

HUMAN RESOURCES DIRECTORATE

PLANNING OBJECTIVES 2002-03

Priority 1: To increase the security of the capital against terrorism

Objective - Recruit and train ‘auxiliaries’ for security, counter-terrorism and community support roles (Corporate objectives 1 and 5)

To establish the employment terms and conditions, and recruit and train ‘auxiliaries’ for security, counter-terrorism and community support roles.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
1A Services	a) Define the various roles of ‘auxiliaries’ b) Determine the terms and conditions of employment c) Determine and negotiate the pay and remuneration package for ‘auxiliaries’	a) Roles defined b) Terms determined c) Pay package agreed	a) Awaits legislation b) Awaits legislation c) Awaits legislation	<ul style="list-style-type: none"> Objective also supports Priority 2, Creating Safer Communities for Londoners Actions a) & b) will be led by the Police Reform Team in liaison with HR Directorate 	a) Head of Police Reform Team (PRT) b) Head of PRT / Director HR Services c) Director HR Services

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
1B Selection	<ul style="list-style-type: none"> a) Develop a recruitment strategy for 'auxiliaries' b) Design advertising and marketing strategy c) Recruit 'auxiliaries' to approved targets d) Deploy 'auxiliaries' to meet policing priorities 	<ul style="list-style-type: none"> a) Strategy produced b) Strategy Produced c) Performance against approved targets d) Actual deployment against customer requirements 	<ul style="list-style-type: none"> a) 12/04/02 b) 19/04/02 c) Awaits d) Awaits 		<ul style="list-style-type: none"> a) Head of Recruitment Strategy & HR Selection b) Head of Marketing & Advertising c) Head of Operations d) Head of Workforce Deployment

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
1C DTD	<ul style="list-style-type: none"> a) Design training for 'auxiliaries' once roles defined b) Commence delivery of training for 'auxiliaries' c) Deliver training to the target number of auxiliaries 	<ul style="list-style-type: none"> a) Courses designed b) Start date c) No. 'auxiliaries' trained 	<ul style="list-style-type: none"> a) Date awaits b) Date awaits c) Awaits 		<ul style="list-style-type: none"> a) Head of Training Design b) c) OCU Commander T&D

Objective - Ensure optimum availability of staff for security activities (Corporate objective 2)

To ensure the optimum availability of police and civil staff engaged on security activities through achieving appropriate recruitment targets.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>2A Selection Police</p>	<p>a) Introduce proactive recruitment team b) Develop police recruitment strategy including national standards c) Generate sufficient levels of enquiries to provide enough applications to meet processing requirements d) Reduce application wastage e) Recruit police officers to target f) Increase the number of skilled and experienced officers transferring to the MPS for specialist posts</p>	<p>a) Team established b) Publication c) Performance against target d) Performance against target e) Performance against target f) Performance against target</p>	<p>a) 31/03/03 b) 31/03/03 c) Awaits (circa 87,000 enquiries, 17500 applications) d) 40% return rate e) Awaits (circa. 3525) f) 20% increase</p>	<p>Overall strengths against BWT will be monitored via the Performance Management Scorecard</p>	<p>a) Head of Operations b) Head of Operations c) Head of Operations d) Head of Marketing & Advertising e) Head of Recruitment Strategy & HR Selection f) Head of Operations</p>

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>2B</p> <p>Sele-</p> <p>ction</p> <p><u>Civil</u></p> <p><u>Staff</u></p>	<p>a) Consult with OCUs and establish the number of civil staff vacancies</p> <p>b) Develop civil staff recruitment and advertising strategy</p> <p>c) Develop service level agreement for civil staff recruitment activities</p> <p>d) Define civil staff recruitment targets</p> <p>e) Generate sufficient levels of enquiries to provide enough applications to meet processing requirements</p> <p>f) Recruit civil staff to meet approved targets</p> <p>g) Reduce the time taken for recruiting civil staff to key roles e.g. communications officers</p>	<p>a) Publish results</p> <p>b) Approval by SMT</p> <p>c) Publication</p> <p>d) Targets set</p> <p>e) Performance against targets</p> <p>f) Performance against target</p> <p>g) Time taken</p>	<p>a) 31/03/03</p> <p>b) 30/04/02</p> <p>c) 31/03/03</p> <p>d) 31/03/03</p> <p>e) Varies according to post</p> <p>f) Varies according to post</p> <p>g) 10 weeks</p>		<p>a) Head of Recruitment Strategy & HR Selection</p> <p>b) Head of Marketing & Advertising</p> <p>c) Head of Operations</p> <p>d) Head of Recruitment Strategy & HR Selection</p> <p>e) Head of Operations</p> <p>f) Head of Operations</p> <p>g) Head of Operations</p>

Objective - Ensure the optimum availability of staff through proactive attendance management (Corporate objective 2)

To ensure the maximum attendance of staff through proactive and effective attendance management.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
3 Services	<ul style="list-style-type: none"> a) Reduce police sickness levels b) Reduce civil staff sickness levels c) Reduce traffic warden sickness levels d) Target sickness 'hot spots' for proactive action in partnership with Boroughs / OCU's 	<ul style="list-style-type: none"> a) Working days lost b) Working days lost c) Working days lost d) No. 'hot posts' targeted for action 	<ul style="list-style-type: none"> a) 9 days b) 10 days c) 16 days d) 3 'hot spots' targeted for action per month a) – c) achieved by 31/03/03 		OH Practice Manager

Objective - Enhance operational responsiveness of staff deployment processes to meet security needs

To review and improve as necessary the processes used to determine staffing needs and the deployment of staff to meet those needs, to ensure these activities are responsive and sensitive to changes in operational requirements and priorities.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>4 Selec- tion</p>	<p>a) Design system to determine staffing needs b) Design predictive model for vacancy management to distribute available staff c) Develop a process to identify skills shortages d) Design posting policy to facilitate effective deployment e) Evaluate revised posting process f) Provide guidance for business groups to introduce succession planning g) Develop project initiation document for introducing a strategic deployment group</p>	<p>a) System designed b) Predictive model designed c) Approval by SMT d) Approval by SMT e) Posting process implemented f) Guidance published g) Publication</p>	<p>a) 28/12/02 b) 28/12/02 c) 31/10/02 d) 31/10/02 e) 31/03/03 f) 31/03/03 g) 31/05/02</p>		<p>a) - b) Head of Recruitment Strategy & HR Selection b) - f) Head of Workforce Deployment g) Head of Operations</p>

Objective - Ensure the security of buildings and sites occupied by the HR Directorate

To ensure effective security of buildings and sites occupied by the HR Directorate and its agents and raise awareness of security amongst staff.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
5 Strategy	a) Review security arrangements for buildings / sites with assistance of PSD b) Raise awareness of staff about security issues for the safety of themselves and others via team briefings c) Conduct a periodic inspection of security at HR Directorate buildings / sites	Report submitted Briefings conducted Reviews conducted 6 monthly	a) 30/04/02 b) 30/06/02 c) 30/09/02; 31/03/03		Awaits

Priority 2: To create safer communities for Londoners

Objective - Publicise postings of new probationers (Corporate objective 5)

To seek to publicise the arrival of new probationers to Boroughs upon leaving Hendon to demonstrate commitment to increasing the numbers of police at Boroughs

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
6 Selec- tion	a) Develop communication strategy	a) Publication	31/03/03		Head of Recruitment Strategy & HR Selection

Objective - Increase the visible presence of police on the streets of the Capital

To optimise the deployment of police on the streets of the Capital and supporting Transport for London by supplementing their presence with 'auxiliaries' and traffic wardens, and maintaining civil staff strength in key operational support roles.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
7 Selec- tion	a) Identify key operational support roles b) Maintain civil staff strength c) Ensure that vacancies in key operational support roles are not filled by police officers d) Recruit sufficient staff to meet approved target requirements in key operational support roles	a) Awaits b) Awaits c) No. police and civil staff in these posts d) Performance against approved targets e) Plan set up	a) Awaits b) Awaits c) Awaits d) 31/03/03 e) 31/03/03		a) Head of Operations b) Head of Operations c) Head of Operations d) Head of Recruitment e) Head of

	e) Introduce succession plan to identify future vacancies				Workforce Deployment
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Objective - Make progress towards achieving a workforce that proportionately reflects the diversity of the population of London

To take measures to ensure that there is an increase in the numbers of police and civil staff within minority ethnic groups in the workforce and achieve proportionate parity with all diverse groups in London

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>8 Sele- ction</p> <p><u>Police</u> <u>and civil</u> <u>staff</u></p>	<p>a) Prepare Diversity Retention Strategy</p> <p>b) Prepare marketing plan</p> <p>c) Review recruitment policy and best practice in relation to under-represented groups</p> <p>d) Audit the Positive Action Support Programme</p> <p>e) Improve the numbers of police officers within minority ethnic groups</p> <p>f) Reduce the number of police leavers within minority ethnic groups</p> <p>g) Increase the number of civil staff within ethnic minority groups</p> <p>h) Reduce the number of civil staff leavers within minority ethnic groups</p>	<p>a) Strategy published</p> <p>b) Plan published</p> <p>c) Review completed</p> <p>d) Audit complete</p> <p>e) Minority ethnic officers as % of strength</p> <p>f) Minority ethnic police leavers as % total leavers</p> <p>g) Minority ethnic civil staff as % strength</p> <p>h) Minority ethnic civil staff leavers as % total leavers</p>	<p>a) 30/06/02</p> <p>b) 30/06/02</p> <p>c) 30/06/02</p> <p>d) 28/04/02</p> <p>e) 7.9%</p> <p>f) Awaits</p> <p>g) Awaits</p> <p>h) Awaits</p>		<p>a) Head of Operations</p> <p>b) Head of Marketing & Advertising</p> <p>c) Head of Recruitment Strategy & HR Selection</p> <p>d) Head of Operations</p> <p>e) Head of Operations</p> <p>f) Head of Operations</p> <p>g) Awaits</p> <p>h) Awaits</p>

Objective - Improve the balance of minority ethnic groups within the workforce

To work towards a balance of minority ethnic officers and members of civil staff within the workforce across the rank / grade structure.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>9A Sele- ction <u>Police</u></p>	<p>a) Implement progression strategies in conjunction with the Diversity Directorate b) Increase the number of minority ethnic officers in the rank of sergeant and above</p>	<p>a) Implementation starts b) Minority ethnic officers in rank PS and above as % strength in those ranks</p>	<p>a) 31/03/03 b) Awaits</p>		<p>Head of Operations</p>

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>9B Sele- ction <u>Civil</u> <u>staff</u></p>	<p>a) Implement progression strategies in conjunction with the Diversity Directorate b) Increase the number of minority ethnic staff in the grade of executive officer (pay band?) and above</p>	<p>a) Implementation starts b) Minority ethnic staff in EO grade and above as % strength in those grades</p>	<p>a) 31/03/03 b) Awaits</p>		<p>Awaits</p>

Objective - Improve the gender balance within the workforce

To work towards a gender balance within specialisms within the workforce across the rank / grade structure.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>10A Selec- tion <u>Police</u></p>	<p>a) To review policies and working practices to enhance the balance between organisational and individual needs, including family friendly provisions b) Increase the numbers of women officers c) Increase the numbers of female officers in the rank of sergeant and above d) Increase the number of women in key specialisms e) Reduce the number of female leavers f) Increase the number of female re-joiners</p>	<p>a) Review completed b) Female officers as % strength c) Women in rank of sergeant and above as %strength in those ranks d) Women as % total officers in key specialisms e) Women as % total leavers f) Women as % total re-joiners</p>	<p>a) 31/03/03 b) Awaits c) Awaits d) Awaits e) Reduce by 10% f) Awaits</p>		<p>Head of Operations</p>

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
10B Sele- ction <u>Civil</u> <u>staff</u>	a) To review policies and working practices to enhance the balance between organisational and individual needs, including family friendly provisions b) Increase the numbers of female civil staff c) Increase the numbers of female civil staff in the grade / pay band of executive officer and above	a) Review completed b) Female civil staff as % of strength c) Women in grade/band and above as % strength in those grades/bands	a) 31/03/03 b) Awaits c) Awaits		Awaits

Priority 3: To improve the police response to vulnerable victims

Objective - Relate HR activity and systems to the needs of staff dealing with vulnerable victims (Corporate objective 7)

To review and where necessary adjust HR activities and systems to meet the needs of staff dealing with vulnerable victims.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
11 Services	<ul style="list-style-type: none"> a) Formulate pre-selection process for Child Protection Team (CPT) applicants administered by OH b) Develop flow chart to show the selection process c) Create health questionnaire based on Family Liaison Officer selection process d) Develop a training package on stress management for CPT managers and staff e) Set up structured Support Group programme for CPT staff f) Evaluate impact of the OH CPT strategy 	<ul style="list-style-type: none"> Process completed Flow chart developed Questionnaire completed Training package developed Programme implemented Evaluation completed 	<ul style="list-style-type: none"> a) 01/05/02 b) 01/05/02 c) 01/05/02 d) 01/08/02 e) 01/08/02 f) 01/12/02 		Team Manager (Central OH)

Objective - Develop the skills of staff for dealing with vulnerable victims (Corporate objective 7)

To improve the development of skills of all relevant staff for dealing with all types of vulnerable victims through the delivery of effective training courses in line with customer needs.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
12 DTD	<ul style="list-style-type: none"> a) Review the content and delivery of all courses that have an element of homophobic crime to ensure it meets the needs of students and customers b) Review the content and delivery of all courses that have an element of domestic violence to ensure it meets the needs of students and customers c) Review the content and delivery of sexual Offences investigative Technique courses to ensure it meets the needs of students and customers 	<ul style="list-style-type: none"> a) Review done b) Review done c) Review done 	<ul style="list-style-type: none"> a) 31/03/03 b) 31/03/03 c) 31/03/03 		<ul style="list-style-type: none"> a) All Heads of Schools with relevant content b) All Heads of Schools with relevant content c) Head of Detective Training School

Objective - Deliver Community Race Relations (CRR) training to all police and front line civil staff

To complete the delivery of Community and Race Relations training to all police and front line civil staff.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
13 DTD	a) Deliver CRR training to all police officers and front line civil staff b) Complete CRR training for all other MPS staff	a) Percentage of target audience trained b) Percentage of target audience trained	a) 100% target audience trained by 31/12/02 b) 100% target audience trained by 31/12/03	Objective also supports Priority 2, to create safer communities for Londoners.	Head of Diversity Training School

Objective - Review existing training for Diversity best practice

To review existing DTD training courses for police and civil staff to ensure that they incorporate Diversity best practice, with particular emphasis on the needs of vulnerable victims.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
14 DTD	a) Identify courses to be reviewed b) Set up review team c) Conduct review and make recommendation to address issues identified d) Implement recommendations	a) Courses identified b) Team set up c) Review completed d) Implementation complete	a) 29/04/02 b) 20/05/02 c) 27/08/02 d) 31/12/02	This objective also supports Priority 2, to create safer communities for Londoners.	Head of Diversity Training

Objective - Deliver specific training for child protection procedures

To include in existing DTD training and set up new training, if appropriate, to address the specific requirements of the child protection procedures, both in specialist teams and for all officers, with particular emphasis on the needs of vulnerable victims.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
15 DTD	a) Review the content and delivery of Child Protection courses to ensure they meet the needs of students and customers (receivers of the policing service) b) Implement recommendations arising from the review	a) Review completed b) Recommendations implemented	a) 31/08/02 b) Awaits		Head of Detective Training School

Priority 4: To tackle youth offending

Objective - Encourage participation in youth offending diversion schemes (Corporate objective 12)

To actively encourage HR Directorate staff to participate as volunteers in local youth offending diversion schemes by recognising such activity in personal development, leadership skills, etc.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
16 Selec- tion	<ul style="list-style-type: none"> a) Identify staff engaged in voluntary youth diversion activity b) Develop support protocol and establish where these staff can be supported c) Identify opportunities to encourage staff to participate 	<ul style="list-style-type: none"> a) Staff identified b) Publication c) Publication 	<ul style="list-style-type: none"> a) 31/03/03 b) 31/03/03 c) 31/03/03 		Head of Operations

Objective - Design youth marketing strategy

To design a youth marketing and advertising strategy to stimulate interest among young people in police and civil staff recruitment programmes.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
17 Selec- tion	<ul style="list-style-type: none"> a) Prepare project initiation document b) Appoint project team c) Prepare strategy 	<ul style="list-style-type: none"> a) Approval b) Appointment c) Strategy approved 	<ul style="list-style-type: none"> a) 31/09/02 b) 31/10/02 c) Awaits 		Head of Marketing & Advertising

Overarching enabling objectives contributing to all priorities

Objective - Review and update the People Strategy

Review the People Strategy in line with the Corporate Plan, “The Safest City” for 20002 – 07.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
18 Strategy	<ul style="list-style-type: none"> a) Set up working group b) Prepare draft document c) Identify and consult customers d) Prepare marketing plan e) Finalise revised People Strategy f) Publish and market People Strategy 	<ul style="list-style-type: none"> a) First meeting held b) Draft document produced c) Consultation complete d) Plan prepared e) Final document produced f) Publication 	<ul style="list-style-type: none"> a) 30 April b) 31 May c) 30 June d) 30 June e) 12 July f) 31 July 		Director of HR

Objective - Improve the retention of police and civil staff

To develop a Retention Strategy that establishes a comprehensive range of short and long-term initiatives to minimise the loss of skilled police officers and civil staff, including minority ethnic groups.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>19A Selec- tion <u>Police</u></p>	<p>a) Appoint retention intervention officer b) Prepare Project Initiation Document to set out project scope and deliverables c) Appoint Project Board and Project Manager d) Complete stage one of project e) Reduce the total number of voluntary resignations f) Reduce the rate of overall staff turnover g) Reduce the number of voluntary resignations in minority ethnic groups h) Reduce the rate of staff turnover in minority ethnic groups</p>	<p>a) Appointed b) Publication c) First meeting of project board d) Stage 1 completed e) Total no. voluntary resignations as % total voluntary leavers f) Total voluntary resignations as % total strength g) No. voluntary ethnic minority resignations as % total voluntary leavers h) Total voluntary ethnic minority resignations as</p>	<p>a) 31/05/02 b) 01/07/02 c) 31/08/0202 d) 31/03/03 e) Awaits f) Awaits g) Awaits h) Awaits</p>		<p>Director HR Selection</p>

		% total strength			
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No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
19B Services <u>Initiatives</u>	a) Develop and implement the Starter Homes initiative b) Develop and pilot the 30 plus initiative c) Promote flexible working facilities d) Promote work-life balance initiatives	a) Agree criteria with MPA b) Agree with Home Office MPS participation in scheme c) Issue revised guidelines d) Publish details of initiative	a) 30/04/02 b) 31/05/02 c) 30/06/02 d) 31/07/02		a) & b) Director HR Services c) & d) Head of HR Policy Development

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>19C</p> <p>Selection</p> <p><u>Civil staff</u></p>	<p>a) As 21A actions a) to c)</p> <p>b) Reduce the total number of voluntary resignations</p> <p>c) Reduce the rate of overall staff turnover</p> <p>d) Reduce the number voluntary resignations in minority ethnic groups</p> <p>e) Reduce the rate of staff turnover in minority ethnic groups</p>	<p>a) As 21A actions a) to c)</p> <p>b) Total no. voluntary resignations as % total voluntary leavers</p> <p>c) Total voluntary resignations as % total strength</p> <p>d) No. voluntary ethnic minority resignations as % total voluntary leavers</p> <p>e) Total voluntary ethnic minority resignations as % total strength</p>	<p>a) As 21A actions a) to c)</p> <p>b) Awaits</p> <p>c) Awaits</p> <p>d) Awaits</p> <p>e) Awaits</p>		<p>Director HR Selection</p>

Objective – Develop a comprehensive workforce planning system

To develop a comprehensive workforce planning system that utilises the full potential of MetHR in order to anticipate and project the future human resources needs of the MPS.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
20 Selection	<ul style="list-style-type: none"> a) Review current workforce planning systems and assess future MPS needs b) Reconsider the appointment of a workforce analyst c) Develop a comprehensive workforce planning system utilising the full potential of MetHR 	<ul style="list-style-type: none"> a) Review completed b) Decision made c) Assessment completed 	<ul style="list-style-type: none"> a) 31/08/02 b) 30/06/02 c) 31/12/02 		Head of Recruitment Strategy & HR Selection

Objective - Establish a skills library

To create a system for storing and retrieving information about skills within the workforce, so as to be able to locate and forecast the need to enhance the level of particular skills across the organisation. *(N.B. This is an interim measure pending the full implementation of MetHR)*

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
21 Selection	<ul style="list-style-type: none"> a) Introduce skills audit throughout the MPS b) Develop course allocation process 	<ul style="list-style-type: none"> a) Quarterly return b) Publication 	<ul style="list-style-type: none"> a) 07/04/02; 30/06/02; 30/09/02; 31/12/02; 31/03/03 b) 31/03/03 	Resources to be allocated	Head of Workforce Deployment

Objective - Explore the feasibility of creating a 'people bank' to supplement the permanent workforce

To explore the feasibility of creating a 'people bank' of retired police and civil staff with specific skills and experience to supplement the permanent workforce and enable priority posts to be filled quickly for specified periods.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
22 Selec- tion	<ul style="list-style-type: none"> a) Appoint project team b) Identify and prioritise particular skills and experience that the organisation requires c) Develop remuneration package d) Consultation with staff associations e) Design recruitment strategy f) Design 'call-off' service 	<ul style="list-style-type: none"> a) Project team appointed b) Skills identified c) Publication d) Complete evaluation e) Publication f) Publication 	<ul style="list-style-type: none"> a) 31/03/03 b) 31/03/03 c) 31/03/03 d) 31/03/03 e) 31/03/03 f) 31/03/03 		Head of Recruitment Strategy & HR Selection

Objective - Review and update all HR policies

To review and revise all HR policy to ensure that it is 'enabling' (i.e. helps managers to deliver the Policing and Performance Plan) whilst complying with the legal and corporate framework, including disability requirements, which will apply to police officers in 2004.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
23 Services	<ul style="list-style-type: none"> a) Set up representative working group b) Define scope and prepare project initiation document (PID) and identify policies to be reviewed c) Establish mechanism for consulting customers d) Complete stage 1 - legal review e) Complete stage 2 - Revise policies f) Complete stage 3 - set up evaluation process g) Publish revised policies h) Set up central library of HR policies 	<ul style="list-style-type: none"> a) First meeting of group b) PID prepared c) Mechanism set up d) Stage 1 complete e) Stage 2 complete f) Stage 3 complete g) Policies published h) Library set up 	<ul style="list-style-type: none"> a) 01/04/02 b) 30/04/02 c) 30/04/02 d) 31/07/02 e) 31/10/02 f) 31/12/02 g) 31/12/02 h) 31/12/02 		Director HR Services

Objective - Introduce the Competency Framework to the MPS

To introduce the Competency Framework to the MPS with a view to enhancing the development of the police and civil staff workforce.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>24A Strategy</p>	<p>a) HR Board to agree roles of directorates to implement framework within their areas of responsibility</p> <p>b) Implement new PDR process for all staff</p> <p>c) Role profiles used as basis for selection</p> <p>d) Role profiles used as basis for training</p> <p>e) Role profiles used as basis for induction</p> <p>f) Role profiles used as basis for all types of performance assessment</p> <p>g) Role profiles used as basis for promotion</p>	<p>a) Against project plans to be devised with HR Directorates</p> <p>b) Awaits a)</p> <p>c) Awaits a)</p> <p>d) Awaits a)</p> <p>e) Awaits a)</p> <p>f) Awaits a)</p> <p>g) Awaits a)</p>	<p>a) 31/12/02</p> <p>b) 31/12/02</p> <p>c) 31/12/02</p> <p>d) 31/12/02</p> <p>e) 31/12/02</p> <p>f) 31/12/02</p> <p>g) 31/12/02</p>		<p>Head of Competency Framework Team</p>

No. & Lead	Actions / milestones to achieve objective (Maximum 6)	Means of measurement	Target	Comments / progress	Individual manager and branch responsible
24B DTD	<ul style="list-style-type: none"> a) Merge the Competency Framework into the Recruit Foundation and Professional Development Unit Courses b) Monitor impact of the framework c) Review the impact using the DTD Evaluation Team 	<ul style="list-style-type: none"> a) Competency Framework introduced into course training programme b) Ongoing reviews at School Head Team meetings etc. c) Evaluation Report 	<ul style="list-style-type: none"> a) 31/05/02 b) Monthly c) 31/12/02 		<ul style="list-style-type: none"> a) Head of Probationer Development b) Head of Probationer Development c) Head of Evaluation Unit

Objective - To introduce the new MetHR system

To complete the development and roll out the new MetHR system to deliver a comprehensive database that enhances HR business processes, providing suitable user training and ensuring the availability of an expert support facility.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
25 Strategy	a) Replace CLEF with MetHR (core HR record) b) Replace CTAS with MetHR (training administration) c) Replace REG and MORSE with MetHR (recruitment module) d) Replace PIMS at beacon sites (devolved HR) e) Rollout to all devolved (local) sites	a) Signed of by senior user b) Signed of by senior user c) Signed of by senior user d) Signed of by senior user e) Signed of by senior user	a) 15/04/02 to 27/05/02 b) 27/05/02 c) 31/05/02 to 01/07/02 d) 01/07/02 to 30/09/02 e) 31/03/03		Head of MetHR

Development and 'business as usual' improvement objectives

Objective – Improve the provision of promotion processes

To deliver police and civil staff promotion processes that are fair, consistent, and meet the needs of the organisation, including best practice in relation to under-represented groups.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
26A Selec- tion <u>Police</u>	a) Introduce revised process for constable to sergeant promotion b) Evaluate the revised process c) Prepare project initiation document to conduct a review of other promotion processes, including best practice in relation to under-represented groups (includes minority ethnic people, women, and other groups)	a) Promotion process complete b) Publication c) Approval by SMT	a) Awaits b) Awaits c) 08/04/02		Head of Progression and Selection

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
26B Selec- tion <u>Civil staff</u>	a) Review process and procedures including the implications of the Pay and Grading Review and best practice in relation to under-represented groups (includes minority ethnic people, women, and other groups)	a) Review completed	a) 31/05/02		Head of Progression and Selection

Objective – Improve the quality of service to potential applicants

To improve the quality of service to potential applicants for employment to help them gain accurate and reliable information about job opportunities within the MPS.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
27 Selec- tion	a) Review the call centre facility b) Review the METCO facility c) Review help desk provision d) Review website provision e) Improve the provision of recruitment information literature	a) Review complete b) Ongoing monthly c) Review complete d) Review complete e) Actual performance against expectations	a) 31/10/02 b) End of each month c) 28/06/02 d) 31/07/02 e) 31/03/03		Head of Marketing & Advertising

Objective – To implement Home Office National Recruitment Standards

To evaluate the impact of proposed National Recruitment Standards and plan for the realignment of all police recruitment and selection processes as necessary.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
28 Selec- tion	a) Evaluate the impact of national standards upon existing recruitment processes and determine the changes required b) Develop a project initiation document for the implementation of national standards c) Appoint project team d) Implement national standards	a) Evaluation completed b) Approval by SMT c) Team appointed d) Implementation completed	a) 28/06/02 b) 31/07/02 c) 20/08/02 d) 31/03/03		Head of Recruitment Strategy & HR Selection

Objective - Reduce the time taken to process police job applications

To streamline the police application process to speed up the acceptance of recruits into the MPS.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>29 Selection</p>	<ul style="list-style-type: none"> a) Ensure recruitment staff are fully trained in use of MetHR and revised processes b) Implement Met HR in Selection Centre c) Develop induction training programme for new staff d) Introduce local performance management regime including MIS for managers e) Reduce the police application processing time to offer of employment f) Set up system to monitor time taken from offer of employment to entry into training school to maximise recruit intake levels 	<ul style="list-style-type: none"> a) All recruitment processing staff are trained in the use of MetHR b) Implementation complete c) Introduction of training d) Publication of local performance objectives and compliance monitoring e) Performance against target f) Monitoring system set up 	<ul style="list-style-type: none"> a) Existing staff: 31 August 2002 b) 30/04/02 c) 30/04/02 d) 30/04/02 e) 9 weeks 80% of the time f) 30/04/02 		<p>Awaits</p>

Objective – Improve the professionalism of police and civil staff

To improve the professionalism of police and civil staff through realistic development and career opportunities.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
30 Selec- tion	a) Produce a project initiation document (PID)	a) PID approved	a) 28/06/02		Head of Progression and Selection

Objective - Improve training opportunities for civil staff

To improve training opportunities for civil staff, particularly in leadership and managerial skills, based on the Competency Framework.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
31 DTD	a) Design a range of training courses to meet customer needs b) Market courses available c) Design management and leadership course for civil staff, based on the Competency Framework d) Deliver training courses	a) Courses designed b) Courses publicised c) Courses designed d) No. courses delivered and no. students trained	a) 30/06/02 b) 12/07/02 c) 31/08/03 d) 31/03/03	Progress with d) will depend on the completion of the Competency Framework	Head of Management School

Objective - Implement the recommendations of the HMIC inspection and review of the MPS Street Duties course

To implement the recommendations of the HMIC inspection and review of the MPS Street Duties course to ensure that probationary officers continue to receive good quality training and development on Borough, following their basic training.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
32 DTD	<ul style="list-style-type: none"> a) Review Street duties course in light of HMIC recommendations b) Negotiate and seek agreement on possible solutions to meet HMIC recommendations c) Implement agreed recommendations 	<ul style="list-style-type: none"> a) Review completed b) Negotiation completed c) Implementation complete 	<ul style="list-style-type: none"> a) 31/07/02 b) 31/10/02 c) 31/01/03 		<ul style="list-style-type: none"> a) Head of Professional Development Unit

Objective - Deliver flexible training in support of operational objectives

To provide training in support of operational objectives as identified in the MPS Training Plan, whilst ensuring a flexible response to changing demands and customer needs.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
33 DTD	<ul style="list-style-type: none"> a) Set up a system to review the in-year delivery of training monitored against the training plan b) Set up a mechanism to identify operational training demands in consultation with customers c) Set up system to evaluate training delivered 	<ul style="list-style-type: none"> a) Monitoring system set up b) Mechanism set up c) Evaluation system set up 	<ul style="list-style-type: none"> a) 31/09/02 b) -1/07/02 c) 31/03/03 		<ul style="list-style-type: none"> a) Head of Policy Training Unit b) Head of Policy Training Unit c) Head of Policy Training Unit

Objective - Provide dedicated training for the Metropolitan Special Constabulary

To deliver dedicated training for the Metropolitan Constabulary (MSC) and design an appropriate development programme.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
34 DTD	a) Identify training content and design course b) Establish training cycle c) Deliver training	a) Production of course b) Schedule of course dates c) No. MSC officers trained	a) 30/06/02 b) To be established c) To be established	Subject to a bid for resources	a) Head of Training Design b) & c) Head of Professional Development

Objective - Address the HR implications of the Police Reform Bill

To assess the HR implications of the Police Reform Bill, contribute to the consultative process, and to implement legislative requirements in due course

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
35 Services	a) Prepare briefing paper for PNB & MPA on relevant HR topics b) Prepare implementation plan c) Establish team to address HR strands d) Liase with Commander Otter	a) Papers prepared b) Plan prepared c) Teams established d) Liaison formalised	a) 31/05/02 b) 30/06/02 c) 30/06/02 d) 31/05/02		Director HR Services

Objective - Enhance the working environment

To enhance the working environment by attending to the physical and psychological well being of staff. To implement appropriate support strategies and compliance models.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
36 Services	<ul style="list-style-type: none"> a) Develop draft Stress Management Policy b) Publish Stress Management Policy c) Develop plan to promote the Stress Management Policy d) Develop mechanism to evaluate the effectiveness of the Stress Management Policy e) Monitor and ensure compliance with HSE management system HSG65 following presentation to Boroughs /OCUs on Health and Safety responsibilities 	<ul style="list-style-type: none"> a) Draft produced b) Policy published c) Plan prepared d) Mechanism developed e) Revisit BOCUs to check compliance with agreed HSG65 guidelines 	<ul style="list-style-type: none"> a) 31/08/02 b) 30/09/02 c) 31/03/03 d) 31/03/03 e) 31/03/03 		<ul style="list-style-type: none"> a) – d) Head of Profession (Counselling) e) Head of Health & Safety Branch

Objective - Implement the recommendations of the Viridi Inquiry

To assess the HR implications and raise the awareness of managers and staff of the issues arising from the Viridi enquiry, including the introduction of a new streamlined Grievance Procedure.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>37 Services</p>	<p>a) Assess the HR implications of the Viridi Inquiry b) Incorporate recommendations of the Viridi Inquiry into the draft Grievance Procedure c) Ensure that forthcoming legislative provisions are incorporated into the new Grievance Procedure d) Prepare plan to raise the awareness of managers and staff of the new Grievance Procedure e) Publish new Grievance Procedure f) Monitor the number of grievances g) Monitor the number of Employment Tribunals relating to unreasonable policies and management.</p>	<p>a) Assessment completed b) Draft produced including recommendations c) Draft checked for legislative requirements d) Plan prepared e) Published f) No. grievances compared to similar period in 2001 g) No. Employment Tribunals compared with similar period in 2001</p>	<p>a) 30/04/02 b) 30/05/02 c) 30/05/02 d) 30/08/02 e) 30/08/02 f) 31/12/02 g) 31/12/02</p>	<p>Actions f) & g) are the responsibility of Directorate of Professional Standards, but HR Directorate will monitor levels of grievances and Employment Tribunals from an HR perspective via the performance scorecard.</p>	<p>a) – e) Head of HR Policy Development f) – g) Director of Professional Standards</p>

Objective - Develop and improve good employee relations

To develop and improve good employee relations in partnership with trade unions and representative staff associations, including those that support minority groups, with a view to working towards the priorities of the MPS and meeting the needs of police and civil staff.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
38 Services	a) Review the working of the current partnership agreement to ensure that it is meeting expectations b) Promote the activities of trade unions, representative staff associations, and those that support minority groups, e.g. contributions at HR Conferences c) Provide facilities for trade unions, representative staff associations, and those that support minority groups, as appropriate	a) Publish Review Report b) Trade Unions (& Police Federation) contributions at HR conferences. c) Reviews at quarterly meetings with unions & associations	a) 31/07/02 b) 31/03/03 c) 31/03/03		Team Leader Corporate Change and Employee Relations Unit

Objective - Establish an HR Evaluation Team

To establish an HR Evaluation Team to assess the effectiveness of HR policies and business processes to ensure that they meet the needs of the MPS. To promulgate good practice within the HR Directorate and the wider HR function.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
39 Strategy	<ul style="list-style-type: none"> a) Consult Business Managers to determine terms of reference b) Appoint team leader c) Allocate resources d) Set up unit 	<ul style="list-style-type: none"> a) Terms of Reference approved b) Leader appointed c) Resources allocated d) Unit set up 	<ul style="list-style-type: none"> a) 31/05/02 b) 30/06/02 c) 30/06/02 d) 31/09/02 		Director of HR

Objective - To improve 'customer focus' within the Human Resources Directorate

To continue the process of improving 'customer focus' within the Human Resources Directorate to ensure that the HR function anticipates and responds to the operational needs of the MPS.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
40 Strategy	<ul style="list-style-type: none"> a) Develop the Account Manager role b) Borough / OCU attachments for HR Directorate staff to enhance awareness of the operational environment c) Review effectiveness of the Communications Strategy 	<ul style="list-style-type: none"> a) Feedback from local Personnel Managers b) No. staff reaching a satisfactory standard 	<ul style="list-style-type: none"> a) Overall positive feedback b) 100% c) 31/12/02 		<ul style="list-style-type: none"> a) Director of HR b) Business Manager c) Awaits

		c) Review completed			
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Objective - Review the Borough / OCU HR function

To review the Borough / OCU HR function to ensure that it meets corporate and local needs. To implement changes where appropriate.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
41 Strategy	a) Set up review team b) Set up consultative group c) Prepare project initiation document to specify scope of project d) Identify MPS HR needs e) Identify local HR needs f) Revisit HR Review findings g) Establish resourcing implications	a) Team set up b) Group set up c) PID prepared d) MPS needs identified e) Local needs identified f) Findings revisited g) Resourcing implications identified	a) Awaits		Awaits

Objective – Develop structured development programme for HR professionals

To develop a structured development programme for HR professionals in line with the approaches to service delivery recommended in the HR Review, to facilitate succession planning and meet the future needs of the MPS

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>42 Strategy</p>	<p>a) Assess the impact of the HR Review and other developments on the roles of HR professionals</p> <p>b) Identify the future skills and competencies required of HR professionals</p> <p>c) Consult HR professionals and senior managers as to development needs in line with future developments in the MPS HR function</p> <p>d) Develop a structured development programme for HR professionals, in draft form</p> <p>e) Develop potential career paths for HR professionals to facilitate succession planning and individual professional development, in draft form</p> <p>f) Gain approval to implement d) and e)</p>	<p>a) Assessment completed</p> <p>b) Skills / competencies identified</p> <p>c) Consultation complete</p> <p>d) Draft programme prepared</p> <p>e) Draft career paths identified</p> <p>f) Approval given</p>	<p>31/05/02</p> <p>31/08/02 (subject to Competency Framework)</p> <p>31/10/02</p> <p>31/12/02</p> <p>31/12/02</p> <p>28/02/03</p>	<p>Dependant on progress with Competency Framework and development of the Borough / OCU HR function. Subject to the availability of resources.</p>	<p>Business Manager</p>

Objectives to achieve efficiency savings

Objective – Reduce the administrative cost of police recruitment by improving the yield of returned applications

To implement a strategy to reduce the number of application forms not returned and wasted.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
43 Selec- tion	<ul style="list-style-type: none"> a) Develop a marketing strategy b) Develop an integrated e-recruitment strategy c) Introduce a careers team to carry out proactive, targeted recruitment d) Improve the police application return rate 	<ul style="list-style-type: none"> a) Publication b) Publication c) Appointment d) Application return rate 	<ul style="list-style-type: none"> a) 30/04/02 b) 30/04/02 c) Awaits d) 40% 		<ul style="list-style-type: none"> a) Head of Marketing & Advertising b) Head of Recruitment Strategy & HR Selection c) Head of Operations d) Head of Operations

Objective – Identify efficiency savings arising from revised police promotion processes

To identify efficiency savings arising from revised police promotion processes, e.g. devolved aspects of the new constable to sergeant process.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
44 Selec-	<ul style="list-style-type: none"> a) Conduct a costing exercise to identify efficiency savings arising from the new PC to PS promotion 	<ul style="list-style-type: none"> a) Savings identified 	31/12/02		Awaits

tion	process b) Identify further efficiency savings arising from the review of other promotion processes				
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Objective – Improve the efficiency of preparing management information

To review the preparation and maintenance of data to develop a comprehensive performance scorecard, which will serve the majority of demands for management information from various sources. The efficiencies gained by producing a range of management information in a common format will facilitate a progressive improvement in the quality of analysis, in order that the function can become increasingly proactive in addressing the continually evolving HR needs of the MPS.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
45 Strategy	<ul style="list-style-type: none"> a) Audit management information reports currently produced b) Establish needs of MPA, HR Board and other customers c) Develop a comprehensive performance scorecard d) Redesign Monthly Management Report (MMR) to reduce bureaucracy e) Conduct costing exercise to identify savings 	<ul style="list-style-type: none"> a) Audit complete b) Needs established c) Scorecard completed d) New MMR produced e) Savings identified 	<ul style="list-style-type: none"> a) 30/04/02 b) 30/04/02 c) 15/05/02 d) 15/05/02 e) 31/03/03 		Head of Strategic Management

Objective - Identify efficiency savings arising from restructuring HR Directorate

To identify efficiency savings arising from the restructuring of HR Directorate in order to remain within allocated budgets.

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
46 Strategy	<ul style="list-style-type: none"> a) Conduct a costing exercise to identify efficiency savings arising from restructuring HR Directorate 	<ul style="list-style-type: none"> a) Costings identified 	<ul style="list-style-type: none"> a) 30/05/02 		Business Manager

Objective – Capture efficiency savings as a result of the Performance and Business Plan 2002 - 03

To set up mechanisms to capture efficiency savings arising from improving business processes and reducing bureaucracy as a result of achieving the various objectives under the Performance and Business Plan (where savings are not specifically stated as an objective or action elsewhere in the plan).

No. & Lead	Actions / milestones to achieve objective	Means of measurement	Target	Comments / progress	Manager / Branch responsible
<p>47 Strategy</p>	<p>a) Prepare proposals to capture efficiency savings in consultation with Directors b) Set up mechanisms to capture efficiency savings c) Identify objectives that have potential for delivering savings d) Report efficiency savings as a result of the Performance and Business Plan 2002-03</p>	<p>a) Proposal approved b) Mechanisms set up c) Objectives for potential savings identified d) Savings reported</p>	<p>a) 30/06/02 b) 31/07/02 c) 31/07/02 d) 31/03/03</p>		<p>Business Manager</p>