

2018 - 2025

NPCC

Workforce
Representation,
Attraction,
Recruitment,
Progression &
Retention Toolkit



NPCC Workforce Representation

Attraction, Recruitment, Progression and Retention Toolkit 2018-2025

The NPCC/APCC Policing Vision 2025 states that (by 2025) policing will be a profession with a more representative workforce that will align the right skills, powers and experiences to meet challenging requirements

“To create a culture that values difference and diversity” “...Attract and retain a workforce...(that) will better reflect its communities” and “Continuing work to build a culture which values difference....”

The delivery plan is a template for Chief Constables to provide leadership and cultural change in order to deliver NPCC/APCC Vision 2025. It should ultimately be the framework for which Mayors/PCC's hold Chief Constables to account for delivery.

The delivery plan sets out the key components to successfully achieving the vision by focusing on:

- Leadership and Culture
- Attraction/Recruitment
- Retention
- Progression
- Wellbeing and fulfilment
- Exit from service with dignity

There are key interdependencies that the service also has to consider through the lived experience of our communities and Staff in order to achieve the vision and success on the delivery plan.

- Use of force
- Tackling hate crime
- Prevent
- Stop and Search
- Conduct and Performance

This requires leadership to ensure disparity especially on the grounds of race is tackled across these interdependencies

Leadership and Culture

Work stream	Action	Action Owner	Updates of Action	Work Stream Status
Police and Crime Commissioners should be asked to consider the importance of workforce representation and underrepresented groups within Police and Crime Plans	<ul style="list-style-type: none"> PCC's are seen as key advocates of diversity related issues. Consultation with public and key stakeholders To include aspirational objectives for each Constabulary for all who are underrepresented within policing and reflect this in their accountability processes To ensure delivery of this key objective by Chief Constables 			
Appoint a NPCC lead in each Constabulary (DCC/ACC/ACO)	<ul style="list-style-type: none"> Chief Constable to clearly articulate a vision in respect of those who are underrepresented within Policing, recruitment being seen as a force priority and clear benefits for doing so To appoint a Chief Officer Lead 			
Establish a GOLD group – Given the critical nature of diversity (ARRP)	<ul style="list-style-type: none"> To consider key stake holders staff associations and community representation It is recognised Gold Groups invariably relate to critical incidents. In this context the gold group would be to ensure NPCC direction and oversight on a longer term critical issue. Each Gold group to allow the six key strands as standing agenda items To consider task and finish principles ensuring tangible outcomes Ensure oversight of the Gold Group is a standing agenda at Chief Officer group meetings 			
Police leaders need to ensure that they create an inclusive culture within the organisation	<ul style="list-style-type: none"> Leaders to undertake regular cultural audits of teams, departments to eliminate discriminatory attitudes Leaders to develop inclusive and culturally sensitive team/units Leaders to understand and respond to workforce surveys that seek to highlight concerns as to practices internally Leaders should ensure the desired culture is aligned to that of the Forces vision, mission and values as set by the Commissioner/Chief Constable Leaders to encourage peer learning and journey sharing within teams 			
Police leaders should through their continuing professional development seek out opportunities to understand issues that affect underrepresented groups and address them through strategy and action planning.	<ul style="list-style-type: none"> Leaders within Forces should consider quarterly action learning sets based upon key themes one of which should include under representative groups Leaders should have an explicit PDR objective to deliver a commitment to the ARRP of all protective characterises within their operational command Police leaders to take responsibility for all staff progression with HR support Selection to senior and Chief Officer posts should ensure values based selection frameworks (VQF) 			
Police leaders should consider the use of 'reverse mentoring' to be more engaged with their workforce	<ul style="list-style-type: none"> Leaders to develop better relationships within their command and ensuring increased confidence within the workforce A two way process of ensuring that senior leaders and less senior colleagues develop emotional intelligence in terms of their own thinking, foresight and knowledge of their working environment Feedback will be provided following the CoP reverse mentoring pilot 			

<p>Police leaders should ensure they have policies and procedures in place to identify why Staff who are underrepresented in policing leave the service.</p>	<ul style="list-style-type: none"> • Effective Exit interviews for early leavers and those at the point of retirement with a Chief Officer/Police leader should be used to identify any opportunities to improve the service. • Leaders should explore every opportunity to identify and utilise those exiting the service as advocates for recruitment. As well as being retained within the organisation as a member of Police Staff or a volunteer. • These need to be shared across the service and there needs to be greater transparency in this area. 			
<p>Police leaders should develop a cultural where staff feel confident to disclose their Protective Characterises</p>	<ul style="list-style-type: none"> • Leaders should develop an internal communications campaign that seeks to encourage all staff with protective characterises to self-declare • Consider surveys, academic research to better understand what would increase willingness to self-declare and increase confidence in the area • Staff in making a determination to self-declare should understand the clear benefits of ensuring greater integration, engagement with all communities resulting in enhance trust and confidence 			

Attraction/Recruitment

Work stream	Action	Action Owner	Updates of Action	Work Stream Status
Strategic Work Stream				
Complete a national 'cradle to grave' review of all recruitment processes.	<ul style="list-style-type: none"> NPCC and College of Policing to jointly develop a singular approach (either through one national recruitment campaign or regional campaigns, but to an agreed national standard) from advertisement through to appointment that seeks to minimise the various stages, ensures a quicker process. Yet maintains quality, thus leading to a wider diverse talent pool.(See CoP Leadership review recommendation 5) NPCC/CoP aspirationally moving to a national recruitment campaign with singular agree processes. But allowing local flexibility around the underrepresented areas force need to address. To ensure best practice from private/third sector To actively consider community advocates to support the selection process To actively consider technological solutions to ensure efficiency To actively consider awarding greater marks to candidates with language or cultural skills 			
NPCC to review vetting approach to diversity ARRP, with a priority to BME.	<ul style="list-style-type: none"> NPCC Vetting lead has published new vetting guidance To undertake analysis to identify any unconscious bias in terms of vetting approach to BME selection To ensure wide and representative membership of force vetting appeals panels. Final decision on BME vetting should be made by Chief Officers to allow forces discretion in line with the Vetting APP. 			
Each force to consider external supportive scrutiny of BME associated matters	<ul style="list-style-type: none"> Each force to consider its ethics/scrutiny boards as having key oversight of BME ARRP Each to consider ethic/scrutiny board membership to allow credible local representation and meaningful oversight 			
Each Force to undertake a detailed analysis of workforce data	<ul style="list-style-type: none"> Forces to commission work that seeks to understand its current workforce, key ethnicity data, working with trade unions and staff associations. To undertake a gap analysis set against the local demographics. Forces to develop a narrative with staff associations and the workforce in order to capture ethnicity and associated data in a transparent manner, with a clear aim of better understanding the workforce demographic and how this could inform targeted recruitment Forces to acknowledge and work with the official police work publication – home office which provides a rich source of data 			
NPCC and the College of Policing to establish a national standard of recruitment	<ul style="list-style-type: none"> NPCC and CoP to scope benefits of national recruitment campaign To review Police Now/Police Scotland campaigns and establish identifiable best practice Consider armed services campaigns and synergy of approach Develop an attraction strategy for all potential opportunities within policing to include Cadets, Specials, Police Staff, PCSOs, Apprenticeship's and Officers. 			

Tactical Work Stream

<p>Each force to formulate a Silver Group to lead on proactive diversity recruitment with a priority focus on BME ARRP</p>	<ul style="list-style-type: none"> • To appoint a practitioner lead with detailed understanding of the diversity landscape • To construct a truly representative practitioner lead team that can authentically engage with all communities and understands the principles of community cohesion and engagement. This will lead to greater legitimacy with the public • To utilise neighbourhood policing teams as a conduit to feed ongoing recruitment • Regularly review best practice in respect of recruitment used by external partners and the private sector • The practitioner lead team to identify and regularly brief community ambassadors of the importance of their role in ensuring attendance of potential applicants at recruitment events 			
<p>Utilise more up to date methods in recruitment</p>	<ul style="list-style-type: none"> • Using telecommunications systems and Internet multi-media forms of communications (Skype interviews) to assess competencies of candidates. • Use of online pre application vetting (research) • Use of Virtual careers fair (research) 			
<p>Forces to consider open ended lines of recruitment</p>	<ul style="list-style-type: none"> • Forces to ensure all year recruitment capability that seeks to reduce demand on recruitment teams • Forces being able to offer up excess candidates to regional counterparts in the eventuality of over demand 			
<p>SEARCH Assessors to reflect the communities the Constabulary serves</p>	<ul style="list-style-type: none"> • Forces to ensure that their SEARCH assessors reflect the communities that the Constabulary serves 			
<p>Forces must equip selection panels with unconscious bias training for all those involved in the recruitment process.</p>	<ul style="list-style-type: none"> • Forces to consider this for all internal and external processes 			
<p>Practitioner lead recruitment teams to host community based recruitment overview sessions</p>	<ul style="list-style-type: none"> • Recruitment teams to use wide ranging community located venues to ensure greater access for communities • Recruitment teams to demystify and talk openly about forms, processes and share officer experiences utilising the existing workforce • Role model from all diverse backgrounds to be invited to each session and talk of their journeys • To invite members of the vetting units to talk to at the recruitment session to provide greater insight to the vetting process 			

	<ul style="list-style-type: none"> Practitioner lead themed workshops to provide coaching/mentoring at key stages such as application stage, assessment centre support and interview support 			
Consider longer term engagement with schools and colleges in arranging work shadowing, placements and experience in order to attract and nurture future recruits	<ul style="list-style-type: none"> Local policing teams in partnership with recruitment teams to develop relationships with institutions such as schools, colleges and universities to better understand the talent pool Bespoke partnerships to be formed to encourage and target females within Education Conduct focus groups to understand barriers to recruitment Utilise role models in the planning and running of events for recruitment, including universities, colleges, fairs, and at community/religious events 			
Set up processes for feedback for unsuccessful applicants and promote development plans to provide support for future applicants.	<ul style="list-style-type: none"> One to one feedback sessions between the recruitment team and the failed applicant to seek feedback on the recruitment process Recruitment team to provide bespoke and meaningful feedback to the unsuccessful candidate, with greater emphasis on what the candidate could do differently to be more successful To shorten the wait period to reapply for a failed candidate (reduce failed search from 6 to 3 months) 			
Each force to understand the operational interdependencies of their diverse communities and the opportunities of Officers being better equipped with cultural and language skills brings in mitigating this risk	<ul style="list-style-type: none"> Consider where the gaps are in the organisations before recruiting officers to try and meet any potential gaps, such as culture and language skill gaps within the force. Heads of departments should seek to utilise positive action initiatives such as short term secondments, where an under represented colleague expresses an interest in a specialist role. This will allow a 'come and see' style approach to support an applicant Where no potential BME applicant is available for a specialist post. Heads of department should be allowed to advertise nationally to fulfil their operational requirements and in keeping with the leadership reviews recommendation number five. To communicate a clear vision of this approach to the wider workforce and ensure better understanding and support Making best use of internal staff association to act as advocates in support of targeted recruitment 			

Retention

Work stream	Action	Action Owner	Updates of Action	Work Stream Status
Strategic Work Stream				
Forces to undertake an evolution of retention figures and determine rationale for colleagues leaving prematurely	<ul style="list-style-type: none"> To understand if retention indicators are associated with changes to terms and conditions, pension reform, working conditions and wider private sector employment opportunities 			
Forces to undertake annual workforce surveys	<ul style="list-style-type: none"> To capture workforce morale, contentment and foresight Data to be published to increase transparency To ensure procedural and organisational fairness at all levels To ensure surveys feed into force planning cycles and force management statements 			
Forces are encouraged to recognise good work, bravery, innovation and community engagement	<ul style="list-style-type: none"> Forces are encouraged to create and promote a program of recognition for all areas of the organisation. Forces are encouraged to recognise internally and externally sustained community cohesion activities are praise worthy, where BME candidates can prove to be of greater value 			
Forces to invest in training and development of Police leaders	<ul style="list-style-type: none"> Forces to undertake a review of their leadership training and development programs Force to ensure delivery of training and development programs for all its leaders to better equip them to lead and develop their staff. 			
Forces to be transparent with their recruitment, progression and Exit from Service data in respect of all staff who are underrepresented in Policing	<ul style="list-style-type: none"> Forces to publish annually their recruitment data for both Police Officers and Police Staff. To include numbers of applicants, numbers sifted, number progressed to SEARCH, numbers appointed, numbers failed at final stage of recruitment. Forces to publish annually their internal progression data, both upward and lateral Forces to publish annually their data in respect of those exiting their employment (outside or discipline and ill health) Forces to publish lessons learnt from discipline and grievance procedures involving all underrepresented groups 			
Tactical Work Stream				
Review flexible working practices together with cultural/religious observance	<ul style="list-style-type: none"> Forces to demonstrate enhanced inclusivity through flexible approaches to cultural/religious observance Recognition of health and wellbeing effects within certain BME communities linked to religious observance i.e fasting 			
Forces are encouraged to promote and utilise cultural exchange programs within law enforcement to enhance community cohesion	<ul style="list-style-type: none"> Forces to review established relationships and look to develop new ones to add opportunities for increased use of cultural exchange scheme 			
Forces are encouraged to understand and create support programs for all staff	<ul style="list-style-type: none"> Forces to consider the creation of support programs to assist those older female staff experiencing the menopause 			

Progression

Work stream	Action	Action Owner	Updates of Action	Work Stream Status
Strategic Work Stream				
<p>HR colleagues responsible for progression should be encouraged to understand the connectivity and interdependencies of a diverse workforce and cohesion leading too improved legitimacy with communities</p>	<ul style="list-style-type: none"> Facilitating joint meetings between local policing teams and HR colleagues. That allows the progression towards patrolling riding schemes and community engagement. Better understanding of the equality act legislation and the practical implementation of positive action HR colleagues to be minded of the timings of promotion and interview processes in respect of Cultural issues such as days of the week and times of year Engaging with Equality Staff and staff support networks to be utilise positive action and equality legislation 			
<p>NPCC/CoP to develop a national talent management program for upward and lateral development</p>	<ul style="list-style-type: none"> Each force to develop a talent management strategy that seeks to identify future leaders or those seeking to diversify their talents and skills laterally Each force to ensure that effective marketing and exposure of the strategy Each force to ensure alignment of fast track and or direct entry programs into this strategy Each force is encouraged to support BME colleague who are talented and have expressed a clear commitment in this regard Forces to review lessons learnt from any existing talent management programs 			
<p>Forces must seek to appoint diversity champions from specialist posts who are willing to promote their roles to external communities</p>	<ul style="list-style-type: none"> Forces should appoint diversity champions to positively encourage BME colleagues to actively consider lateral development into specialist posts Diversity champions should act as a formal/informal mentor to the aspiring candidate ahead of and throughout any appointment Diversity champions within specialist posts should seek to develop a peer support group to share best practice and ideas that can inform force policy via the Silver group Diversity champions should also be encouraged to support all processes of ARRP within the organisation Force should make use of awareness days, shadowing opportunities and talent spotting to increase lateral and upward progression of officers who are underrepresented in Policing. 			
<p>Forces to ensure mentoring/coaching and support mechanisms are in place to support staff who are underrepresented in Policing</p>	<ul style="list-style-type: none"> view of existing formal and informal processes with a view that all police leaders should be encouraged to support, mentor, inspire officers with protected characterises seeking progression or specialism Make full use of in house mentors and coaches by stipulating that part of their work must be with staff who are underrepresented in Policing Identify staff with who are underrepresented in Policing and offer them 1:1 career conversations with senior police leaders who can support and signpost them for progression and specialisms. Long term tracking and regular reviews of these 			

	<p>individuals will measure the program's success.</p> <ul style="list-style-type: none"> • Use of the tools found on the College of Policing website – professional Development Programme pages is suggested 			
Forces to review their promotion and lateral progression policies and procedures	<ul style="list-style-type: none"> • Force should consider the removal of line manager support for all advertised roles or promotion opportunities • Ensure acting and temporary promotion policies are reviewed to ensure they meet the forces demand profiles and that they are fair and transparent across all departments within forces • The timing of all promotion exams should be reviewed to ensure that they are inclusive to all and allow for all staff partaking in them have a fair opportunity to adequately prepare • Forces to provide support to officers with disabilities and consider support meetings in respect of study tips and guides to exams • Forces to provide relevant preparatory information to Officer and Police Staff seeking progression from underrepresented groups preparing for exams 			
Tactical Work Stream				
Staff who are underrepresented in Policing should at the commencement of their service be sign posted to support groups to seek early guidance should it be required.	<ul style="list-style-type: none"> • All forces should ensure that all early training programs cover the wide ranging specialist support groups available 			
Forces should at the conclusion of selection processes, grievance procedures and misconduct related procedures specially review any learning in respect of disadvantages or barriers relating to protected characteristics	<ul style="list-style-type: none"> • Forces should as part of their 'What Works / Lessons Learnt' forums ensure all learning is understood and applied to policy. HR would need to be a key component of any such meeting • Lessons learnt from this forum should also be reported into the Gold group • Leaders should ensure support is provided around the capability of staff, rather than looking at a discipline as a default. 			
Forces to utilise positive action principles to proactively contact BME officers and staff within two years of them exiting the organisation and encourage them to return	<ul style="list-style-type: none"> • The contact will be within two years of their exit from the organisation contained within Policing Regulations • An offer of return would be subject to no previous misconduct matters and vetting • The BME candidate may have attracted further skills or specialist skills that allows them to be selected for a specialist role upon their recommencement of service 			

Wellbeing and Fulfilment

Work stream	Action	Action Owner	Updates of Action	Work Stream Status
Strategic Work Stream				
All forces are encouraged to develop a local plan that incorporates Health and Safety, Wellbeing and fulfilment	<ul style="list-style-type: none"> Forces should look to incorporate health and safety, wellbeing and fulfilment into an overarching plan to assist in reducing sickness levels across the force, support staff physical and mental wellbeing and improve HR and Occupational Health Units efficiencies Forces should be mindful of complimentary NPCC work being undertaken in respect of Wellbeing and with the Blue light wellbeing framework when setting local plans. The Oscar Kilo website provides evidence base resources and guidance Forces should conduct full consultation in the development of wellbeing plans in including staff support networks and associations 			
Forces should ensure that their leaders are equipped to identify and address mental health within the organisation	<ul style="list-style-type: none"> Forces should ensure that awareness training is given to all police leaders to make them aware of suicidal behaviours and early indicators Forces should ensure that all police leaders are trained in mental health awareness (e.g. trauma awareness and mental health first aid) 			
Tactical Work Stream				
Forces should focus on their staffs mental health and embed supportive and preventative policies and initiatives	<ul style="list-style-type: none"> Forces should develop and implement new specialist role screening tools that will identify individuals at risk of psychological distress Forces should scope and implement an effective suicide intervention tool to identify those at risk of suicide and ensure that they receive the help they require Forces should promote the use of post-incident diffusion processes (e.g. TRIM) to ensure early identification and support for Post-Traumatic Stress Disorder Force should consider training opportunities for all staff and the implementation of peer support networks 			
Forces should focus on their staffs emotional health and happiness and implement wellbeing initiatives to improve people's quality of life whilst at work	<ul style="list-style-type: none"> Forces should seek to support individuals who wish to promote wellbeing by offering training and /or time to practice wellbeing initiatives within their workplace Forces should look to recognise and celebrate of culturally focused events e.g. Black History Month and major religious festivals within the workplace Organise and deliver wellbeing masterclasses on a range of topics including menopause, sleep and relationships etc. Forces should scope options for a Healthy living campaign to improve healthy eating and health checks to improve overall staff health 			

<p>All forces should review their current HR policies to maximise the support that is given to all staff who are underrepresented in Policing</p>	<ul style="list-style-type: none">• Flexible and agile working arrangements to be supported by Forces to aid disabled workers and religious observance (e.g. breaks for prayer, support for observance of Ramadan, Lent, Hanukkah etc.)• Occupational Health Units and police leaders to increase their awareness of health issues faced by different sections of their workforce. E.g. Type 2 diabetes and enhanced risk from stroke in African/African Caribbean communities, those of south Asian descent (particularly of Pakistani and Bangladeshi origin) have a higher risk of heart disease.			
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Exit from Service with Dignity

Work stream	Action	Action Owner	Updates of Action	Work Stream Status
Strategic Work Stream				
Forces are to undertake a review of their current exit from service procedures	<ul style="list-style-type: none"> Forces to undertake a review of what steps are currently in place to capture exit information from all those leaving the organisation Forces to review how the gathered exit information is shared around the organisation and what learning/organisation change occurs as a result 			
NPCC/COP to consider what national policies are required to allow exit and re-entry into the organisation	<ul style="list-style-type: none"> NPCC and COP to scope the full range of changes that will be required to allow forces to consider the use of short term contracts 10/15/20 years. NPCC and COP to scope the full range of changes that will be required to allow Police Officers and Staff to exit from service options allowing flexible opportunities for pension provisions. NPCC and COP to scope career transition services for those wishing to exit the Police Service early NPCC and COP to scope the creation of Police Reservists to allow police service leavers to serve in a reservist capacity for a period of time 			
Tactical Work Stream				
Forces to scope partnership working opportunities and /or secondments outside of the organisation	<ul style="list-style-type: none"> Forces to work with community and statutory partners to identify opportunities for short and medium term secondments and joint working initiatives to enhance and build new skills Forces to design clear secondment outcomes in the form of plans that candidates debrief upon their return to the organisation 			
Forces to widely advertise re-joining options	<ul style="list-style-type: none"> Forces to ensure that re-joining options are advertised and all those who have left the organisation within two years are provided with information regarding their options 			
Forces to undertake a review of what roles within their organisation could most benefit from greater flexibility in staff entering and exiting.	<ul style="list-style-type: none"> Forces to identify areas within their organisations which may benefit from enhanced flexibility around staff entering and exiting the service, such as Cybercrime, CSI, Community Safety etc. 			

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Evidence Base and Consultancy

Under Development