

PwC HR Recommendations January 2007

	Recommendation	PwC followed up in Sept 2007?	Status post PwC Sept 2007 Audit	Priority	Responsible Officer		Date Due	Management Response
					Name	Title		
06-07-16	We recommend that an annual plan is produced for 2007/8 as intended. This should be more detailed than the HR Strategy and contain key activities, milestones, responsibilities and additional support requirements.	Y	Implemented	High	T Hickman	HRD & Policy & Strategy Manager		<p>A one-year costed HR Business Plan will be created by the end of April 07 to cover key activities, short/medium term objectives and responsibilities.</p> <p>Action: HRD & Policy & Strategy Manager</p> <p>In relation to the slippage identified at the time of audit: Workforce Plan = an annual workforce plan is created which drives recruitment and the Student Officer Programme requirements. On-Line Recruitment = the system is working to its full capabilities within the IT constraints.</p> <p>Flexible Working Policy – this was launched on 01.06.06 and is fully integrated throughout BTP. A structured review process has been set to include the new legislation effective from April 07.</p> <p>Policy & procedural documents – a project plan is in operation which programmes all Standard Operating Procedures (SOPs) using a project methodology, as monitored through the Programme Management Board. The procedures mentioned, at the time of audit, are contained within the project plan and have been factored throughout the year depending on strategic priorities. For example, a PCSO recruitment SOP will be written once the Home Office national recruitment standards have been piloted. The 20</p>
06-07-16	BTP follow through its plans to produce an annual workforce plan for 2007/8 and subsequent years. We also recommend that thought is given about how communication and central control, where necessary, could be improved.	Y	Outstanding	High	L Jainudeen	Head of Resource and Planning	June 2007	<p>A workforce plan is in existence to cover the recruitment needs for 2007/08.</p> <p>The Duty Management System will assist with the control and planning in the future.</p> <p>Unlike Home Office Forces, British Transport Police is not required to have a formal establishment, however, proposals are currently with the Chief Officer Group to consider suitable future control mechanisms.</p>

06-07-16	<p>This can be rectified by ensuring that a consistent and appropriate approach to seeking references is applied.</p> <p>We recommend that internal references are sought in every case prior to offer.</p> <p>We recommend that paragraph 11.8.1.1. and the flow diagram on page 11 are altered in line with this recommendation.</p>	N		Medium	L Jainudeen	Senior Recruitment Manager	May 2007	<p>The HR Policy Project Plan has a review date set for the Police Staff Recruitment Standard Operating Procedure in the Autumn 08. At this time, the author will review the complete procedure and make any necessary amendments/improvements. These will be communicated throughout BTP using the existing 'amendments/updates' process which has proven to be very successful.</p>
06-07-16	<p>The reference questionnaire is amended to request both total days of absence and number of spells of absence and this relates to a specified recent period of time (e.g. the last 2 years). We then recommend that the Bradford Score is calculated for external candidates who reach the offer stage and that 350 points triggers further investigation as it does currently for internal candidates.</p> <p>We also advise that procedures are specified for deciding when to and when not to proceed with any candidate who scores over 350. This should take account of legal risks and may necessitate meeting with candidates to better understand their absence histories. We recommend that separate legal advice may be beneficial in this area.</p>	N		Medium	L Jainudeen	L Jainudeen	May 2007	<p>The HR Policy Project Plan has a review date set for the Police Staff Recruitment Standard Operating Procedure in Autumn 08. At this time, the author will review the complete procedure and make any necessary amendments/improvements. These will be communicated throughout BTP using the existing 'amendments/updates' process which has proven to be very successful.</p>

06-07-16	A record of candidates being interviewed as part of the Interview Guarantee Scheme should be kept independently of the application forms/CVs. We advise that the forms are no longer stamped "IGS".	N		Medium	L Jainudeen	Senior Recruitment Manager	May 2007	All disabilities are treated equally through the GIS – whether 'obvious' or 'non-obvious' The purpose of the marking is to ensure that any reasonable adjustments are made. This aspect will be further researched as part of the review process in Autumn 08. At this time, the author will review the complete procedure and make any necessary amendments/improvements. These will be communicated throughout BTP using the existing 'amendments/updates' process which has proven to be very successful.
06-07-16	Provide relevant guidance in the exit procedures document. Harassment or bullying claims should be investigated and measures should be taken to encourage and/or enable the employee to remain with BTP in the meantime.	N		Medium	T Hickman	Policy & Strategy Manager & Diversity Manager	June 2007	A complete review of the Exit Interview procedure has been conducted. This includes an external review commissioned to review the existing procedure and analyse the results of exit interviews during the past 18 months.
06-07-16	We recommend that target completion dates are inserted into the Learning and Development Action plan.	N		Medium	P Ward	Head of L&D	??	The Learning & Development Improvement Plan has now been fully populated, including target completion dates and action leaders. HMIC are content with the progress made to-date and the reporting procedures for all improvements. Action Complete
06-07-16	It is recommended that the right of appeal should be extended to all staff groups and the policy is amended to reflect this.	N		Medium	P Ward	Student Officers Programme Manager	May 2007	The Student Officer programme standard Operating Procedure is due for review in April 07. This recommendation will be researched further to ensure that it is not in conflict with the Police Regulations.

Updated Management Response
<p>This action is complete. A new Business Plan will be created covering 2008/09. ACTION COMPLETE.</p>
<p>PwC has reviewed the workforce plan arrangements within BTP. A one-year plan has been created covering the number of staff required and availability of training places for Student Officers and PCSOs. The Major of London is expected to release funds for 50 new officers for BTP. This has been factored into the plan (June 08). Liaison with Area Commander's about future vacancies continues. A Recruitment Plan is in operation for 2009/10 based on 'Affordable WorkForce Targets' methodology. A WorkForce Planning Manager has been appointed to fit the new HR Structure. Work continues in relation to 'establishment' figures Vs budgets (update: July 09). ONGOING</p>

The review of the Police Staff Recruitment SOP is ongoing. This has been delayed due to the Transforming HR Programme which will consider the best way of working. A temporary procedure has been put in place within the recruitment team to ensure that all references get vetted once received. SOP due to be launched Autumn 08. Reference checks are conducted in all recruitment cases. The transactional recruitment i.e. processes has been centralised in Birmingham with effect from June 09 (HR Service Centre). Police Staff Recruitment SOP is being modernised in line with HR Express and will be released by the end of 2009. (Updated July 09).

ONGOING

The Bradford score has now been removed in line with the review of the sickness management process. **ACTION COMPLETE.**

<p>The review of the Police Staff Recruitment SOP is ongoing. This has been delayed due to the Transforming HR Programme which will consider the best way of working. A temporary procedure has been put in place within the recruitment team to ensure that all references get vetted once received. New SOP due to be launched in Autumn 08. A review of the 'two-ticks' scheme has been conducted. The recommendations will go to Recruitment sub-group August 09. (updated July 09) ONGOING.</p>
<p>The new Exit procedure will be launched in January 2009. This work will be re-scheduled into the SOP Project Plan and prioritised accordingly. This work is 'on-hold' due to the scope of changes required. Exit interviews continue and a stronger emphasis is now being placed on 'retention'. A project Plan covering the review of Exit Interviews will be scoped late 2009. (Updated July 09). ONGOING</p>
<p>Action complete</p>
<p>This recommendation will be actioned once the Police Regs have been fully incorporated within BTP. Police Regs expected to be introduced by end of 2008. The Student Officer programme is being reviewed and will be a new process in Nov 09. The Reg 13 which involves dismissal has been re-vamped and is being consulted in Aug 09. (Update July 09) ONGOING.</p>