

Police High Potential Development Scheme



Document Name	Policy for current HPD scheme members who joined prior to 2008
File Name	Arrangements – For those who joined the High Potential Development Scheme prior to 2008
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Version	2.0

Authorisation (Name & Role)	
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Change control

Version	Date	Record of change	Authority	Evidence of approval
1.1	14/1/09	First draft		
2.0	30/4/09	Final draft		

Controlling documents

Description	Document reference	Revision

1 Introduction

This policy is for use by all police forces with officers who were members of any version of the national High Potential Development Scheme (HPDS) prior to 2008 and have remained members of that scheme. The policy has been amended to ensure that it is as consistent as possible with the policies that apply to revised HPDS members (2008 onwards).

The Service Director for Learning and Leadership owns this policy. Any queries regarding the policy should be directed to the NPIA Leadership Services Manager.

2 Policy Aim

The document, **Policy for current HPD scheme members remaining in the existing scheme**, published on 31 March 2008, set out the transition arrangements for over three hundred officers who were members of pre 2008 HPDS. All policies published prior to this version and relating to members of pre 2008 schemes are superceded by this policy.

This updated policy for the pre 2008 schemes aims to ensure that:

- members of the scheme have clarity about how the scheme is managed,
- policies are as consistent as possible with those for 2008 scheme members and which were approved by ACPO Cabinet in November 2008, and
- Members of the pre 2008 scheme will benefit from the policies now in place for those on the revised 2008 scheme.

3 Policy Detail

3.1 Duration

The pre 2008 HPDS will run in parallel with the 2008 HPDS up to 31 March 2010 for those who were substantive inspectors and chief inspectors on 1 April 2008. For officers who were substantive constables and sergeants on 1 April 2008, this can be up to 31 March 2012 (subject to individual circumstances). Officers will be able to remain in the existing scheme until that time subject to rigorous and ongoing in-force reviews. It is planned that all officers in the existing scheme will cease to be HPDS members at the specified time, but exceptions can be made where this is appropriate due to individual circumstances.

3.2 Eligibility

Current scheme members are permitted to remain members of the pre 2008 scheme subject to ongoing confirmation from their force ACPO HPDS Adviser. One of the overriding features of the 2008 scheme is that members will have their status as scheme members regularly reviewed and only those who continue to demonstrate the potential, desire and commitment to be high potential officer will remain on the scheme. This should apply to pre 2008 scheme members.

All forces will regularly review their current members' status and be discerning about who remains on the scheme. Where officers are not showing sufficient commitment to their development, are not now clearly demonstrating they are high potential officers or have probably reached their potential, members should leave the scheme and revert to normal force talent management processes.

At the very least, scheme members must demonstrate that they:

- have a clear career strategy (with a well thought through career development plan with SMART objectives) in which they have actively progressed their career. If they have remained at the same

- rank for 4 years, their membership should be reviewed. However, forces do not have to wait 4 years to review membership,
- have actively participated in the scheme, and
 - consistently demonstrate performance in the workplace at the level of their non HPD peers as a minimum.

The force is responsible for managing this process, keeping appropriate records and ensuring there are effective avenues of appeal. The force contact officer will notify the NPIA in writing, either electronically or in hard copy of the names and substantive rank of any officers leaving the scheme. This information should be provided to the force's HPDS Development Advisor.

HPDS Development Advisors will attend case conferences if requested by forces. Forces will be the final decision maker. The role of the NPIA is to ensure consistency, provide advice and oversee policies and protocols.

3.3 Features of the HPD scheme

Development Advisors (DAs)

The DA role is focussed on providing support to forces. This support can include advising and assisting with:

- delivering briefings and presentations to forces as necessary
- assisting forces with the career development of scheme members and support in facilitating their workplace development
- facilitating secondments, work placements or other similar attachments for scheme members as necessary
- attending individual scheme member case conferences where continued membership in the scheme is under review, and
- at their own discretion, dip sampling scheme members' Personal Development Reviews (PDR) and Promotion Assessment Reviews (PAR) to ensure they are to the expected standard.

360 Degree Feedback

Scheme members will continue to benefit from access to the online 360 Degree Feedback process. For details of how to access the system, scheme members should contact their DA for advice.

HPD scheme modules

The NPIA will run a number of revised modules of the existing HPDS Programme for pre 2008 HPDS officers, subject to demand and resources.

Academic Development

When the HPDS was introduced, scheme members were expected to participate in a course of academic study leading to the award of a qualification that would assist them in their work environment. Academic sponsorship for one course costing up to a maximum of £6000 per scheme member was provided for those wishing to enrol on an academic course of study.

Following a moratorium whilst the scheme was revised, academic development sponsorship was made available for those remaining in the existing scheme and who could demonstrate a sound case that sponsorship was appropriate. No new academic sponsorship can be approved.

All previously authorised academic sponsorship will be honoured provided the officer maintains their membership on the scheme and passes all the required elements of their course.

There may be circumstances beyond the reasonable control of officers that affects their academic study. In such cases, the NPIA Leadership Services Manager overseeing the HPDS will make a decision as to further action. Their decision will be final.

3.4 Use of Performance Development Reviews

All HPDS members are expected to actively participate in their force Performance Development Review (PDR) process. The PDR must be current.

For the PDR to be appropriate, participants must ensure they have SMART (i.e. Specific, Measurable, Agreed, Realistic, Time bound) business and development related objectives and are able to provide evidence about their achievements and competence in their current rank and role. The PDR can be reviewed by the Development Advisor or force managers at any time.

One of the principles behind the revised HPDS scheme is that officers are equipped for the most senior roles and therefore it is vital that such officers consistently demonstrate operational and managerial competence. The term 'operational' in this context means that the officer must have demonstrated the knowledge, understanding and skills in performing their particular role as a police officer in an efficient and effective manner. This must be evidenced through the force PDR process to enable these officers to continue as scheme members.

4 The Promotion Process

4.1 Overview

The promotion of HPDS officers is governed by Police Promotion Regulations. In essence these regulations state that an officer on the HPDS is not subject to any time criteria that would prohibit their taking part in any promotion processes such as OSPRE and will not be subject to a competitive promotion process within force. However, prior to being promoted they must have passed any national requirements and clearly demonstrated readiness for promotion to the higher rank.

Members of the HPDS should have their suitability for promotion to the next rank assessed at least once in each reporting year. Where the PDR process indicates that the individual has provided clear evidence of their competence against the core responsibility areas and has also evidenced their potential against the ICF requirements for the next rank, their suitability for promotion should be considered by their force.

Whilst the NPIA will provide advice and support, the promotion decision is solely the preserve of the force.

The Generic Rank profiles are available on the NPIA internet site.

4.2 Action by the Scheme Member

The scheme member should build a range of evidence relating to operational and managerial situations that they have dealt with during their time at that rank. This is not required to be a lengthy document but there should be sufficient details available to show evidence of competence against each of the core responsibility areas and applicable behaviours for the next rank. The information to be included in this section may be drawn from the evidence contained within the activities and behaviours sections of the PDR. For details of required activities and

behaviours for each rank and advice on how this can be achieved, see the Promotion Assessment Review (PAR) documentation on the NPIA website.

The officer should complete the HPDS PAR forms following the guidance contained on the form, and submit it to their reporting officer who will in most cases be their line manager.

4.3 Action by the Line Manager

The Line Manager will provide an assessment of whether the evidence supplied accurately demonstrates the officer's competence against each of the specific core responsibility areas.

Having provided a rationale for each assessment, the Line Manager will complete the Overall Suitability for Promotion section of the appropriate PAR. The Line Manager will make an assessment of the HPDS member's overall competence in the current rank together with the ability to perform at the higher rank. The free text Rationale box should be completed in support of the assessment made.

The Line Manager should indicate the appropriate suitability statement and sign the form prior to forwarding to the BCU commander or appropriate Head of Unit.

Where the scheme member is not yet considered by the Line Manager to be suitable for promotion, a full discussion must be held with the scheme member to enable areas for improvement to be identified and a development plan to be created. The development plan objectives will be completed in line with the SMART principles.

4.4 Basic Command Unit (BCU) commander or equivalent Head of Unit

The role of the BCU commander or head of unit within the promotion assessment process is that of review and confirmation or otherwise of the recommendation by the reporting officer. The BCU commander or Head of Unit is required to use their own knowledge of the scheme member's competence and potential, together with the evidence provided within the promotion assessment, to make a recommendation as to suitability for promotion at this time. The BCU commander or Head of Unit will then complete the free text *Rationale* box to support their decision before forwarding the completed assessment to the ACPO Advisor.

Where the recommendation made differs from the recommendation given by the Line Manager, the scheme member and the line manager will be informed of the decision and the rationale explained as soon as is practicable. The scheme member may appeal in writing to the ACPO Advisor within 14 days of being informed of the decision.

4.5 Force ACPO Advisor

The ACPO Advisor should consider the recommendation based upon the evidence provided and either support or decline the BCU commander or Head of Unit's recommendation. The ACPO Advisor can request more information to support their decision. Where the ACPO Advisor's decision is to endorse the promotion of the scheme member, arrangements should be made for substantive promotion at the earliest available opportunity.

4.6 Appeals and Disputes

The ACPO Advisor will perform the appeal function within their force area. The decision to grant an appeal or otherwise should be based upon evidence. Account should be taken of the evidence provided by reporting

officers and BCU Commanders or equivalent or Heads of Unit in support of their overall suitability assessment. The ACPO Advisor's personal knowledge of the scheme member's performance may also be considered and it would be good practice for them to interview the officer in the case of an appeal. The ACPO Advisor's decision will be final. The NPIA will provide advice on Police Promotion Regulations and good practice to assist with consistency across forces and support for the ethos of the scheme.

Final decisions (not the PDR and PAR themselves), on promotion applications must be forwarded to the NPIA, HPDS Unit for recording and monitoring purposes.

4.7 HPDS Development Advisors

The Development Advisors are available for consultation concerning all aspects of promotion assessments and provide assistance to HPDS members, their line managers and others as to the appropriateness of recommendations being made based upon the evidence provided.

4.8 OSPRE[®] and the National Police Promotion Framework (NPPF)

The HPDS officer will undertake whichever promotion system their force uses. Therefore where a force uses OSPRE[®] Part I and II the officer will follow the OSPRE[®] Part II promotion route. Where a force has implemented the National Police Promotion Framework (NPPF) the officer will follow this route. This applies equally to HPDS officers in both the current and revised schemes. This also applies where a HPDS officer has already passed OSPRE[®] Part I, unless it is the first year of their force adopting the NPPF, in which case like all other officers with an OSPRE[®] Part I pass they will have a one-off choice of carrying on with the OSPRE[®] route or electing to continue to Step Three of National Police Promotion Framework. Once this choice has been made, it is final.

HPDS officers will also be required to undergo all four steps of the NPPF in forces who are running the process. Step Three will be different when compared with officers not on the HPDS. Therefore, under the NPPF officer will be required to:

- Step One: be assessed as suitable for promotion, via success at the HPDS selection Stage. At registration, forces will need to identify HPDS candidates as such to support accurate data capture. Other than that, they will register as any other candidate, including line manager endorsement.
- Step Two: pass OSPRE[®] Part I to demonstrate the requisite legal knowledge for the rank.
- Step Three: Complete a PAR. If finally supported, the HPDS officer will be prioritised (above others within their force) where a suitable promotion vacancy arises, and they will therefore progress to Step Four. At Step Three the HPDS officer should not be subject to a competitive promotion process.
 - Step Four: In forces using NPPF, the officer will be subject to work-based assessment in the same way as non-HPDS officers. This means that successful completion of work-based assessment will lead to substantive promotion after 12 months. In forces using OSPRE[®] Part II, the officer will be substantively promoted and subject to normal performance management processes, including a 12 month probation period. Any HPDS candidate unsuccessful at Step Four would need to wait 12 months prior to returning to Step Four and would be the subject of a development plan and discussions within the HPDS scheme

Should the HPDS officer not be successful at Step Four, they will not be permitted to enter Step Three for a 12 month period. Their HPDS status will be reviewed in accordance with HPDS policies.

5 Support Mechanisms

Support will be provided by HPDS Development Advisors as described above. In addition, continued support will be available from line

managers, in force learning and development departments, ACPO HPDS Adviser and individual mentors. The Leadership Services Central Support Team will continue to co-ordinate the management of the existing HPD scheme at national level.

6 Implications of this policy

6.1 Training Requirements

There are no training requirements associated with the implementation of this policy other than the expectation that all new members of staff involved in any aspect of managing HPDS are inducted in relation to the protocols e.g. a manager who assumes line management responsibility for an HPD scheme officer.

The Manual of Guidance, October 2002 is replaced by this Manual and [The High Potential Development Scheme, Manual of Guidance, November 2008](#), both of which should be made available to all connected with the scheme.

7 Monitoring and review

The NPIA Service Director for Learning and Leadership is responsible for monitoring and reviewing this policy.