Direct Entry 2017

Information for candidates

Version 1.0

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Direct Entry Programme – Information for candidates

Background

In 2013 the Home Office commissioned the College of Policing (CoP) to develop and deliver a direct entry programme at the rank of superintendent. The first cohort of programme members began their 18 month programme in December 2014.

In 2015, the CoP carried out a review of Leadership in Policing. As part of recommendation 4 of the review, a second direct entry point at the rank of inspector was proposed. Cohort 1 of the new Direct Entry programme at rank of inspector also began in November 2016.

In the autumn of 2017, the CoP will begin the Direct Entry (Superintendent) programme for cohort 4 and the Direct Entry (Inspector) programme for cohort 2.

This document

This document contains key information for regarding both Direct Entry programmes. The structure and content of both programmes is the result of consultation with forces; colleagues within the CoP; the Police Federation; the Superintendents' Association and the Home Office.

The document outlines the key stages of the programmes, high level curricula and the assessment strategies.

Programme aims

Direct Entry (Inspector) Programme	Direct Entry (Superintendent) Programme
Open up entry to the service to individuals who will bring new perspectives and diverse backgrounds to support the continuous development of policing	
Provide a development programme that will ensure programme members are equipped with the necessary skills to be highly competent in the operationally critical role of inspector	Provide a development programme that will ensure that programme members are competent in the superintendent role and inspire confidence in officers, staff and the public
To bring into policing officers with collective and adaptive leadership skills that will inspire confidence in officers, staff and the public	Create a cohort that has the potential to further develop and acquire the skills and experience to progress to the chief officer ranks.

Programme overview

The Direct Entry programme is 24 months for Inspectors and 18 months for superintendents. Programme members will be subject to a probationary period for the duration of the programme. Programme members will spend between 70% and 80% of their respective programme in force on operational rotation, working through the ranks from PC through to their substantive rank.

Programme members will spend approximately 20 weeks training with the CoP, split over a number of modules delivered at CoP sites.

The aim of each CoP module is to best prepare the programme member for the operational rotation ahead. The initial CoP module will, in parts, be co-delivered to both inspectors and superintendents as this element is designed to prepare them for the PC rotation.

Mid-way through the CoP's second module (after about 7/8 months) the two direct entry programmes split acknowledging the distinct differences between the roles of inspector and superintendent. The remaining inspector programme modules will specialise in those areas critical to the role of inspector, such as risk management, decision making and critical incident management. The remaining superintendent modules focus on leadership, strategic management and professional policing skills.

Managing and supporting programme members

A series of progress reviews will be scheduled throughout the programme. The reviews will focus on the programme member's performance and progress. These reviews will be attended by the programme member, their line manager and the CoP programme lead. Any concerns regarding their performance or progress will be addressed, but consistent failure to meet the required standard will result in the programme member exiting the programme.

Programme members must demonstrate appropriate levels of performance and ongoing potential to complete the programme. Line managers should conduct frequent performance reviews to ensure progress is effectively monitored. At an early stage, programme members will benefit from peer review to support standards of quality, improve performance, and provide credibility.

For each of the operational rotations the programme member will be supported by a workplace coach who is an officer at the rotation rank and who is skilled and competent at that rank.

Mentors will play an important role in supporting direct entrants whilst they are on the programme and beyond.

Direct Entry (Inspector) Programme Timetable

(Exact chronology and dates to be confirmed)

In-force attestation   **Oct 2017**

Leadership activities   **Nov 2017**

College of Policing – Phase 1 (Part A)   **Nov 2017**
The 10 week Phase prepares programme members for their first operational rotation as a constable and will be co-delivered with the superintendent programme

In-Force Induction   **Nov 2017**
Induction will ensure programme members complete officer safety and first aid training

College of Policing – Phase 1 (Part B)   **Dec 2017**

Christmas & New Year

College of Policing – Phase 1 (Part C)   **Jan – Feb 2018**

PC Rotation   **Feb – May 2018**
Programme members will spend 15 weeks in force, performing the role of constable under the tutelage of an experienced work-based coach

College of Policing – Phase 2   **May – June 2018**
Phase 2 is 4 weeks and prepares programme members for their operational sergeant rotation and introduces the role of inspector, partially co-delivered with the superintendent programme

Sergeant Rotation   **Jun – Sep 2018**
Programme members will spend 15 weeks in force, performing the role of sergeant under the tutelage of a work-based coach. The inspectors' exam is likely to be Tuesday 2nd October 2018

College of Policing – Phase 3   **Oct 2018**
Phase 3 is 3 weeks and prepares programme members for their inspector rotation, further developing their risk management and decision making skills

Inspector Rotation   **Oct 2018 – Jan 2019**
Programme members will spend 14 weeks in force, performing the role of an inspector under the tutelage of a work-based coach. The NPPF step four process should start at this point

College of Policing – Phase 4   **Jan – Feb 2019**
Phase 4 is 3 weeks long and develops programme members' knowledge of complaints and discipline; performance; leadership; change management and partnership working

Inspector Posting (with support)   **Feb – May 2019**
Programme members will spend 12 weeks in force, performing the role of duty officer / critical incident manager. They will take responsibility for an operational team with support

Inspector Posting   **May – Oct 2019**
During the final 6 months of the programme inspectors will take up a substantive post in force under the guidance of a mentor. They will also complete the NNPF Step 4 process

Programme and Probation Completion   **Oct 2019**
Subject to successful completion of **all** assessments and the agreement of the College and respective chief officer, programme member completes the programme and exits probation.

Direct Entry (Superintendent) Programme Timetable

(Exact chronology and dates to be confirmed)

In-force attestation   **Oct 2017**

Leadership activities   **Nov 2017**

College of Policing – Phase 1 (Part A)   **Nov 2017**
The 10 week Phase prepares programme members for their first operational rotation as a constable and will be co-delivered with the superintendent programme

In-Force Induction   **Nov 2017**
Induction will ensure programme members complete officer safety and first aid training

College of Policing – Phase 1 (Part B)   **Nov – Dec 2017**

Christmas & New Year

College of Policing – Phase 1 (Part C)   **Jan – Feb 2018**

PC Rotation   **Feb – April 2018**
Programme members will spend 12 weeks in force, performing the role of constable under the tutelage of an experienced work-based coach.

College of Policing – Phase 2   **April – May 2018**
Phase 2 is 4 weeks and prepares programme members for their operational sergeant rotation and introduces the role of inspector, partially co-delivered with the superintendent programme

Sergeant/Inspector Rotation   **May – August 2018**
Programme members will spend 14 weeks in force, performing the roles of sergeant and inspector under the tutelage of a work-based coach

College of Policing – Phase 3   **Sep 2018**
Phase 3 is 3 weeks and prepares programme members for their superintendent rotation, further developing their leadership and strategic management skills

Superintendent Rotation   **Sep – Dec 2018**
Programme members will spend 14 weeks in force, performing the role of a superintendent under the tutelage of a work-based coach

College of Policing – Phase 4   **Jan 2019**
Phase 4 is 3 weeks and further develops programme members' knowledge of complaints and discipline; performance; leadership; change management and partnership working.

Superintendent Command   **Jan – April 2019**
The final 3 months of the programme affords programme members the opportunity to take up a substantive post in force under the guidance of a mentor.

Programme and Probation Completion   **April 2019**
Subject to successful completion of **all** assessments and the agreement of the College and chief respective officer, programme member completes the programme and exits probation.

Curriculum

As described, each CoP module is designed to best prepare the programme member for the next operational rotation. Within each module a blend of learning styles will be adopted, including the use of practical exercise, immersive learning, case studies, subject matter experts, classroom based legislative training and off-site visits. Below provides the high-level curriculum for each module:

Phase 1 – Both Programmes
- Outdoor leadership activities
- Role of inspector/superintendent
- Cultural change in policing
- Introduction to the national decision model
- Introduction to the management of critical and major incidents
- Command and control
- History of policing
- Policing futures
- Criminal justice system
- Core policing legislation
- Responding to incidents
- Conducting investigations
- Arrests and warrants
- An introduction to custody
- Conducting interviews
- Self-awareness, leadership & CPD
- Valuing difference and inclusion
- Professional standards
- Intelligence
- Forensics
- Ethics in policing
- Roads policing
- Firearms
- Counter terrorism
- Public order
- Public protection
- Operational exposure
- Victim and witness care
- File building and giving evidence
- An introduction to mental ill-health and learning disabilities
- Evidence based policing
- Action research
- The Police Federation

Phase 2 – Both Programmes
- Policing in the community
- Managing volume crime
- Managing investigations
- Policing the roads
- Fraud
- Mental ill-health, partnership working and effective strategies
- Performance and conduct
- Critical incident management (Hydra)
- Public protection level 2
- Custody

Phase 3 – Inspectors
- Risk management & NDM
- Critical incident management
- Statutory authorities
- Critical thinking
- Operational planning

Phase 3 - Superintendents
- Strategic management of intel
- Mental ill-health
- Command Skills
- Authorising officers

Phase 4 – Inspectors
- Performance management
- Complaints and discipline
- Leadership
- Change and stakeholder management
- Health and Safety

Phase 4 - Superintendents
- Health & Safety
- Role of Senior Investigating Officer
- Counter terrorism

Assessment strategy

Direct Entrants will be continually assessed to ensure that they have embedded the knowledge, understanding, skills, abilities and behaviours to achieve the high standards of performance expected of a competent officer and in order to progress through and remain on the programme. Although the assessment strategy is led by the College, the assessments are carried out by both the College and the relevant force.

The assessment strategy consists of three methodologies: a knowledge-based examination, action research projects and work-based assessment.

Knowledge exam   (Inspectors and Superintendents)

Approx. 12 months into their programme, programme members will undertake the appropriate multiple-choice exam to test their general and specific legislative knowledge relevant to their rank.

Direct Entry programme	Exam	Duration	Number of multiple-choice questions	Pass mark
Superintendent	Bespoke	2 hours	80	65%
Inspector	NPPF step 2 Inspectors Exam∗	3 hours	150	65%

*National Police Promotions Framework (NPPF)

The syllabus content being examined in both exams is cross-referenced to, and only contained within, the latest edition of Blackstone's Police Manuals. These texts are the only official resource endorsed by the College of Policing and contain the required legal knowledge.

Action research   (Inspectors and Superintendents)

Programme members on both programmes are required to complete action research projects during their programme.

Direct Entry Programme	Action Research Project			
	Community Engagement		**Business Improvement**	
	Assessment	Pass Mark	Assessment	Pass Mark
Superintendent	6,000 word report	50%	30 minute presentation, with Q&A and 2,000 word strategic briefing document	50%
Inspector	4,000 word report	50%	N/A	

Action research is either research initiated to solve an immediate problem or a reflective process of progressive problem solving led by individuals working with others in teams or as

part of a "community of practice" to improve the way they address issues and solve problems.

The pass mark for each project is 50%. Should a programme member fail to achieve this at the first attempt, they will be given one opportunity to re-submit the project at a date to be agreed by the Direct Entry team.

Work-based assessment (Inspectors and Superintendents)

The work based assessments for the two programmes take place throughout the periods of operational rotation in force:

Programme	Direct Entry Superintendent	Direct Entry Inspector
Operational rotation	Constable	Constable
	Sergeant / Inspector	Sergeant
	Superintendent	Inspector
	Superintendent Command	Response Team Inspector

The Direct Entry Superintendent programme uses
- Bespoke assessment units.
- A 2,000 word academically documented and appropriately referenced reflective account

The Direct Entry Inspector programmes uses:
- Bespoke assessment units.
- The standard National Police Promotion Framework (NPPF) step 4 Inspectors WBA qualification.
- A 2,000 word academically documented and appropriately referenced reflective account.

Pass marks for all WBA elements

Direct Entry Programme	Work Based Assessment (WBA)			
	Bespoke Units		**NPPF Step 4**	**Reflective account**
Superintendent	Pass/Fail			50%
Inspector	PC/Sgt	Pass/Fail	Pass/Fail	50%
	Inspector	Pass/Fail		

The purpose of a reflective account is to encourage programme members to view learning and development from different perspectives and to record their experiences.