Job Description
Director of Knowledge into Practice, Centre for Policing Research and Learning

About the role
The Director of Knowledge into Practice will lead the ambitious and innovative programme of ‘research into practice, practice into research’, which is at the heart of the Centre for Policing Research and Learning’s (CPRL) partnership between academic researchers and police forces/agencies. CPRL exists to create and use knowledge to improve policing for the good of society.

Key responsibilities
The Centre undertakes research, education and knowledge into practice projects in collaboration with policing practitioners across a wide range of disciplines and projects. The post-holder will be based in CPRL, which is led from and located in the Faculty of Business and Law (FBL) and with active involvement from the Faculty of Arts and Social Sciences as well as all other faculties in the Open University. There are over 50 academics at the OU with links to CPRL, who undertake research, develop courses or are involved in knowledge into practice activities such as evidence cafés and workshops.

CPRL is jointly funded by the Open University and by the currently 20 policing partners, who also provide leverage to apply for external research and teaching grants. Since its founding in 2014, the Centre has achieved more than £6.3M in external income. The Centre is highly regarded in both academic and policing spheres.

The Policing Organization and Practice (POP) group within FBL focus on the design and delivery of policing degrees (undergraduate and postgraduate). Academics often work with CPRL in terms of their research and there are some synergies between CPRL and POP in relation to learning activities.

The partnership of the Centre with 20 police forces and agencies is central to the work of CPRL. It is based on an approach to research, learning and knowledge into practice which values the contributions which can be made by both academics and practitioners, but particularly by teams comprised of both. An outline of the approach is available in the latest Annual Report (2019) which can be found on the website https://www.open.ac.uk/centres/policing/sites/www.open.ac.uk.centres.policing/files/files/Annual%20Report%202019%20FINAL(1).pdf The Centre’s approach has also been written about in publications including Hartley, Hesketh and Chase (2017) and Hartley (2017).

The Centre has a renewed strategic plan with a 10-year horizon. The workplan for the next three years falls within the first phase of that overall strategic plan.
The postholder will be expected to:

- Support the delivery of the short, medium- and long-term strategy aims of the Centre including taking a key leadership role in designing and developing knowledge into practice activities with CPRL partner forces over the next 3 years e.g. evidence cafés, peer learning visits, workshops, seminars and conferences.
- Lead such activities, either in person or by drawing on other OU academics and police practitioners
- Lead in the development of digital communications strategies than maximise the potential for evergreen digital resources which allow maximum potential for member forces to participate in knowledge into practice activities.
- Identify the demand or aspiration in police forces/agencies for knowledge into practice activities.
- Keep abreast of and contribute to national and international developments of knowledge into practice so that the Centre stays at the cutting edge of theory and practice
- Work with the Director of Learning to identify CPD needs which may be catered for through knowledge into practice activities.
- Take a leading role (alongside the Director of Partnerships) in organising lively and engaging membership meetings that meet the interests and needs of the Centre and partners
- Undertake formative and summative evaluation of knowledge into practice activities at appropriate points to inform future activities and to assess their impact and effectiveness.
- Keep abreast of, and develop strategies for, meeting key metrics such as the Knowledge Excellence Framework (KEF)
- Work with the POP team to identify elements of the curriculum which may be used in knowledge into practice activities.
- Ensure that the locations of knowledge into practice activities are distributed around the UK and around forces (e.g. including regional events, events in force)
- Work with the Centre’s professional support team to track and plan knowledge into practice events and processes.

The post is an academic post and so the postholder has the standard amount of time for research for OU academics (40% in FBL). It is expected therefore that the postholder will:

- Undertake research as per the academic contract. This may be about the partnership or other matters. It would be helpful if the research was relevant to policing if possible (not necessarily on policing).

The postholder will be a member of the Centre’s Leadership Team (along with the Academic Director, Director of Research, Director of Learning, Director of Partnerships, Director of Policing Organization and Practice, and the Head of Strategy, Partnerships and Operations) so will be expected to:

- Contribute to the leadership and management of the Centre with other Directors
- Support the delivery of the short, medium- and long-term strategy aims of the Centre and where appropriate develop opportunities further
This is an exciting opportunity for a leader and researcher with interests in policing, or in collaborative networks, to contribute to extending, deepening and evaluating the approach of the Centre and its partners to knowledge into practice. The postholder will have a developing (AC3) or established (AC4) track record of research excellence. Candidates should have demonstrable leadership experience, a good teaching track record, a professional approach to working with external partners such as the police, and the motivation to maintain an active contribution to the work of CPRL.

Applications are sought from candidates with academic knowledge of, and expertise relevant to policing and/or public services. Experience of teaching or research with the police is not essential but previous experience and expertise needs to be relevant to this particular public service.

The Director will need experience of leadership and management, ideally in a higher education setting but other contexts will be taken into account. This may be research leadership (evidenced by publications, research grants and activities) or education leadership (such as leading teaching and learning at a university level, ideally with part-time professionals) and/or policy or practice leadership in a public service. You will be skilled in communicating and engaging effectively with practitioner and academic communities and have proven experience of collaborative engagement.

Skills and experience

**Essential**

- A first degree or equivalent qualifications/experience, ideally in business/management, organization studies, education/educational technology, social science or humanities
- A Masters, or equivalent experience, in a topic relevant to operational or organizational development in policing such as public leadership and management, organizational change, social science or science applied to policing.
- A track record of academic expertise in research and/or teaching and learning relevant to policing
- A developing (AC3) or established (AC4) profile of research excellence
- Research design and analysis skills
- Leadership and influence skills within and across organizations
- A record of involvement in wider aspects of academic life, such as contribution to academic and practitioner conferences, membership of academic networks
- Evidence of working with appropriate external national and international networks, and demonstrable ability to develop strong collaborative links, with, for example, government and public services or industry, policy makers and funders.
- Ability to represent the Centre within the University and in the policing policy and practice context.
- Excellent writing skills in both academic and practitioner formats.
- The ability to work effectively with individuals in senior roles and across police ranks and grades.
- Evidence of ability to innovate and to improve existing practices in organizational settings
- Proven ability to work to tight deadlines.
• Excellent communication skills and interpersonal skills with an ability to work effectively as a leader.
• Computer literacy and ICT competence.
• Commitment to, and understanding of, equal opportunities policies and practices.

Desirable
• PhD
• Significant contribution to large/major externally funded projects of research, professional development courses or organizational development.
• Experience of working in multi-disciplinary and inter-disciplinary research.
• Experience of working collaboratively with policing practitioners.

Role specific requirements
• Travel throughout the UK and internationally, as required
• Willingness to work occasional evenings and weekends

Additional Information

The Centre for Policing Research and Learning

The Centre for Policing Research and Learning (CPRL) is central to this application. The Centre works in close collaboration with 20 UK police forces and agencies which are partners of the Centre. It also works with other police forces/agencies on a project by project basis. CPRL has international links. The partners provide some funding to the Centre as well as providing leverage to apply for external research and teaching grants. In addition, the Centre has core funding from FBL and FASS from 2017. There is a 10-year strategic plan for the Centre. The Centre works in close collaboration with the partner forces and other policing organizations across England, Wales and Northern Ireland and the membership reflects a variety of policing circumstances (e.g. size of force, type of communities, urban or rural, geographical spread). The Chair of the Centre is Dr Steven Chase, Director of People at Thames Valley Police. The Academic Director is Professor Jean Hartley of FBL. The police forces and organizations involved in the Centre partnership are:

Avon and Somerset Police
Bedfordshire Police
British Transport Police
Cambridge Constabulary
Dorset Police
Essex Police
Gloucestershire Constabulary
Greater Manchester Police
Gwent Police
Hertfordshire Police
Hampshire Constabulary
Lancashire Constabulary
Merseyside Police
Metropolitan Police Service
National Crime Agency
North Yorkshire Police
Police Service of Northern Ireland
There are currently more than 60 OU academics across a wide range of disciplines and across all faculties and institutes of the Open University involved in the Centre. Some academics work directly for the Centre while others contribute on a part-time basis through education, research or knowledge into practice activities. The Centre has a strong team of professional support staff providing secretarial and managerial resource. There are 8 part-time PhD students attached to the Centre, all working in police organizations.

The collaborative partnership has been involved in the development of the Centre since its origins in 2014, since when the Centre has grown rapidly. The Centre is involved in an ambitious programme of work across three streams:

1. Education: On-line and face-to-face learning in a series of informal as well as accredited packages
2. Research: Undertaking and using research relevant to policing
3. Knowledge into practice: Embedding understanding of evidence-based practice and mobilising change for improvement through evidence cafés, peer learning visits, conferences, lectures and workshops.

More information about the Centre can be found on the Centre website. http://centre-for-policing.open.ac.uk/  The last Annual Report (2019) can also be found on the website, which gives detailed information about the education, research and knowledge into practice over the last year.

Members of staff include:

**Professor Jean Hartley** is Professor of Public Leadership at The Open University and also Academic Director of the Open University Centre for Policing Research and Learning (currently on sabbatical March to end of June 2020). Jean researches and teaches in the field of public leadership and management. Her work on leadership includes the value, use and skills of leadership with political astuteness for public servants, the dual leadership of public servants working with politicians; leadership development and its evaluation for elected politicians and public managers, and leadership in healthcare, local government and policing. She is also interested in innovation and organizational change in public services, and on how networks can spread learning and innovation. Her research about policing covers leadership, public value, organisational learning and improvement.

**Dr Nicky Miller**, Acting Academic Director of CPRL (March to end of June 2020), Research Impact Lead and Senior Lecturer. Nicky’s research interests are in evidence-based policing with a particular focus on police-academic collaborations, building the ‘what works’ evidence base in policing, as well as the barriers and facilitators in getting research into practice. This was developed following a long career in the field of applied police research within the civil service. Nicky is also a Senior Lecturer in Policing Organisation and Practice where she teaches on the Police Constable Degree Apprenticeship, developing modules on evidence-based policing and on research methods.

**Graham Pike** is Professor of Forensic Cognition and Director of Research for the Centre for Policing Research and Learning at the OU. His research focuses on applying knowledge about human cognition and behaviour to the criminal justice system. He has a particular focus on the development of investigative technology and procedures. This has included developing national legislation and operational policing guidelines in the area of visual identification. As well as more standard research outputs, he led the creation of the OU’s
"Forensic Psychology: Witness Investigation" MOOC (over 120k learners) and has developed a significant amount of open online and broadcast learning material for OpenLearn, the BBC, Apple and Android platforms, and others.

**Dr Paul Walley** is Director of Learning for the Centre for Policing Research and Learning. Paul has worked as a specialist in Operations Management for over 25 years, with expertise in areas such as lean thinking, quality management, capacity planning and capacity management in both manufacturing and service settings. He has taught on Masters and undergraduate programmes at top universities, developing modules on operations management, quality and process improvement, lean management and project management.

**Dr Zoe Walkington** is Deputy Director for Learning in the Centre for Policing Research and Learning at the OU. Her research is predominantly in the area of police suspect interviewing, police identity on social media and the development of empathy. She regularly trains detectives on the psychology of police suspect interviewing and produced learning materials with the BBC and OpenLearn.

**Dr Matthew Jones** is Director of Policing Organization and Practice, responsible for the design and development of a portfolio of new policing degree programmes at the OU linked to the Police Education Qualifications Framework (PEQF). He is currently the Chair of the British Society of Criminology Policing Network and is part of the Centre for Policing Research and Learning leadership team. An interdisciplinary social scientist, Matthew’s research interests include policing, criminal justice organisations and management, contemporary intersections between LGBT identities and crime/criminal justice organisations.

There are a number of Senior Research Fellows and Research Fellows, including Dr Lis Bates, Richard Harding, and Melanie Wiffin. The Centre also seconds a number of Senior Practitioner Fellows who are police officers or staff working on research projects. Members of the Policing Organization and Practice are also involved in CPRL research.

Take a look at the Centre website for more information about projects, people and publications.

**The Open University Business School**

Founded in 1983, The Open University Business School holds a unique position as the leader in flexible, accessible and high-quality business and management education. It is recognised for the quality of its programmes, the excellence of its teaching and the quality and impact of its research. The School is one of an international elite group of institutions to have triple accreditation by EQUIS, AACSB and AMBA. We are also a member of the Global Business School Network – an organisation working with top international business schools to build management education capacity in the developing world.

The School has four cross-disciplinary academic departments: Strategy and Marketing; Accounting and Finance; People and Organisations; Public Leadership and Social Enterprise. Each department includes academics, visiting experts, research staff and postgraduate students. The result is a dynamic, collaborative approach to research and programme development that is engaged with the needs of commercial, public and third sectors in the UK and internationally.

Research within the Business School combines intellectual rigour and innovation with practical relevance. Its academics have substantial experience working jointly with organisations in all sectors of the economy and directing their findings to influence
management thinking and practice. There is an active PhD programme with around 30 PhD students. Since first entering the Research Assessment Exercise (RAE) in 1996, The Open University Business School has increased its research capability significantly, with external awards from Economic and Social Research Council, Engineering and Physical Sciences Research Council, Design Council, European Union, the private sector and internal sources. The 2014 Research Excellence Framework (REF) results show the high quality of the research outputs and impact of the School’s research. The School ranked 34th overall placing it in the top third of UK Business Schools. For impact, the School was placed 16th overall, indicating not only the excellence of the research but also its influence and relevance to user communities in all areas from practice to policy.

Research activity in the School is in part conducted through four centres including:

- The Centre for Policing Research and Learning
- The True Potential Centre for the Public Understanding of Finance (True Potential PUFin),
- The Centre for Voluntary Sector Leadership (CVSL)
- Centre for Knowledge in Organisations and Professions (CKOP).

They attract top-level research-active academic staff and leading international partners. Find out more about these at: http://business-school.open.ac.uk/research/activity

The School offers a wide range of undergraduate, postgraduate, doctoral and executive education programmes. We also make a considerable amount of learning material available for free through The Open University’s own open educational resources platform OpenLearn and popular social media such as iTunesU and YouTube, and as part of FutureLearn – an Open University-owned international university collaboration to bring online learning to a global audience.

Further information about The Open University Business School can be found at: http://www.open.ac.uk/business-school/

Faculty of Business and Law

The Faculty of Business and Law is one of the four faculties of The Open University. It brings together two Schools – The Open University Business School and The Open University Law School – and has a strong reputation as a high-quality and innovative provider of management and legal education. Our courses and qualifications are studied by a wide range of people from all backgrounds – we are proud to promote opportunity and social justice by making higher education open to those unable to attend a more traditional campus-based university.

Student satisfaction is a high priority and we are determined to deliver the best outcomes for everyone studying with us. Our students return some of the highest satisfaction scores in the National Student Survey – they have ever since the NSS began.

Around 35,000 students are currently enrolled on our business, management and law programmes; about quarter of them are based outside the UK in 80 countries. The majority of our students are employed and study part-time with us.

The Faculty employs around 130 academic staff, two thirds of whom are based at The Open University’s Milton Keynes campus and one third in the OU’s regional offices, aligned to the Faculty’s three Student Support Teams. The regional academics manage the Faculty’s 700 Associate Lecturers. Around 80 academic-related and administrative members of staff support the Faculty.
We are committed to developing our staff to achieve their full potential and offer a range of formal and informal training and development opportunities to support individual and Faculty objectives.

**Faculty of Arts and Social Sciences**

The Faculty of Arts and Social Sciences (FASS) embodies the core values of The Open University, enabling, empowering and transforming individuals, societies, cultures and ourselves through our teaching, research and engagement in dialogues across the world. The Faculty is the largest and most diverse at The Open University, with some 50,000 students studying our courses with excellent completion rates and consistently outstanding student satisfaction ratings. Noted for the strength of our interdisciplinary approaches, our scholars of international standing teach and research a very wide range of topics and themes in specific subject areas, recognized as world class or internationally excellent in the latest Research Excellence Framework (REF) in 2014, and having a direct and profound influence on our undergraduate and postgraduate teaching.

The Faculty works closely with important organisations and institutions in the UK and other parts of the world in a range of validated partnerships and collaborations. Engaged in world-class, agenda setting research tackling the most difficult challenges facing us in the 21st Century, with work in numerous subject-based and interdisciplinary research groups and projects. With c.1800 members of staff comprising academics, associate lecturers, support staff and full-time research students working across the locations of the University, combining originality and innovation in research and curriculum, the Faculty of Arts and Social Sciences is a vibrant and exciting place to study and work.

**Further enquiries about this post**

If you would like to discuss the particulars of this role before making an application please contact Professor Jean Hartley by email jean.hartley@open.ac.uk