

STAFF SURVEY – ACTION PLAN AND UPDATE

INTRODUCTION

1. As part of the Force's Disengagement Criteria, Performance Development Unit (PDU) was tasked with conducting a Staff Survey for 2005. The results of this survey formed the basis for improvement actions to be recommended to Chief Officers and Strategy Team for consideration - resulting in agreement of an appropriate improvement action plan.
2. This report is being submitted to identify to members the actions which arose from the last Staff Survey, as well as progress made so far and any actions still outstanding.

INFORMATION

3. A total of 24 individual actions were identified, and a copy of the action plan is submitted. To date 15 actions have been completed and 9 actions remain ongoing, with both an action manager and target date identified.

RECOMMENDATION

4. It is recommended that Members of the Police Authority note the report and updated Staff Survey action schedule.

TIM S HOLLIS
Chief Constable

	Action	Update	Action Manager	Target Date
COMMUNICATION				
Information overload Too much irrelevant information by email Too much 'must know' and 'like to know' information.	Marketing to write to all Divisions to encourage the use of a weekly e-mail bulletin. Marketing to publicise 7 rules of e-mail and use of delete function in out of office tools.	The 7 rules of email have been published on the intranet under the procedural information page. This includes advice on setting the out of office assistant and related functions. To reinforce the rules they will be published in the next issue of Innerscene.	Inspector Marketing and Planning / Marketing Manager	Complete
Legislation by email Too many long and complex documents are sent to Police Officers by e-mail in the place of proper training/briefing with regards to new legislation.	Use environmental scanning to identify and plan for new legislation at an early stage. Impact Assessment Process to be used.	An impact assessment process has now been implemented as part of the force risk management process. This includes environmental scanning. The result of this will be an action plan that will include the means by which new legislation is promulgated. This process is reported into Force Audit Board (FAB). DCC and Head of CDB are chair/co-chair of FAB and will ensure that e mail is only used when no other method is appropriate.	Chair of Force Audit Board	Complete
Awareness of major performance issues Lack of awareness particularly in: Information Services Support Services Crime Management D Division	PDU to produce a simplified performance page with Force priorities.	A simple performance overview has been created by PDU and placed on the PDU intranet site.	Inspector Marketing and Planning / Marketing Manager	Complete
	CMB and D Division to refresh methodologies for communicating performance information to staff.	D Div: Following the HMIC BCU inspection in July 2005, an action arose, upon the Divisional Commander, to research and produce a new communications strategy for the BCU. This has been completed and a strategy has been agreed. A number of approaches have been taken including the	Chief Superintendent D Division Chief Superintendent Crime	Complete

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		<p>use of written material, e-mail, intranet, visits by SMT members, briefings for specific ranks i.e. inspectors, sergeants. Informal forums for staff and a number of feedback loops. The MSU Inspector has a 2006/07 PDR objective to dip-sample the effectiveness of the strategy to ensure it is effective and working.</p> <p>CMB: This issue is being tackled through a variety of methods. All new CMB staff are seen by the Branch Manager and performance and the role of CMB in Force performance is one of the key messages in the briefing given. Performance is now an important agenda item at SMTs and each unit has PIs which are monitored and discussed and which are submitted to the Performance Unit. Unit heads are responsible for communicating information within their units about unit, Branch and Force performance. Unit Heads are required to hold regular meetings with their teams. The Branch is planning to make more intelligent use of the Intranet to disseminate information including performance information. This will be tackled as we move to the new format. The Branch regularly uses the force newspaper to communicate various important messages to the Branch and others.</p>	Management Branch	

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<p>Keeping staff up to date with changes More details of changes, developments, projects and operations in Branches and Divisions should be made available.</p>	<p>ISB to develop new intranet site.</p> <p>ISB to develop new unit template for use on intranet.</p>	<p>ISB are currently working on a new intranet site. This includes a template for all Branches and Divisions to ensure corporacy. It has been agreed that ISB will present the new template to COG.</p>	<p>Inspector Marketing and Planning</p>	<p>Complete</p>
PRIORITIES AND PERFORMANCE				
<p>Force too performance led Priorities are the focus and everything else is neglected. Performance management it has become about managers 'covering their backs'. Officers are being given individual targets which is putting strain on them and shifting their focus away from public service. Officers sometimes feel reluctant to assist another team because that team will get credit for the detection.</p>		<p>This action is now entwined with a request from the Chief Constable that a 'performance culture' is developed within the Force and that team and individual PIs are developed for the core functions of the Force. To date, the views of Strategy Team members have been sought regarding 'what is a performance culture?' and 'how do we develop one?' All forces have been contacted regarding their approach to these issues and 2 have been visited and a visit to Centrex is planned to discuss the developing national approach to performance cultures within forces. A small project team comprising Supt PDU, 3 members of the PDU and 1 member of the A&R Unit are working on this action. An interim submission of findings and recommendations is scheduled for the end of September.</p> <p>The first draft of the Unit Level Performance indicators has been published and circulated to divisions on the 13</p>	<p>Superintendent Performance Development Unit</p>	<p>Ongoing</p>

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		November. Targets will be set locally by divisions at Unit/team level although individual performance will also be included. The activities measured vary from role to role to ensure that appropriate supporting activity is measured. When assessing ULP, supervisors are obliged to undertake qualitative assessment of performance to ensure that under performance is contextualized/actioned if necessary and good performance rewarded. Work is ongoing to encompass branches within the ULP framework and further fine tune the process. Marketing of the process is ongoing.		
THE FORCE AS AN EMPLOYER				
<p>Force is not good at developing people to their full potential</p> <p>Staff disagree that the Force is good at developing people to their full potential. However 45% of respondents are satisfied or very satisfied with their career development. Police Officers are more satisfied than Police Staff and male staff are more satisfied than female staff.</p>	<p>HPDS or equivalent scheme to be developed for police staff.</p> <p>Programme of dip sampling to be launched to monitor PDR useage and quality of feedback stored as evidence.</p> <p>Forcewide survey and focus groups on the new PDR process and the software.</p>	<p>Staff Development Manager invited to join national steering group for design and development of new HPDS programme for police staff.</p> <p>Dip sampling undertaken monthly to ensure that PDRs are being completed correctly.</p> <p>The information from the survey and focus groups has been collated and presented to the PDR working group. As a result a number of changes have been made to the process which will be incorporated in the PDR programme from April 2007.</p>	Head of Personnel	<p>Complete</p> <p>Complete</p>

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	Implement new PDR process.	Under the new PDR process all managers are held accountable for full engagement in the PDR process with their staff. In the spirit of continuous improvement all staff are required to have a formal or informal development plan regardless of PDR track.		Complete
	Career development for females to be main focus of next annual Gender Agenda Conference.	Gender Agenda took place 30 November 2006.		Complete
CHIEF OFFICER VISIBILITY				
The survey results suggest that staff feel that Chief Officers are out of touch with frontline policing.	Establish COSU website which would include information on Chief Officers. To include a Q&A page on the Intranet where staff can send questions to Chief Officers with answers posted on the page. Use Chief Officer visits to increase visibility and accessibility of Chief Officers	Chief Officer Intranet site in development. To be continued following the recruitment of staff officer posts. Chief Officer visits has been reinstated as a standing item on the COG agenda and the information from the minutes will be used to update the Intranet site with details of where Chief Officers have visited and their findings. Update 13.03.07 In order to ensure corporacy and utilisation of specialist skills, Intranet site is to be developed by Marketing team in liaison with input from Staff Office.	Inspector Marketing and Planning	August 2007
QUICK WINS				
Abbreviations There should be a list of 3-	Marketing to place abbreviation list on intranet.	A list of commonly used abbreviations is currently published on the intranet and will	Inspector Marketing and	Complete

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		be moved to a permanent place under the new review.	Planning	
Organisation of Practice Directions Procedural information and Practice Directions are badly labelled and organised, so it is difficult to find what you are looking for.	ISB to review PD site following agreement of new template.	This action is currently being reviewed by Chief Superintendent Cheeseman.		
Force Forms Force Forms' should be Force forms, not just ISB forms. Difficult to find forms on the intranet as they fall under different Branches' responsibilities.	More forms to be made available on the intranet.	The Printing Section has been doing this as part of the Sections Development Plan and is on-going.	Fleet and Supplies Manager	April 2008
Read Receipts The total ban on read receipts is unfair as some tasks require an audit trail and with a large proportion of the Force working shifts, it is difficult to know if someone has been able to read an email. The ban has caused problems in several Units.	Publish a (brief) protocol for the use of read receipts in some instances.	Rejected – conflicts with action to reduce information overload.	N/A	N/A
LONGER TERM ISSUES				
Training Not enough available, Officers don't have enough skills to perform their jobs properly, Training is under resourced,	Look into possible venues for training on the south bank. Consider which courses could be run outside	A list of essential training for each post is already available on the intranet SD&TU web page With effect from Jan 2007 through to March	Staff Development and Training Manager	July 2007

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not flexible, too much training cascaded by email.	normal office hours.	<p>2007 a pilot is being held with PNC courses being held on Late turns. This will then be evaluated within training. Also a Steering group within training has been set up to look at flexibility of course start times and the inaugural meeting is being held on 18th December.</p> <p>Force wide survey re learning being undertaken with separate action plan for results that will be published on the SD&TU web page.</p> <p>An alternative learning strategy is currently being developed to look at blended learning wherever appropriate.</p>		
<p>Supervision There is a lack of strong supervision on the frontline, which young Officers especially desperately need. PCs are not told to go back out on the beat any more.</p>	<p>Sergeant Replacement Programme</p> <p>Leadership Training</p>	<p>In 2004/05 19 Sergeants were returned to the front line and in 2005/06 10 Sergeants. This has clearly assisted in bolstering supervision levels experienced by young in service officers. The programme is ongoing.</p> <p>Leadership Training for Sergeants and Police Staff equivalents. The first module deals with Leadership and Being a Leader a further module will look at Diversity and Professional Practice and Operational Activities.</p> <p>A core element of the CLDP training programme is around Pro-Active Supervision and the Development of staff,</p>	Staff Development and Training Manager	<p>Complete</p> <p>Complete</p>

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		directly linking to improved performance. This covers situational leadership styles, and the use of coaching/mentoring skills. This is an ongoing programme being delivered to all sergeants or police staff equivalent throughout the Force.		
Recruitment Applicants kept waiting, appallingly slow, cannot advertise a post until it is vacated so staff shortage while you wait, quality of recruits is poor.	1 Conduct Survey	1 Survey is now complete Results have been analysed and recommendations agreed and implemented.	Recruitment Manager	Complete
	2 Review the stages of the process which slow things down, risk assess the need for these stages and discuss whether they could be removed	2 Risk assessments have been completed and recommendations for change identified and actioned		Complete
	3 Conduct an activity analysis on a vacancy from each Branch and Division include R&S and Customer Activity.	3 Detailed analysis of a selection vacancies has now been completed and results are being analysed to identify potential blockages in the process		31 Mar 2007
	4 Question & Answer sessions, master classes, e-mail reminders, hints on how to fill your vacancy quickly	4 To be addressed once the outcome of the survey and analysis are known		30 April 2007
Fleet & Supplies Slow to respond to requests, vehicles old and worn out, "actually called stores because they store things not supply them", they need to improve their phone manners, very	Review fleet size and mix. Review all Unit practises. Dip sample services offered.	A fleet review is in progress. Derogatory comments have been investigated and an article addressing some of the issues will feature in the September Inner Scene.	Review Board/Fleet and Supplies Manager	On-going Complete

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obstructive, "bureaucratic nightmare of jobsworths".		A mystery shopper exercise is planned to test the attitude of staff and the service offered.		In Progress
Catering Expensive, closed during late and night shifts, poor quality, too much junk food, vending machines regularly break down.	Review vending machines.	The cost of running canteens 24 hours a day make it an unviable option A paper has been prepared for Chief Officers. The whole provision of catering is being reviewed. Current Catering Contract will cease 18.05.07. Options for catering under consideration. Business Case being referred to Police Authority.	Fleet and Supplies Manager.	May 2007