



College of
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Fast Track Programme for Serving Constables

High Potential Development Tool

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The College of Policing Selection and Assessment business unit comply with the international standard ISO 10667 2011 - Assessment service delivery - procedures and methods to assess people in work and organisational settings - Part 2: Requirements for Service providers. Clients may wish to consider ISO 10667 2011 - Part 1: Requirements for the Client - as it may apply in their own organisation.

Introduction

The Fast Track Programme for Serving Constables is open to serving Police Constables, who can demonstrate their operational credibility to reach the rank of inspector within two years, and show potential to reach the rank of superintendent throughout their career.

The programme will be particularly demanding and will require you to complete a great deal of training and practical work in a short period of time. This in itself will put you under a great deal of pressure and it is therefore crucial that you use this information to ensure that you are prepared for the challenges and demands that it will include.

You will need to ensure that you meet the basic eligibility criteria to apply for the programme as well as show the potential to reach the senior levels of the service within your career. You should carefully consider the programme and then complete the High Potential Development Tool honestly to assess for yourself whether this programme would be suitable for you, before submitting your application.

Fast-Track Programme for Serving Constables

Aims of Programme

- Attracting, identifying and developing the most talented constables from within the police service who will bring new perspectives, diversity of thought and backgrounds, have a positive influence supporting the continuous development of policing, and impact on the management and culture of the service.
- Offer a development programme and promotion mechanism that supports individuals to advance to the rank of inspector within two years for serving constables and to reach the senior ranks of the service (at least superintendent).
- Support individuals' continuing development to provide a cadre of officers with the skills, experience and capacity to reach senior ranks of the service. The Fast Track Programme for Serving Constables is aimed at attracting the brightest and best from within the police service, who will bring new perspectives and diverse backgrounds to support the continuous development of policing.

Eligibility Criteria

At the point of submitting their application form, serving police constables (of only constable rank) must:

- Be sworn into a Home Office police force in England and Wales, or by another recognised non-Home Office police force
- Not be substantively or temporarily promoted undertaking National Police Promotions Framework (NPPF) Step 4 (on a work-based assessment (WBA) programme).

Officers can still apply if they have been successful at Step 3 but are still on a 'select list' awaiting posting and promotion to temporary sergeant at time of submitting their application. They may hold an Objective Structured Performance Related Exam (OSPRES®) Part I or II qualification, and be an acting sergeant or temporary sergeant other than NPPF Step 4 (WBA – see status on appointment and during the programme in relation to any qualifications attained following application).

Constables may apply in their probationary period, but they must achieve all learning standards in the Initial Police Learning and Development Programme (IPLDP) and demonstrate achievement of the assessment criteria associated with the Diploma in Policing (or equivalent standard in the case of the Metropolitan Police Service) before commencing the first College module. Forces are responsible for ensuring that the timelines are possible before recommending officers for the programme.

High Potential Development Tool

Having considered the demands of the Fast Track programme, this will have assisted you to see if you are eligible to apply and have the skills needed for the programme. Before applying, you should download this document and work through the questions honestly. These will help to assist you in whether you have high potential to reach the superintendent ranks of the police service and be successful on the programme. You are then encouraged to create an action plan for yourself to help your own development and answer the reflection questions in appendix B. This may assist you with completing the application form and with your preparation for the assessment centre, if you are successful at the application stage.

You are advised to be as honest as possible with yourself when answering the questions in order to establish whether or not this role is one that you feel ready and able to apply for. The tool is designed for your use only and isn't part of the national application form.

Broader Thinking and Awareness		Always/ Mostly	Sometimes	Rarely/ Never
1.	I keep up to date with what goes on within the police service as well as externally.			
2.	I consider the wider issues within a situation and how these will impact on decisions I make.			
3.	I understand the wider aims of the organisations I work for/have worked for and how my role fits into these.			
4.	I see beyond the initial constraints of any issue and think in the longer term.			
5.	I understand the impact that wider issues (e.g. financial, social, and political) have on the police.			

Problem Solving Capacity		Always/ Mostly	Sometimes	Rarely/ Never
1.	I can assimilate information quickly.			
2.	I understand what is being asked of me without needing much direction.			
3.	I consider the risks of decisions I make.			
4.	I make logical and clear decisions.			
5.	I make effective decisions under pressure.			

Implementing Change		Always/ Mostly	Sometimes	Rarely/ Never
1.	I like to introduce new and innovative ways of working.			
2.	I recognise when change is needed and when it isn't.			
3.	I am proactive in leading change.			
4.	I am effective at influencing key stakeholders.			
5.	I am effective at delivering change.			

Influential Leadership		Always/ Mostly	Sometimes	Rarely/ Never
1.	I easily get support from colleagues without using my position or role to command this.			
2.	I like to invest time in developing people.			
3.	I spend time empowering others to achieve results.			
4.	I enjoy watching others succeed.			
5.	I am able to change my leadership style to suit the situation.			

Inspirational Role Model		Always/ Mostly	Sometimes	Rarely/ Never
1.	I am dedicated and enthusiastic about my work.			
2.	I inspire personal commitment in others around me.			
3.	I have strong personal values.			
4.	Other people have confidence in me that I will do the right thing.			
5.	People come to me for guidance and support.			

Emotional Intelligence		Always/ Mostly	Sometimes	Rarely/ Never
1.	I am aware of others emotions and respond to these appropriately.			
2.	I am able to control my own emotions.			
3.	I am self assured in my approach.			
4.	I am aware of the impact my style and approach can have on others.			
5.	I am able to bounce back easily when things don't go my way.			

Effective and Adaptable Communication		Always/ Mostly	Sometimes	Rarely/ Never
1.	I can articulate myself clearly in front of any audience.			
2.	I can adapt my communication style to suit the audience.			
3.	I can engage people easily.			
4.	I present my proposals confidently without being dominant or forceful in my approach.			
5.	I can tailor the tone and content of my communication effectively to maintain a focus on what I want to say.			

Committed to Self Development		Always/ Mostly	Sometimes	Rarely/ Never
1.	I acknowledge my development needs.			
2.	I take action to address my development needs.			
3.	I actively seek feedback on my own performance.			
4.	I act on feedback received and change as a result.			
5.	I seek advice and guidance from others when appropriate.			

Focus on Delivery		Always/ Mostly	Sometimes	Rarely/ Never
1.	I consistently see tasks through to completion.			
2.	I deliver against challenging deadlines.			
3.	I go above and beyond what is expected of me to ensure I complete a task.			
4.	I am comfortable to try new ways of working.			
5.	I am regarded by others as a positive representation of my organisation.			

Constructive Ambition		Always/ Mostly	Sometimes	Rarely/ Never
1.	I am highly motivated to achieve for myself.			
2.	I am highly motivated to achieve for my team.			
3.	I am motivated to be a good leader, but not for the status or rank this will bring.			
4.	I stand out from the crowd due to my influence over others.			
5.	I have influence over others without highlighting my own achievements.			

Review your scores in each area. Those which you have scored in the red or orange zones are areas for development that you may wish to work upon before applying for the programme. You can use the action plan at the end of this document to assist you with how you will develop these. You can also use appendix B to further consider your strengths and areas of development in relation to the programme.

Having completed these tools, you should then reflect on whether the role and programme are right for you and whether you want to continue with your application at this time. If you do wish to apply, you should now complete the application form. It is recommended that you complete the action plan below and appendix B to assist you in your development and in your application for the role, along with any future selection process which you may be invited to attend if your application is supported.

If you feel that you have some areas of development to address first, you may wish to revisit this self selection tool next year and consider applying in the future. It is strongly recommended that you use the action plan below to help focus your development for any future applications that you may wish to make for this role.

Personal Action Plan

The personal action plan below is designed to assist you in developing your skills in relation to demonstrating high potential, a key driver of the fast track programme. It is recommended that you discuss your goals with someone who may be able to assist you to achieve them (i.e. line manager).

In order to get the most from your action plan, it is advised that you set yourself SMART (Specific, Measurable, Action orientated, Realistic and Time bound) goals. This will assist you in translating your goals into achievable outcomes for you. It will also assist to make small action steps to take which are achievable to help progress towards your goal.

It is also recommended that you set time aside to regularly review the progress made towards your goals, ideally with someone who can assist you. You can use this time to review your progress and redefine your actions, if needed.

Action Plan:

Development Goal:	
Date goal set:	
How will I achieve this? (SMART goals)	
What may prevent me achieving this?	
How can I overcome this?	
Review One: Ideally this should be within three months of initially setting the goals and should be held in conjunction with someone who is assisting you to develop and reach your goals i.e. your mentor/line manger/etc	
Date of review one:	
Progress made towards goal so far:	
Actions to take to progress goal before next review:	
Review Two: Ideally this should be within six months of initially setting the goals.	
Date of review two:	
Progress made towards goal so far:	
Actions to take to progress goal before next review:	
Review Three: Ideally this should be within nine months of initially setting the goals.	
Date of review three:	
Progress made towards goal so far:	
Actions to take to progress goal before next review:	
Review Four: Ideally this should be within one year of initially setting the goals.	
Date of review four:	
Progress made towards goal so far:	
Actions to take to progress goal before next review:	

Development Goal:	
Date goal set:	
How will I achieve this? (SMART goals)	
What may prevent me achieving this?	
How can I overcome this?	
Review One: Ideally this should be within three months of initially setting the goals and should be held in conjunction with someone who is assisting you to develop and reach your goals i.e. your mentor/line manger/etc	
Date of review one:	
Progress made towards goal so far:	
Actions to take to progress goal before next review:	
Review Two: Ideally this should be within six months of initially setting the goals.	
Date of review two:	
Progress made towards goal so far:	
Actions to take to progress goal before next review:	
Review Three: Ideally this should be within nine months of initially setting the goals.	
Date of review three:	
Progress made towards goal so far:	
Actions to take to progress goal before next review:	
Review Four: Ideally this should be within one year of initially setting the goals.	
Date of review four:	
Progress made towards goal so far:	
Actions to take to progress goal before next review:	

Development Goal:	
Date goal set:	
How will I achieve this? (SMART goals)	
What may prevent me achieving this?	
How can I overcome this?	
Review One: Ideally this should be within three months of initially setting the goals and should be held in conjunction with someone who is assisting you to develop and reach your goals i.e. your mentor/line manger/etc	
Date of review one:	
Progress made towards goal so far:	
Actions to take to progress goal before next review:	

Review Two: Ideally this should be within six months of initially setting the goals.	
Date of review two:	
Progress made towards goal so far:	
Actions to take to progress goal before next review:	
Review Three: Ideally this should be within nine months of initially setting the goals.	
Date of review three:	
Progress made towards goal so far:	
Actions to take to progress goal before next review:	
Review Four: Ideally this should be within one year of initially setting the goals.	
Date of review four:	
Progress made towards goal so far:	
Actions to take to progress goal before next review:	

APPENDIX A - Indicators of 'High Potential' within the Police Service

Cognitive Capacity

Broader Thinking and Awareness

They keep abreast of what goes on internally within the Service as well as externally. They consider the wider issues in a situation and the impact that these have on the work of the Police (e.g. financial, social, and political).

They are able to see interconnections between tasks and how their work fits in to the wider aims of the organisation. They demonstrate longer term thinking and are able to see beyond the initial issues in a situation.

Problem Solving Capacity

They are able to assimilate information quickly and understand what is being asked of them without needing much direction. They consider risks as part of their decision making and reach logical and clear decisions. Their professional competence allows them to make effective, quick decisions under pressure.

Implementing Change

They come up with new and innovative ideas about how services could be delivered differently. They recognise when there is a need for change and when to stick with the status quo. They have the ability to drive change; influencing key stakeholders and knowing what needs doing to deliver this effectively.

Leadership and Communication

Influential Leadership

They have a natural authority that encourages commitment and support from others without using rank to command this. They are willing to invest time in developing other people and empowering them to achieve results. They thrive on seeing others succeed. They demonstrate an ability to flex their leadership style to suit the situation.

Inspirational Role Model

They have a dedicated and enthusiastic approach that inspires the people around them to bring a personal commitment to their work. They have a strongly defined and committed set of personal values that give colleague's confidence that they will do the right thing. They are someone that officers would go to for guidance and support.

Emotional Intelligence

They have an awareness of others emotions and have the ability to respond to these; showing compassion in their interpersonal style. They are able to control their own emotions, and the impact that these can have, to help manage others. They are self-assured in their approach but sufficiently self-aware to balance the impact on others. They have the emotional resilience to bounce back when things don't go their way.

Effective and Adaptable Communication

They are able to articulate themselves in front of any audience and adapt their communication to the target group without the message being lost. They use effective communication in a way that engages people. They maintain a focus on what they are trying to achieve with a message and tailor the tone and content to achieve this. They present proposals in a confident way but are not overly dominant or forceful in how they do this.

Personal Drive

Committed to Self Development

They consciously acknowledge their own development needs and are willing to take action to address them. They are more likely to seek feedback on their own performance and be prepared to take on board this feedback and change as a result. They are willing to seek advice or guidance from others when appropriate.

Focus on Delivery

They consistently see tasks through to completion; delivering against challenging deadlines. They are willing to go above and beyond what is expected to get the job done. They take opportunities and are willing to step out of their comfort zone to try new ways of doing things. They are someone you would highlight as a positive representative of the organisation.

Constructive Ambition

They stand out from the crowd due to their influence on peers without having to highlight their own achievements. They are highly motivated to achieve for their team, force and self. They are motivated by an ambition to be a good leader, not just for the status or rank.

APPENDIX B – Reflection questions: areas of strengths and areas for development

Strengths

Consider what your current areas of strengths are and explain how these will assist you in the programme.

Areas for Development

Consider what your current areas for development are and explain how you plan to address these in the programme.