

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding Resourcing and Talent
Planning – On the Job Submission

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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: *C. A. Evans*

Date: 08/09/2020

Submission 1

Taylor & Woodhams (2016) states that succession planning originally concerned the selection and grooming of a chosen few and this was certainly the case at Dyfed Powys Police. It is well known within the force that a culture of favouritism overpromoted internal employees instead of recruiting and that rising to the higher ranks was 'who you know' rather than operating a fair and transparent selection procedure. An example of this was discussed recently in the Liverpool Echo (2020) when Merseyside Police and Crime Commissioner was accused of giving out "jobs for the boys" after nominating a former council leader to be her deputy without advertising the role. This process is no longer accepted and all processes are quality assured to ensure that policies and procedures are being adhered to.

In our Peel Inspection 2017 it was identified that we as a force we needed to develop career pathways to assist our succession planning. We introduced an annual apprenticeship scheme which has proved successful with all the apprentices being made permanent employees in their relevant departments and our second intake due to start in the coming month, therefore identifying and growing talent. CIPD (2016)

The Inspection also identified that we needed to consider skills requirements which we have done with the introduction of the Skills Survey which has allowed us to map our skills. This will hopefully lead us to understand our leadership potential, develop leaders into roles and to plan for any gaps in capability.

We introduced the Direct Entry scheme in 2019 and have recently welcomed our first Superintendent. This has proved successful as the applicant was an internal member of police staff and is now a Police Superintendent.

We now offer a Transformational Leadership course to all relevant staff and this has proved successful with over 65% of staff taking up the offer to date.

Taylor & Woodhams (2016) state that organisations must give fair access to available opportunities and we ensure that all vacancies are advertised on our website, Indeed, Twitter and Facebook as well as our internal Routine Orders page on our intranet to ensure that everyone has a chance to apply. Previously many vacancies would be afforded to internal members of staff without any processes but this has changed with the implementation of our Recruitment and Selection policy.

Previously our succession planning revolved around upward moves with increases in status and salary. CIPD (2020). This has changed as we now offer internal secondments and temporary development opportunities within departments to afford internal staff members a chance to develop their skills. We also offer external secondments to alternative forces and policing areas ie. Tarian (Counter Terrorism), National Crime Agency etc. which allows us to share knowledge and perspectives.

Over the last two years we have introduced changes in our working arrangements including flexible working, agile working, condensed hours, career breaks etc. and these changes have allowed people to make their own decisions whilst balancing career and family responsibility whilst also improving our succession planning by increasing our talent pool. CIPD (2020)

Bibliography

CIPD 2020 - Succession Planning factsheet, available at:

<https://www.cipd.co.uk/knowledge/strategy/resourcing/succession-planning-factsheet>, accessed 15/08/2020

Liverpool Echo (April 2020), available at:

<https://www.liverpoolecho.co.uk/news/liverpool-news/jobs-boys-backlash-over-deputy-18054911>, accessed 15/08/2020

Taylor & Woodhams (2016), Human Resource Management: People and Organisations, 2nd Edition, Chartered Institute of Personal and Development: The Broadway, London

Submission 2

According to CIPD (2020) if we can understand the reasons behind our staff turnover, we can then devise better recruitment and retention processes in order to increase our employee retention. At Dyfed Powys Police we have a very low turnover of staff which can mainly be attributed to our type of organisation. People join us in order to have a 'career for life' – it is a 35 year role for police officers and more often than not the officers remain in post for the full term. Members of staff move around within the organisation but very few leave prior to retirement age so it is therefore difficult to suggest retention initiatives as employees are very positive about working at Dyfed Powys. We recently achieved the Investors in People Gold accreditation and had excellent feedback from employees about the organisation.

I have however reviewed the leaver statistics and drawn up the below from the last four years of data.

Reason for Leaving	Count	%
Retired	92	40.5%
Career Advancement	13	5.7%
Travel	2	0.9%
Job Content	6	2.6%
Other	1	0.4%
Domestic	4	1.8%
Resigned	18	7.9%
Career Advancement (PC for DPP)	2	0.9%
Transferred to West Mercia	1	0.4%
Retired Ill Health	9	4.0%
Deceased	1	0.4%
Transferred to <u>Metropolitan</u>	1	0.4%
Dismissed	4	1.8%
Resigned - Joining Regulars	18	7.9%
End of Temp Contract	1	0.4%
Resigned - PC to West Mercia	2	0.9%
<u>Tupe</u> Transfer to NPAS	1	0.4%
Retired - delayed	1	0.4%

Leavers are asked to complete an exit questionnaire which gives us more information around their reason for exiting the organisation. Bright HR (nd) states that exit interviews can be more impartial as the leaver no longer has to stay in the organisation's good books! We offer the leaver a meeting with the Chief Constable which gives another opportunity to raise any issues or advice they may have in relation to the way the organisation is run and staff are treated. This also ensures that the leaver feels valued, that we will listen to them and will strive to improve if necessary. Work is on-going to improve the exit process including an electronic form with automatic reporting functionality and the alternative of an exit interview rather than questionnaire.

If any areas are identified where the member of staff feels unsatisfied with their employment we would then investigate the reasons behind their leaving. I am pleased

to say that this situation does not seem to occur frequently as we have a Fairness at Work policy with clear procedures identified to allow the employee to raise any concerns. Most Fairness at Work procedures are rectified with mediation and do not usually lead to any further investigation.

Taylor & Woodhams (2016) state that employee turnover can be increased when there are unrealistic expectations in the recruitment process but as can be seen the percentage for Job Content is low as we ensure through our role profiles and by ensuring our process is fair and transparent this doesn't seem to be an issue for Dyfed Powys Police.

Career advancement is one of the highest percentages but with the introduction of our new Development and Assessment Profile where details of training requirements and interest in different areas of work can be assessed, we are hoping that this figure will decrease as internal staff are being offered more opportunities to advance within the organisation.

As nearly 50% of our leavers are retirees and as most of the employees joined us in their early 20s they are leaving the organisation at an early age. Consideration could be given to extending their working life after their required 30 years' service if required. If we could extend their service as officers this would allow us to retain valuable experienced officers, which would assist as we currently have high numbers of young probationary officers.

Bibliography

Bright HR (nd), available at:

<https://www.brighthr.com/articles/end-of-contract/exit-interviews/why-are-exit-interviews-important-and-necessary/>, accessed 29/07/2020

CIPD 2020 – Employee Turnover and Retention Factsheet, available at:

<https://www.cipd.co.uk/knowledge/strategy/resourcing/turnover-retention-factsheet>, accessed 29/07/2020

Taylor & Woodhams (2016), Human Resource Management: People and Organisations, 2nd Edition, Chartered Institute of Personnel and Development: The Broadway, London

Submission 3

I arranged a skype meeting with my Senior Manager on 26th August 2020 to discuss my development needs. Using the CIPD Profession Map we identified various areas that I could benefit from developing to assist with our recruitment processes.

People Practice – I need to ensure I am always up to date with police regulations and legislation. The College of Policing provide regular updates and I will be responsible for providing the other members of the recruitment team with these updates and also ensuring that the Force website is updated with any amendments.

Analytics and Creating Value – I will be analysing our recruitment data from recent campaigns to try and recruit for our hard to fill areas. By building up relationships with the educational providers in these areas we can overcome this problem. Attending career fairs or events will increase the interest in policing in these areas helping us to build a diverse source of talent to fill medium to long term needs.

Diversity and Inclusion – We do not currently have a Positive Action Team and only 1.3% of our officers are BAME compared to 2% of the population. Of the 12 BAME officers only two are women and 10 are male and only one of these are above the rank of sergeant. I would like to create a database of BAME applicants that we may have lost at various stages of the recruitment process ie. assessment centre, interview etc. We could then contact the applicants prior to the opening of our next police officer recruitment campaign and offer to provide them with positive action. I will build up relationships with the applicants from the early stages in the recruitment process and support them throughout. I also suggested developing profiles of our BAME Officers to take to the events mentioned above and I am going to develop these prior to our next campaign.