

# **Commercial in Confidence**

## **REVIEW REPORT**

**For**

**LINCOLNSHIRE POLICE ~  
HUMAN RESOURCES DEPARTMENT**

**By ~ A.N.Gobby**

**On behalf of**



**Visit Date: 12/04/2010 ~ 14/04/2010**

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## **INTRODUCTION**

### **Objectives**

- ***To give feedback on the appropriate aspects of the Investors in People basic standard, plus additionally chosen evidence requirements from the Framework relating to the organisation's key objectives/priorities.***
- ***Additionally to focus on people's clarity that they benefit from the learning and development opportunities undertaken; and to collect views on the benefits of the present HR department structure.***

The assessment was conducted in accordance with the pre-agreed IIP plan.

### **Visit Outcome**

Lincolnshire Police HR Department have provided evidence against the Investors in People Framework as described below. The total number of evidence requirements met was 70 (inc 39 required to meet the Standard) and as such I am recommending you for the Investor in People Bronze Recognition.

The HR department of Lincolnshire Police has worked well to embed the Investors in People spirit into the way it works, and has also demonstrated the capability of making best use of the feedback received at the last assessment.

The organisational structure, new at the time of the last assessment, has matured well and has also demonstrated flexibility to meet the changing needs of the Force.

We have discussed Areas for Development as described below and have agreed on Continuous Improvement Meetings in October 2010 and January 2011, if required.

# STRENGTHS

## STRATEGY and PLANNING

POSITIVE EVIDENCE	Areas to consider for further development
<ul style="list-style-type: none"> <li>✓ The department has tenaciously held to the PRIDE vision, delivering an ever improving menu of services to the Force.</li> <li>✓ The management style being used, has become more consultative and has been appreciated by the staff especially during discussions of future plans for sections and the department.</li> <li>✓ The department had planned to be, and is succeeding in becoming an employer of choice for HR professionals.</li> <li>✓ The Pride Development Program currently running should provide admirable advances in senior leadership styles, the development of teams and greatly improved standards of first and second line management.</li> <li>✓ In the course of the above, improvements should be realised as latent people management issues are recognised and addressed.</li> <li>✓ The recognition by people of important key performance indicators was notable, as were the examples reported, where they had suggested new ones, leading to improved service delivery.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <i>In view of the low awareness of the HR staff newsletter for March 2010 (Number 9) an assessment of the effectiveness of these newsletters as a means of communication might be considered.</i></li> </ul>

## CLIENT CARE AND SATISFACTION

POSITIVE EVIDENCE	Areas to consider for further development
<ul style="list-style-type: none"> <li>✓ The various business meetings held with heads of departments, both of HR and the Force had had very positive outcomes in relation to the performance of both parties.</li> <li>✓ All of those interviewed who had dealings with members of the Force were very clear that they conducted these dealings with PRIDE.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <i>To check out the new Customer Service Excellence standard for useful ideas.</i></li> <li><input type="checkbox"/> <i>To also check out the new Health and Wellbeing standard for useful ideas, both for the department and the Force in relation to absence management.</i></li> </ul>

## EFFECTIVE MANAGEMENT

POSITIVE EVIDENCE	Areas to consider for further development
<ul style="list-style-type: none"> <li>✓ The atmosphere of learning has been intensified at all levels through targeted courses such as leadership, and consultancy, coaching, and supervision plus other informal training.</li> <li>✓ The checklist entitled 'Expectations of all Managers in the HR Service' is a well-designed how-to list, supplementing the Leadership Charter's what-to list.</li> <li>✓ The SMT, and departmental manager's meetings provide good opportunities to discuss what has been learned, to share learning points, and to inform the staff and via the minutes.</li> <li>✓ Line managers were reported as including career planning in the one-to-ones and review meetings with staff whenever appropriate.</li> <li>✓ The qualities people valued most in their managers included:- being supportive and listening, being a good communicator, giving open and honest feedback, being realistic over workloads, being prepared to fight their corner for their teams and providing coaching.</li> <li>✓ The practice of ensuring appropriate management of race and diversity issues, by the application of an assessed National Occupational Standard.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <i>To ensure that the "<u>expectations of managers</u>" are more widely recognised at all levels.</i></li> <li><input type="checkbox"/> <i>To ensure that these "expectations" feature in PDRs..</i></li> </ul>

## CULTURE AND COMMUNICATION

POSITIVE EVIDENCE	Areas to consider for further development
<ul style="list-style-type: none"> <li>✓ People showed a good understanding of the objectives of the department, their team and their roles in such a way as to demonstrate that they derived job satisfaction from working with PRIDE.</li> <li>✓ Line managers were generally valued for their appreciation of good work, for giving positive feedback regularly and enabling success to be celebrated.</li> <li>✓ Motivation and job satisfaction had also been positively influenced by congratulatory e-mails, mentions in the Newsletter and occasional cards from the Chief.</li> <li>✓ Appreciation was found where people had been nominated for</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <i>To consider how appreciation of staff achievements can be best shown by the SMT.</i></li> </ul>

<p>awards, both internal and external.</p> <ul style="list-style-type: none"> <li>✓ People in general were quite clear that they were given responsibility in line with their knowledge, skills and behaviours and valued these responsibilities in terms of decision-making.</li> <li>✓ People were very pleased not to be "micro-managed" and a common feeling was "<i>they treat us like grown-ups</i>".</li> <li>✓ Where there had been "<u>them and us</u>" comments in 2007, these have now disappeared.</li> </ul>	
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<b>DEVELOPING PEOPLE</b>	
<b>POSITIVE EVIDENCE</b>	<b>Areas to consider for further development</b>
<ul style="list-style-type: none"> <li>✓ The introduction of the Staff Charter was seen as a major step forward.</li> <li>✓ People who had undertaken the two-day consultancy skills programme confirmed that they subsequently felt more comfortable when asking for help.</li> <li>✓ Numerous examples of "acting up" were described and appreciated both from their developmental aspect and the career progress potential they offered.</li> <li>✓ The personal coaching sessions linked to the senior leadership program were viewed as extremely good practice examples.</li> <li>✓ Practices for developing people with special needs were widely reported as being successful, examples including dyslexia, deafness and re-induction following long-term sickness.</li> <li>✓ The provision of consultancy training to ensure that members of HR can appropriately deal with members of the Force at all levels.</li> <li>✓ Interviewees who had joined the service since the last assessment were all equally clear that their induction had been well planned, was facilitated by checklists, benefited from the use of a buddy in the early stages and their progress had been reviewed to their satisfaction by their line managers.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <i>To ensure that a formal follow-up takes place after "learning and development events" to insure that the desired learning has been transferred to practice in the workplace, a further check could be made to test whether the new learning could be applied to meeting wider objectives than the original target.</i></li> <li><input type="checkbox"/> <i>To review the current techniques for delivering learning and development and to add to the "toolkit", any new ones that would be advantageous.</i></li> <li><input type="checkbox"/> <i>To identify and work with any reluctant staff who may need help to facilitate their contracting with their line manager to give upward feedback.</i></li> </ul>

**MANAGING PERFORMANCE / CONTINUOUS IMPROVEMENT**

POSITIVE EVIDENCE	Areas to consider for further development
<ul style="list-style-type: none"> <li>✓ Inter-team working was found to be well used when it could lead to smarter (more timely) working on the customer's needs.</li> <li>✓ A dissertation on coaching, from a CIPD qualification course, which had used the Force for the research had been particularly well used in the development of future approaches to coaching.</li> <li>✓ Return on investment was a constant theme, with outcomes being regularly compared with inputs.</li> <li>✓ People felt that their HR department teams had become more approachable and more helpful, and a common sentiment was "we have become a listening department, and we respond".</li> <li>✓ The general opinion was that the management style in the HR service was now more open, consultative, professional and better developed and that people were getting better feedback.</li> <li>✓ Excellent examples were quoted of external benchmarking, such as with other regional forces and HR awards.</li> </ul> <p><b><u>HR department structure</u></b></p> <ul style="list-style-type: none"> <li>✓ The general opinion of the structure of the HR department, was that it was "fit for purpose" and now provided more joined-up processes than in the past.</li> <li>✓ The structure was seen as flexible, with the examples being given of how it had been changed to suit working procedures and cooperation between teams.</li> <li>✓ People felt that HR had matured as a service offering better career prospects and conducting better recruitment and that the structure now had the right people in the right slots.</li> <li>✓ "It's the awaydays that bind us together".</li> </ul>	<ul style="list-style-type: none"> <li>☐ <i>To refer to the content of the IIP Framework to support the developmental issues raised.</i></li> <li>☐ <i>To regularly refer to the Investors in People website in order to make use of the news, information, and useful business tools to be found there from time to time.</i></li> <li>☐ <i>There were feelings that members of the SMT could be more visible.</i></li> <li>☐ <i>Some work may still need to be done to avoid feelings of alienation from those people working in "outstations"</i></li> <li>☐ <i>One view expressed was that HR managers could on occasion stand their ground more to managers in the Force.</i></li> </ul>