



diploma in  
police service  
leadership &  
management



# Diploma in Police Service Leadership & Management



## A Brief History...



Historically, there has never been a need for police officers in Scotland to have any formal qualifications, although to progress beyond the rank of Constable has always been dependant on passing an internal qualifying examination known as the promotion examination. This has meant that many police officers, even the most senior in rank, can leave the service after 30—35 years with no recognition for the learning they have achieved.

Being designed initially to test the educational and professional knowledge of the candidates, the promotion examinations have changed significantly over the decades. As recently as 1972 Essay and Interpretation, General Knowledge, Arithmetic and Geography were part of the syllabus.

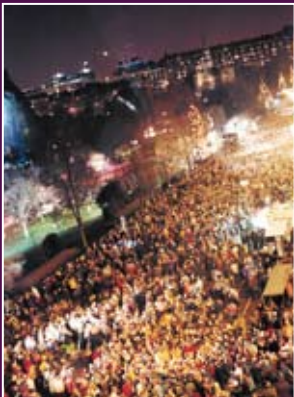
*"What seem to you to be the main advantages and drawbacks of life in high flats?"*

*"A rectangular domestic oil tank measures 6 feet by 4 feet by 2 feet. Calculate: the volume of the tank in cubic feet; the capacity of the tank in gallons; the cost of a full tank of oil at 10.67 per gallon."*

From 1973 onwards, the general educational element of the examinations was removed and subsequent refinement has led to the current process where only accurate repetition of the law is required. In recent years, this system has lost favour and despite a change of format in the 1990's the question of whether the system was 'fit for purpose' was raised by the Service in the early 2000's.

## The Diploma in Police Service Leadership and Management

The Diploma will be introduced in April 2007. This award has been specifically designed by the Police in Scotland to develop potential police leaders and managers. It has been derived from extensive research into training needs, occupational requirements and best practice worldwide. It is a qualification in its own right being validated by SQA as a Professional Development Award and sits on the Scottish Credit and Qualifications Framework at level 8 with 120 credit points.



The Diploma consists of 8 Higher National (HN) Units across 4 Modules with one overarching HN Unit, Developing Skills of Personal Effectiveness.

These Units are delivered by distance learning from the Scottish Police College and supported by a dedicated team of tutors and assessors. The programme will, ordinarily, take officers 18 months to complete and will involve on average eight hours of study per week.

Due to the design of the Diploma, access to other Higher Education (HE) programmes may be available on its successful completion. At the moment, Stirling University and the Open University are preparing an Honours degree qualification, to be approved by ACPOS, which will lead on from the Diploma. Successful attainment of the Diploma will give midpoint access to this course. Access to other HE courses and advance standing for prior learning will depend on individual institutions.



## Programme Overview



The programme units aim to enable officers to:—

- Develop the skills, knowledge and attributes which underpin personal effectiveness;
- Assess the role of policing in society;
- Improve their professional knowledge through research and enquiry;
- Evaluate criminal justice in Scotland;
- Improve their decision making through knowledge of key principles and concepts;
- Evaluate ethical issues in policing;
- Improve performance through use of key management principles;
- Manage human resources effectively; and
- Evaluate differing leadership models and practice.

# Programme Content

## **Developing Skills for Personal Effectiveness:** <http://www.sqa.org.uk/files/hn/DDF4F35.pdf>

By completing this Unit officers will gain important knowledge and skills to help improve personal effectiveness.

The unit focuses on three main areas:—

- self awareness and personal skills—such as, self-assessment, time management, problem solving and task management;
- knowledge and understanding of the causes of stress and approaches to its reduction and resolution; and
- interpersonal skills—such as, communication skills, working with others, negotiating skills, assertiveness skills.

## **Contemporary Policing:** <http://www.sqa.org.uk/files/hn/DF0EA35.pdf>

By completing this unit officers will be able to set the policing system in Scotland in its historical and international context. The unit aims to enable officers to understand why the police service is the organisation that it is at present and to recognise the future challenges which it is likely to face.

## **Criminal Justice System in Scotland:** <http://www.sqa.org.uk/files/hn/DF0EB35.pdf>

By completing this unit officers will be able to analyse the underlying principles and issues which inform and influence a justice system and the institutions and processes which it includes. It also enables them to relate these general ideas to the particular situation of the justice system in contemporary Scotland.

## **Professional Knowledge in Policing:** <http://www.sqa.org.uk/files/hn/DF0EC35.pdf>

This unit is a practical unit. Its main focus is applying current criminal legislation to situations in which police officers are involved. It is intended to enable officers to become thoroughly familiar with accessing Police Information Net for Scotland (PINS) in order that they can analyse a situation, determine which legislation applies to it and which offences have been committed.

## **Professional Ethics in Policing:** <http://www.sqa.org.uk/files/hn/DF0EF35.pdf>

By completing this unit officers will be able to consider how they should respond to ethical dilemmas of the type that could be faced as a first line manager in the police service in Scotland.

## **Decision Making:** <http://www.sqa.org.uk/files/hn/DF0ED35.pdf>

By completing this unit officers will be able to develop a consistent approach to decision making which will cover both routine and non-routine situations. This should help them to decide on an effective course of action to tackle the kind of problem that they will meet as a first line manager in the police service in Scotland.

## **Organisational Management:** <http://www.sqa.org.uk/files/hn/DF0EG35.pdf>

This unit enables officers to analyse factors which can affect the work of managers in organisations including measures of performance, organisational structure and culture.

The Diploma aims to enable officers to recognise that the nature of the organisation and its structure and culture can have a considerable influence on the work of managers. Officers will also look at the key role that managers have in promoting organisational effectiveness and their contribution in developing organisational strategy.

## **People Management:** <http://www.sqa.org.uk/files/hn/DF0EH35.pdf>

By completing this unit officers will be able to analyse and evaluate the kind of situations which they will meet when managing people in the police service in Scotland. It aims to enable them to recognise that roles and responsibilities that a manager has and how these can be applied to enable the people that they manage to perform effectively.

## **Leadership:** <http://www.sqa.org.uk/files/hn/DF0EJ53.pdf>

By completing this unit officers will be able to develop the leadership skills and personal effectiveness that are needed to fulfil a leadership role in the police service in Scotland. It also enables officers to build a foundation for their future development and, in particular, start the process of developing their own approach to leadership.

## **Assessment:**

All units offered in this programme contain assessments which vary from examination to reflective report. These test the achievement of learning outcomes and must all be achieved for officers to attain the award.



# Access



The Diploma is open to serving police officers in Scotland. In order to seek nomination from their force/agency, officers must have successfully completed their probationer training (minimum 2 years).

Officers seeking to undertake the Diploma must apply through their force/agency who are responsible for selecting and nominating successful applicants.

## Frequently Asked Questions

### **When will the current promotion examinations be phased out?**

The current promotion examinations will continue until 2009. As such, the Diploma will run in tandem with the existing system for three years. After the sitting in 2009, there will be no opportunity to sit the current examinations.



### **Will I need to do the Diploma if I have passed all current promotion exams?**

No. Both the Diploma and the current promotion examinations will have equal merit as qualifying criteria for promotion.

### **What if I have a partial pass in the promotion examinations?**

If the pass was achieved in the Elementary Examination prior to 1993 you will, as at present, be eligible for promotion up to the rank of Inspector. If you wish to be promoted beyond that, you will either need to pass the existing examinations by 2009 or achieve a pass in the Diploma.

If by 2009 you have not passed all three of the existing examinations in Traffic, Crime and General Police Duties, you will not be qualified for promotion through this pathway and you will need to pass the Diploma to gain qualification.

### **If I pass the Diploma, will this be recognised by other forces?**

Officers passing the Diploma will be eligible for promotion in any Scottish Force.

### **Will it cost me anything to undertake the Diploma?**

Officers will not have to pay for the Diploma. Some candidates however may wish to purchase text books or additional study material.

### **Can I get credit for previous qualifications?**

Yes, however you will be required to prove that your previous learning and the assessment of that learning fully match the outcomes from the relevant unit of the Diploma. This learning will also need to have currency i.e. less than three years since completion. Candidates applying for Accreditation of Prior Learning (APL) will require to pay a fee, which will be subject to variation depending upon current costs.

### **When can I apply to undertake the Diploma?**

Please watch force notices for the application announcement.



## Contact

For further information contact:

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