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# **Recruitment within the MPS**

## **“Emerging Strategy”**

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## **1. Introduction**

1.1 At the end of the financial year 2004/05 the number of police officers in the Metropolitan Police Service stood at 30,768. This represented the highest level of officers ever (taking into account boundary changes). The increase in police numbers will enable us to move ever closer to delivering the type of policing that Londoners wish to see. It will allow the organisation to respond to the enhanced terrorist threat, and meet the challenge of combating street crime and burglary.

1.2 This increased strength has enabled the development of a workforce that is much more representative of the London communities we serve, by recruiting significantly more women and those from black and minority ethnic backgrounds. Moreover, it will enable us to focus upon all six areas of under-representation: ethnicity, gender, sexual orientation, faith, disability and age. Incorporating these factors into the recruitment process will provide a citizen-based police force able to respond effectively to the needs of communities and individuals in London.

1.3 The purpose of this document is to define the strategy to be adopted until at least 2008/9 for the recruitment of personnel into the Metropolitan Police Service (MPS). The effect of the strategy is two-fold: firstly, the strategy will improve the operational capability of the MPS due to a broadening of the skills and knowledge base of personnel entering the organisation, and secondly, provide public reassurance by enabling the London-wide rollout of Safer Neighbourhoods. The strategy has been developed in light of the findings from critical reviews such as Ghaffur, Morris, CRE and the HMIC.

## **2. Background**

2.1 During the last five years the MPS has engaged in unprecedented level recruitment activity in order to raise the strength of police officers and other key roles such as police community support officers (PCSO) and metropolitan special constabulary officers (MSC). Initially, a strategy of wide scale, generic advertising and marketing was adopted to meet the challenging targets. The strategy was very successful and police strength has increased to over 30,000 officers. However, in other ways, the strategy was too successful and resulted in a huge pool of police applicants. These applicants had been destined for the large, police training school intakes originally forecast, but for business reasons, the intakes from 2003/04 were trimmed substantially. For this reason, our strategy was revised to include the care and management of this pool of applicants that we were morally, if not legally, bound to retain within the selection process.

2.2 At the same time, our approach to recruiting people from black and ethnic minority groups, and other underrepresented groups such as females, was being developed. During this phase, our focussed marketing was developed,

along with a wide range of support services for applicants. As a result, the representation of black and minority ethnic groups in police ranks has increased from 4.3% in 2001 to 7.3% in 2005, amounting to a 69% increase in four years. Similarly, there has been a substantial increase in female officers during the same period, rising from 15.7% in 2001 to 19.2% in 2005, an increase of 22%. Consequently, the MPS is not only the largest it has even been, but is also the most diverse in its history. The continuance of this trend lies at the heart of this strategy.

### **3 Recruitment 2004/05**

Table 1 (below) provides a comparison of our police recruitment during 2004/05 with other years, clearly highlighting in quantitative terms the upward trend in recruitment and recruit representation.

**Table 1 Recruitment comparison**

	<u>1994/95</u>		<u>1999/00</u>		<u>2004/05</u>	
	Number	Percent	Number	Percent	Number	Percent
Female	268	25%	224	23%	703	30%
Black and minority ethnic	74	7%	71	7%	278	12%
Total	1051	100%	994	100%	2351	100%

Source: Workforce Data

3.1 During 2004/05 we achieved both our recruitment and strength targets, with black and minority ethnic police officer strength reaching 7% of overall target and female officer strength at 19.2%.

3.2 We superseded the original target set for Police Community Support Officers (PCSOs) in April 2004. The sustained high level of recruitment resulted in a PCSO strength of 2144 to end of March 2005 of whom 30% were female. One third of the total were from black and minority ethnic communities, which is representative of the London black and minority ethnic population and is a 37.4% uplift on the black and minority ethnic strength two years ago.

3.3 During the year, 2219 members of police staff (excluding PCSOs) joined the MPS. Of these, 483 (21.7%) were from black and minority ethnic communities and 1313 (59.2%) were female.

### **4. Recruitment 2005/06**

4.1 We are expecting to achieve the PCSO and MSC recruitment targets of 563 and 800 respectively. The prime challenge has not been attracting candidates but strategically timing their staggered induction on both selection processes and intake dates to meet the needs of the Safer Neighbourhoods scheme.

4.2 In regards to police officer recruitment, there are still 1,598 police officer candidates in differing stages of the recruitment process. This pool is far more representative than previous years with over 16% from black and minority ethnic communities. Nevertheless we must continue to replenish the pool through focused advertising and marketing aimed at specific minority groups. Table 2 (below) provides a summary break down of the police officer application pool.

**Table 2 Application pool break down**

	<u>2004/5</u>		<u>2005/06</u>	
	Number	%	Number	%
BME	194	6.40%	257	16.08%
Female	665	21.95%	425	26.60%
Other	2170	71.64%	916	57.32%

Source: MetHR

Table 3 duly shows that focused recruitment has led to a steady increase in the number of police officers from black and minority ethnic communities over the past four years (see table below). We will continue to develop our focused approach to marketing as our main way of improving the levels of representation of minority groups in the Metropolitan Police.

**Table 3 Police officer workforce strength by ethnicity**

	Jun-01	Apr-02	Apr-03	Apr-04	Apr-05	Jul-05
White	95.70%	95.20%	94.40%	93.49%	92.78%	92.72%
Black	1.90%	2.00%	2.20%	2.23%	2.61%	2.65%
Asian	1.50%	1.80%	2.20%	2.91%	2.96%	3.02%
Other	0.80%	1.00%	1.20%	1.28%	1.38%	1.41%
Unknown	0.00%	0.00%	0.00%	0.09%	0.27%	0.20%

Source: Workforce Data

Table 4 provides a breakdown of our recruitment and strength targets for our corporate recruitment processes.

**Table 4 Recruitment and strength targets for 2005/06**

Role	2005/06	BME	Female	Total	BWT	Commentary
<b>Police</b>	Recruitment	377	470	1,531		1300 New Recruits
	%	25%	31%	-	31,275	231 Transfer/Rejoiner
	Target Strength	2,409	6,255	31,275		
	%	7.7%	20.0%	-		
<b>Special Constables</b>	Recruitment	-	-	800		
	%	-	-	-	1,500	
	Target Strength	-	-	1500		
	%	-	-	-		
<b>PCSO</b>	Recruitment	169	282	563		All recruitment to be community/security
	%	30%	50%	-	2,296	
	Target Strength	-	-	2,296		
	%	-	-	-		
<b>General Police Staff</b>	Recruitment	-	-	-		
	%	21%	50%	-		
	Target Strength	-	-	-		
	%	-	-	-		

Source: Recruitment Directorate

## 5. Developing Diversity and Capability

5.1 As mentioned earlier, the MPS is committed to providing a police service that reflects London's diverse community. The intention is for intakes to mirror this, with recruits to training school being representative of London's population. This is already the case for PCSOs where 30% of intakes are from black and minority ethnic communities, and 50% are female. The benefits of this are two-fold: firstly it is instrumental in meeting our diversity targets, and secondly it will establish from early on the diverse environment within which recruits will work.

5.2 This commitment by the MPS mirrors the Home Office requirement that all uniformed services increase the level of black and minority ethnic groups within their workforces to the same proportions as the localised populations. The MPS was required to raise the level of black and minority ethnic groups to 25% of the police officer strength by the end March 2009. By the end of 2004/5 the MPS managed to increase the black and minority ethnic police strength to 6.9%. In order to meet the 25% target, provided funding was available, nearly every police officer recruited to the MPS would need to originate from black

and minority ethnic groups. Since no change in the law is anticipated, such an action would be treated as unlawful on the grounds of racial discrimination.

5.3 The underlying reason for the Home Office target was to build *visibly* representative workforces that could relate and interact more effectively with communities. Although this aim is laudable, it oversimplifies the issues where communities are incredibly diverse in places such as London. The MPS Cultural and Communities Resource Unit (CCRU) was set-up in 2003 to create a pool of staff with detailed knowledge of the communities throughout London to provide specialist advice and support to operational policing. Areas of expertise include fluency in languages, knowledge of norms and cultures of the many different groups in London, and an understanding of religious groups. Despite having 970 personnel available, this number is insufficient to meet operational demands.

5.4 In London nearly one third (i.e. 2.1 million people) of the resident population would describe themselves as originating from black and minority ethnic groups. Similarly, nearly one third of young people in London speak English as an additional language. Although the National Recruitment Standards (NRS) selection process was welcomed as a robust tool, applicants with English as an additional language appear to have been significantly disadvantaged by the process. Pass marks for certain elements of the process have recently been increased with the intention of improving the quality of recruits. Initial results show a drop in success rates from 72% to 51%. This has had a direct impact upon the ability of the MPS to reach the Home Office representation target of 25%.

5.5 Consequently, the directorate is moving away from target based recruitment to a citizen-focused mindset, recruiting for the skills required to police London's diverse communities. The first step towards this new focus is the introduction of the life skills questionnaire and the sequencing of recruits onto earlier intake dates according to the business needs placed by the demands of particular minority communities, demands such as language skills and faith/community knowledge. The skills and qualities identified through the questionnaire will also be the drivers for recruitment and focus events and campaigns.

## **6. Recruitment 2005-2009**

6.1 Our emerging key objectives are: -

- To contribute to a more diverse workforce through the achievement of recruitment targets
- To contribute to the achievement of a more professional workforce by ensuring we recruit the best possible candidates
- To achieve specified recruitment processing targets, e.g. 16 weeks for police officers (receipt of application to offer)
- To enhance customer care and internal processes

- To prepare the Recruitment Directorate for MPS growth in support of the MPS Step Change Programme

6.2 The National Policing Plan (NPP) will lead to increased growth in the MPS over the next two to three years, as the Safer Neighbourhoods Scheme is rolled out. This commitment to local, neighbourhood policing throughout London is being managed through the Step Change programme. In light of the NPP, therefore, the number of Police Community Support Officers (PCSO) and Metropolitan Special Constables (MSC) is expected to reach 5,000 and 4,000 respectively. Consequently, substantial recruitment activity is envisaged to raise the strengths of PCSO and MSC to these anticipated levels to facilitate Safer Neighbourhoods.

6.3 Strengths for this period are as follows: MSC strength is likely to increase to 2500 in 2006/07 in line with the national policing plan, resulting in a projected recruitment target of 1000. We expect to see further target increases in subsequent years. PCSO strength is expected to reach approximately 7000 by 2007/8 in line with the national policing plan. The projected recruitment target is 3,700 (plus turnover) during 2006/07 and 2007/08. This translates to a recruitment target of 1110 black and minority ethnic PCSOs and 1850 female PCSOs.

**Table 5 Step change recruitment forecast and forecast turnover**

	Hendon	Transfers	BME	Female	Total	Wastage	Growth
<b>2005/06</b>	1300	231	377	478	1531	1376	155
<b>2006/07</b>	1598	231	576	976	1829	1394	435
<b>2007/08</b>	2457	231	880	1481	2688	1429	1259
<b>2008/09</b>	1229	231	446	759	1460	1460	0

Source: Step Change and Workforce Data

6.4 The police officer strength is likely to increase from 31141 at June 2005 to 33106 by the end of 2008/09. This will require training school intakes of around 1,800 per year in addition to regular intakes of experienced police officers. It is anticipated that recruitment of black and minority ethnic and female candidates in this period will make significant inroads into mirroring London’s population profiles of 30% and 50%, respectively. Such activity would increase black and minority officer representation from 7.1% to 12.2% by March 2009. Similarly, female strength would increase from the current 19.3% to 27.6%. These changes will have a tremendous impact upon making the police service more representative of the communities it serves. The introduction of sophisticated management information profiles recording borough capabilities means that such recruitment will increasingly target those with the specialist skill levels to fill a specific borough’s business need.



6.5 The Stadium and Major Projects Team have estimated that around 4500 constables would be required to police the competition venues for the 2012 Olympic Games. We anticipate that some of the additional staff will be temporarily required from other forces. It is also anticipated that the role of the PCSO will have expanded to encompass further functions currently carried out by police officers. In regards to recruitment, any remaining policing needs will be assessed closer to the time taking into account contemporary police strength and the national security situation.

6.6 The quality of the MPS' service to it's citizens, in particular those from under represented minority groups, is dependent upon the responsiveness and capability of the officers providing the service. Consequently, the recruitment directorate has devised a life skills questionnaire to ascertain if a candidate possesses certain skills and qualities that are required to serve the London's diverse population. These skills include understanding of a minority culture or faith and fluency in a foreign language. The responses from the questionnaire are used to prioritise the intakes for those in possession of these additional skills.

6.7 This is a significant shift away from the target driven allocation of training school places on the basis of gender and ethnicity, to a citizen-based allocation which takes into account knowledge of differences in faith, languages spoken or knowledge of culture, all of which are business imperatives if we are to meet the needs of London's diverse communities. Similarly it is also anticipated that those with additional skills will be deployed to Boroughs with high demands in respect of minority communities, languages and faiths to maximise public access to these additional capabilities.

## **7. Overall Approach**

7.1 Our recruitment has evolved strategically to fit the business need. During the foreseeable future, recruitment will be based upon small-scale, focused events, which engage both the public and local police. These events will be based upon sophisticated workforce management information, which will have identified the requirements of the business in terms of skill sets, knowledge and numbers. The campaigns will benefit from specifically directed positive action support. Improvements to our selection process will result in enhanced customer care and access to specialist careers advice. We also anticipate that an online recruitment service will be available by 06/07. The deployment of personnel, in particular police officers, will be guided by workforce planning and life skills considerations. The remaining sections of this report provide further details on key components of our model.

7.2 The 'Breaking Through' policy lies at the heart of the recruitment strategy. We hope that our strategy operationalises the aims and objectives of Breaking Through policy and will lead to a truly representative workforce.

7.3 We must continue to prioritise efforts to ensure that our recruitment pool becomes more representative. This needs to be a combination of different approaches:

- Online recruitment
- Positive Action Activities
- Enhancing Quality
- Customer Focus
- Customer care
- Consistency and Forward Planning

### **Online recruitment**

7.4 A quarter of all job searches are conducted through the Internet. There is evidence that this is a growing trend and many employers are now using the Internet as their primary tool in advertising vacancies. Many transaction-based processes can be carried out online, producing not only improvements in effectiveness and efficiency, but also customer service as the service is available 24/7. Furthermore, due to the shift in working patterns, there is an emerging demand for business services to be made available around the clock. The process of developing an online recruitment environment will also provide an opportunity to review and rationalise the existing business processes, resulting in further benefits. Therefore, an online recruitment solution will help the MPS to stay competitive in the employment market, as well as improving customer service and access to recruitment services.

7.5 For these reasons, an online recruitment solution linking the MPS' careers website to MetHR with automated data transfer is being developed for police staff and the extended policing family and will to be available for testing in November 2005. A similar project linking the Home Office 'Could You' site and MetHR was initiated in 2004 but was subsequently closed due to the substantial drop in recruitment demand and issues surrounding business and technical processes. The broad aim of the current project is to draw together the existing development work within the context of an online recruitment environment. Clearly, this means that the development and implementation of a police online solution falls within the scope of the project.

7.6 Therefore, the Recruitment Directorate's senior management team has made a firm commitment towards the realisation of the benefits from an online recruitment environment and has commissioned this project. The project will need to be completed by 31 March 2006.

### **Positive Action activities and recruitment emphasis to 2009**

7.7 As previously indicated, the MPS, through the Positive Action Central Team and our Marketing Team, has achieved a significant increase in the number of black and minority ethnic staff, particularly over the last three years. The success of these initiatives is absolutely critical to our diversity strategy; we therefore need to prioritise our recruitment efforts into activities such as:

- Taking activity into the heart of areas with high population black and minority ethnic communities
  - IntroMet events - 4 per year
  - Other recruitment events emphasising “London theme” - 10 events per year
  - Co-ordinate BOCU events
  - Utilise recruitment bus - “right to the heart”
  - Use of ArcView to identify high minority areas down to street level.
  - Set BOCU targets - MPS-wide positive action buy-in
  - Ensuring applications are made as a result of community-based activities

Enhance the role of PAT volunteer

- Working with business and religious groups to deliver the message that the MPS is a great place to work
  - Work with “Fullemploy” and other similar agencies
  - A redundancy scheme - to capture quality through referral e.g. BA
  - Sponsored Minority events
  - ‘Targeted’ recruitment efforts at religious events
  - Engage Embassies
  - Use Minority advertising agencies
- Focused advertising and marketing on Minority recruitment
  - Metropolitan University research on black and minority ethnic barriers to recruitment
  - Targeted recruitment
  - Minority TV / Radio recruitment
  - Going beyond BME and recognising the different minority groups and cultures (see 12.2)
  - Use of life skills questionnaire to identify those with key skills required to enhance police family capability
- Providing positive support and assistance to minority candidates
  - Contact all minority candidates who apply
  - Review focus sessions
  - Maintain list and contact with potential candidates thro’ pause
  - Work closer with Staff Associations
- Working with youth through educational and direct contact
  - Further develop Access Course
  - Run half day seminars for schools, LEA and careers offices
  - Joint MPS / GLA black and minority event at City Hall

- University targeting - high ethnic population
  - Influence Physical, Social, Health and Education (PSHE) as part of school curriculum
- OCUs whose representation of black and minority ethnic police staff falls beneath the 21% target have been written to and encouraged to increase their efforts in recruiting from the black and minority ethnic community and to fully utilise the assistance and advice available from local PAT officers, PACT and Marketing and Advertising.
  - When recruiting for senior police staff posts, full use is being made of Job Centre Plus who traditionally have provided a high proportion of candidates from minority groups.

7.8 The annual Business Plan provides the mechanism to make changes to the operational activities, including the development of online solutions, of the Recruitment Directorate. Consequently, the Recruitment Strategy should be read in conjunction with the current Business Plan, which can be found at the Recruitment Directorate's website.

### **Enhancing quality**

7.9 The Recruitment Strategy will support the Commissioner's ambition for London to be the safest major city in the world by implementing systems and processes that achieve a professional and effective workforce by attracting a diverse range of applicants.

7.10 In September 2003 the MPS adopted the National Recruitment Standards (NRS) for police officer recruitment. In partnership with the Home Office, Centrex developed an assessment process for use by all police forces in England and Wales. The intention is to achieve a consistent standard of police recruitment and to deliver good quality recruits from diverse backgrounds who match the competencies and physical requirements of the job, who can manage training effectively and go on to become competent and effective officers. To improve the quality of candidates whilst not impacting negatively on black and minority ethnic recruitment, the pass mark on three sections of the NRS Day 1 tests has been raised.

7.11 Further activities within the strategy to 'recruit the best' will be:

- Implementing a strategy which attracts more graduates into the MPS
- Assess quality from the perspective of training school and borough commanders in qualitative terms in addition to the traditional measures, for example, selection centre results.
- The guidelines for internal selection procedures will be reviewed to ensure they are fit for purpose.
- The 'Guide to Local Recruitment' has been reviewed and re-launched to ensure there is consistent practice across local recruitment. Police Staff Recruitment provides support to clients requiring a high volume of senior police staff recruitment and also acts as a point of reference in respect of this new policy. HR Evaluation Team will be checking compliance by local recruiters in the future.
- Implement the Business Improvement Project and an online recruitment solution

### Customer focus

7.12 Treating applicants appropriately, even those who are turned down, will turn them into good ambassadors for the MPS. In support of this, our business plan lays out how we will deliver the following 'objectives':

- Undertake pre and post-campaign research and focus groups which clearly demonstrate what is going well and what requires improvement (and act upon that data)
- Continue to work towards a 16 week application processing timescale for at least 80% of candidates – this will apply to all recruitment
- Review all documentation being made available to applicants to ensure it provides quality and appropriate information
- To be a recruitment department that is in the heart of the community, offering advice and guidance and supporting individual's aspirations to become members of staff within the MPS

### Customer Care

7.13 The MetIntro scheme is a two-pronged approach to post-selection candidates awaiting placement. This regular contact with the MPS is designed not only to prepare candidates for their training but also to maintain their enthusiasm.

7.14 The MetIntro scheme comprises of three main elements: the first is the specially developed products which are sent out every two months, the second is the events held and the third is the website which is currently being developed. The advantage of this is that candidates' keenness is maintained and they feel valued by the organisation whilst learning more about it. In turn, they are given the opportunity and a reminder to provide their recruitment officer with up to date information concerning their application or personal circumstances.

7.15 Currently, for police officers, the date from intake allocation to the actual start date can be anything up to eighteen months. This is mainly due to high number of candidates at this stage of the process and the smaller Training School intakes for 2005/06. For this reason, it is essential to maintain MetIntro for these candidates. In the future the need for this style of MetIntro will diminish. The introduction of specifically managed police officer recruitment Campaigns to feed specific Training School intakes will mean that at the time of application, candidates could be given a fairly accurate prediction of when they would actually start at Training School, if they successfully complete the process.

7.16 The introduction of a 'candidate clinic' means that each candidate is able to track his or her application status online. They can view the stages of the process they have completed and the stages of the process to come. Links provide additional information about each stage. The continued development of the recruitment website will enhance the information available to all candidates.

### **Consistency and forward planning**

7.17 The implementation of a 'request to recruit' process has served to clarify the responsibilities of central recruitment and those departments asking for assistance in recruitment.

7.18 The Recruitment Directorate will be constantly reviewing the organisational changes that will affect recruitment levels, not just over the coming months but also over the forthcoming years. For example, growth and wastage figures are all likely to significantly influence our strategy, which must be flexible enough to be able to accommodate these changes. Furthermore, we will need to be scanning demographic and employment changes to ensure our activity keeps pace with these key variables. The Directorate has recently purchased a software suite that enables it to analyse the demographics of populations geographically. It is envisaged that this will help drive much recruitment activity in future years.

7.19 More specifically, the following objectives will need to be addressed if we are to continue to be considered as an employer of choice within London.

- Identifying barriers for different socio-economic groups, either real or perceptual that inhibit consideration of a career within the service.
- Looking at the key triggers that have led to the development of these barriers in the first instance.
- Identifying and building upon positive factors promoting a career in the service. Similarly to undertake a programme aimed at counterbalancing some of the negativity found from alternative sources such as press/TV programmes.

7.20 A workforce planning strategy has been drawn up outlining their primary aims. The workforce planning committee will co-ordinate, at a strategic level, the deployment of Police Officers and Police Community Support Officers to reflect the operational priorities of the Metropolitan Police Service.

## **8. Conclusion**

8.1 The aim of the Strategy is to support the MPS and help build operational capability by focused, cost effective recruitment campaigns designed to target particular groups of people who are needed by the organisation. The strategy also aims to provide the personnel needed to police local neighbourhoods and provide public reassurance. The focus on community centric recruitment within this strategy will realise these twin goals.

8.2 The challenges are big, but so are the opportunities. The aim of the Recruitment Directorate within the Metropolitan Police Service is to be *“the best recruitment department in the country”*.