The University of LCW

POLICING CAREERS GUIDE

HELPING YOU TO FULFIL YOUR POTENTIAL

WE SUPPORT

YOUR AMBITION





INTRODUCTION

This guide is designed to outline the employment opportunities available to those who have studied a Policing degree. It ensures that you are aware of the very broad range of short and long term possibilities so that you can effectively plan your career. Alongside some advice and insight on some of the current market trends, we also highlight how best to utilise support from the Employability Service whilst studying at the University of Law.

Our degree in Professional Policing will provide you with a professional knowledge of the ethics, skills and attitudes that are critical to twenty-first century policing.

The course has been designed to meet the requirements of the College of Policing National Curriculum for the role of a Police Constable under the National Policing Education Qualifications Framework. We are licensed by the College of Policing to offer the Pre-join Degree in Professional Policing, a qualification that is recognised by police services and that is achieved prior to recruitment into a police force.

You will study a range of key topics in the area of crime, criminology, law, terrorism, associated psychology, sociology and criminal investigation. You will also learn through realistic scenarios and, where available, the use of a crime suite.

Optional modules will provide an opportunity to look deeper into issues such as Forensic and Criminal Psychology, Zemiology (the study of social harms), Cybercrime and Youth & Crime.

The degree will provide you with all of the knowledge required prior to joining the police force and will also be of interest if you are looking to study at Masters level or work in the wider security and criminal justice sector.

The degree has a currency of 5 years following graduation for recruitment into policing and, although this is a qualification recognised by the police as part of one of the entry routes for the role of Police Constable, there is no guarantee that successful completion of the programme will lead to an employment opportunity. The Police Service has its own selection procedure and eligibility criteria and advice on these requirements should be sought from the Police Service. You must still apply to a police force and satisfy their eligibility criteria.

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SUPPORT FROM THE EMPLOYABILITY **SERVICE**

The University puts employability at the heart of the student experience, helping students to broaden horizons, raise aspirations and build confidence in order to achieve their career goals and objectives.

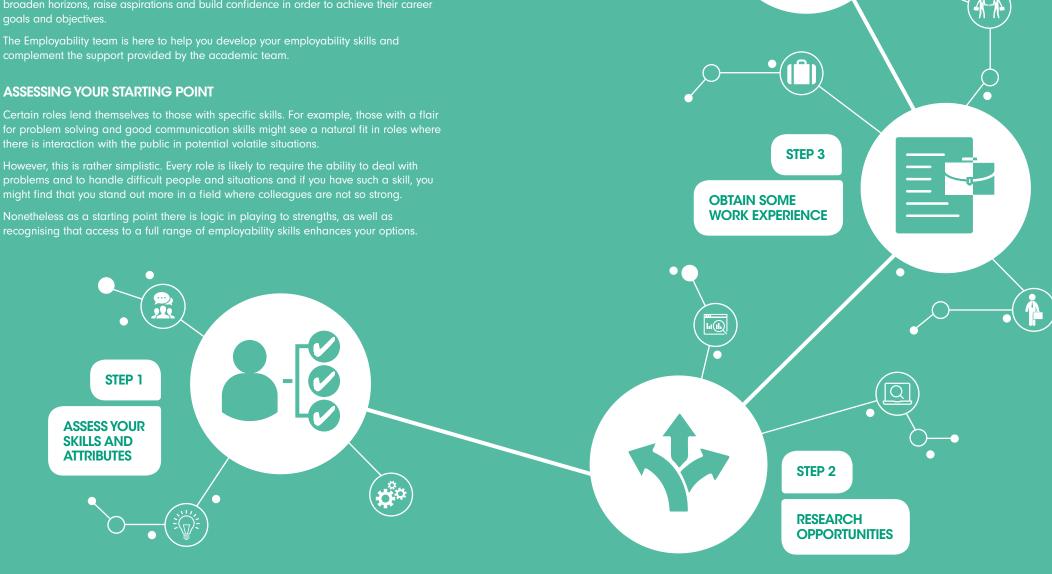
The Employability team is here to help you develop your employability skills and complement the support provided by the academic team.

ASSESSING YOUR STARTING POINT

Certain roles lend themselves to those with specific skills. For example, those with a flair for problem solving and good communication skills might see a natural fit in roles where there is interaction with the public in potential volatile situations.

However, this is rather simplistic. Every role is likely to require the ability to deal with problems and to handle difficult people and situations and if you have such a skill, you

recognising that access to a full range of employability skills enhances your options.



STEP 4

CONVINCE

AN EMPLOYER

EMPLOYABILITY SKILLS

The CBI is the UK's premier business organisation, providing a voice for firms at a regional, national and international level to policymakers. It defines employability skills as constituting ten elements, as shown below:

1. SELF-MANAGEMENT

Readiness to accept responsibility, flexibility, resilience, self-starting, appropriate assertiveness, time management, readiness to improve own performance based on feedback/reflective learning.

2.TEAMWORKING

Respecting others, co-operating, negotiating/persuading, contributing to discussions, and awareness of interdependence with others.

3. BUSINESS AND CUSTOMER AWARENESS

Basic understanding of the key drivers for business success – including the importance of innovation and taking calculated risks – and the need to provide customer satisfaction and build customer loyalty.

4. PROBLEM SOLVING

Analysing facts and situations and applying creative thinking to develop appropriate solutions.

5. COMMUNICATION AND LITERACY

Application of literacy, ability to produce clear, structural written work and oral literacy including listening and questioning.

6. APPLICATION OF NUMERACY

Manipulation of numbers, general mathematical awareness and its application in practical contexts (e.g. measuring, weighing, estimating and applying formulae).

7. POSITIVE ATTITUDE

A 'can-do' approach, a readiness to take part and contribute, openness to new ideas and a drive to make these happen.



8. APPLICATION OF IT

Basic IT Skills, including familiarity with word processing, spreadsheets, file management and use of internet search engines.



9. ENTREPRENEURSHIP ENTERPRISE

An ability to demonstrate an innovative approach, creativity, collaboration and risk taking.



All of these skills are relevant to all jobs, but some are particularly crucial at entry level and others for longer-term success. Based on a robust self-assessment, you can identify where your relative strengths lie and any areas where you can take steps to develop.



Use the sliders to indentify where your relative strengths lie and areas where you can take steps to develop the skills required by employers







SELF MANAGEMENT



NUMERACY



TEAMWORKING



POSITIVE ATTITUDE



COMMERICAL AWARENESS



BUSINESS IT SKILLS



PROBLEM SOLVING



ENTREPRENEURSHIP/ ENTERPRISE



COMMUNICATION

CAREERS OPEN TO THOSE WITH A POLICING DEGREE

THE ROLE OF A POLICE CONSTABLE

As a police officer you'll work in partnership with the communities you serve to maintain law and order, protect members of the public and their property, prevent crime, reduce the fear of crime and improve the quality of life for all citizens. You'll use a range of technology to protect individuals, identify the perpetrators of crime and ensure successful prosecutions against those who break the law.

Some of the key priorities for the police forces in the UK include:

- maintaining public order through combating organised crime;
- · countering the threat of terrorism; and
- · acting against antisocial behaviour.

Police officers work closely with members of the criminal justice system, social workers, schools, local businesses, health trusts, housing authorities, town planners and community groups to provide advice, education and assistance to those who want to reduce crime or have been affected by crime.

RESPONSIBILITIES

As a police officer you'll have many and varying responsibilities above and beyond responding to emergency calls from the public:

- work alongside communities, liaising with community groups and individuals
- develop community knowledge to identify individuals and locations at risk of being involved in crime
- provide a visible presence to deter crime and reassure the community
- conduct patrol duties on foot, by car and bicycle
- keep the peace at public meetings, social events, processions, trade disputes or strikes
- diffuse potentially volatile situations with due regard for the safety of all involved
- act with sensitivity when dealing with situations such as delivering news of a sudden death or when dealing with sexual crimes
- conduct initial investigations, gather evidence, take statements and comply with relevant legal requirements
- interview suspects, victims and witnesses in accordance with relevant legislation
- conduct arrests with due regard for the human rights, security and health and safety of detained individuals, members of the public and colleagues, as well as yourself
- prepare internal crime reports and also present case files to senior officers and the Crown Prosecution Service (CPS) (England and Wales)
- attend and give evidence in court and at other hearings
- attend road-related incidents such as collisions, vehicle check points, traffic offences
- enforce road traffic legislation and issue fixed penalties for relevant offences
- protection of individuals who are vulnerable and/or at risk (for example of becoming victims of crime).

WHAT TO EXPECT FROM THE ROLE

Full-time police officers complete an average of 40 duty hours per week, in eight hour shifts. However, since they provide a 24-hour public service, unsocial hours, shift work and emergency call-outs are a regular feature of the job. Regular shifts are not usually longer than ten hours, but overtime may be available and is paid at a higher rate.

- The daily working environment is variable. You may be in a patrol car, outside on the beat, at the station or attending court and the environment can be physically demanding, dangerous and at times deeply harrowing.
- The work is pressurised, with officers facing continual calls on their time and resources.

QUALITIES REQUIRED

- effective communication skills, including tact and diplomacy for dealing with sensitive situations
- community focus
- a sense of personal responsibility, integrity and resilience
- problem-solving skills
- a confident and calm manner
- aood literacy skills in order to accurately record details and write reports
- respect for diversity
- teamwork skills and the ability to work independently
- professionalism, honesty and trustworthiness
- sound judgement and a proper respect for confidentiality
- ability to act with resolve, tolerance and restraint.

FURTHER DETAILS CAN BE FOUND ON:

college.police.uk/What-we-do/Development/competency-and-values-framework/Documents/Competency-and-Values-Framework-for-Policing_4.11.16.pdf

POLICE VALUES AND COMPETENCIES

The College of Policing has developed a new **The Competency and Values Framework (CVF)**

The CVF aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public.

The framework has six competencies, clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All of the competencies are underpinned by four values that should support everything the police service does.

Values will now play an important part in recruitment, assessment and selection. During recruitment interviews and assessments for selection, you will be expected to demonstrate how you apply the four values in your work. This will be in addition to showing how you demonstrate specific competencies.

THE VALUES ARE:

- Integrity
- Impartiality
- Public Service
- Iransparency

THE COMPETENCIES ARE:

- We are emotionally aware e.g. being culturally sensitive, valuing diversity, having empathy
- We take ownership e.g. being responsible for own decisions, reflecting to improve
- We are collaborative- e.g. being able to work as part of a team, building partnerships
- We are innovative and open minded- e.g. being flexible, adapting to change
- We analyse critically e.g. open to new sources of information, gathering facts
- We are able to deliver, support and inspire e.g. understand the organisation's vision, be a role model
- Transparency

POLICE CONSTABLE ENTRY ROUTE

BACKGROUND

Although at present, it will still be possible to join a police force under the Initial Police learning and development programme (IPLDP) depending on whether the force is recruiting or not this will change as the Police Constable Entry route is introduced.

From 2020 new recruits will either have a degree on entry or be obtaining one via the Police Constable Degree Apprenticeship (PCDA). Policing is expected to be a fully degree based profession by 2022.

The new curriculum for policing builds on what has been taught previously but has been developed and will include digital policing, well-being and vulnerability.

The Policing Education Qualifications Framework (PEQF) is a new, professional framework for the training of police officers and staff.

WHY THE CHANGES?

Policing has changed since the initial training programme was introduced. Police forces face complex problems with demands from digital investigation and vulnerable people. Serving officers have learned on the job and done training, but not received formal recognition for the level of expertise they have reached.

The new programmes will allow officers to get recognition for the complexity of their roles

It is hoped that the new entry routes will increase diversity in the Police force, as participation in higher education is rising amongst ethnic minority applicants, faster than their 'share' of the population, and students from disadvantaged backgrounds have increased their participation in higher education at a faster rate than those from more privileged backgrounds.

THERE ARE SOME INITIAL ENCOURAGING SIGNS E.G.

Applicants from black, Asian and minority ethnic (BAME) backgrounds who applied for the police apprenticeship in Derbyshire and Nottinghamshire made up 15 and 22 per cent of applicants. It is hoped this will increase BAME representation in the service which is currently at six per cent.

THERE WILL BE 3 ENTRY ROUTES AS PART OF THE PQEF:

From the 1st of January 2020 there will be three ways to become a Police Constable: An Apprenticeship (PCDA), Degree-holder entry (DHEP) or the option that we are offering: The Pre-Join Degree in Professional Policing.

The advantage of the Pre-Join Degree in Professional Policing is that it allows you to do your studies first before applying to a police force. This means you will not be a Police Officer from day one but that you will be able to fully dedicate yourself to your studies first rather than having to manage the workload and demands of being a police officer at the same time.

The Pre-Join degree will ensure that you have the relevant knowledge before applying to a police force and, upon successful recruitment into a police force, you will then undergo further practical training.

Both the Apprenticeship and the Pre-Join degree take the same amount of time at 3 years. While the Pre-Join degree is designed for students who wish to become a Police Constable, it also provides a foundation for further postgraduate study in a relevant area like Criminology as well as careers in the wider Security and Criminal Justice Sector. Our Employability Service will support you in exploring those options as well as relevant work experience and voluntary work.

Whichever route you have taken you will still have to pass the Police Assessment centre (SEARCH)* and comply with vetting, fitness checks etc to gain entry into the Police. Between April 2018 and October 2019 some forces across England and Wales will be piloting a new assessment centre format called Day One Recruit Assessment Centre. These are Metropolitan Police, Thames Valley, West Midlands and South Wales.

*The College of Policing is developing a new National Assessment Centre for Police Constables (Day One), which will replace the current SEARCH process

PRE-JOIN DEGREE IN PROFESSIONAL POLICING

- 3 year degree
- Funded by the applicant
- Can work as a Special Police
 Constable whilst studying e.g.
 Leicestershire Police expect those on degree to apply to become a Special in the first year of degree and volunteer throughout the three years
- Recruitment into the force will be by Application form, SEARCH Assessment centre, interview and Pre Employment checks
- No guarantee you will pass the Police office recruitment
- The College of Policing determines the requirements post completion

POLICE CONSTABLE DEGREE APPRENTICESHIP (PCDA)

Key facts

- Ideally require Level 3 qualification (A level or equivalent) and recognised level 2 qualifications in Maths and English for entry and minimum fitness requirements, vetting etc as normal police officer recruits.
- Applicants between 18-55
- Attendance at University/in house and operational duties
- learning will be a blend of classroom learning, seminars, coaching and mentoring, practical training and of course 'on the job'
- Three year probationary period coincides with time spent studying degree
- It is hoped that apprentices will stay on in the force they trained in, but are under no contractual obligation to do so.
- Recruitment into the force will be by Application form, SEARCH Assessment centre, Interview and Pre Employment checks
- Police forces are developing apprenticeships with their local universities
- Some Forces have started recruitment already e.g. Leicestershire, Nottinghamshire, Cheshire

DEGREE HOLDER ENTRY PROGRAMME (DHEP)

- Going to be launched in 2020
- Recruitment into the force will be by Application form, Assessment centre, Interview and Pre Employment checks
- 2 year programme for those holding a degree other than a policing degree
- Work full time as a Police Officer, whilst studying for a Graduate Diploma in Professional Policing Practice(level 6)
- Delivered by partner university

APPLICATION PROCESS

Please note you can only apply to one force at a time, so you will need to check the website of the Police Force you want to join.

Don't forget to check the precise eligibility criteria with your chosen force before applying.

After you've sent in your application to be a police officer, a three-step process begins.

STEP 1

On receiving your application form, the force that you have applied to will check your eligibility and mark your responses to competency questions (if these are used by the force). If your application is successful, you will be invited to attend an assessment centre (step 2).

STEP 2

If you pass the assessment centre, you will then take a fitness test. Further details on this can be found on policeoracle.com/careers/how_to_become_a_police_officer_the_police_fitness_test.html

STEP 3

Next, your references will be checked, you'll undergo a background, security, medical and eyesight checks.

Some forces may choose to run additional assessment stages, such as a second interview.

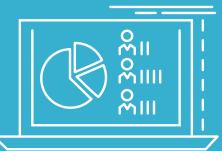
POLICE ASSESSMENT CENTRE (SEARCH)

THE INFORMATION BELOW RELATES TO CANDIDATES SITTING A POLICE SEARCH® RECRUIT ASSESSMENT CENTRE AFTER 31 AUGUST 2015.*

At the Assessment Centre, assessors will evaluate your performance in exercises which relate to specific competency areas relevant to the role. Information from all the exercises are used to produce the final results. The assessment exercises include:

- A Competency-Based Structured Interview with four questions, lasting 20 minutes in total
- A Numerical Ability Test lasting 23 minutes
- A Verbal Ability Test lasting 30 minutes
- Four interactive exercises lasting 10 minutes each (involves role play)





All candidates will also need to demonstrate competence in written communication.

Forces can choose from a number of ways to assess written communication:

- By requiring candidates to sit two written exercises either in advance of or as part of their assessment centre. Each written exercise lasts for approximately 30 minutes. Further details of these exercises can be found in the Information for Candidates document on recruit.college.police.uk/Officer/ after-l-apply/Documents/SEARCHinfo_ for_candidates_012v1.1.pdf
- By requiring candidates to have, or obtain, a qualification in written English.
 Forces can choose the level of qualification required, however this must be equivalent to a minimum of Functional Skills Level 2 English.

The force that you are applying to will let you know which method they have chosen to assess your written communication. All candidates undertake the same exercises and are assessed on an equal basis. The Assessment Centre lasts approximately half a day.

*For information on different Assessment Centres visithow2become.com/blog/uk-police-assessment/

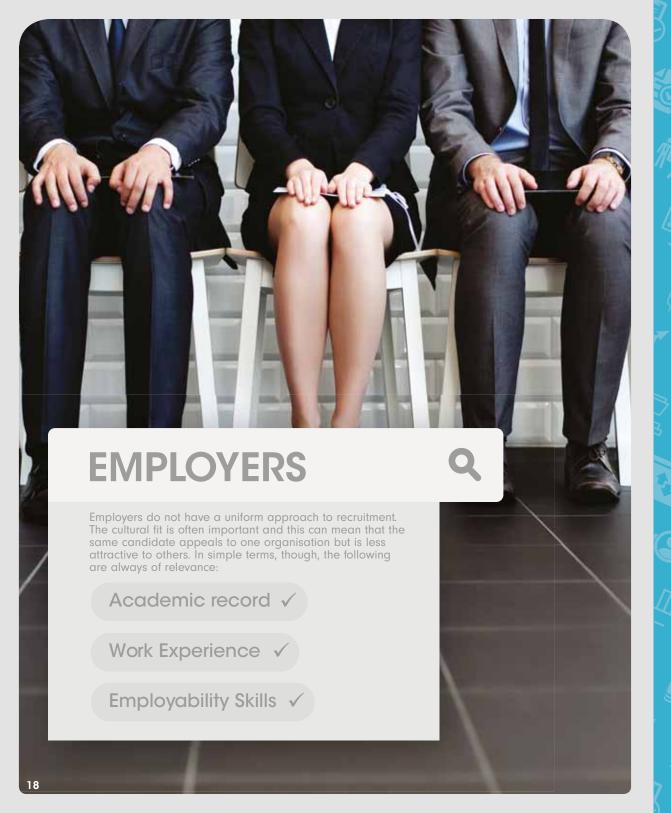


DAY ONE ASSESSMENT CENTRE

The Day One assessment centre is a new approach to Police Constable recruitment using innovative technology such as tablets and virtual reality which is intended to enhance your candidate experience. Currently a small number of forces are delivering this new approach to recruitment with further forces expected to join in 2019 and 2020. When arranging your assessment centre your recruiting force will let you know whether you are sitting the Day One Assessment Centre.











CAREERS FOR WHICH A POLICING DEGREE WOULD BE USEFUL

- POLICE COMMUNITY SUPPORT OFFICERS
- ARMED FORCES
- PROBATION OFFICER
- PRISON OFFICER
- INTELLIGENCE SERVICE
- CIVILIAN JOBS IN THE POLICE
- SOCIAL WORKER



"THE DEGREE WILL PROVIDE YOU WITH ALL OF THE KNOWLEDGE REQUIRED PRIOR TO JOINING THE POLICE FORCE"



OVERVIEW OF ROLES

It is worthwhile remembering that many graduate jobs do not specify a degree discipline. On a Policing degree you will develop a wide range of transferrable skills useful for many careers. However it is fair to say that it is a degree which is focussed on developing the skills required by the Police force for entry as a Police Constable.

Further information on jobs in the law enforcement and security sector can be found at prospects.ac.uk/jobs-and-work-experience/job-sectors/law-enforcement-and-security/graduate-jobs-in-law-enforcement-and-security

For more information on job profiles please visit some of the most widely used sites for careers support which provide greater detail than this overview.

- Prospects prospects.ac.uk/
- TARGETjobs targetjobs.co.uk/
- The National Careers Service nationalcareersservice.direct.gov.uk/

POLICE COMMUNITY SUPPORT OFFICERS

As a police community support officer (PCSO), you will work on the frontline of your local force, providing a visible and reassuring presence on the streets and tackling the menace of anti-social behaviour.

This is a paid, usually full-time position that can lead to a long career with the police.

PCSOs have different roles in different forces, but they usually patrol a beat and interact with the public, while also offering assistance to police officers at crime scenes and major events.

Depending on where you work, you could:

- · deal with minor offences
- offer early intervention to deter people from committing offences
- provide support for front-line policing
- conduct house-to-house enquiries
- quard crime scenes
- provide crime prevention advice

You would be a critical part of the force.

Although PCSOs do not have the same powers as regular police officers, they still carry a lot of responsibility, and are a critical part of the police service. Apply to your local Police force.

ARMED FORCES

There are a variety of roles the Royal Military Police and in the Armed forces, where it is possible to apply directly to be an officer. The UK's land, air and sea-based armed forces take part in combat, peacekeeping and humanitarian missions around the world to defend the country and promote its interests.

PROBATION OFFICER

As a probation officer, you'll manage offenders in order to protect the public and reduce the incidence of reoffending. You'll work with offenders in courts, in the community and in custody to make communities safer.

Probation officers interact with offenders, victims, police and prison service colleagues on a regular basis. You'll work closely with relevant statutory and voluntary agencies and may also manage approved residential premises for offenders and ex-prisoners. In addition, you'll also manage and enforce the conditions of community orders, which are an alternative to a prison sentence.

Probation officers work only in England and Wales. Scotland and Northern Ireland have separate criminal justice systems and different arrangements for the provision of probation services.

PRISON OFFICER

As a prison officer, you'll have responsibility for the security, supervision, training and rehabilitation of people committed to prison by the courts. This includes motivating prisoners to do what is best for themselves and others around them within a safe and healthy environment.

In addition to your custodial duties, you must be able to establish and maintain positive working relationships with prisoners, balancing authority with a large amount of understanding and compassion in order to effect rehabilitation.

The nature of the role demands the ability to think on your feet, make quick decisions and deal effectively with unexpected situations.

INTELLIGENCE SERVICE

The UK's three main intelligence services are:

- MI6 officially known as the Secret Intelligence Service (SIS), MI6 collects intelligence from outside the UK to support the government's security, defence and economic policies.
- MI5 the Security Service, or MI5, is the UK's domestic intelligence agency. Its
 objective is to protect the UK against internal or external threats to national security.
- GCHQ Government Communications Headquarters (GCHQ) is responsible for gathering information by intercepting electronic and digital communications, and thwarting hackers and other technological threats.

Graduates are free to apply to any of the jobs advertised by these organisations, but there are also specific development programmes in place if you have a degree.

CIVILIAN JOBS IN THE POLICE

The Police recruit for a wide range of roles for civilians e.g. administration, call handlers, intelligence, and details can be found on:

bluelinejobs.co.uk/jobs/search

jobs.policeoracle.com/

Or look at the website of your local Police Force.

SOCIAL WORKER

Social workers support individuals and their families through difficult times and ensure that vulnerable people, including children and adults, are safeguarded from harm. Their role is to help in improve outcomes in people's lives.

They maintain professional relationships and act as guides and advocates. They sometimes need to use their professional judgment to make tough decisions that might not always be well received by those they are trying to help. Social workers tend to specialise in supporting children and families, or vulnerable adults.

In a statutory position, your role is to adhere to the laws that exist to protect the vulnerable clients that they work with. Social workers have a duty to abide by the legislation and the power to enforce it. In non-statutory roles, social workers still work with a similar client group but are not specifically responsible for enforcing the law. You'll be employed in the charity sector or in specialist roles, such as providing support for drug and alcohol users, homeless people and people with mental health issues. You may also work in early intervention roles, aiming to prevent the escalation of problems in society where statutory services are required.

POLICE NOW

Police Now gives exceptional graduates the opportunity to become police officers and transform challenged and often deprived communities. It is a two-year National Graduate Leadership programme, and is run in conjunction with 28 forces. It comprises secondments, personal development and skills training sessions. New for this year (2019) there is also a National Detective programme which gives graduates with 2 years post graduate work experience the opportunity to take part in a two year training programme, with opportunities to have three postings lasting between five to nine months and take place in Main Office CID (serious crime), Safeguarding and Proactive teams. The combination of rotations will ensure you are capable of investigating serious and complex crime from the fifteenth month point, which traditionally takes a minimum of two years via alternative routes. Further information can be found on policenow.org.uk/

DIRECT ENTRY SCHEMES

There are direct entry schemes at Inspector level and Superintendent level. These require several years' experience of the workplace, and at a senior management/director level for Direct Entry at Superintendent.

In addition there is a Fast Track Programme for serving police constables. The aim of this would be for the individual to reach the rank of Inspector within 2 years. This is most likely to be applicable for those with a wide range of experience in the workplace.



LAYING THE FOUNDATIONS

During your degree there are many ways you can develop your skills to enhance your chances of joining the Police, but which will also be useful for many careers:

JOINING THE SPECIALS

- During your degree, it will be advisable to join the Special Police – this will show your commitment to joining the Police, and also help you develop the skills and experience required. Many forces will expect this.
- Special constables (or "Specials") are volunteer police officers with the same powers as regular officers.
- Specials spend around four hours a week, or more, supporting the police to tackle crime in their communities. (Duty hours may vary from force to force.)
- Specials are recruited locally by all 43
 Home Office police forces in England and Wales. They work in partnership with regular officers and the wider policing family, such as Police Community Support Officers (PCSOs).
- Special Constables have full policing powers, unlike PCSOs or police support volunteers
- The role is not paid, but a uniform and expenses are provided
- Apply to your local force

WORK EXPERIENCE

 Any work experience dealing with the public and where you have to deal with customers and sometimes difficult situations will help you develop the 'people' skills required by the Police, e.g. working in retail, bar work, care assistant, hotel and catering, call centre. But any experience will contribute to your 'life' experience.

VOLUNTARY WORK

Being a Police officer is very much about serving the community, and helping to protect the vulnerable in society. Therefore any kind of voluntary experience will be useful in developing the skills required and showing a commitment to public service. You may find the following particularly of interest but a full list of opportunities can be found on do-it.org/ and specifically for the Police on police.uk/volunteering/

 Victim support - Victim support is a national charity giving free and confidential help to victims of crime, witnesses, their family, friends and anyone else affected across England, Wales and Northern Ireland. Victim support also speaks out as a national voice for victims and witnesses and campaigns for change.

victimsupportni.com/

- Independent Custody Visitors these are members of the public who make regular unannounced visits to check on the standards in which people are held in custody. Visitors play a vital role in raising standards and helping ensure the fair treatment of detainees. Their visits also help to enhance the accountability and transparency of the police among the communities they serve. icva.org.uk/
- Pro Bono schemes at the University of Law may also appeal. These allow development of skills as well as insight into the challenges being faced by the public

STUDENT SOCIETIES

The ability to influence peers is important whether engaging in society activities or running for positions of responsibility within them. Social relationships form which are akin to the development of a more professional network which will be so important as you progress your career. The handover requirements necessitate really important skills that are tested in the workplace and creating a new society shows enterprise and determination.

PROFESSIONAL EMPLOYABILITY PROGRAMME

Success in securing an entry opportunity often marks the start of a potentially long career, especially with the retirement age edging closer to 70. So in many ways, the hard part is still ahead.

This Professional Employability Programme is designed to explore some of the challenging aspects of the workplace, offer some insights on why these arise and encourage reflection and planning so you can respond positively to these challenges.

10 USEFUL STEPS



