

 <b>West Mercia POLICE</b>		<b>POLICY</b>
Security Classification	<b>OFFICIAL</b>	
Disclosable under Freedom of Information Act 2000	Yes	

<b>POLICY TITLE</b>	<b>Talent Management</b>
REFERENCE NUMBER	<b>WMP215</b>
Version	<b>1.0</b>

<b>POLICY OWNERSHIP</b>	
DIRECTORATE	BUSINESS SERVICES
BUSINESS AREA	PEOPLE AND ORGANISATIONAL DEVELOPMENT

INITIAL IMPLEMENTATION DATE	<b>August 2023</b>
NEXT REVIEW DATE:	<b>August 2026</b>
RISK RATING	<b>LOW</b>
EQUALITY ANALYSIS	<b>LOW</b>

West Mercia Police welcome comments and suggestions from the public and staff about the contents and implementation of this policy.  
Please e-mail [policiesandprocedures@westmercia.police.uk](mailto:policiesandprocedures@westmercia.police.uk)

(Document view should be changed to suit individual needs – click Design, Page Colour, Choose page background colour).

## **1.0 POLICY OUTLINE**

Our Talent Management Policy details our plans to identify the need for Police Officers and Staff and incorporates the whole lifecycle of our personnel from resourcing to exit.

Talent Management is fundamental to our People Strategy, which aligns with our business needs and is therefore designed to ensure that we recruit the right people and develop them to their full potential in order to allow us to meet the demands and challenges which the Force will face in the future.

West Mercia Police recognises that our people are our most valuable asset and that their commitment and performance is integral to the quality of service which we are able to deliver to the public.

We also believe that each individual recruited to work for West Mercia Police, in whichever capacity, possesses skills, knowledge, and abilities which may be harnessed for the good of the service and for their own personal fulfilment.

This policy supports The Race Action Plan and West Mercia Police Positive Action initiatives working closely with our staff networks and our learning and development team in relation to targeted development programmes for underrepresented groups.

Consequently, our Talent Management Policy is inclusive, respecting our differences, offering reasonable adjustments where required, and aimed at ensuring that everyone is offered the opportunity to develop to their maximum potential.

In applying this policy, West Mercia Police will have due regard for its obligations under the Equality Act 2010, including in particular the need to eliminate unlawful discrimination and to promote equality of opportunity for all of its staff.

## **2.0 PURPOSE OF POLICY**

- 2.1** The purpose of this policy is to ensure a fair and consistent approach to the assessment of performance, potential, and ambition to offer development opportunities to all.

## **3.0 PRINCIPLES**

West Mercia Police will ensure that:

- 3.1.** The PDR process (MyMax) is utilised fairly and transparently by Line Managers in order to ensure that assessments and ratings are justified by evidence.
- 3.2.** Individual development plans are discussed and agreed between the member of staff and their Line Manger, with clear steps outlined and timebound.
- 3.3.** Those individuals judged ready and willing to move up or on from their current role will be assisted by their Line Manager to do so. This not only assures the continued engagement of the individual, but also serves the needs of the Force and reinforces its branding as an Employer of Choice.
- 3.4.** Those individuals who are under-performing will be given assistance and the opportunity to improve to an acceptable level.

## **4.0 DEFINITIONS**

### **4.1. Talent**

This term applies to all Police Officers and members of staff, regardless of their rank/grade, role, or length of service with the Force.

#### **PDR**

The **Performance Development Review** within West Mercia is called “**MyMax**”, and is designed to allow both individuals and their Line Managers to evidence both their performance against previous objectives set and their ability and desire to advance their career in the Force via upward progression or lateral movement.

### **4.2 Talent Mapping**

The PDR contains 9 boxes, which allows for a variety of combinations of performance and potential to be identified.

The rating scale is from 1 – 5.

The rating selected should be evidenced and agreed by both parties. The rating should also not be a surprise for the individual, as the intention is for there to be meaningful discussion between the Line Manager and the member of staff throughout the year, where any notable achievements or shortcomings should have already been recorded.

Further details are contained in the **Talent Management Procedure**.

### **4.2 Career Progression Plans (Outlined within myMAX Form)**

As part of the myMAX six month and yearly reviews (appraisal) it is advised to detail planned steps agreed by the member of staff and their Line Manager in order to allow the individual to gain the knowledge and skills necessary to progress their career in their chosen direction. This should also detail any support which may be available.

### **4.3 Performance Improvement Plan**

This is a document which will only be used where the current performance of the member of staff is inadequate.

The Performance Improvement Plan should document the steps required for the individual to improve, and should contain clear objectives, with specific measures of success within a defined timescale. Template plans are available within the relevant performance management policies for police officers and police staff.

## **5.0 APPLICATION OF THE POLICY**

### **5.1. Workforce Planning**

This is conducted in order for us to project the future need for Officers and Staff and to document the skills and knowledge which they will require to perform effectively.

## **5.2. Resourcing**

This details how, where, and when we will seek to attract applicants.

## **5.3. Recruitment & Selection**

There are two Recruitment and Selection processes; one for Police Officers and one for Police Staff.

For Police Officers, there are several methods of entry, which each contain their own operational and academic development.

## **5.4. Reward**

Our Reward package contains many elements, with the main one being Pay. We have little control over this, since it is governed by the Home Office for Police Officers and by National Police Staff Council pay rates for most Police Staff. Our Police Staff roles are all subject to Job Evaluation, which places them within a grade attached to our pay bands.

However, we also offer access to excellent pension schemes; the Home Office Police Pension Scheme for Police Officers and the Local Government Pension Scheme (LGPS) for Police Staff.

We also have generous annual, sickness, and special leave, together with family-friendly policies.

We have extensive opportunities for Learning and Development, and encourage our staff to pursue Continuous Professional Development.

We have on-site gyms across the three counties, gym membership discounts, and access to health and wellbeing information and access to occupational health services, including PAM assist.

We have several Support Networks for individual characteristics, and also recognise the Police Federation and UNISON, which members of staff are welcome to join, as well as social clubs, sports clubs, and regional events.

Individuals are also able to sign up for voluntary benefits, such as the Blue Light Card, which offers over 15,000 discounts from large, national retailers.

## **5.5. Onboarding**

This is a vital stage in employee engagement, as a good onboarding process makes the member of staff feel welcomed into the organisation, allows them to feel part of the Force and therefore encourages them to play their part in our successes. Conversely, a poor onboarding experience can lead the new member of staff to feel isolated and unconnected to the organisation, and unsure of what is expected of them.

## 5.6. Performance Management

Line Managers are expected to hold regular discussions with their direct reports to establish any barriers to good performance and/or to explore any issues or concerns.

Members of staff are expected to raise any issue with their Line Manager in order to explore ways in which these may be addressed; they should not wait until their manager voices their concerns.

The Force requires an annual appraisal (within myMAX) to be completed for each member of staff, and this should reflect the outcomes of those conversations throughout the year and provide evidence of any objectives achieved, together with any mitigating circumstances for those objectives missed.

Both parties should agree a time and place to hold the meeting at which the annual PDR will be finalised, and both should prepare beforehand; the PDR is **not** something which is “done to” the member of staff by the Line Manager, but is rather a combined effort.

Ideally, both parties will reach a consensus on both the contents and the overall rating of the PDR. However, where this proves impossible, the Line Manager’s rating will apply, with the individual’s comments being recorded to show their dissent.

## 5.7. Talent Mapping & Development

The Force’s PDR (**MyMax**) is the main vehicle by which we map an individual’s performance, potential, and ambition.

This works on a 9-box grid, with a rating scale of 1 – 5.

Full details of the 9-box grid, ratings, and the formal development programmes are contained within the **Talent Management Procedure**.

## 5.8. Retention

West Mercia Police value their staff and acknowledge the contributions which they make to delivering on our goals. We therefore have comprehensive policies, which outline the measures we take to ensure that our staff feel appreciated and that our organisation is recognised as a great place in which to work. These include access to mentoring and coaching; work/life balance and family-friendly policies; training and development; employee wellbeing guidance and activities; staff networks; and recognition awards.

## 5.9. Succession Planning

### 5.9.1. Police Officers

The work of our Workforce Planning department within HR is crucial to our succession planning, as it projects retirements and leaving dates, thereby affording us the time and opportunity to develop replacements who will possess the necessary skills and knowledge to step into those vacancies when they occur.

### 5.9.2 Police Staff

Future retirement dates and resignations are also calculated and registered, so that recruitment for replacement staff can take place in good time. With far fewer internal moves than for Police Officers, this is a smaller-scale operation for Police Staff, but is, nonetheless, important for the continuity of the Force's business.

### 5.10. Exit

Individuals exit the business for various reasons, and, where this is not due to retirement, an **Exit Interview** should be conducted to establish which pertain to each case.

## 6.0 CONSULTATION

<b><i>Business Lead/ Chief Officer Consulted</i></b>	<b><i>Date Consulted</i></b>
Head of P&OD/ Director Business Services	Aug 2022/ Aug 2023

<b><i>Consulted</i></b>	<b><i>Date Consulted</i></b>
Police Federation	28 <sup>th</sup> July 2022 via Zoom
Senior People & OD Manger, HR Ops	29 <sup>th</sup> July via Zoom
People & OD BP	1 <sup>st</sup> August 2022 via Zoom
UNISON Officer	
Advisor	
L&D/Heads of Dept	
Pride Network	2 <sup>nd</sup> August 2022 via Zoom
Hearing Impairment Group	
Heads of Dept	
Talent & Resourcing Co-ordinator	
Head of Strategy, Planning & Insight	2 <sup>nd</sup> August 2022 (By email) and 8 <sup>th</sup> August via Zoom
Disability Lead and L&D	
L&D Practitioner	4 <sup>th</sup> August 2022 via Zoom
Risk Management & Organisation Learning Officer	
UNISON Officer	8 <sup>th</sup> August 2022 via Zoom
ED, OPCC	12 <sup>th</sup> August 2022 via Zoom
Finance	
Supt Association	

**7.0 DOCUMENT HISTORY**

<b>Date</b>	<b>Author / Reviewer</b>	<b>Amendment(s) &amp; Rationale</b>	<b>Date of Approval / Adoption</b>
Jul 2022	R. Hall	New Policy	JNCC Exec Board 15/08/2023

**8.0 ASSESSMENT AND ANALYSIS**

The Equality Analysis, health and safety assessment and risk assessment associated with this document are available on request.

**9.0 MONITORING / EVALUATION**

The Monitoring and review of this policy is the responsibility of the policy owner.

**10.0 DATA PROTECTION IMPACT ASSESSMENT**

- Is a DPIA required? –**Yes**, as agreed with Audit, Risk and Compliance on 08/08/2023