

Appendix E

Talent Management and Promoting Difference Introductory Scorecard – Quantitative and Qualitative analysis of talent management activity and positive action initiatives

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Please note that this is an introductory Scorecard; many of the programmes listed in this document are either relatively new, with little numerical data having been amassed at present, or have undergone significant change over the past year. Additionally, in-unit analytical capability only became available at the beginning of November 2009. It is expected that over the next few months the balance between quantitative and qualitative data will improve substantially.

Talent Management Activities

Programme/ Activity	Target group	Comment
High Potential Development Scheme (HPDS)	Police officers at the rank of constable and sergeant with potential to reach the rank of superintendent (and possibly beyond) more rapidly than other officers.	The HPDS is a national scheme led by the National Policing Improvement Agency (NPIA), and provides members with enhanced development opportunities and a preferential promotion pathway.
Emerging Leaders Programme (ELP)	Staff and officers capable of attaining senior levels (at least chief supt / Band A level); specifically, police officers at the rank of inspector and chief inspector and police staff at Band D, C and equivalent level.	This programme presents the MPS with the opportunity to deliver one combined high potential scheme for police staff and police officers for the first time, providing an ongoing development mechanism for officers at inspector/chief inspector rank [no longer eligible for the national HPDS], graduates of the IDP [see below], and more broadly talented police staff and officers at the target level across the organisation.
Equip to Achieve Programme (ETA)	Talented minority ethnic police officers at all ranks up to and including chief inspector.	The aim is to ensure the MPS has a more representative pipeline of talent at all levels. Specifically, it supports BME constables and sergeants attending the Police National Assessment Centre [which gives entry to the national HPDS] and BME inspectors and chief inspectors to apply for the Emerging Leaders Programme, which enables accelerated promotion to superintendent.
Intensive Development Programme (IDP)	Police staff in bands up to and including band C [and equivalents] with the potential to progress into senior management positions.	Designed to offer an equivalent development scheme for police staff to the national HPDS. This will be superseded by the ELP from January 2010 and in future will be reconfigured to target talented police staff in administrative bands [E, F and G].
National Senior Careers Advisory Service (NSCAS) Level Two	Those currently holding or qualified for ACPO rank or police staff equivalent and superintending ranks or equivalent police staff [Band A, B and appropriate shadow bands] with the potential, desire and commitment to attain ACPO rank or equivalent within the next four years	This year the NPIA has revised the assessment process onto NSCAS Level Two to ensure greater rigour in the selection of candidates. Previously Chief Officer endorsement and PDR rating were included as scores in the marking process. This year candidates' overall score was purely dependent on their performance in the assessment process exercises. This resulted in a lower success rate, which is not comparable to previous years.
Senior Police National Assessment Centre (SPNAC)	Police Officers at the rank of superintendent and chief superintendent seeking promotion to ACPO and Police Staff at Band B and Band A level (plus equivalent shadow bands).	Success at Senior PNAC is an essential prerequisite for attending the Strategic Command Course. Selection for ACPO is dependent upon successful completion of the Strategic Command Course.

Talent Management Programmes and Participants

	Sum	Police Officers		Police Staff		Notes and Achievements
	Total Numbers	BME	Female	BME	Female	
Revised High Potential Development Scheme (HPDS)	25 (+ [60] existing talent pool)	1	9			The HPDS was revised in 2008 [now only accessible to constables and sergeants]. Prior to this the scheme the MPS had an existing talent pool of 60 officers [5 BME and 20 female]. The MPS has raised concerns with regards to the potential adverse impact the National Policing Improvement Agency's selection centre has on BME candidates. The MPS has also introduced the Equip to Achieve programme to increase representation from BME officers. Figures include the 6 newly selected members from the December 2009 NPIA assessment process.
Emerging Leaders Programme (ELP)	31	8	5	2	2	The selection process concluded on 14/12/09. The cohort includes 8 male officers who successfully migrated from the Equip to Achieve programme.
Equip to Achieve Programme (EtA)	14	14	4			The second cohort of the EtA programme commenced on 28/11/09 and includes bespoke development to assist delegates in securing places on the national High Potential Development Scheme and the MPS Emerging Leaders Programme. Significant results from cohort one are flagged within the 'key measures' section of the scorecard.
Intensive Development Programme (IDP)	7			1	6	The IDP will be revised during 2010 to provide development initiatives to police staff within administrative grades to assist progression to Band D and eligibility / access to the Emerging Leaders Programme. Recently two individuals have been promoted off of the programme to band B. One of these individuals was a BME female.
National Senior Careers Advisory Service (NSCAS) Level Two	34	2	5	1	4	NSCAS Level 2 services are provided by the NPIA to superintending ranks and police staff (Band B and A). The individuals are assessed as having the potential to reach ACPO level. Existing ACPO officers are excluded from the figures.
Senior PNAC	4	1	3			The MPS had four successful candidates from the 2009 process.

2009 Talent Management Key Measures

	Total Numbers	BME	Female	Notes and Achievements
No promoted to superintendent				The revised HPDS launched last year and is only open to constables and sergeants. Therefore, no promotions to superintending ranks have occurred. It is anticipated that the first promotions to superintendent will occur during 2012. However, of the existing MPS talent pool (HPDS prior to the 2008 revised scheme), 6 promotions to superintendent have been achieved over the last 12 months (one BME officer).
No of former talent pool members promoted to ACPO				Since data collection commenced (2008) no former talent pool members have been promoted to ACPO.
No Equip to Achieve officers securing places on either national HPDS or Emerging Leaders Programme	9	9	1	8 members of EtA cohort one successfully migrated onto the Emerging Leaders Programme. One BME female successfully gained entry onto the national High Potential Scheme.
Number with Box 1 PDR rating vs corporate average				Data collection will commence at the end of the 09/10 PDR reporting period (31/03/10).

	Talent Management Overall Promotion Rates										Notes
	Police Officer Promotions										
	Sum	Sgt/ D Sgt		Insp/ D Insp		Ch Insp/D Ch Insp		Supt/ D Supt			
Total Numbers	BME	Female	BME	Female	BME	Female	BME	Female	BME	Female	
High Potential Development Scheme (HPDS)	6	0	1	0	1						The revised HPDS launched last year and is only accessible to constables and sergeants. Therefore, promotions to Chief Inspector and Superintendent have not been achieved within this period. The Emerging Leaders Programme launches with effect from 28/01/10, information on promotions achieved will be monitored from this date. EtA cohort commenced with effect from 28/11/09, promotions will be monitored throughout the 12-month period of the programme. However, significant results were achieved by cohort one; 3 promotions (one to Sergeant, one to Chief Inspector and one to Superintendent).
Emerging Leaders Programme (ELP)											
Equip to Achieve Programme (EtA)											
	Police Staff Promotions								Notes		
	Sum	Band C		Band B		Band A					
	Total Numbers	BME	Female	BME	Female	BME	Female				
Intensive Development Programme (IDP)	4	1	2	1	1					The 2009 figures shown here include two individuals promoted off the programme to Band B (one female BME). To date, 21 have attained promotion to Band C, 4 to Band B and 1 to Band A level.	
Emerging Leaders Programme (ELP)											

	Promoting Difference Headline Data															
	Sum	Sum	Sum	Police Officers		Police Staff		Primarily PALP- related			Outcomes					
Programmes	Target	YTD	Total candidates	BME	Female	BME	Female	Disability	Race & Faith	Sexual orientation	Promoted	Lateral Progress	Retention	A +ve view from LM	Skills	Confidence
Career Management	1	1	10	10	2						4					
Positive Action Leadership Programme	24	23	82*	9	5	41	56	5			3	19	60	18	45	15
Springboard	1	1	Analysis to be undertaken in 2010													
Encompass	To re-commence 28-29 January 2010															
Applications Workshop	N/A	1	79	79	13					First ever MPS GPA ICF Workshop	Central Panel results (PC-PS and PS- Insp) to be published 2010					
Neuro-Linguistic	N/A	2	28	17	11	Analysis to be undertaken in 2010										
PCSO to PC Pathway	On hold															
SAMURAI Development Programme	N/A	2	Analysis to be undertaken in 2010													
Deaf Awareness and Start to Sign Courses	To commence January 2010															
Women Returning From Maternity Leave	To commence January 2010															
Study Groups	N/A	1	6	6	2						4					
Specialist Roles	38 mentors trained and signed up for Operation Trident															
Mentoring and Coaching	14 mentors trained and signed up for this programme to go live in 2010															
Promoting Difference Conference	1	1	58	17**	5**	14**	12**	1		9 lesbian/gay participants					7	28
	means data not applicable or not available															
	*includes 30 police staff onTHR sessions; 27 were redeployed into their first job choice and 3 got their second															
	** of approximately 36 responses															

Promoting Difference Activity

It is estimated that in one year the Promoting Difference team will have an impact on the promotion, progression and personal and professional development of 1,300 police officers, PCSOs and police staff.

Programme/ Activity	Target group	Comment
Career Management Programme	BME PCs who have been unsuccessful in the promotion process	This is a pilot programme that provides officers with some coaching and the negotiating, influencing and effective communication skills needed to be successful in competency-based selection processes.
Positive Action Leadership Programme	Inspector/ Sergeants, PCSOs and Bands D, E, F and G who want to progress or work on personal development	An intensive four day motivational programme that is aimed at personal development and leadership skills that will aid in promotion and lateral progression. This is open to those from under-represented groups.
Springboard	Female PCs, PCSOs and Band E-G police staff	Four one-day workshops held every month, this programme is offered twice a year to help women, especially those in non-managerial positions to identify personal and career goals and how to achieve them.
Encompass	Female managers of Band Ds and Sergeants and Inspectors	An initial two-day course with one-day followup two months later that is the managerial lead-on from Springboard.
Applications Workshop	BME Officers	Overview of application forms, interview processes and career planning for BME Officers.
Neuro-Linguistic	For those wishing to move from Inspector to Chief Inspector	A two-day programme provided by NPIA trainers for small groups of eight to ten people. A focused preparatory course for overcoming the identified common barriers to promotion.
PCSO to PC Pathway	ESL and ESOL PCSOs and PCSOs who have been unsuccessful in becoming PCs	This pilot project being operated in the five Olympic boroughs and motivates/ encourages those PCSOs with valuable second language skills to either apply or re-apply to become PCs.
SAMURAI Development Programme	As required	One day development courses dictated by requests from the SAMURAI.
Deaf Awareness and Start to Sign Courses	For first line managers and frontline staff who work with the hearing impaired	This bespoke programme will provide basic sign language skills.
Women Returning From Maternity Leave	Female police officers who need to be supported whilst on maternity leave and upon return to work	This pilot project is to be run in partnership with the Federation and is aimed at helping women deal with childcare issues, moving off restricted duties and getting their career back on track .

Promoting Difference Activity

Mentoring and Coaching

Programme/ Activity	Target group	Comment
Study Groups	For all police officers and staff from under-represented groups who want to form study teams when applying for promotion	Ongoing support, advice and guidance to provide a diverse cross section of the MPS with the confidence and skills to apply for promotion opportunities.
Specialist Roles	To provide mentors for BME officers/staff who wish to join SCD 8 (Trident)	Part of a larger Leadership Academy programme that provides under-represented officers/staff with mentors and/or coaches so that they can successfully seek promotion to specialist business groups.
Mentoring and Coaching	All under-represented police officers/ staff	To ensure that all under-represented police officers/ staff have access to either a coach/mentor to provide the skills and motivation necessary to be successfully promoted. This is part of a larger scheme operated by the Leadership Academy to provide coaches and mentors to all.

Conferences

Promoting Difference	All who have attended the Promoting Difference or Achieve Programmes	Annual conference to reflect, network, evaluate and suggest improvement in existing processes.
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Promoting Difference YTD Performance

It is estimated that in one year the Promoting Difference team will have an impact on the promotion, progression and personal and professional development of 1,300 police officers, PCSOs and police staff.

"P" Key Corporate Objective	Programme/ Activity	YTD	On Target	Comment	Progress
Professionalism/ Presence/ Performance/ Productivity	Career Management Programme	Pilot Project	Y	This is run once a year, from January to May, and is scheduled to go ahead in 2010.	10 BME officers who had previously failed at local (now defunct) or central assessment participated in this programme and achieved an NVQ Level II Team Leading qualification. Four participants then passed the Central Panel for the PC-PS process and are currently on Work Based Assessment (WBA) as temporary sergeants. Thus, a success rate of 40% was achieved.
Professionalism/ Presence/ Performance/ Productivity	Positive Action Leadership Programme	Twice/ Month	Y	Bespoke THR PALP courses were conducted in November 2008 and January and February 2009	For year to date PALP results see PD Headline Data and/or Evaluation tables
Professionalism/ Presence/ Performance/ Productivity	Springboard	Twice/ Year	Y	An initial Springboard Programme was conducted from February to June 2009. The second programme will run from January through April 2010	Feedback data is in the process of being collected and collated. Analysis and progress will be included in the next quarterly Scorecard
Professionalism/ Presence/ Performance/ Productivity	Encompass	Six/ Year	Y	This programme was handed over by DCFD in March 2009 and re-commences January 2010	Consultation is underway to set up an analytical framework, and the first session is scheduled to start 28 January 2009.
Professionalism/ Presence/ Performance/ Productivity	Applications Workshop	Ad hoc	Y	In response to requests for Staff Support Associations; one was run in DSA and another for Camden borough.	Central panel results for the PC-PS process are to be published on 19/02/10. In partnership with Camden borough, Promoting Difference delivered an application workshop for 20 officers who had participated in a PALP course. Awaiting results.
Professionalism/ Presence/ Performance/ Productivity	Neuro-Linguistic	Ad hoc	Y	This programme has been run twice since 1 April 2009: 23-24 June and 30 June -1 July	Feedback data is in the process of being collected and collated. Analysis and progress will be included in the next quarterly Scorecard
"P" Key Corporate Objective	Programme/ Activity	YTD	On Target	Comment	Progress
Professionalism/ Presence/ Performance/ Productivity	PCSO to PC Pathway	Pilot Project	Ongoing	Awaits results of PCSOs applying for PC data	This programme is currently on hold.
Professionalism/ Presence/ Performance/ Productivity	SAMURAI Development Programme	Ad hoc	N/A	The first development course on Finance was run on 23 October 2009, and a second, focused on Media and Marketing is scheduled for 25 November 2009. As clarity is developed around target audience and needs, the numbers and types of courses run per year will be decided.	Feedback from these programmes will be collected and evaluated, with findings being available in early 2010.
Professionalism/ Presence/ Performance/ Productivity	Deaf Awareness and Start to Sign Courses	Pilot Project	Y	To begin January 2010.	Initial consultation is underway to set up an analytical framework
Professionalism/ Presence/ Performance/ Productivity	Women Returning From Maternity Leave	Pilot Project	Y	After an initial low response, this should be piloted with Police Federation training in 2010.	Initial consultation is underway to set up an analytical framework
Mentoring/Coaching and Conference					
Productivity/ Performance/ Presence	Specialist Roles	Ongoing	Y	The first training course for mentors was run the second week in November, and the programme should be up and running by early 2010.	Currently, 38 mentors have been trained for Operation Trident.
Productivity/ Performance/ Presence	Mentoring and Coaching	Ongoing	Y	The first PALP training the mentor sessions for 14 people were held at the end of November, and training will be completed before January 2010.	This programme will go live early in 2010.
Presence/ Performance	Promoting Difference Conference	February 2010	Y	This event is scheduled for 15 February 2010.	For results of the February 2007/08 conference see PD Evaluation