

Appendix A

Updates on recommendations from the 2007 MPA Scrutiny into Talent Management and Succession Planning

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
1	That talent management and succession planning is expressly identified as an additional <u>enabler</u> – there are currently five - to the MPA's and MPS's seven strategic priorities, i.e. together with 'a modern and diverse workforce', 'enabled staff', 'better use of resources', cohesive partnership working', and 'clear communication'	<p><u>April 2008 Update:</u> This is agreed and is being factored into our current business plans.</p> <p><u>October 2008 Update:</u> Complete</p>	Talent Management	N/A	Complete
2	That a succession planning and talent management strategy is developed by the MPS, with oversight by the MPA, explicitly incorporating positive action initiatives for under represented groups.	<p><u>April 2008 Update:</u> A talent management framework for the MPS, with associated business case has been developed, with the aim of ensuring that we develop and progress our 'brightest and best' at all levels to deliver a more representative and assured pipeline of talent across the organisation. Once approved by Management Board, this framework will be underpinned by an appropriate strategy to enable effective implementation of the talent processes. The talent framework incorporates specific initiatives and programmes to provide support and development opportunities to under-represented groups to improve representation and build a more balanced workforce at all ranks.</p> <p><u>October 2008 Update:</u> The MPS talent management framework was presented in the April response. Broad organisational consultation was undertaken on the strategy, with feedback from Business Groups and Staff Associations generally positive. Many</p>	Talent Management	<p><u>November 2009 Update:</u> Progress in this area has been documented in the main body of the report.</p>	Complete

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
		<p>aspects of the talent management framework have now been implemented including the establishment of a dedicated Talent Management Team within the HR Directorate; the identification of designated talent management leads across Business Groups; the launch of the MPS positive action strategy (the Promoting Difference Programme and Equip to Achieve Programme); the introduction of an extended work-based assessment promotion pathway to superintendent for high potential police officers, and the re-alignment of the London First Leadership Exchange Programme to offer greater support to senior members of the talent pool.</p>			
3	<p>That Management Board formalises a 'top down' scanning process to inform decisions about talent management and succession planning, career development and skills needs / gaps. This should include a review across Superintending ranks and equivalent police staff about an individual's performance and potential in comparison with their peers. This should be replicated at Business Group level for middle ranking managers (Inspecting ranks and equivalent police staff) and at OCU and BOCU level for other staff. Each scanning process should cascade upwards.</p>	<p><u>April 2008 Update:</u> An informal process involving Management Board members, Workforce Planning and the Senior Careers Advisor already takes place. Within this process, Superintending ranks and equivalent police staff are reviewed on a twice-yearly basis. Developmental issues identified for those at Superintending rank are taken forward by the Senior Careers Advisor. A business case has been submitted for an equivalent role to the Senior Careers Advisor to head up a dedicated talent management function and directly support talent management and succession planning for senior police staff (at band B and A level). Once in place, the review process across senior police officers and staff will be formalised and regularly report to Management Board, building on current workforce planning data.</p> <p><u>October 2008 Update:</u> An informal review involving Management Board members, Workforce Planning and the Senior Careers Advisor already takes place. However, this is currently being formalised, and going forward will include HR</p>	Talent Management	<p><u>November 2009 Update:</u> A process to succession plan key posts and identify career development needs for senior police officers and staff will commence on 1st January, 2010. Formal minuted meetings will be held quarterly for each Business Group. The meeting will include the Head of the Business Group, the HR Business Partner for the Business Group, Strategic Workforce Planning and the Senior Career Advisors for Police Officers and Police Staff. This meeting replaces the existing informal meetings between Business Groups, Workforce Planning and Talent Management.</p>	Complete

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
		Business Partners (as designated leads for talent management and succession planning within their Business Groups), in addition to the Senior Careers Advisors and Workforce Planning. This new process will include the identification of talented chief inspectors and superintendents for succession planning purposes, and will be in place from November 2008.			
4	That any externally provided training should be clearly linked to the needs of the organisation and the development of the individual. The Career Management Unit should maintain a central record of these courses, including electronic copies of any research or written dissertation	<u>April 2008 Update:</u> Externally provided training is already assessed on the basis of the benefit to the organisation and the individual, for example any applications to the MPS bursary scheme are assessed against the relevance to the individual's current role, their future career development and to delivery of the MPS Strategic Priorities. Any training undertaken by an individual will be recorded on MetHR as a matter of process and we will ensure such records are enhanced so that details of courses undertaken are retained.	Career Management Unit	N/A	Complete
5	That for senior leadership, hard to fill and specialist roles, career pathways and succession plans are developed	<u>April 2008 Update:</u> Discussions with Business Groups are currently taking place to develop a formal succession planning process. <u>October 2008 Update:</u> This will be reviewed within the formalised succession planning process outlined above.	Talent Management	See Recommendation 3.	Complete
6	There should be a designated ACPO 'champion' for succession planning and talent management within the MPS as a vocal, high profile advocate of the approach set out in this report, including 'driving through' the recommendations and acting as a focus for advice and support. In	<u>April 2008 Update:</u> The Deputy Director of Human Resources, and director of the Strategic Centre (as part of THR), is the designated champion for talent management and succession planning. He is the current MPS ACPO lead for the High Potential Development Scheme (HPDS), Intensive Development Programme (IDP), positive action programmes and National Senior Careers Advisory Service (NSCAS). Under the THR model, a dedicated	Director of Human Resources	<u>November 2009 Update:</u> With the amalgamation of the Leadership Academy with the various components of talent management in April 2009, the current Leadership Development Director, Bill Griffiths, assumed the role of MPS ACPO champion for talent management. Upon Bill Griffiths's retirement from the MPS in March 2010, DAC Rod Jarman	Complete

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
	<p>addition, each Business Group should have a succession planning and talent management 'lead'. (This proposal should also be replicated at a national level).</p>	<p>talent management unit is to be established and located in the Strategic Centre within the HR directorate, underscoring its function in setting the organisational strategy and framework for this area for the MPS. Reporting this team into the Deputy Director of Human Resources underlines its strategic importance and ensures a lead of sufficient stature to drive the work forward and maintain momentum. The Strategic Advisors under THR will be designated leads for succession planning and talent management within their Business Groups to enable implementation of the talent management framework.</p>		<p>will take on the role of Director of Leadership and Learning, with a specific focus on promoting talent management and diversity across the MPS.</p>	
7	<p>The MPS should encourage all ACPO and Superintending ranks to provide internal coaching and mentoring or work shadowing opportunities as part of the talent management and succession planning strategy. This should be in addition to the external coaching and mentoring opportunities for senior police officers and senior police staff with London First. In the absence of personal coaching, mentoring or work shadowing opportunities, coaching and mentoring opportunities should be provided with or by external organisations</p>	<p><u>April 2008 Update:</u> Work is already in progress to encourage ACPO and superintending ranks to provide coaching, mentoring and career development support as part of a Talent Cascade. This Talent Cascade uses the skills and experiences of more senior staff and officers, who show a clear focus on their own development, to coach more junior staff and officers. Not only is this a cost effective way for the organisation to support learning and development, it also creates a talent network and provides further opportunities for our staff to coach and mentor and evidence how they are maximising potential in others. Our partnership with London First continues with the Leadership Exchange programme having been re-launched in January 2008 to increase the number of partnerships across Superintending ranks. For members of the talent programmes, access to external mentoring and/or coaching is facilitated based on identified development needs within personal development plans. Due to the expense associated with external coaching, this cannot be offered more widely.</p>	Talent Management	<p><u>November 2009 Update:</u> The Talent Cascade process has now been successfully embedded across the talent schemes, with much positive feedback from scheme members and mentors alike.</p> <p>Plans are in progress to ensure stronger relationships are fostered between members of the talent pool and ACPO officers/directors within the MPS. A paper has been tabled for discussion at Management Board, which makes specific provision for Management Board to encourage all ACPO officers to volunteer their services as mentors for the talent programmes.</p> <p>Other work is taking place to recruit senior personnel to act as mentors and coaches on the MPS open coaching and mentoring programmes. Currently, there are 7</p>	Complete

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
		<p><u>October 2008 Update:</u> Work continues to encourage ACPO and superintending ranks to draw on their skills and experience to coach and mentor more junior staff and officers as part of a Talent Cascade, with almost 100 now providing formal mentoring. In addition to traditional coaching and mentoring opportunities, the Talent Cascade has now been extended to provide more senior members of our cascade with specific and accredited skills to nurture talent through the organisation. From September 2008, approximately 24 of our high potential chief inspectors and superintendents will be accredited as Action Learning Set facilitators, and will in turn use this training to facilitate mixed learning groups of more junior scheme members (across the HPDS, IDP and Equip to Achieve Programme). This will promulgate the sharing of good practice and learning across our talent network, encourage information exchange, networking, and also develop understanding of strategic issues. All of our high potential chief inspectors will receive formal promotion and selection assessor training, and a number of our chief inspectors and superintendents will be accredited as A1 work-based assessors. This will provide dedicated assessor resources for all talent management selection and assessment processes, but also provide resources across the MPS who are skilled in identifying and spotting talent, and offering local support for these individuals in preparing to apply for the talent pool.</p>		mentors and 19 coaches at superintendent/Band B and above level.	
8	The opportunity to expand existing senior secondment initiatives with organisations such as London First should be explored, together with secondment opportunities to and	<p><u>April 2008 Update:</u> The value of secondments is recognised. There are, however, significant operational difficulties in securing the release of appropriate personnel for secondments. There are also significant challenges in respect of security clearance for secondments into the MPS. An evaluation</p>	Talent Management	<p><u>November 2009 Update:</u> In addition to the work highlighted in previous updates, the new Emerging Leaders Programme includes an external 'Business Challenge' as part of the modular development of scheme</p>	Ongoing

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
	<p>from other parts of government, local government and the criminal justice sector for lower and middle ranking officers.</p>	<p>of existing arrangements with London First is currently taking place, with a view to expanding the business partnerships currently available and offering secondments. These secondments would be sourced for individuals within the talent groups and would be based on identified development needs.</p> <p><u>October 2008 Update:</u> The MPS relationship with London First continues, with 200 police and business leaders now working in partnership together under the Leadership Exchange Programme. A full evaluation of the programme was commissioned earlier this year, with feedback highlighting a range of personal and organisational benefits, including the sharing of ideas, discussion of improved ways of working and development of a more business-minded approach. The Commissioner hosted a special event in September to celebrate the successes of the Leadership Exchange Programme in promoting individual and organisational development.</p> <p>Over the last few months, the MPS have also been working closely with London First to expand the business partnership approach, and offer work shadowing and attachment opportunities for members of our talent pool. These opportunities are aimed at providing our talent with exposure to the business world, in order to share good practice on management issues and develop transferable skills to assist them in becoming more effective and efficient leaders. An example would include a recent development opportunity we have sourced for a member of the IDP to shadow a senior manager working within a similar specialism in KPMG. This work builds on, and represents a more targeted approach to, an earlier</p>		<p>members. This 'Business Challenge' will involve small groups of scheme members working on a mutually-agreed 2-week strategic project in an external organisation. Throughout the process, they will be observed and guided by an independent 'coach'. Scheme members will produce a recommended solution to the project and present this to the Directors of the 'host' organisation. Following this presentation, scheme members will make a presentation to a panel of senior personnel from within the MPS, focused on key learnings from their time with the host organisation and specific initiatives or best practice ideas that can be adopted by the MPS. Each participant will be provided with an individual feedback report on their performance. In this way, the 'Business Challenge' will provide scheme members with the opportunity to put skills and knowledge learnt through the Emerging Leaders Programme into practice, will expose them to best practice ideas from outside the MPS, and provide the MPS Talent Management Team with an objective assessment of the capabilities of some of our future leaders.</p> <p>The first 'Business Challenge' will be piloted in early 2010 with 3 x 3 cohorts of talent pool members.</p>	

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
		<p>business secondments programme that the MPS piloted with London First in late 2006 / early 2007, where we struggled to secure the release of operational personnel for secondments. Targeting the programme at our talent pool enables us to link opportunities more closely to the development of the individual, and to evaluate more fully the benefit to the MPS.</p> <p>In addition to this, we continue to maintain our relationship with other private sector companies, running high potential and talent programmes. In 2006, we established a network between members of our talent programmes and other future leaders in similar programmes at PricewaterhouseCoopers, Oxfam, BBC, Laing O'Rourke, AXA and Scottish Power, with the aim of creating networks across a range of industries, sharing ideas and ways of working. This summer, we ran a joint development event with Oxfam for members of our talent programmes, which was designed to develop leadership, team-building, creativity and business skills.</p>			
9	<p>The opportunity to incorporate existing police development programmes into the talent management and succession planning strategy should be explored as part of a "development centre" programme, e.g. using programmes run by the NPIA.</p>	<p><u>April 2008 Update:</u> This is the approach taken within the talent management framework, which builds on existing national programmes, such as the HPDS and NSCAS.</p> <p>Looking internally within the MPS, the Senior Careers Advisor is developing an integrated approach to development activity across leadership, talent management and diversity areas in collaboration with the Director of the Leadership Academy, the Deputy Director of Human Resources and the DAC for Diversity & Citizen Focus.</p>	Talent Management	<p><u>November 2009 Update:</u> The National Policing Improvement Agency [through the National College of Police Leadership] is introducing a new, comprehensive development programme for ranks from chief inspector to chief officer [and police staff equivalents] from 1st April 2010. The scope and content of the new programme is becoming clearer and will be mapped against current MPS provision to remove duplication.</p> <p>ACPO has determined that the new Foundation for Senior Leadership [FSL]</p>	Ongoing

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
				will be mandatory for chief inspectors. Attendance at each stage of the programme is likely to be a pre-requisite for attendance at Senior PNAC in the future.	
10	That MPS ACPO rank officers should be involved in every promotion interview for Superintendent and Chief Superintendent rank and as assessors for the SPNAC.	<p><u>April 2008 Update:</u> We will endeavour to involve ACPO officers in all selection processes at Superintending rank, although it may not be possible to include ACPO in every superintendent interview given the number that need to take place. The importance of ACPO involvement in Chief Superintendent and SPNAC assessing is recognised. Indeed, Recommendation 27 of the MPS Strategic Review of Police Promotion Processes makes provision for ACPO to act as assessors for the selection of chief superintendents. For every other selection process, it is recommended that a police officer assessor of at least the target rank should be one of the assessors. The Strategic Review of Police Promotion Processes has been circulated for consultation and a final report is now being prepared for approval by Management Board. Subject to this approval, a dedicated assessor training course will be provided this year for prospective ACPO assessors. Once they have completed this training, ACPO rank officers will be involved in subsequent assessment processes.</p> <p>With respect to SPNAC, work has been progressed in this area with the result that there were significantly more MPS ACPO assessors at SPNAC in 2007 as compared with 2006.</p> <p><u>October 2008 Update:</u> Further to the April response, ACPO rank officers now chair Business Group Recommending Panels for</p>	Police Promotions Unit	<p><u>November 2009 Update:</u> The MPS is currently reviewing promotion processes for the superintendent and chief superintendent ranks. A change programme is underway and once the 'new model' has been agreed the training needs requirement will be apparent. Currently there are 9 Commanders who are assessor trained and regularly assess in the chief superintendent processes. Several of them also assist in the superintendent process. Funding has been put aside within the Police Promotions budget 2010/11 to allow for the training of additional ACPO rank officers to assess within the new model.</p>	Complete

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
		superintendent and chief superintendent rank promotion processes, advertised in 2008. ACPO rank officers will also be invited to assess at chief superintendent assessment centres, for which specific training will be provided.			
11	That the MPS and MPA jointly develop a process for filling Senior Management Team vacancies on Boroughs that includes the meaningful involvement of local partners.	<p><u>April 2008 Update:</u> The MPS is keen to develop succession planning at both a strategic and local delivery level. It is recognised that SMTs at a local level will be more effective if they possess mutually complementary skill sets. The MPS is already engaged with the MPA in relation to the suitability assessment of BCU Commanders and we are keen to develop this work in progress further. Proposals will be brought forward on how this might occur.</p> <p><u>October 2008 Update:</u> The MPS recognises that the development and maintenance of an effective working relationship between a borough SMT and external partners is a key enabler to successful service delivery. Local partners can provide very valuable perspectives on the operating context in their particular borough and may be invited to give an opinion of the skills they feel any new SMT member should possess. There are protocols already in place to ensure this consultation takes place and these mechanisms are undergoing a constant process of development and improvement at a rate consistent with the demands of particular boroughs.</p>	Territorial Policing	<p><u>November 2009 Update:</u> The MPS has agreed to fully consult partners (Chief Execs, CPCG chairs, Leaders and Link members) on the skills required in the replacement of Borough Commanders; DAC Fitzpatrick negotiated this arrangement through London Councils. The MPS are comfortable with the Commissioner being the actual decision maker on the person who has the skills required for the role, given this is an operational decision.</p>	Complete
12	That Business Groups should be responsible for quality assurance testing of promotion and selection processes. This should include an element of independent scrutiny.	<p><u>April 2008 Update:</u> As a result of the police promotion review, the importance of quality assurance throughout the different stages of MPS promotion processes has been recognised. The new model for promotion processes has recently been rolled out, beginning with the Sergeant to Inspector 2008</p>	Police Promotions Unit	<p><u>November 2009 Update:</u> All MPS promotion processes allow for unsuccessful candidates to appeal to an independent and objective authority. The MPS continues to dip sample Business Group decisions to ensure corporate</p>	Complete

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
		<p>process, where quality assurance has an increased profile.</p> <p><u>October 2008 Update:</u> As a result of the MPS Strategic Review of Police Promotion Processes, quality assurance now has an increased profile in each promotion process. The Sergeant to Inspector 2008 promotion process has now concluded, where Business Group quality assurance panels were central to ratifying results.</p>		<p>consistency. All assessors are properly trained and many are quality assured during live assessment centres.</p>	
13	<p>That consideration is given to introducing independent scrutiny into selecting candidates for SPNAC and in other central promotion processes.</p>	<p><u>April 2008 Update:</u> This forms another recommendation within the MPS Strategic Review of Police Promotion Processes (Recommendation 32), which advocates that in order to increase and retain the confidence of all staff in future MPS promotional processes the organisation should consider the introduction of a diverse specialist advisory group, whose members should be briefed to provide independent scrutiny of processes from initial exercise design through to the publication of results.</p> <p>A Project Manager within the Career Management Unit is currently scoping how such an Independent Scrutiny Group (ISG) could be introduced, what the terms of reference for the group should be, who should comprise its membership, etc. with a view to having this up and running by Summer 2008.</p> <p><u>October 2008 Update:</u> The terms of reference for a specialist advisory group, to provide independent scrutiny of processes, have now been scoped. 16 external business leaders have been recruited for the group, all with a range of expertise in equality and human resource issues. Members include the</p>	<p>Police Promotions Unit</p>	<p><u>November 2009 Update:</u> The MPS has introduced a new independent advisory group made up of HR professionals from private industry whose brief is to scrutinise MPS promotion processes and ensure fairness and transparency. Both the Police Federation and the Superintendents' Association have an active role in observing and ensuring fairness within our processes.</p> <p>The current MPS policy in relation to SPNAC eligibility relies upon line management observations, endorsement by MPS ACPO and final consideration by MPS Management Board.</p>	<p>Complete</p>

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
		<p>Chief Executive of the Safer London Foundation, a Vice-President from KPMG, a consultant who lectures on employment law at Birkbeck University and nominees from the Association of Muslim Police. An initial meeting of the group has been scheduled for October 2008 and we anticipate the group will become actively engaged in the chief superintendent process to be advertised in November 2008.</p>			
14	<p>That data available to support earlier recommendations is made more reliable.</p>	<p><u>April 2008 Update:</u> The MPS recognise that more should and can be done in respect of the capture of biographical data relating to the promotional journey of under-represented groups within the MPS. A business case for the addition of an analytical arm within the Career Management Unit has been put forward. If supported, it is anticipated that biographical data can be captured which will track individuals from under-represented groups throughout their MPS career, leading to analysis and evidence-based inferences to allow the organisation to intervene where appropriate.</p> <p><u>October 2008 Update:</u> The Career Management Unit is now working in close liaison with the HR Business Support Team to capture biographical data to track individuals from under-represented groups throughout their MPS career. Based on this analysis and through close partnership working with the Staff Associations, the Career Management Unit is then able to develop appropriate development interventions to support the progression of diverse groups across the organisation.</p>	Talent Management	<p><u>November 2009 Update:</u> A dedicated senior analyst has been appointed in the Leadership Academy with specific responsibility for ensuring accuracy of data to support Promoting Difference and talent management initiatives.</p>	Complete
15, 16 and 17	<p>That as part of the approach to a revised HPDS, the MPA supports the MPS proposals around:</p> <ul style="list-style-type: none"> graduate recruitment linked to 	<p><u>April 2008 Update:</u> We welcome the MPA support for these proposals. The MPS is trialling work-based assessment for HPDS inspectors to chief inspectors, with a full review planned</p>	Talent Management	<p><u>November 2009 Update:</u> The work-based assessment promotion pathway to superintendent has now been adopted for all officers on the HPDS</p>	Complete

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
	<p>a work based assessment promotion route to Superintending rank; and</p> <ul style="list-style-type: none"> for existing police officers a work based assessment route to Superintending rank, linked to NSCAS. <p>In the absence of NPIA support for the proposals at Recommendation 15, the MPS develops its own programmes along similar lines.</p> <p>That in terms of under-represented groups, tailored training and development programmes are produced as part of a work-based assessment route to Superintending ranks.</p>	<p>for Summer 2008. The trial of work-based assessment for HPDS chief inspectors to superintendents will begin in Summer 2008. Detailed guidance is currently being drawn up to ensure rigour when assessing HPDS chief inspectors' suitability to commence work-based assessment and their performance during the 6-month assessment period. Further updates will be available in Summer 2008.</p> <p><u>October 2008 Update:</u> Following internal consultation, a trial of the work-based assessment promotion pathway to superintendent commenced in June 2008. Numbers for the trial were fixed at three individuals, allowing a full evaluation to be undertaken prior to extending the scheme across the talent pool. Feedback from the consultation paper was incorporated into the process.</p> <p>A rigorous "gateway" selection process to access the work-based assessment was designed, including a requirement for each applicant to secure a recommendation for promotion from their OCU Commander; a face-to-face competency-based assessment with two trained assessors; followed by a further panel interview with three senior police officers, at which their OCU Commander was also asked to present their feedback on the individual. Candidates were placed in a merit order according to scores, with the top three selected to begin work-based assessment (including one minority ethnic officer). The other candidates (six) were not successful for the work-based assessment, but secured their recommendation for the corporate superintendent assessment centre later this year. The three successful officers have each been posted as temporary superintendents and have begun their 6-month</p>		<p>seeking promotion to this rank. The preferential promotion pathway will be retained for officers selected onto the Emerging Leaders Programme.</p>	

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
		<p>work-based assessment period.</p> <p>Work-based assessment for HPDS inspectors to chief inspectors continues and will now be applied for any newly promoted high potential chief inspector.</p>			
18	<p>That the MPS, in consultation with HMIC and the appropriate ACPO leads, produces tailored positive action programmes for 'pulling through' under-represented groups into specialist roles, particularly more senior roles, as part of a development programme.</p>	<p><u>April 2008 Update:</u> Once the Promoting Difference Programme has been embedded and evaluated, its value and impact to the Service generally will be assessed, with a view to tailoring and expanding aspects as required.</p>	Talent Management	<p><u>November 2009 Update:</u> Promoting Difference has developed a range of positive action initiatives that are having a positive impact on representation at senior levels and in specialisms.</p>	Complete
19	<p>That the MPS, in consultation with HMIC and the ACPO lead on Workforce Modernisation, carries out further work on making specialist roles and specialist career pathways more attractive to those seeking development and / or promotion opportunities.</p>	<p><u>April 2008 Update:</u> This is agreed and will be taken forward by the Deputy Director of Human Resources through the appropriate Workforce Modernisation mechanisms.</p> <p><u>October 2008 Update:</u> To a large extent this recommendation (and recommendation 22) has been superseded by the recent Green Paper on Policing and the improvements in MPS promotion processes. The robust application of the rules of the promotions system, developed in consultation with Staff Associations, ensure equality of opportunity for promotion irrespective of business group or specialism. Thus since specialism creates no disadvantage, there is no need in general terms to enhance the attractiveness of all specialist career pathways. Problems have been identified in the specific area of attracting officers to the detective constable roles and consequently work is in hand under the direction of the Assistant Commissioner of the Specialist Crime Directorate to address this. In broad</p>	Deputy Director of Human Resources	N/A	Complete

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
		<p>terms, it is intended that all Business Groups will be required to take on a training role for new detectives rather than just Territorial Policing. Additionally, qualified detectives will rotate through different Business Groups to ensure that a detective career is more attractive to the individual and that there is a far more even spread of expertise and experience throughout the MPS.</p> <p>In respect of the management of high potential officers, it is already apparent that an appropriate proportion seek out the challenges of various specialisms. The HPDS has thus become a vehicle by which talented officers develop rapidly, but also by which their talents are made more widely available to the MPS.</p>			
20	For specialist officers seeking promotion or lateral development, consideration should be given to providing advice and support for programmes run by business schools or the Leadership Academy in order to broaden their awareness and enhance their promotability / suitability.	<p><u>April 2008 Update:</u> Current Leadership Academy courses are designed to equip officers and staff from across the organisation with generic leadership and management development training, irrespective of their particular area of work. Officers transferring from a specialism or seeking promotion should, therefore, have no requirement for further training over and above that offered by the Leadership Academy.</p>	Leadership Academy	N/A	Complete
21	For specialist officers who notify their intention to seek lateral development, consideration should be given to internal coaching and mentoring or work shadowing opportunities in the period leading up to their transfer to another area of work.	<p><u>April 2008 Update:</u> Under THR, identifying development needs and finding appropriate mechanisms to meet them will be a line management responsibility. The Expert Centre will be able to provide appropriate advice and support to line managers, as required.</p>		N/A	Complete
22	That the national Workforce Modernisation programme be asked to look at practical and	<p><u>April 2008 Update:</u> The views of the MPS have been passed onto the Workforce Modernisation Programme for review.</p>	Deputy Director of Human Resources	N/A	Complete

Ref	Recommendation	Management Response	Owner	Latest Progress Update	Status
	innovative ways of encouraging officers to seek lateral development opportunities to broaden their careers, i.e. into and out of specialist or non-specialist roles.	Additionally, the recommendations of the recent Green Paper on Policing has taken account of, and subsumed, recommendation 22.			
23	That this report is submitted to the National Policing Board to consider how appropriate recommendations can be implemented at a national level.	<p><u>April 2008 Update:</u> This report has been circulated widely within the MPS. The Deputy Director of Human Resources has a link with the National Policing Board and will forward the report to members of the National Policing Board and ACPO Workforce Development for their attention.</p> <p><u>October 2008 Update:</u> The report has been circulated to members of the National Policing Board and ACPO Workforce Development for their attention.</p>	Deputy Director of Human Resources	N/A	Complete