



Core Management Development Programme

Humberside Police, The Leadership Academy (CMDP)

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Aims, Objectives & Outcomes

Programme Aim

The aim of the programme is to develop the management skills required for Humberside Police at first line manager level for both Police Officers and Staff. The programme focuses on management styles and the role of managers in developing effective teams. The programme will give the delegates an understanding of their own range and level of management skills as well as heightening their awareness of the effects their behaviour has on others. It will give them a wide range of tools and options for managing themselves, their people and their resources.

Programme Objectives

During the programme, the delegates will have:-

- ⚡ Considered what it means to be a manager in Humberside Police including their responsibilities as a manager
- ⚡ Explored their own habits and behaviours in managing themselves and how they manage their own time and pressures
- ⚡ Developed their communication skills and practised effective communication styles
- ⚡ Considered their own preferred management style and the impact of their style on their staff
- ⚡ Reviewed how teams form and develop and the different members of the team
- ⚡ Understood the importance of performance management and practised the skills necessary skills to successfully manage performance
- ⚡ Studied the change curve and reviewed the effect of change on their teams and strategies for coping with change
- ⚡ Evaluated the most effective way for them personally to transfer their learning to the work place
- ⚡ Completed a personal project with measurable business benefits within 3 months of completion of the delivery stage

Course Outcomes

Following the training, delegates will be able to identify their personal management style and using the lessons learnt during the programme, transfer the tools and skills back into their workplace to maximise their teams and resources effectively.

Delegates will also have completed a project in their own work area with agreed outcomes to deliver a measurable improvement for their Branch or Division.

Project

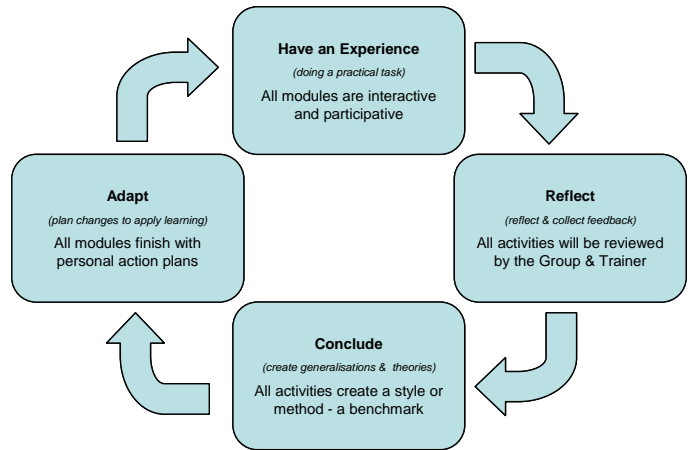
Each delegate will have three months following the delivery of the programme to complete a work based project. This project will be presented to their SMT on completion and the Branch Head/Divisional Commander will present them with their certification of completion.

If you always do,
What you've always done
You'll always get
What you've always got
So ...
If what you are doing
Isn't working,
Why do more of it?

The Programme

Programme Design

The programme is designed around an experiential learning cycle:



Programme Delivery

The programme covers up to 4 areas over 3 months plus a project:

- Managing Myself - 3 days
- Managing My Team - 4 days
- Managing My Resources - 3 days
- Managing Operationally - 2 days (for operational Staff and Officers)
- HR Workshops in conjunction with HR Team (being planned)

Each stage of the programme consists of a number of individual modules, following a progressive path, each module building on the previous one. For this reason, delegates should commit to attending all of the programme in the correct order.

The programme is designed to be interactive and participative. All of the modules are constructed around delegate activities followed by a review and personal action plan.

Each stage of the programme will be evaluated on three levels: by the delegate; by the trainer; by the delegate's Line Manager. This is to ensure that each delegate is assessed throughout the programme to ensure they are reaching the required benchmark. The overall programme will be evaluated by the Force Evaluator also.

At the end of each module, each delegate will receive an A4 laminated Managers Tool Kit handout relevant to the content which will build into a comprehensive reference and reminder pack for them to use back in their workplace.

The programme will commence in May with two pilots: one for Branch/Division delegates and one for training staff. Following this three more programmes have been scheduled for commencement in September.

Initially the programme will run in two parallel streams: one for existing or newly promoted first line managers and one for Officers who have passed their Part 1 Sergeants Exam. This second stream will slot between the Part 1 and Part 2 and will provide Officers (and Staff who are seeking development) with valuable experience, knowledge and skills to support their Part 2. More importantly, once they have passed their Part 2, it will provide the Force with trained Officers ready for promotion; fit for managing.

Managing Myself

WHAT MAKES A MANAGER?



- Identify Leaders vs Managers and the strengths of each
- Responsibility levels of Managers
- Role of the First Line Supervisor
- Skills Necessary to manage successfully

MANAGING LEGALITIES



- Understanding the legislation
- The risk of non-compliance
- What's effected by legislation
- Risk Assessment in the workplace
- Your responsibilities as a Manager

ME! ME! ME!



- Understanding personal styles and preferences
- The MBTI Preferences
- Creating an awareness of the preferred styles
- Explore the impact of these styles on behaviour

COMMUNICATE!

- Identify Good and Poor Communication
- Ways to increase personal effectiveness when communicating
- The importance of meeting skills
- Challenges of communicating in team situations
- Personal responsibilities for effective communication



SET YOUR OBJECTIVE!

- Fire Fighter or Arsonist (prioritising time)
- Easting Frogs (Procrastination)
- Passing Monkeys (What's mine and what's not)
- Juggling (Delegation)



PRESSURE POTS



- What is Stress?
- How do I know if I've got it?
- How do I avoid it?
- What if I'm a carrier?

Managing My Resources

WIDGETS TO DIGITS

- Performance Indicators
- The "Customer" Journey
- Data Analysis
- Results Manipulation
- Resource Manipulation
- Reallocation of Work



- Understand why it is important to measure work areas and performance.
- Be able to identify trends & "blips" in data and the potential impacts of these
- Understand the concepts and potential anomalies of calculating attendance figures
- Be able to calculate average processing times / standard unit times (SUTs).
- Be able to calculate a productivity % figure
- Understand the generic journey
- Demonstrate practical application of forecasting techniques
- Identify how resource can be utilised to achieve maximum performance within specified cost parameters
- Make decisions based on resource planning

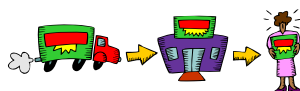
MANAGING CHANGE



- The Change Curve
- Recognising the stages of the Team
- How People React to Change
- Coping Strategies for dealing with Change

IMPROVE THAT PROCESS

- Recognising a Process
- Acknowledging contribution to improvements
- Embed continuous improvement as a way of life
- Bring together all the skills learnt on the programme
- Transfer the improvement to your workplace
- Agree your project incl. timescales and anticipated outcomes



Managing My Team

WHOSE WHO?

- What's a Team
- How Teams Form
- How Teams Think
- How to Manage Challenging Teams



TARGET PRACTISE



- Agreeing Targets
- Setting Objectives
- Managing Risk
- Managing Expectations

PREVENTION NOT CURE



- How does it feel when things don't get done
- What about setting standards
- Iceberg, Backbones, Stars and Problem Children
- Quality vs Quantity

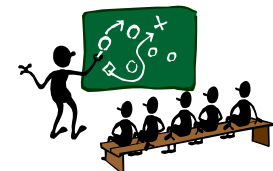
THE PDR GAME & WHY DEVELOP?



- The Performance Management Process
- What People Want to Know
- Tannenbaum & Schmidt Continuum
- Why do we need to develop people?
- PROW and GROW

THE COACHING GAME

- Reaching Agreement on Coaching
- Definitions of Coaching
- What it's all about
- The Benefits of Coaching
- Establishing Rapport
- Feedback
- Listening and Questioning
- Coaching Structure
- Measuring Outcomes
- Pitfalls



BRIEF DELIVERY

- Why Brief People
- Words, Body Language and Tone
- PEOPLE
- PAMPERS
- The Secret of Excellent Briefings
- Cascade Briefings
- Communicating to Groups



Managing Operations

(POLICE OFFICERS AND OPERATIONAL POLICE STAFF ONLY)

- The Role of a Sergeant (Pegasus)
- NIM / Tasking
- NCRS Compliance
- Work Allocation Database
- Dealing with Complaints
- General Paperwork
- Child Protection, Domestic Violence, VVO's
- Missing Persons
- Public Order
- Sudden Deaths
- Authority Levels, RIPA
- Major Incidents
- Osman Warnings
- Domestic Sieges and Suicide Intervention
- Police Vehicle Collisions
- Cautions



Dates

	THE PILOT	COURSE 1	COURSE 2	COURSE 3
Managing Myself	21-23 May	6-8 August	13-15 August	20-22 August
Managing My Team	18-21 June	3-6 September	10-13 September	17-20 September
Managing My Resources	16-18 July	1-3 October	8-10 October	15-17 October
Managing Operations	19-20 July	4-5 October	11-12 October	18-19 October