



Appendix 1

Introduction from Simon Marshall, Director of Recruitment

This year's business plan builds on last year's successes, sustaining the improvements we made in the areas of diversity, effectiveness, and efficiency. The key challenge for the year will be to deliver on our recruitment targets, which are key to the MPS' ambitions in the areas of safer neighbourhoods and counter terrorism. At the same time, we will be reshaping the Recruitment directorate to better respond to changing economic, organisational and social trends within the corporate and external environment. Our activity will, therefore, be focused on making the most of our resources, implementing the Deployment Plan, and sustaining growth in workforce diversity.

We will focus on our most critical business processes, which are:

- Identifying short, medium and long term demand;
- Attracting applicants to the MPS;
- Application processing;
- Deployment of staff.

These core business processes will be underpinned by:

- Enhancing relations with customers and stakeholders;
- Ongoing analysis and evaluation;
- Enhanced use of information systems;
- Increased capability of staff.

The objectives of the business plan are listed below, together with a selection of the critical activities that will ensure their delivery, and the key performance indicators we will use to measure our success.

For further information regarding the Business Plan, please read the full document, which is accessible online via the intranet at: http://intranet.aware.mps/HR/HR_Recruitment/index.htm.

Kind regards,

Simon Marshall
Director of Recruitment





Recruitment Objectives

1. Contribute to a more diverse workforce by achieving MPS recruitment targets

The key to achieving better and sustained diversity is carefully controlled recruitment activity. The last couple of years have seen a major change in how we recruit, moving from a broad brush to a focused, carefully managed approach. Consequently, over 40% of applicants across the board originate from black and minority ethnic groups, and 36% are female.

In order to sustain and further improve our performance, we will:

- Develop an overarching Recruitment Requirement that links recruitment, deployment and diversity requirements;
- Enhance our environmental scanning capability so we are better able to gain access to individuals who have both the specific skills and qualities we are looking for, and who are currently under-represented within the MPS;
- Deliver broad, community-centric recruitment activity;
- Sustain the benefits gained through Investors in People (IiP) accreditation through systematic continued professional development programmes and training focused on meeting business need.

Key Performance Indicators

Tables 1 and 2 summarise our key performance indicators against which we will measure our success during the year. For the first time, we have quantified our vision of diversity, moving beyond gender and ethnic origin.

Table 1: Corporate Recruitment

	New police recruits	Transfers and re-joiners	30 plus scheme	Police Community Support Officers	Metropolitan Special Constables	Police staff
Total recruitment need	1,143	745	100	2,571	1,154	TBC
Percent BME recruited	20%	-	-	30%	-	-
Percent women recruited	35%	-	-	45%	-	-
Percent of BME applications	70%	-	-	42%	-	-
Percent of applications from women	26%	-	-	33%	-	-





Table 2: Remaining Strands of Diversity

Graduates recruited		30%
Percentage of applications received from	People with disabilities ⁱ	8%
	People aged over 40 ⁱⁱ	35%
	People from minority faith groups ⁱⁱⁱ	13.3%
	People who are gay, lesbian or bisexual ^{iv}	6%

2. Assess, and where necessary improve, selection processes to contribute to the achievement of a diverse and professional workforce.

We have improved the quality of our selection processes considerably, introducing multi-exercise assessment centres for Police Community Support Officers (PCSOs) and Metropolitan Special Constables (MSCs), introducing job-related fitness and substance misuse testing for PCSOs and MSCs, and using the campaign management model to co-ordinate and manage our recruitment processes. Our concerns regarding the adverse impact arising from the National Recruitment Standards assessment centre for new police recruits have been raised with Centrex and the Home Office.

During 2006/07, the Recruitment directorate will be restructured to better meet the needs of our customers and stakeholders. The new structure will be underpinned by the effective use of our information systems, including e-processing on MetHR and online applications. The directorate will be organised into clearly delineated functions at Empress State Building and Hendon. The selection processes will be developed through increasing the design, validation and implementation capability of the Selection Centre. The development of information and knowledge will be pursued through ongoing analysis, evaluation and research on processes, the corporate environment and employment markets. We will sustain the improvements following liP accreditation and work towards employer of choice status.

Key Performance Indicators

- Implement the Attraction Strategy;
- Implement the Business Improvement Programme by March 2007;
- Minimum of 60% of applications to be received online;
- Reduce our total cost per hire by 25% over two years at nil cost (including start-up costs);
- Accreditation as an employer of choice;
- Integration of the *Together* values within our business processes.

3. Enhance our responsiveness to the needs of our internal and external customers.

We have developed in a number of ways our ability to meet the needs of our internal and external customers: we have enhanced our website, implemented candidate clinic and an online application facility, and we have developed the Strategic Workforce Planning forum, linking stakeholders such as Territorial Policing, Specialist Operations and Corporate Finance with Recruitment and Workforce Planning.





During the coming year we will build on these foundations and deliver even better working relations with customers and stakeholders by:

- Developing the Recruitment Requirement in close consultation with customers and stakeholders;
- Closer account management of recruitment processes, particularly police staff recruitment, where there will be a wide range of customer requirements;
- Closer management of the corporate contract for the supply of temporary staff;
- Seek feedback from our customers on our products and services in order to raise levels of customer satisfaction;
- Research our employment markets and use the findings to gain and secure access to under-represented groups;
- Align our recruitment processes to the campaign management model.

Key Performance Indicators

- Approval of Recruitment Requirement;
- Improved levels of satisfaction for our internal and external customers;
- Delivery of the Deployment Plan;
- Applications are processed within a tolerance band of plus/minus 10% against the campaign management model plans.

4. Deploy our professional workforce to meet the challenges and priorities facing the MPS.

We will develop systems and tools to allow forecasting of recruitment needs and will continue to refine our evaluation process of the deployment plan. Our key activities will be:

- Develop the forecasting tool to look a number of years ahead to identify future shortages of ranks and skills;
- Develop an effective environmental scanning capability to support foresighted management and planning;
- Continue to monitor the progress towards the achievement of the affordable workforce targets and consider ways to help forecast future demand.

Key performance indicators:

- Achievement of recruitment targets;
- Posting processes;
- Vacancy levels;
- Monitor the distribution of detective assets;
- Establish 'intelligent' client relationships.

ⁱ According to ONS 3.6 million people with disabilities are economically active people out of a population of 6.8 million; 46.9 million people in UK of working age are economically active out of a population of 59.8 million (Social Trends, 2003)

ⁱⁱ ONS, 2005; Census data, 2001)

ⁱⁱⁱ Comprises economically active members of Muslim, Hindu, Sikh and Jewish faith groups within London (Census, 2001)

^{iv} Recruitment Directorate, 2006

