

ASSESSMENT CENTER FOR LEADERSHIP ASSESSMENT & DEVELOPMENT IN THE LAW ENFORCEMENT CONTEXT

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CAVEAT

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OBJECTIVES

- Provide an overview of the use of the Assessment Centre method for assessment and developmental purposes in a law enforcement context
- Share the challenges and learning points to such an in-house AC project

SCOPE OF PRESENTATION

- Introduction to SPF
- Introduction to SPF Leadership & Command Development Center
- Challenges
- Learning points

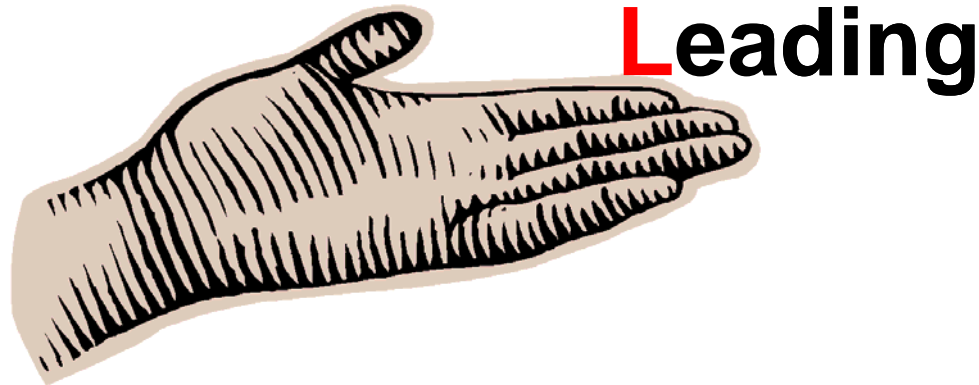
INTRODUCTION TO SPF

- 13,000 strong force
 - Uniformed Officers, Civilians, full-time Police National Servicemen
- Mission
 - Uphold the law, maintain order, and keep the peace in the Republic of Singapore
 - 4 main services: *Policing, Investigation, Police Counter Services, Public Education*
- Our Shared Vision is to be a force for the nation and a police force that inspires the world, is united with the community, feared by those inclined to crime and disorder and treat our people as our most valued assets
- Leadership development is an important part of SPF's overall strategy to face current and future challenges
- HRM Best Leadership Development Award 2008 & 2010

SOME HISTORY...

- In 2002, the senior management explored the idea of setting up a Leadership Development Center, to oversee the leadership development activities in SPF
- Already exists various leadership development activities, e.g. leadership training, unit mentoring, talent identification & development, etc.
- Different leaders uses different models of leadership
- SPF is a unique organisation, with its own job scope and people
- Need to have common language of SPF leadership

SPF LEADERSHIP COMPETENCY FRAMEWORK



sElf

**Personal
Mastery**

Action

**Planning &
Prioritising**

**Focusing on
Mission &
Vision**

**Facilitating
Change**

Deliberation

**Solving
Problems**

**Systems
Thinking**

**Creating &
Innovating**

Employees

**Unleashing
People
Potential**

**Performing as
a Team**

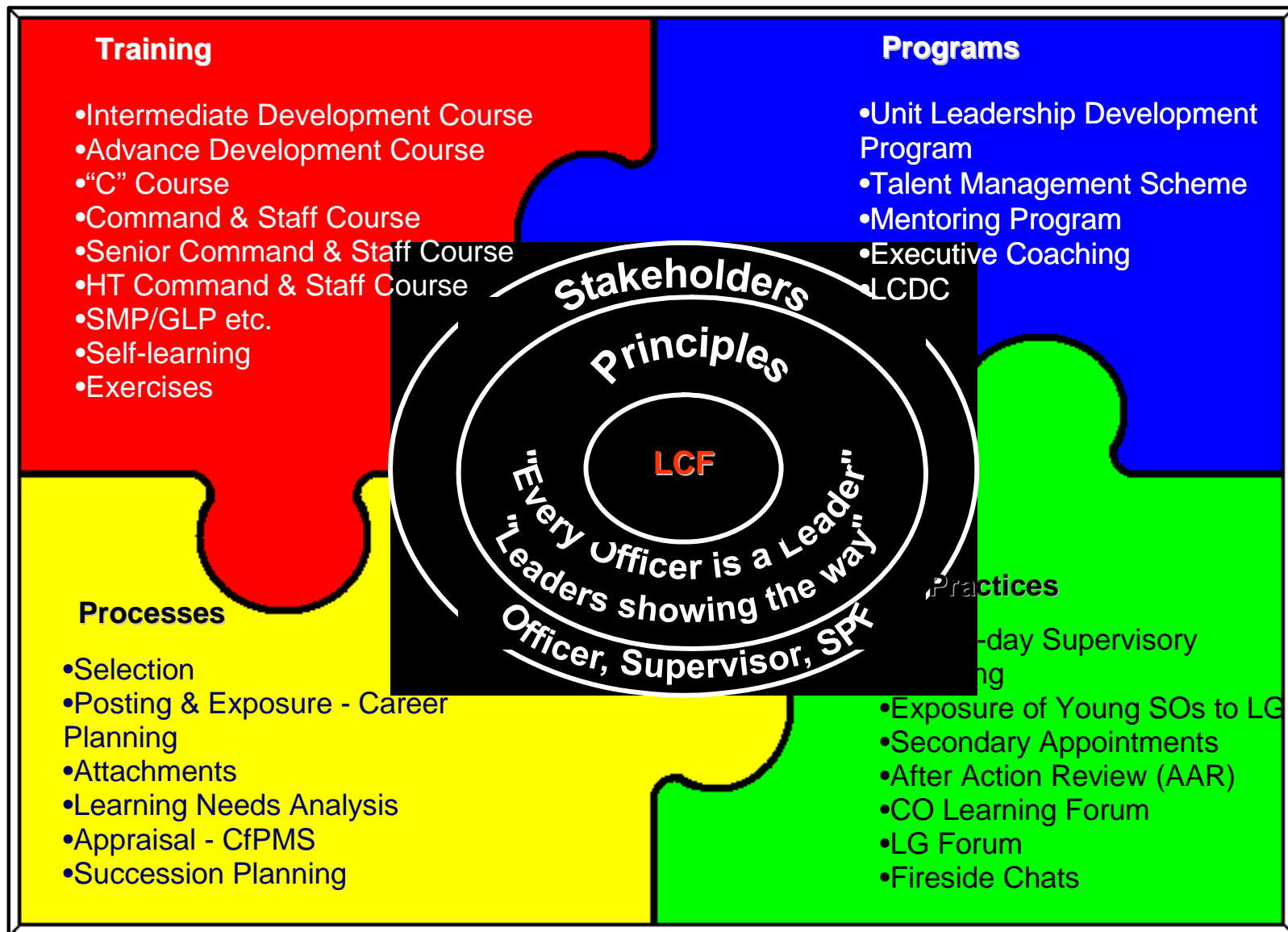
**Relationship
Building**

Using Heartskill

**Communicating
Effectively**

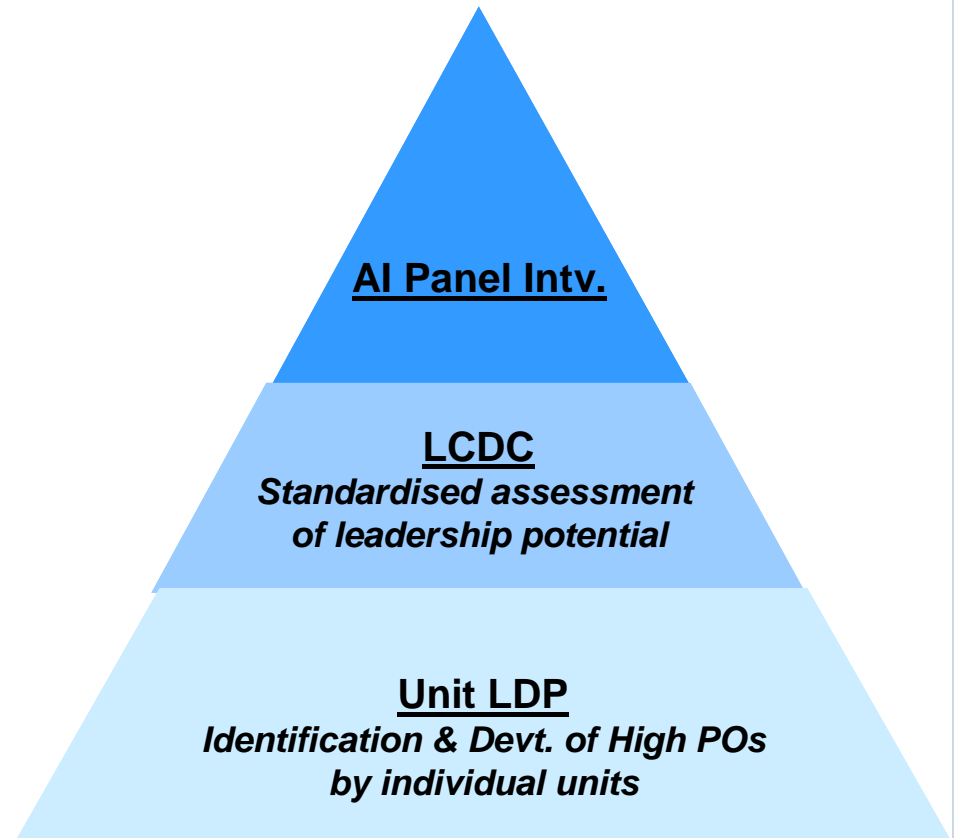
**Building
Partnerships**

SPF LEADERSHIP DEVELOPMENT STRATEGY

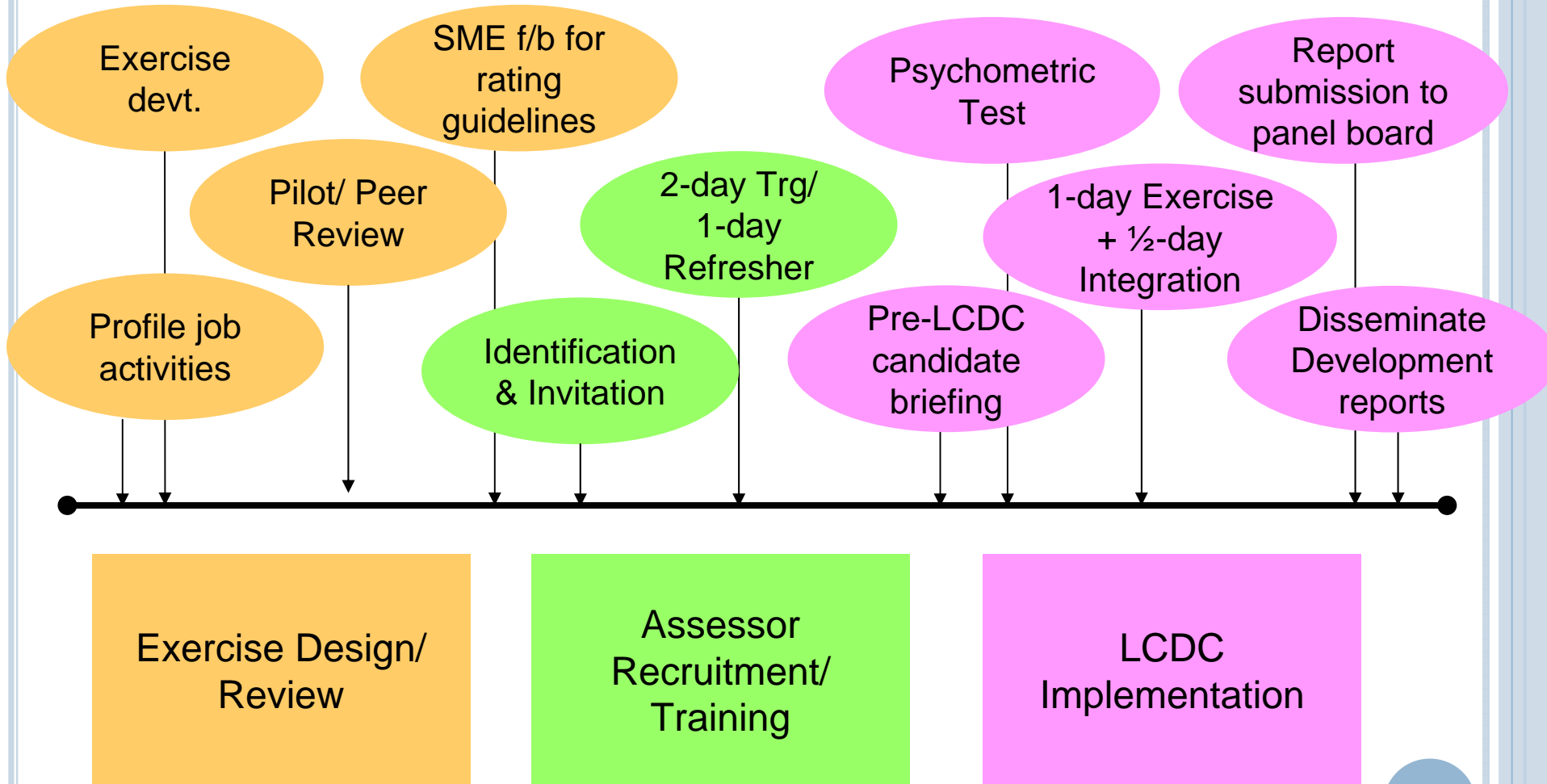


SPF LEADERSHIP & COMMAND DEVT CENTER - OBJECTIVES

- Part of the promotion process from junior officer rank to senior officer rank
- Independent view on officers' leadership potential
- Developmental feedback to officers on their leadership capabilities



SPF LCDC - PROCESSES



LCDC FEEDBACK

Candidates:

- Enlightening; even if I could not make it this round, I now know what I should work on for the future
- Provides an all-round assessment; from hard to soft skills
- Exercises more relevant and realistic than previous run, more efficient timing and organisation of exercises
- The assessors and PPSD helped to put the candidates at ease and it helps
- *Mentally stressful and tiring*

LCDC FEEDBACK

Assessors:

- More objective and systematic way of assessing candidates than just the interview
- Not easy to “fake good” during the LCDC
- *Look into post LCDC development undertaken by candidates' unit/ department*

Panel Interview Board:

- Well-written reports; useful for officers' development

CHALLENGES

○ Candidates' perceptions

- Perceived job relevance in the exercise content
 - Taps on generic policing, disadvantages those who are from specialist units
- Lack of prior experience with the exercise task
 - E.g. Some rarely deal with email correspondences
 - E.g. Most officers have not written policy recommendations

○ Job ranks among assessors

- Strong rank and file culture given law enforcement/uniformed context
 - Natural tendency to defer to higher rank officer

CHALLENGES

- **Strong developmental culture**
 - Strong unit interest to facilitate the promotion of officers
 - Mini-LCDC at the unit level
- **Assessment vs Development**
 - Started off as an assessment tool, development added to create value for the officer
 - Is this a sufficient development tool?
- **Organisational emphasis on outcomes vis-à-vis validation**
 - Emphasis on practical outcomes of the tool over validation

LEARNING LESSONS

- **Consider operating context**
 - Provision of neutral context to provide fair playing ground?
 - Nature of exercises
- **Gain management support**
- **Be prepared for constant change**
 - Respond to feedback on the exercises
 - Respond to changing HR needs

LEARNING LESSONS

○ **Build for continuity**

- Exercise continuity
- Develop a cadre of Leadership Assessors
 - Formalise the appointment
 - Create continuous learning opportunities

○ **In-house vs External Resources**

- AC design & development
 - Internal context knowledge
 - Long-term continuity
- Assessor pool
 - No one more suited to evaluate the performance of the candidates
 - Able to pin-point the suitability & potential of the candidates

FUTURE DIRECTIONS

- Elevate the use of the AC/DC to the higher ranks
- Share the skills of assessment and development with unit supervisors
 - Facilitate daily supervisory work and HR decisions
- Engage the Leadership Assessors in other areas of leadership development work

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THANK YOU

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