

Client: National Offender Management Service (NOMS)

Project Title: 'Accelerate' (2003-2006), 'Accelerate to' (2007-2012), 'Accelerate 3' (2012-2017) – Positive Action Leadership Development Programmes.



Project Objectives

- To **develop BME and disabled senior managers so they can attain 'top tier' positions** thereby enabling the criminal justice sector to benefit from an increasingly diverse range of perspectives, talents and skills.
- To be a key initiative in **increasing minority group representation and diversity at the highest levels** of NOMS (HM Prison Service and National Probation Service) and the Youth Justice Board (YJB) – Chief Officer, Governor, Director.
- To **support, challenge and equip participants with the necessary business and leadership skills required for success** in the most senior positions and that reflect recent and ongoing organisational changes and priorities
- To **develop a more inclusive, innovative and vibrant organisational culture** as experienced by staff, partners and the communities it serves.



Strategy, Tactics and Skills

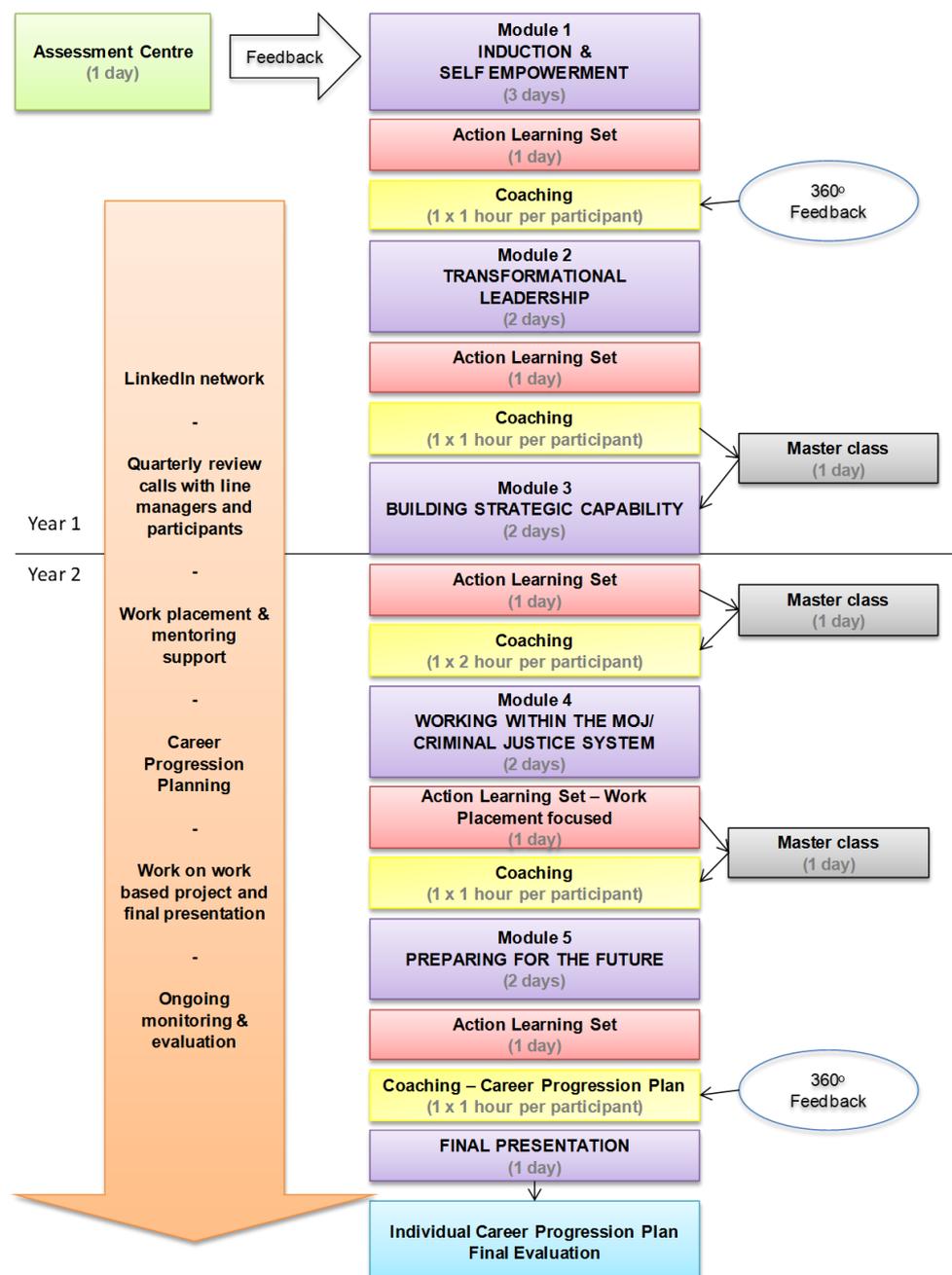
Assessment Centre - After an initial sift of competency based application forms, successful candidates are invited to an Assessment Centre. The Centre is used to identify those individuals that demonstrate real potential to develop into senior leaders and those that will most benefit from the programme by taking active responsibility for their learning and contributing to that of their colleagues. The process ensures that all candidates, whether successful or not, can take some learning and feedback away to use for personal development – “*An excellent learning opportunity*”.

Diagnosing Learning Needs - At the outset of the programme there is a particular emphasis on this with participants' completing a Transformational Leadership 360-degree feedback questionnaire and Personal Evaluation Tool (PET). The 360 and PET is then repeated at the end of the programme so that individual development can be tracked. Participants also complete a range of learning diagnostics such as the Myers Briggs Type Indicator throughout the programme to further raise awareness of self and others.

The Accelerate Programme:

- Comprises of a 1-day induction, 5 x 2 day residential modules, Action Learning Set meetings, 1-day master classes, 1-to-1 coaching, strategic consultancy projects, a work placement and a final 1-day module where participants present their project outcomes and a review of their learning journey to senior stakeholders before a short 'graduation' event
- Places emphasis on Self Managed Learning where each participant is responsible for their learning journey. Participants complete personal learning journals and portfolios of evidence of their learning, successes and progress in support of the SML ethos

- Utilises a range of tools, techniques and learning experiences, including keynote speakers both internal and external to the organisation, designed to enhance leadership behaviours and establish personal accountability and credibility
- Asks participants to undertake 'live enquiry' in the business through 21 day challenges which builds participants network and visibility at a strategic level and provides the opportunity for application of learning
- Identifies and reinforces the types of leadership required within NOMS and YJB
- Develops participants' self-awareness and identifies the personal and professional development that will enable them to meet organisational business needs
- Builds a support network of colleagues to provide ongoing development and cross functional/organisational working.



Programme Management - The BCL Project Manager and Lead Tutor work closely in partnership with the NOMS Project Manager and Programme Board on all operational aspects of Accelerate so that, at every phase of design / delivery, they are aware of progress, able to discuss any issues arising and sign-off decisions from an informed perspective. This includes monthly, quarterly and annual reporting, a comprehensive evaluation methodology and regular review meetings.

Monitoring and Evaluation

Monitoring and review takes place throughout the programme and includes:

- Feedback sheets completed by participants at the end of each residential and master class
- 3 way calls between participants, their line manager and their programme tutor to review learning goals, successes and challenges, application of learning and impact; share feedback; and 'check-in' on progress against deliverables – themes from these calls inform the evaluation process
- 360° feedback (start and end of the programme)
- Personal Evaluation Tool (PET) – self-assessment of confidence, capability and knowledge against some key competency areas (start and end of the programme)
- Interim programme questionnaires
- Participants' personal portfolios of evidence
- End of programme feedback forms, interviews with line managers and comments from tutors.

This data is fed into:

- Monthly reporting to the client project management team and senior sponsor
- Quarterly reporting to the Programme Board
- Comprehensive evaluation report produced at the end of the programme.

Results

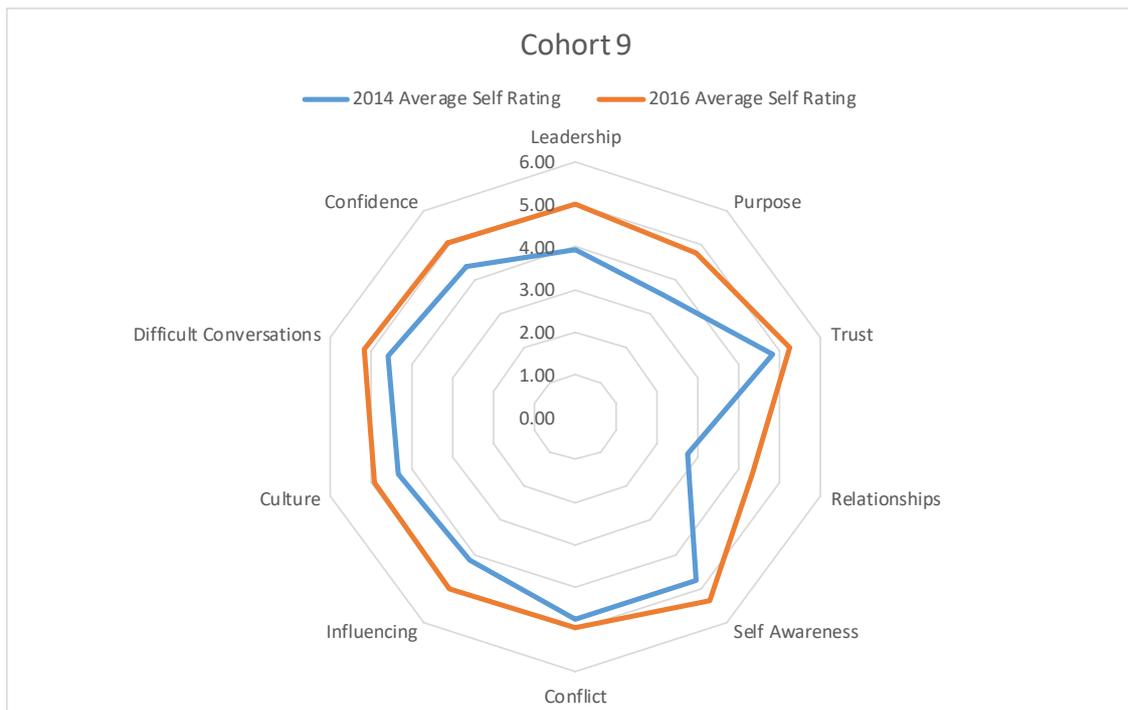
Success of this programme is evidenced by:

- Across Cohorts **promotion to a senior post** between starting and finishing the programme is **over 30%** and this despite significant organisational change which has resulted in fewer top tier opportunities.
- Participants report significantly improved self awareness and have developed leadership skills and confidence in areas that have made a real difference to **individual performance. Significant shifts in participants' leadership style, self-awareness, influencing skills, strategic thinking and performance management** have been reported by line managers and peers and this has been verified by 360° feedback.
- Repeat Personal Evaluation Tool (PET) data for Cohort 8 (2012-2014) and Cohort 9 (2014-2016) (shown overleaf) shows a **significant increase in participants' capability and confidence**, particularly in understanding the wider organisational context and building close working relationships across MoJ. This data is further supported by line managers who have commented upon participants' **significantly increased ability to think more broadly and strategically about their part in the wider organisation**, and the impact their action has outside their own teams and functions. Participants have also recognised this in themselves and

commented favourably on their exposure to different areas of work and strategic opportunities through the Accelerate programme.

- Participants have built an **effective peer network** which lasts beyond the lifetime of the programme
- In 2014, Accelerate was awarded **National Training Journal Awards** for **Best Public Sector Programme** and **Best Leadership Programme**.

Personal Evaluation Tool - Accelerate 3 C8						
	May-12			Mar-14		
I have a limited understanding of how I lead others in my team	1	2	3	4	5	6
Leadership						
I am not sure what others do in other parts of MoJ	1	2	3	4	5	6
Purpose						
I do not know how to build trust with others	1	2	3	4	5	6
Trust						
I have distant or superficial relationships with colleagues in other parts of MoJ	1	2	3	4	5	6
Relationships						
I have little awareness of my strengths and weaknesses	1	2	3	4	5	6
Self Awareness						
I do not understand my responses to conflict	1	2	3	4	5	6
Conflict						
I am unaware of how I influence others or what else I could do	1	2	3	4	5	6
Influencing						
I do not know what drives organisational cultures and behaviours	1	2	3	4	5	6
Culture						
I find it difficult to have constructive conversations on complex and sensitive issues	1	2	3	4	5	6
Difficult Conversations						
I lack confidence when it comes to presenting	1	2	3	4	5	6
Confidence						



Furthermore:

- **Enhanced partnership working** – participants work across different parts of the organisation / different agencies / organisations through placements and projects; **sharing best practice** across organisational boundaries on a **national and global scale**.
- Accelerate participants have generated **tangible cost/time savings through working strategically and collaboration**. Examples from a recent Cohort include:

Activity (by individual participants)	Saving
Savings in recruitment and induction costs	£24,127
Enhanced leadership approach to redress solicitors request following death in custody	£100,000
Increased delegation to work at the next level	£7,906
Upskilling and developing others	£15,000

- The programme has **built leadership resilience** through periods of complex change. It has encouraged participants to consider what they need to do and who to engage with in their network/ the wider system.

**Our Senior sponsor for Accelerate for the last 12 years,
Paula Cairney, Head of Probation Training, comments:**

"Accelerate has made an impact on the landscape of the criminal justice sector over the past ten years. Many graduates have successfully applied for senior roles across the sector but one of the greatest benefits is the way that each graduate creates an oasis of excellence in the workplace that attracts talented people to join their team. The opportunity for under-represented staff to work with these excellent role models has inspired ambition and changed the culture of the organisation"

Selection of comments from participants and line managers: -

"I have accepted the Deputy Head of Public Protection post. As you can imagine I am thrilled to bits and look forward to the challenges set ahead, which meets all my aspirations and goals identified throughout the Accelerate programme. It goes without saying that the programme has been instrumental and significant in steering me in the right direction, removing me from my comfort zone and equipping me to venture into the strategic decision making world. Thanks for your help and support, and most importantly thank you for the input throughout the programme, it has been priceless!

Accelerate participant

"I have achieved everything I had set out to in the last 18 months and Accelerate has been a key factor in making me realise this dream. It has raised my self awareness to enable me to grow as a person and thereby as a leader who can be a positive influence for change within NOMS."

Accelerate participant

"Accelerate is a programme you live. It has an impact in so many ways. I know I have changed as a result and others can see the change. It has taken me on a journey of enlightenment and has exposed me to things I was unaware of. It is a brilliant personal development programme – once you know who you are, you know where you want to be in life".

Accelerate participant

"Thank you for the skills, the wisdom, for the beauty of the experience that you have created for us. I feel truly blessed to have had the access to such a powerful development programme and I feel that the last two years have served as a base for me to feel that I am still at the beginning of the programme as it is a life long one; one where I and others will add to the learning experience/methods/skill set. With more people going through the 'Accelerate' programme, it will create an organisation of change where people are valued, where service users are paramount and where the organisation will thrive".

Accelerate participant

“Accelerate is an excellent course. It has been inspirational for me and enabled me to look at my own management and leadership style. It has also kept me focused when I have not been successful in promotion and also offered me the opportunity to network with colleagues nationally. I would recommend this course to anyone”.

Accelerate participant

“I think this has been one of the most significant things that I have done throughout my career and I cannot thank the programme tutors and my programme colleagues enough for the impact that it has had on my life. Both from a professional and personal perspective”.

Accelerate participant

“I have enjoyed the journey over the past two years. It has given me the space and time to develop and be clearer about what I do and don’t want to do. I have recommended two of my colleagues to the programme who are now on it! It is good for personal development, career development and differences in how you do your day job; being with like minded individuals and feeling reinvigorated about leadership and being an effective, transformational leader and what that means in practice.”

Accelerate participant

“Great opportunity to make invaluable support networks both within and outside the Criminal Justice System”.

Accelerate participant

“Accelerate is more than a transformational leadership programme; it’s a journey of self-discovery and endless opportunities. It provides the opportunity to understand who you are and what you bring. It provides useful tools for your leadership journey and strategies to help you find and take your rightful place in the world you are in.”

Accelerate participant

“I have been inspired by the content and delivery of each module; positively stretched during my placement opportunity; and honoured to have engaged with such a gifted cohort”.

Accelerate participant

“It has been a fantastic opportunity to identify and improve my leadership capabilities on an individual team, and organisational level. I have explored my dreams and ambitions in a safe environment. The opportunity to learn with likeminded people has been priceless!”

Accelerate participant

“XXX is working more confidently and smarter and more focussed on delivery. XXX is working on projects that will benefit the Establishment, going to private sector prisons, bringing best practise and knowledge back, building a network of contacts and being asked to do presentations and putting us in the limelight”.

Line manager of Accelerate participant

“The Accelerate programme has made a difference to the way in which x.x.x operates. I have seen an increase in her confidence and her ability to operate more effectively in a managerial role. This has had a positive benefit on the management team as a whole’

Line manager of Accelerate participant