

Talent & Personal Development Management

Driver – Economic

Related Drivers – Neighbourhood Policing, Recession, Efficiency, Demand Management, Police Funding, Conservative Party Reform, Ageing Population, Flexible Working, 2012 Olympics

Background

Tightening of budgets or funding means that the sector needs to do more with less, still delivering a high quality service but in financially constrained circumstances. The police service will need staff to be better skilled across a range of work areas to increase efficiency.

Talent / personal development management skills relate to the ability to provide guidance and assistance to police staff and officers to allow them to progress their careers within the police service through active management of their professional development. This involves developing plans and processes in the areas of:

- Training and development opportunities
- Retention programmes
- Promotion and transitioning.¹

It has been cited in the *Policing Green Paper* that talent management in areas that represent diverse groups (female and ethnic minority workers) is of concern. These areas include very low numbers of ethnic minority officers and staff applying and qualifying for promotion to chief officer level; relatively low numbers of women seeking and obtaining promotion; and the low numbers of ethnic minority officers in specialist roles.²

HMIC has also recommended that the promotion process from Constable to Sergeant and Sergeant upwards should be refocused toward identifying leadership qualities and complementary technical knowledge and experience.³

In the thematic inspection on frontline policing, HMIC found that the personal development process was perceived to be no more than a paper exercise.⁴ The PDR should be playing a pivotal role to underpin the development of individual officers. This applies to both frontline sergeants, in terms of their own personal development, and to the officers and staff they lead. There are plans to simplify and improve the Performance and Development Review for police officers and staff. However, managers in forces will have the main responsibility for making the process less bureaucratic and more useful.

Potential Skills Needs

People management skills - to empower and develop staff

Personal development management – managing the development of staff

¹ [Flanagan, Sir Ronnie \(2007\) *Independent Review of Policing: Interim Report*. London: Home Office.](#)

² [Home Office \(2008\) *From the Neighbourhood to the National: Policing our communities together*. Cm 7448, London: The Stationery Office](#)

³ [Flanagan, Sir Ronnie \(2008\) *The Review of Policing: Final Report*. London: Home Office.](#)

⁴ [HMIC \(2008\) *Leading from the Frontline: Thematic inspection of frontline supervision and leadership at the rank of sergeant in the Police Service of England & Wales*. London: Home Office](#)