

How to guide:

Executive Leadership Development Programme [ELDP] for Senior
Command Leadership in the Nigeria Police Force

AND

Develop, Implement, Monitor and Evaluate
Strategy in the Nigeria Police Force

What is the J4A ‘How to’ series?

The guide is part of a series of products developed by J4A to communicate lessons learned from projects and pilots, to provide stakeholders with guidance on how to adapt and replicate the initiative in their own context.

Who is this ‘How to’ guide for?

Influencers and decision makers in the justice sector (police, prisons, judiciary and civil society).

Reference tools

Accompanying reference tools are available at www.j4a-nigeria.org or by request from info@j4a-nigeria.org

SECTION ONE

Executive Leadership Development Programme [EDLP] for Senior Command Leadership in the Nigeria Police Force

The problem

- The personal style of leadership of the Nigeria Police Force (NPF) requires developing to meet the needs of a police service that operates locally but in a global context.
- Greater attention is needed by senior leaders to community based policing and the importance of key external stakeholders.
- At the very senior level of policing in the NPF there is a need to lead strategic change.
- Effective leadership of the NPF workforce in terms of working with others, people management, diversity, team working, communication, emotional intelligence, body language etc. requires significant development.
- In the context of a Strategic Planning and Strategy Implementation Process the NPF needs to further develop its Performance Management capability.

Background

- There is a need for the NPF at the level of Inspector General of Police (IGP) and Force Management Team (FMT) level to actively pursue a more transformational leadership style, guided by a Force Strategic Plan and Strategies that are closely linked to the budget process, to ensure consistency of funding over a long period of time.
- Police leadership requires a consistent and credible track record of compliance with Human Rights Principles, the values of the NPF as set out in its Vision, Mission and Values Statement, Diversity Standards, Accountability Requirements and other Ethical practices to build trust in local communities and with the international community.
- There is a huge responsibility on NPF senior police leadership to ensure that people management is of the highest possible standard, especially welfare, pay and conditions, health and safety, empowerment, motivation, personal development, discipline, etc. in order to secure high performance.
- Commanders in the NPF must continue to lead through a community based policing and external stakeholder approach to decision-making.
- A strong performance management ethos, supported by appropriate structures and systems, must become part of the command style of leadership in the NPF, not for the purpose of 'blaming' but to solve problems and increase overall organisational performance.
- This guide has been developed as an integral part of an Executive Leadership Development Programme (ELDP) delivered in a two-week residential course.
- Four courses were delivered to Assistant

Commissioners of Police and Chief Superintendents of Police.

- It is important to use the Guide in the context of leadership training programmes and when assessing future leadership potential.

What you can do

The Executive Leadership Development Programme (ELDP) Handbook and Trainers' Guide (see attached) is an easy to understand leadership training tool that provides course content and a trainer guide to help trainers develop and deliver good leadership courses.

The Handbook contains seven key sessions:

1. Course opening and Personal Development Plan
2. Professionalism and leadership style
3. Public Service
4. Leading Strategic Change
5. Leading the Workforce
6. Managing Performance
7. Decision Making

What you can achieve

- Greater awareness by senior commanders of their leadership style in different situations thereby maximising their leadership potential.
- Stronger focus on public service, community based policing and external stakeholder partnerships to gain public trust and the confidence of the government.
- More determination, through leading strategic change, to continuously improve strategies, structures, systems, staff and skills in the NPF which all impact positively on organisational performance.
- Heightened leadership awareness of the importance of people management that enhances personal commitment, motivation, personal development and personal performance.
- More effective management of performance.



ELDP: Steps for Implementation

1. Develop, through the ELDP Course Handbook and Trainers' Guide, effective training programmes and feedback to potential leaders. The ELDP Course Handbook and Trainers' Guide are available in the reference tools.
2. Use 'student centred learning' methodology, especially student participation in group work, in the training environment.
3. NPF Trainers should use the Trainers' Guide, which includes lesson plans along with the ELDP Course Handbook.
4. Personal Development Plans should be completed and, if applicable, followed up in the workplace.
5. Leadership competencies are tested in promotion exams and in selection processes.

Lessons Learned

Lesson 1:

The NPF when delivering leadership training need to use up-to-date material in lesson plans and relate it to the policing context in Nigeria and to the Global community.

Lesson 2:

The IGP and FMT must take full ownership of Executive Leadership Training Courses and see them as an important intervention in achieving overall organisational performance.

Lesson 3:

The Training Department, and training in general, must be recognised as a specialist area of support to the NPF that attracts talented officers who have the capacity to teach and instruct others.

Lesson 4:

Senior Leadership Trainers must be professionally skilled in all of the modern techniques of training and facilitation.

Improvements

- Improved NPF strategic change
- Greater synergy between senior leaders and people in the organisation
- More determination to champion community based policing and work in partnership with external stakeholders
- Closer links between executive leadership decision-making and organisational performance
- Post training evaluation was done performed by the Justice for All Nigeria programme six months after the training.
- These leadership competencies can be assessed in promotion and other selection processes.



SECTION TWO:

Leadership Meetings for External Oversight Agencies

The problem

- A clear structure and process is required to diagnose current situations and shortcomings, to avoid short-term and sometimes ad-hoc problem solving
- Similarly, there is a need to understand how to develop guiding policies to overcome shortcomings and improve performance, by adopting good practice that meets the local context
- Having understood and defined a guiding policy there is a need for coherent actions that avoid duplication and lacks sustainability
- Where there is a lack of monitoring and evaluation, good practice and budget planning can drift and lead to ineffective performance

Background

- There is a need for the NPF at the level of Inspector General of Police (IGP) and Force Management Team (FMT) level to further develop strategies in core areas of police activity that are closely linked to budget planning.
- In any modern police organisation, Senior Command agree and approve a Force Strategic Plan that sets out the Vision, Mission and Values of the police and key priorities to drive high performance. Underpinning each priority is a strategy that contains what the shortcomings are in each priority area, key guiding policies that will address the shortcomings and coherent actions that can be monitored and evaluated.
- It is important for the NPF to link the overall strategy process with its budget planning process to ensure sustainability. This linkage is also vitally important when negotiating with the Government of Nigeria on funding for each year and for accountability and value for money.
- A robust complaints process is not just about punishing those found guilty of breaches of criminal law or of discipline but also about proper supervision, mentoring and guidance to help officers improve their performance.
- J4A developed this Guide as integral part of a training course delivered in 3 – day workshops to police officers of Superintending Ranks across Headquarters Departments and FCT Command. It was designed for police practitioners at all ranks who are given the responsibility for developing, implementing, managing, monitoring and evaluating strategies.

- It is important to use the Guide in the context of an over-arching Strategic Plan and Budget Planning system that embraces all strategies developed under key priority areas.

What you can do

The Strategy Formulation, Implementation, Monitoring and Evaluation Course Handbook (*available in the reference tools*) is an easy to understand strategy tool that provides an analytical framework to help police officers develop and manage good strategies.

The Handbook contains three key stages:

1. Strategy Formulation
2. Strategy Implementation
3. Strategy Monitoring and Evaluation

What you can achieve

- Good practice techniques that fit the context and improved performance.
- Greater co-ordination between available budgets and what needs to be done.
- Personnel 'buy-in' and greater motivation.
- Greater trust between the police and external stakeholders, particularly government.
- More effective management of performance.

Steps for Implementation

1. Develop Guidance setting out how strategy is formulated, implemented, monitored and evaluated.
The Strategy Handbook is available in the reference tools.
2. Use focus groups and workshops to develop strategy.
3. Consult as widely as possible on the strategy, both internally with practitioners and with external stakeholders.
4. Develop objectives, actions and performance indicators.
5. Document a plan and assign responsibilities with a time frame.
6. Align as much as possible with human resourced and budgets.
7. Prepare an annual planning cycle and monitoring schedule.
8. Create buy-in with key decision-makers.

Lessons Learned

Lesson 1:

The NPF when developing strategies need to link them to higher priority areas that are contained in a Force Strategic Plan and closely aligned to budget planning.

Lesson 2:

The IGP and FMT must take full ownership of a Strategic Plan and Strategies that underpin key priority areas.

Lesson 3:

A structure and system must be established to ensure that information is gathered from Divisions, Areas, States,

Zones and Departments on the performance indicators that are attached to each strategy.

Lesson 4:

Performance information should be formatted to communicate a clear picture of how each strategy is progressing monthly in terms of its performance indicators and brought to the attention of the IGP/FMT.

Lesson 5:

The IGP/FMT must communicate and agree ways of improving the performance of each strategy and ensure the engagement and support of NPF command at all levels

Improvements

- For instance, good practice from national and international agencies in Fleet Management, Press and Media, Use of Force, Community Based Policing, Intelligence-led Policing, Human Resource Management, Terrorism, Accountability and Financial Management will improve performance and build trust with communities.
- Government funding will be easier to justify.
- Donor funding can be linked to specific strategies and actions which is always more attractive to external stakeholders and donor agencies.

Evaluation

- The data will be gathered at Divisions, Areas, States, Zones and Departments as it applies to the specific performance indicators attached to each strategy.
- Analysis of the data will indicate if the performance of the strategy has dropped or increased over time.
- The IGP/FMT will be the ultimate decision-makers on the overall performance of each of the strategies and what is required, if necessary, to adjust direction.
- Government, citizens and key stakeholders should also be able to see an improvement, if applicable, in NPF performance.

Contact

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