

The People Strategy

..... **three years on**

HR
July 2002

The Original Challenge

London expects 21st century policing. It is the duty of the Metropolitan Police Service [MPS] to deliver this essential service dependably and professionally.

We are the guardians of London's safety. We care for the people of every community, for businesses of every kind, for schools, for Whitehall and the Crown. We are proud to be responsible to all those people who live and work here, to the millions of visitors and to everyone who makes the Capital a power in the world. We are part of their lives – sometimes in the background as a defence against crime, but sometimes a lifeline. They have a right to expect the highest standards from us.

Much has happened since this challenge was first laid down. At the time, a new Commissioner, the new millennium and the introduction of the Metropolitan Police Authority provided the initial focus for the changes that the MPS needed to make. But nothing was to prepare us for the changes that subsequently became necessary following the events of 11 September 2001. Since then the MPS has moved on in ways both unforeseen and unanticipated. During this period, we have witnessed – and will continue to experience – unprecedented growth. This has been at a time when a new Police Reform Act has been introduced. Flexibility, accountability, a preparedness to change and the need to learn new skills are qualities that do not always feature within large organisations. Within the MPS, we – you – possess them in large measure. That said, it is equally clear that we do not always get the organisational things right. This is where The People Strategy fits in. Intended to help us direct our efforts so that we strive towards being a better employer and a better manager, our mission is to make London safer for all of those we serve. To achieve this we need to maintain, and further develop, the Metropolitan Police Service as an organisation that people want to work for. The People Strategy was written almost three years ago. It has stood the test of time well but, like most things after time has passed, it needs a renewed push to re-energise and focus effort to meet all that was originally intended. Foremost here is a renewed effort to acknowledge the efforts of our staff and a further opportunity to address the type of value - for example, our wish to achieve a more representative workforce – that the MPS holds close. Sometimes, unforeseen events knock us off course – the expenditure constraints last year are one such example. But this refreshed strategy is intended to remind us what our aim was three years ago, outline what we have achieved and detail more of what is now planned in order to achieve our aim. The strategy that follows does all three and I hope you will find it helpful. In many ways, it is our HR agenda – though it is important that your own managers describe the way in which the strategy will apply in your own workplace. That is why at the back of this booklet – in the small pocket – is an insert prepared by your own management, outlining how the plan will affect your part of the organisation.

Sir John Stevens
Commissioner

Bernard Hogan-Howe
Assistant Commissioner

Turning intention into action – the original plan

As an organisation, we have to provide a service that meets both our operational needs and our staff's career aims. To make sure that the issues that matter to all our staff at every step in their working lives are effectively handled within the MPS, we need to create a working environment that results in high performance. We have plans in place for a different – and better – approach to:

- our workforce planning – the way we predict the demand and supply of competent people where and when they are needed and the way we provide them;
- our performance – the way we motivate our people to do their work even better, developing their professional skills now and for the future;
- the way we listen to the ideas and opinions of our own staff and their representatives;
- the way we provide advice and support to our managers – a proactive contribution from HR professionals who understand what is right for our operational business;
- our HR policies – using best practice in working together to create the environment we need, and keeping pace with internal and external changes in our culture and society;
- the well-being of police officers and civil staff and the environment they work in – improving the quality of their working lives;
- the provision of a totally integrated IT system for all our people management processes.

These are the key strands of a programme of developments that will not only improve the operational performance of the MPS but also make it a great place to work.

The Workforce

The aim

In all organisations, people are generally regarded as the most important component. But it is especially true - for both police officers and civil staff - in the MPS. Across the entire organisation, we employ individuals with various skills, from diverse backgrounds and with different qualifications. The common strand though is that we are all working to the same end and are professional in all that is accomplished. To ensure this, we anticipated a new workforce planning system that would inform the number, type and location of our employees. This was to include skills and skill gaps, recruitment targets, succession and promotion planning all of which are necessary in making London a safer place in which to live and work. We also felt it was important to ensure that new appraisal systems worked to develop staff. In carrying out effective appraisals, we could be certain that everyone was aware of his or her role and specific contribution in policing the capital. We indicated that training and development would be provided and we would invest in our people and equip them in accordance with local needs and personal strengths and abilities.

Where we have got to...

- **MetHR** - implementation of an entire new people management IT system has started and is due for completion by June 2003. The system holds details of all staff and enhances our ability to identify and track skills, locations and experience levels. It will greatly improve our workforce planning capability and reduce the need to produce information manually.
- **Recruitment of additional police officers** – this underpins The Safest City initiative and addresses other pressures to increase the number of police officers. Recruitment is at record levels. In addition to nation-wide recruiting for police officers, experienced transferees from other forces are being targeted to join the MPS and recent retirees are encouraged to return.
- **A new postings policy for police officers** has been developed to more effectively align individual qualities to new organisational requirements. Tenure has been replaced and the new policy enables a better and fairer allocation of staff.
- **Retention of police officers** – a Retention Intervention Officer has been appointed and is tasked to reduce the number of officers leaving the MPS.
- **Police Community Support Officers (PCSOs)** – much work on designing appropriate advertising, selection and training processes has been undertaken to meet the challenging implementation timetable. The first PCSOs will be on the streets in September 2002.

- **C3i – Command, Control, Communications and Information Project** – this project represents a huge challenge for the MPS and changes much of the long-held ways that we have worked. Work has commenced to address issues such as recruitment of communications staff, changes to terms and conditions and the development of a new culture, in order to meet the project deadlines.
- **Employment Initiatives** – in partnership with the Diversity Directorate's Development and Organisation Improvement Team (DOIT), greater emphasis is now placed on developing an expanded range of employment initiatives, geared to improved retention of staff. For example, the 0-2 years service retention programme, the mentoring scheme and open days for staff on career breaks.

... And what we still need to do

- **Organisational changes** - we need to further develop the capability of MetHR in order to track vacancies and organisational changes. Such will enable us to align training and development plans much more closely to organisational requirements and direct resources to where they are most needed. Most important, it will enable us to provide better information on vacancies and track recruitment progress.
- **Recruitment and retention** - we need to ensure the level of police recruitment is maintained and retention is increased. We must also develop our policies viz. civil staff workforce planning and retention so that operational officers do not have to backfill key civil staff posts. Our ability to attract and retain staff will be influenced to a large extent by keeping our pay competitive.
- **Creation of the right culture** – maintaining a work environment in which staff feel they can prosper is all important. Much that our organisation provides a challenging and resourceful place to work; we believe we can do much to improve the cultural environment so as to better retain our workforce.
- **Recruitment of Visible Ethnic Minorities** – though some progress has been made, we have to accelerate our efforts to achieve a more representative and balanced workforce throughout the organisation.
- **Achievement of a more balanced workforce** – we have achieved much in our efforts to offer more opportunities for women. But we are at the point at which this needs a fresh and renewed impetus. So too do our efforts to recruit people with disabilities. This is not tokenistic. We believe that a balanced and representative workforce is central to our success. The HR and Diversity Directorates will work together on all issues concerning age, disability, race and gender.
- **Working in partnership** – this is important in order to ensure that the focus remains fixed on issues of under-representation and disproportionality.

- **Support and implement change to meet new challenges** – many of our achievements so far create challenges that the HR profession must meet. New Community Support Officers, C3i and the new Performance Development Review and planning systems will all make heavy and sometimes unpredictable demands. We must be geared to respond to these and become more dynamic to the changes required in the organisation.
- **Workforce planning** – work is underway to enhance the operational responsiveness of staff deployment processes to meet organisational needs and to develop a comprehensive workforce planning system.
- **Workforce modelling** – an element of the workforce planning system will include modelling exercises to assess the impact of continuing growth in the numbers of police and civil staff over the next few years. This will cover HR aspects such as recruit training, continuing professional development and occupational health support. It will also begin to identify other organisational implications, for example increased accommodation and equipment requirements and deployment issues.
- **Flexible working arrangements** – albeit an important part of our policy, progress on this front has been much slower than we would have liked. It is essential that we are able to be rather more creative and proactive if we are to recruit and retain a diverse workforce.

Performance

The aim

The way we perform our work and the professionalism we display are, in our view, as important as the results we achieve. Our performance is measured by just about everything we do and by almost all with whom we come into contact. It is so important that we employ the right people, with the right skills, from different cultures and backgrounds. In short, we need people who are motivated and challenged to work in our environment. In large part, we believe that we have those people. In return though, we plan career development so as to match our operational needs. Career progression would be based upon individual skills and experience and each member of staff would be able to move into roles that benefit operational performance. As part of this, managers would be trained to lead effectively and to build and develop well-motivated teams. Leadership skills would be developed and we aimed, via these means, to increase performance and motivation and decrease dissatisfaction and grievances. Through good performance and management, we sought to reduce staff turnover.

... Where we have got to

- **We have reduced staff turnover** during a difficult period of severe financial constraint and unprecedented police growth.
- **Performance Development Reviews [PDRs]** have been devised to replace our current appraisal system and to place an emphasis on professional development. Training to support the new system is underway. PDRs will be introduced for all police officers during 2002/3 and for civil staff in 2003/4.
- **New competency framework arrangements** – now called MetPeople, these underpin the PDR system. The MPS has been in the lead for this initiative across the UK. The new framework has created outline role profiles for all positions and will inform PDRs as well as assist our workforce planning and our recruitment and training plans.
- **A whole new leadership development programme** has been developed for senior officers and members of the High Potential Development Scheme.
- **A new performance management system** has been introduced within the HR Directorate and we are now better equipped to track progress against corporate and individual objectives.
- **The Civil Staff Pay and Grading Review** has produced a banding structure that removed many barriers that existed with the old grades and performance pay. It has moved us from a rigid grading structure to a role-

based reward system. The review has brought civil staff pay more in line with the public sector generally.

- **A review of police promotion processes** at all levels is well advanced, the first stage of which has now been implemented in the form of a revised constable to sergeant procedure.

... And what we still need to do

- **We must move more robustly into leadership and management development** - we will use MetPeople to help us develop individual management programmes and a more comprehensive range of leadership and performance options.
- **We need to help individuals develop professionally** by using the new PDR system, together with the information provided by MetPeople about individual roles.
- **Training for police and civil staff** are major areas to be addressed. Much of the groundwork to inform our future training needs will be undertaken with information provided by MetHR and MetPeople. The data produced by both schemes will inform us about training needs and gaps in the skills profile of our workforce. We will develop a more co-ordinated range of training initiatives and opportunities that will help us to do our jobs even better and enable individuals to develop professionally.
- **Motivating our staff** – importantly, we need to gauge opinion from staff across the organisation about how the new appraisal system is working, whether it is helping staff to develop and how managers are using it to motivate and bring about performance improvements.
- **We will relate performance much more closely to promotion decisions** placing more reliance on assessments of individuals by their managers as a result of the review of police promotion processes.
- **We will rethink our career development plans for civil staff** in order to serve us better over the next ten years. As part of this, civil staff opportunities will be published without undue band restrictions, enabling more of our people to pursue promotion opportunities.
- **Represent the new PDR system to managers** so that 100% coverage is achieved within two years.

Advice and support to managers

The aim

The skills of our HR professionals should be enhanced. There should be a new emphasis on strategic ability, decision-making, judgement and negotiating skills. HR professionals should understand the 'business of policing' and their advice would ensure that managers were empowered to address staff shortages, training, health and safety and all the other 'people' issues that affect a manager's performance. Family friendly policies, flexible working hours and other patterns of employment for people should assist in making us an 'employer of choice'. This would help the MPS build, motivate and retain an effective and quality workforce of people from diverse backgrounds with the right range of professional skills. An increase in our team of specialist legal advisors should ensure that we continue to operate effectively within our complex and ever developing employment environment.

Where we have got to...

- **Structure of HR Directorate** – The Directorate has been restructured. This new structure is based upon as much devolution of responsibility as possible with the centre providing advice and support to better inform local management decisions and actions.
- **Improved Customer Service** - considerable emphasis is now placed on central HR staff obtaining a greater understanding of operational policing. In addition to a programme of attachments, there is now a regular forum between personnel managers and the HR Directorate. Furthermore, to ensure good communications between central and local HR staff, an Account Manager structure has been introduced which bodes well for better relations and more timely HR responses as well as better intelligence gathering.
- **Personnel Managers** – a programme of Industrial Society Seminars together with ongoing Continuous Professional Development opportunities organised by the centre helps to ensure that personnel managers' expertise is enhanced.
- **HR management and legal advice** – both of these areas have been strengthened by the appointment of dedicated legal staff and new personnel managers.

... And what we still need to do

- **Communication** – most important is the need to ensure that managers feel confident with the help and guidance received. To this end, we will be looking to enhance our communication arrangements so as to ensure good two-way feedback on all matters across the MPS.

Policy

The aim

We are committed to policies that reflect the diversity of London's communities. We should review our policies so that they are fair, legal and do not discriminate against anybody. We should continue to challenge regulations and policies that affect our ability to recruit from all communities. Through technology, details of policy would be easily accessible. We should create competitive reward packages, and best practice HR management should contribute to attracting, motivating and retaining the right people. We should review our grievance procedure, and expedite matters that need resolution to minimise hurt and distress. We should learn from employment tribunals and disseminate good practice.

Where we have got to...

- **23 major policies have been reviewed** since the People Strategy was issued – these include attendance management, maternity and paternity arrangements, extensions of service, exit surveys, the Working Time Directive, career breaks and disability discrimination.
- **Regular training is provided to Personnel Managers and their deputies** and considerable progress has been made to bring about effective communication and better knowledge.
- **Relations with the staff associations and trades unions** and those who represent staff are positive. We have always strived to involve the trades unions - but our efforts in this regard have been enhanced significantly by a new framework agreement, spelling out how we will consult and negotiate. We have been assisted greatly too by the various staff support associations which we have been pleased to support in financial and other ways.
- **More competitive pay packages** have been secured – the free rail travel for police officers is an example. The Civil Staff Pay and Grading Review has also assisted. This, of course, is not just about the new Hay pay bandings but also concerns increased Location Allowance and above-inflation pay increases.
- **Employment Tribunals** - our response to ETs is now more focussed and supportive to managers. The publication of the 'Getting it Right' booklet has provided best practice guidance. The ET Advice Unit now sits within the Directorate of Professional Standards, together with other claims sections so that decision-making can be more consistent. There is a far greater opportunity of learning now and understanding how to avoid pitfalls that the MPS used to encounter.

... And what we still need to do

- **Review of all HR Policy** - a review of all HR policy is underway that will reformat current policy into a new, more user-friendly style. As part of this, detailed advice to managers will be developed. It is our plan to have checked all HR policy by the end of 2002 for compliance with all relevant legislation, and to have prioritised all HR policies as part of the new MPS corporate policy development review programme.
- **Introduce the new fairness at work procedure** – we must respond quickly to employee complaints and ensure that they are resolved speedily and positively. The review of the grievance procedure by the DOIT and HR teams is now concluded and the new procedures to ensure ‘fairness at work’ will be introduced in late 2002.
- **The Flexible Working policy** is not as advanced for police officers as it is for civil staff, but we are examining flexi-time, compressed hours and other family-friendly ways of achieving a better balance between work and home life.
- **The civil staff discipline process** will be overhauled to streamline and speed up the process to the benefit of all concerned.

Value

The aim

Through challenge, comparison, consultation and competition with other proven systems we should provide 'best value'. The introduction of the new IT system that would support our people management processes should provide leaders and managers with relevant information about all staff, and assist in helping them manage their teams to get the results they need. We should benchmark how we use our staff, our support systems and policies to ensure that they provide best value, reflect the priorities of the organisation and service to the public. Staff surveys and customer surveys should help us to confirm that we are providing the right service and making the right changes. Action plans would be designed, where appropriate, in response to that feedback.

Where we have got to...

- **The new recruitment centre at Hendon** has streamlined recruitment and selection processes. Much selection and civil staff recruitment interviews are conducted locally, but within a framework devised by the centre.
- **'Going Local' inspections** have been introduced which provide opportunity to compare and benchmark performance across the service and identify areas of good practice.
- **Sickness analysis initiatives** have been introduced, which we plan to extend across other activities. Occupational Health has conducted detailed and focussed reviews of sickness through team visits to boroughs/business units. This helps to direct resources to the most essential areas by identifying where the most help is needed.
- **The staff survey** allowed us to take a 'health check' of the MPS and identify areas where action plans might assist in addressing issues that cause most concern.

... And what we still have to do

- **MetHR** is vital to the much-needed improvement in our management information systems. Improved access to information about workforce skills will add considerable value to the way in which we deploy our resources. It will also contribute to the effective measurement of HR outcomes once in place.
- **Reducing bureaucracy** remains high on our agenda. MetHR will help considerably. More significantly, the pilot of six devolved sites will also assess how we can decentralise more decision taking.

- **The review of promotion processes** will soon be complete and will result in more local decisions by people who directly know the performance of individuals.
- **A new evaluation unit** is being created within HR to measure the effectiveness of, and compliance with, new employment policies.
- **The introduction of a retention survey** will assist us in retaining staff.

Safe and healthy

The aim

We recognise that we have a duty of care for the health and well being of our staff. We should aim to have a positive impact on sickness absence. We should ensure that early intervention and advice by occupational health advisors, physiotherapists, medical practitioners and stress counsellors was available when required. These people should understand what is unique about our line of work and the desire of our staff to regain their health and perform their role effectively. We know, however, that those individuals who suffer protracted periods of sickness or injury may benefit from a structured programme of recuperative duty, which we should facilitate. We should ensure that our managers are trained in 'risk assessment' so that they are able to handle work situations in safety. 'Handling and lifting' training for all staff would help to avoid back problems.

Where we have got to...

- **Attendance management systems** have been completely overhauled – though there are plans to further improve procedures.
- **Occupational Health now intervenes** in situations where particularly serious sickness levels exist. They also work with managers to deal helpfully with individuals where sickness prevents attendance or full participation at work.
- **A new recuperative duty policy** has been introduced. The changes mean that line and personnel managers will help encourage staff recovering from long term illness or injury to progress more quickly back to full time duties.
- **A 'Healthy for Life' programme** has been launched and health screening and counselling is now accessible for all staff. Our aim is to prevent our staff becoming unfit in the first place.
- A pilot '**Spend to Save – Knee Surgery**' scheme has been in place for one year – the initial signs of which are very positive.
- **A stress management project** has been set up to reduce the negative impacts of stress and to reduce the level of stress related absence in the MPS.
- **Manual Handling training** has been carried out as part of general health and safety training across the Service. New risk assessment procedures have also been devised and issued.

... And what we still need to do

- **Make our managers even more aware of their responsibilities** - as part of this, Health and Safety at Work training is underway and will be concluded by early 2003.
- **A new restricted duties policy** will be developed in order to provide more opportunities to retain officers as an alternative to ill-health retirement.
- **Compliance with our Health and Safety at Work systems** and the means by which this might be monitored is work due for completion by mid-2003.
- **Advising on risk** - an important part of training is the ability of our managers to better assess and advise on risks. That said, it is necessary to raise our profile in this area and ensure that we maintain a robust set of Health and Safety procedures and guidance. Senior managers will take a much more direct and personal lead in this area in the future. New risk assessment procedures are being developed.
- **A new Officer Safety manual** is due to be launched later this year and work is underway regarding enhanced equipment, including the next generation of MetVests.
- **Safe systems of work** are being continuously developed from best practice to ensure the improved safety of all MPS staff especially within an operational environment.

Some of the products of the People Strategy thus far -

The Workforce

- Increased recruitment of police officers to record levels
- Civil staff recruitment centre - advertising and short-listing
- MetHR
- Record levels of police recruitment
- Retention strategy
- London pay lead for post-Sheehy police officers
- Free train travel for police officers
- Tenure replaced with more flexible postings practices
- *A Police Service for All the People* - Positive action strategies
- *Protect and Respect II*

Performance

- Competency framework - MetPeople
- Borough command development programme and 360 degree survey
- Leadership - Runge programme
- Leadership and Command Development
- Personnel Managers' development programme with the Industrial Society
- Continuous professional development for HR practitioners
- Introduction of Senior Personnel Manager role
- Pay and grading review of civil staff
- *Building Skills for Policing* - Literature produced by the DTD
- Performance management regime
- Benchmarking
- Standards for training delivery
- *On Course* - newsletter by Directorate of Training and Development (DTD)
- Review of Attendance Management policy

Advice and Support

- Restructuring Personnel Department into Human Resources Directorate and reductions in staffing
- Customer focus improvements - HR account managers and attachments
- *Getting it Right* - information and guidance for managers from the Employment Tribunal and Grievance Advice Unit
- Grievance procedure review - Fairness at Work
- Seminars on Disability Discrimination Act
- *Guide to Flexible Working*
- *Guidelines for dealing with dyslexia*
- Keep in touch seminars for officers on secondment
- Regular meetings between ACHR and personnel managers
- ACHR's live forum

Policy

- Substance misuse policy
- Partnership Framework Agreement between MPS and recognised trade unions

- Regular training for personnel managers

Value

- Staff survey
- Streamlined recruitment and selection processes, with reduced time and bureaucracy

Safe and Healthy

- *Healthy for Life* health screening
- Health & Safety - manual handling training
- First aid procedures
- Stress management programme
- Reduced sickness levels for police and traffic wardens
- OH column in the Job
- Spend to Save
- Psychiatric pilot scheme
- Carer support programme

Your local plan

