertaken with real life cases studies as a core component with reflection and organisational learning identified throughout the modules to inform next steps. It is proposed that these

include; Inclusion, Attendance Management, Performance Regulations and Duty Modifications.

6.23   It is also proposed that these are piloted across three business areas; LP North, OSD & ICT. This would be open to all people managers in these areas at all ranks/levels, including those with temporary/acting responsibilities.

6.24   Delivery methods will be varied and would include the use of Microsoft Teams, Spotlight Sessions, 'lunch and learns/ or 'surgeries' where people can drop in, empower hours, face to face where required, Action Learning Sets, the use of 'How to' videos and innovative solutions that have emerged during the pandemic. Whilst not always welcomed, the delivery method could also include modules on Moodle using the RISE software solution as L&T have this resource and RISE Licence. A dedicated area on the L&T new intranet site or other location, if felt more appropriate, could be utilised to host a range of support information, guidance, practical toolkit, sign posting and communications. It is anticipated that, assuming the pilots are successful, the delivery of modules/facilitation of events may be outsourced.

6.25   The Coaching Pilot was cut short due to the pandemic however there was a substantial investment realised and there was / is no doubt that this initiative was well received by those involved. In particular, the confidence of participants grew as did their competence based on feedback of the 'coaches' and anecdotally from the local management teams. One of the main benefits realised was the style and approach of coaching rather than training allowed for line managers to discuss and learn about their behaviours and style i.e. the 'how' and not just the 'what' as often what is clear is line managers may know what to do but often it's the way in which it is done that causes issues.

6.26   However, the pilot was a sizeable commitment from the People Services team and was undertake as part of the 'day job'. What became clear, was the amount of Sergeants being promoted on each parade far outweighs the amount of resource available within People Services and that's without taking into account temporary ranks / staff equivalent therefore, in short, the Coaching Programme is too big for the current resource levels in People Services to re-introduce it would require investment in resource.

7.	Details of Business Implications

7.1   **Finance**

Cognisant of the current fiscal challenges the Service faces, capacity to undertake this work will need to be created within existing departments and

there will only be a financial impact if any work requires to be outsourced to a delivery partner.

7.2 **Resource**

Cognisant of the current fiscal challenges the Service faces, capacity to undertake this work will need to be created within existing departments.

7.3 **Staff Consultation**

There is no requirement for staff consultation associated with the content of this paper however, appropriate engagement with staff and business leads will be a factor throughout.

7.4 **Training**

There will be training implications identified, the extent of which will become clear as the pilot progresses.

7.5 **Communication & Engagement**

Positioning this work and the pilots well is vital to gaining buy in of the intended audience at a time when there are many competing demands.

Selling the benefits to participating in the modules, whilst connecting it to other development such as My Career requires skill and would look to colleagues within Corporate Communications to support this work.

This proposal recognises the importance that Staff Associations and Unions can play. They have contributed effectively in other SLWGs and have been advocates for the need for training and education for people managers, in particular through the YVM Steering Group.

8.	Business Implication – Consultation Log

Business Area	Submission Complete & Accurate	Business Area Assessment	Business Area Assessor	Date
Finance	N/A			
People & Development	Yes	**P&D submission**		

Business Area	Submission Complete & Accurate	Business Area Assessment	Business Area Assessor	Date

Statutory Staff Associations	**N/A**			
Trade Unions	**N/A**			

Business Area	**Details of Individual Consulted**	**Date**	**Business Area Assessment**
Staff Associations			
Trade Unions			
ICT			
Legal Services			
Health & Safety			
Leadership, Training & Development			
Audit & Risk			
Information Management			
Procurement			
Corporate Communications			
Environmental Sustainability Team			
Other (Please specify)			

The above sections must be completed and where substantial update exists update to be reflected in section 7 under business implications.

9.	Governance (To be completed by Business Area Presenting)

Governance Route for Report			
Date	**Meeting/Board**	**Comment**	**Decision**
28/09/2022	**P&D ODM**	**For decision**	

10.	For Use by Corporate Committee Services Only

Core Brief	YES / NO	If YES - Approved By:

11.	SPA Governance (To be completed SPA Board Services)

SPA Governance Route for Report			
Date	Committee or Board	Comment	Decision

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REF	Workstream	Action Detail	Date Raised	Owner	Update	Due Date	RAG
1	PMDP	Streamlining of pre-work worksheets for Starting Point session. The pre-work will be reduced from nine resources to six. This will mean the suggested time allocated to complete will drop from 90 minutes to 60 minutes.	07.07.23	SK	**21.07.23** - Pre-work worksheets redesigned to meet action. Session PowerPoint and facilitator guide also redesigned to include these changes.	19.09.23	Complete
2	PMDP	Clearer positioning in joining instructions and session invitations of the pre-work worksheets and the absolute need to have completed this ahead of the session in the pre-joining instructions.	07.07.23	SK	**21.07.23** - Joining instructions and pre-session invitations redesigned to meet this action	19.09.23	Complete
3	PMDP	The three resources removed from the pre-work worksheets will move to being utilised within the session. From Managing Your Capacity Core Skill, we have removed the 'How to manage your time more effectively' video from pre-work to in-session. From the Communication Core Skill, we have removed the '10 ways to have better conversation' TED talk from the pre-work and to in-session. From the Emotional Intelligence Core Skill, we have removed the 'Why being respectful to your co-workers is good for business' TED talk from pre-work to in-session.	07.07.23	SK	**21.07.23** - Pre-work worksheets redesigned to meet action. Session PowerPoint and facilitator guide also redesigned to inlcude these changes.	19.09.23	Complete
4	PMDP	Removal of 'five core concerns of negotiation video.' This resource was highlighted in feedback forms and during sessions as being difficult for participants to understand and discuss. Replaced with 'communicating in a crisis' How To video after reviewing multiple resources and assessing suitability.	07.07.23	SK	**21.07.23** - Pre-work worksheets redesigned to meet action. Session PowerPoint and facilitator guide also redesigned to include these changes.	19.09.23	Complete
5	PMDP	Removal of the CIPD article on performance feedback titled, 'Performance feedback: An evidence reviews,' due to length and time taken to read. This has been replaced with 'How to use feedback to improve performance' article from people Management (CIPD) magazine.	07.07.23	SK	**21.07.23** - Pre-work worksheets redesigned to meet action. Session PowerPoint and facilitator guide also redesigned to include these changes.	19.09.23	Complete
6	PMDP	The addition of environmental scanning case studies into the workplace issues and grievances spotlight session. This was highlighted as an opportunity at the Policing Together Colleague Group and there was scope to include in this spotlight.		SK	**21.07.23** - Engaged with Brenda Armstrong and Elizabeth Hossack to have access to the case studies for design of activity. **28.07.23** - Session PowerPoint and facilitator guide redesigned to meet this action.	19.09.23	Complete
7	PMDP	To address the responses about the content not being at the correct level a new positioning statement has been added to the facilitator's guide to ensure all people managers who attend, regardless of rank, grade, or experience understand the relevance of the subject matter.	07.07.23	SK	**21.07.23** - Positioning statement added to Facilitator Guide to meet this action.	19.09.23	Complete
8	PMDP	After consultation with Quality Assurance some changes have been made to the wording of the learning outcomes across the programme.	06.07.23	SK	**06.07.23** - Initial engagement with LTD QA Team. **08.07.23** - Final QA review meeting to finalise Programme Synopsis and Lesson Plans. **31.08.23** - QA signed off PMDP.	19.09.23	Complete
9	PMDP	A re-design of the session for delivery to Superintendent ranks and above which will be piloted in 2024. This will involve a focus group of Superintendents to support design.	07.07.23	SK / CN	**13.09.23** - Engagement with Superintendents will commence in December 2023 to seek their views and input into furture design of Superintendent PMDP training. This design will commence early 2024.	28.02.24	In Progress
10	PMDP	Invitations were sent to Unions, the Scottish Police Federation and ASPS to attend the pilots. Unfortunately, no attendance was able to be made. Engaging these groups is crucial and so further engagement should be attempted.	07.07.23	SK / CN	**13.09.23** - Engagement with identified staff associations, ASPS, SPF will continue. Invitations to observe the training will be offered. **13.09.23** - Same audience will receive a breakdown of the intranet content contained on the PMDP intranet site for visbility and feedback.	01.11.23	In Progress