

'Direct Entry Detective Training: Challenges and Opportunities'

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CCPR ANNUAL CONFERENCE: TIME FOR CHANGE? REFLECTIONS ON THE STRATEGIC REVIEW OF POLICING IN ENGLAND AND WALES, September 2022

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Workforce Transformation in the Police Service

Specific programmes of change include:

- Reform of initial recruitment systems and processes
- Development of new entry routes into policing for the Police Community Support Officer role
- Development of new entry routes into policing at the rank of Police Constable, including a Police Constable Degree Apprenticeship, a pre-join degree entry programme, and an entry route for degree holders
- Development of role-based entry routes, such as investigative roles
- Direct entry routes, for example at the ranks of inspector and superintendent, but exploring other direct entry opportunities as well.

Leadership transformation programmes include the following:

- Development of a leadership delivery framework, a new model of leadership and management training, delivered through a range of methodologies and accessible to all ranks and grades within policing, both police officers and staff
- A review of the leadership pathway to chief officer levels (as well as the progression of those from under-represented groups)
- An improved focus upon continuing professional development opportunities for senior leaders in policing
- Embedding leadership development as a continuum throughout someone's career, and seeking evidence of its application.

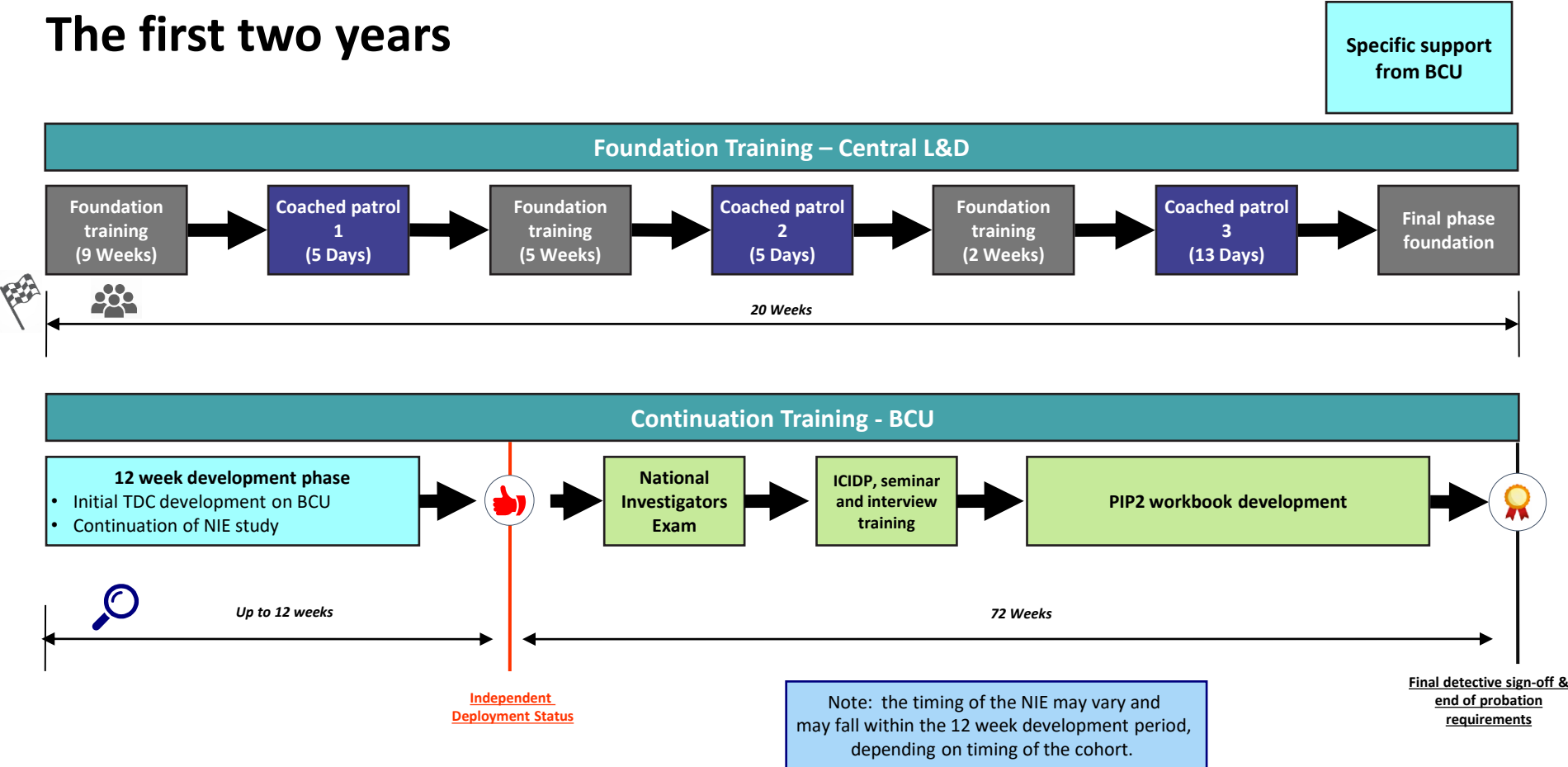
Key points on the journey

- Launched under NPCC (MPS) Workforce Futures Programme – delivering new diverse recruit pathways into policing
- Pilot launched Oct 16 with Met Special Constabulary – intake of 17 started in May 2017
- External campaign launched May 2017
- First intake arrived in January 2018 – IPLDP programme
- Pilot group now substantive DCs, as are most of the those recruited from 2018.
- The first external cohort completed their first two years in January 2020.
- Now integrated into DHEP - Detective pathway with first intake in Jan 2021
- Intake numbers since have varied due to the policing uplift

As of February 2021, the MPS had recruited 1067 direct entry TDCs with 54.2% Female & 17.5% Ethnic minority officers

Overall attrition to Feb 2021: 9.9% (compared to 6.9% to uniform PC)

The first two years



Research Questions

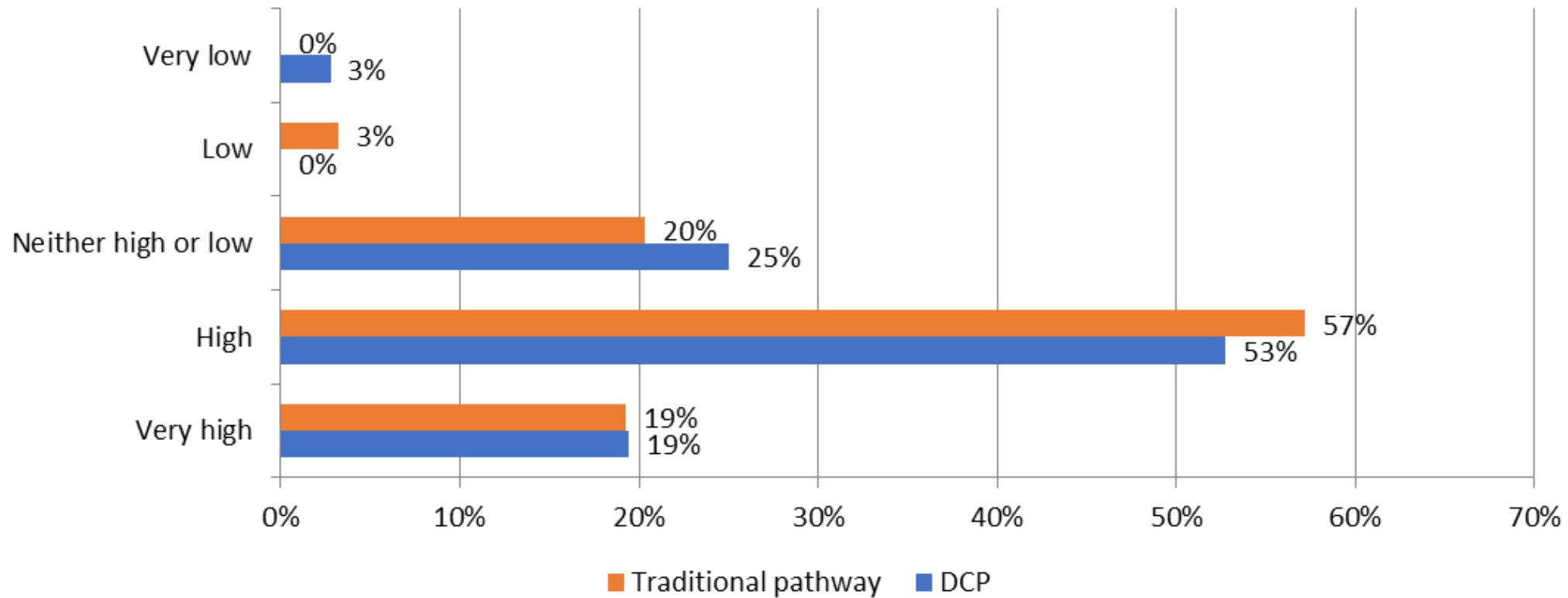
- 1) Explore the views of trainees relating to
 - the application and selection process
 - motivation and expectations of training.
 - the extent to which training has equipped them for their roles
- 2) Explore the experiences of trainees going through the training and operational phases of the programme.
- 3) Explore the views of investigator coaches and other staff involved in delivery of the DCP/TP detective pathways.

Methodology

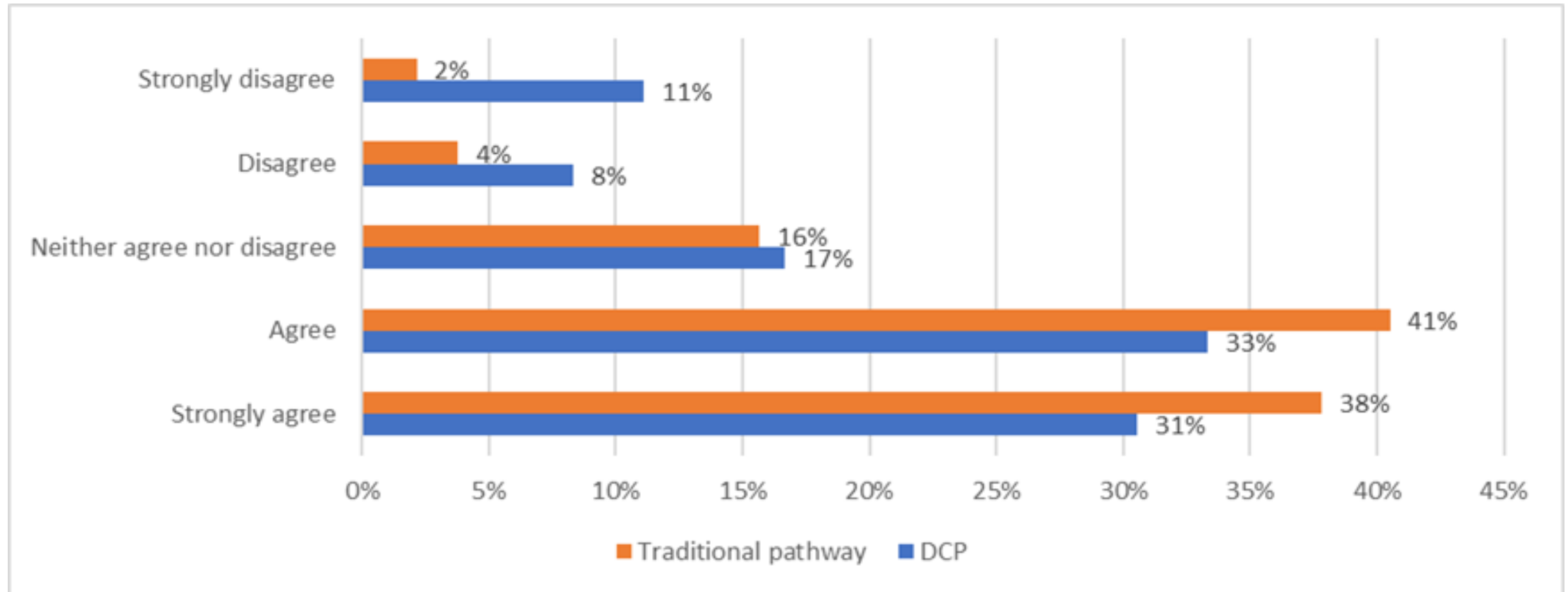
The mixed methods research approach included observation, interviews and surveys. The methodology also included presentation of interim outcomes of the research affecting the development of the DCP. A total of ten days of observation and 22 focus group and individual interviews (including DCP candidates, trainers, investigative coaches and the DCP project team) were conducted at various stages of the training. The research collected views of cohorts through different stages of their training through surveys at the beginning and end of their training stage (n = 57 trainees Foundation stage) and (n = 41 trainees ICIDP stage) and a larger group of substantive detectives (from both the DCP and TP) were surveyed at the end of the research having completed their training since 2018 (n=226). Smaller groups of Investigative coaches (25), resigners (26) and detective Sgts and Inspectors (23) were also surveyed. The DCP programme has now been succeeded by the Detective Degree Holder Entry Programme.

Foundation Course 2018	N = 57 (57 DCP trainees)
ICIDP 2019	N = 41 (23 DCP/18 TP trainees)
Final Survey 2020	N = 226 (36 DCP/190 TP trainees)

Having completed the training and become a substantive detective, please rate your confidence to perform competently as a detective on borough.



I see myself continuing to work in the police as a detective over the next 5 years



Achievements and Changes

- Self-sustaining pathway (consistently high recruitment pool)
- Workplace learning changes
- Recruit characteristics (particularly female recruitment)
- In-service views of the programme
- Improved retention on the programme
- Implementation of a radical and innovative entry route
- Development of the DHEP-D pathway
- Less resistance internally to pathway than expected

Challenges and Prospects

- Retention – medium to long term still unknown
- Retirements and attrition
- Curriculum keeping up to date with investigative challenges
- Abstraction
- Workload
- Representation
- Direct entry vs traditional route pathways
- Getting support infrastructures right
- Increased levels of inexperience due to recruitment volumes