



# POLICE AND CRIME PANEL MEETING

<b>REPORT TITLE</b>	<b>RECRUITMENT, RETENTION AND EXIT INTERVIEWS</b>
<b>REPORT OF</b>	<b>POLICE AND CRIME COMMISSIONER FOR DERBYSHIRE</b>
<b>DATE</b>	<b>16<sup>th</sup> MARCH 2023</b>

## **PUPOSE OF REPORT**

This report was requested by members of the Police and Crime Panel's business committee instead of progress on the police and crime plan. The Commissioner was asked to provide a report on the Recruitment, Retention and Exit Interviews process within Derbyshire Constabulary.

## **RECRUITMENT, RETENTION AND EXIT INTERVIEW REPORT**

### **Background:**

For the last 3 years (April 2020 – March 2023) the main recruitment focus for the Constabulary has been on police officers' numbers, as part of the Government Uplift programme - to recruit 20,000 new officers.

Derbyshire Constabulary's allocation was for an additional 283 new officers over this period and the Constabulary have successfully recruited more than the additional 283 officers' target.

There was an acknowledgement that increasing police officer numbers would require additional support staff. Therefore, there has been investment of £1.363m which covers a combination of associated costs including trainers, vetting, training, laptops, phones, IT licences, body worn video, Radio devices to support the Police Officer uplift programme.

The Police and Crime Commissioner has regular meetings with the Chief Constable and her team to scrutinise progress in this area of business as this falls under the Police and Crime Plan priority "Strong Local Policing".

On receipt of the request for a report on this operational matter, the Commissioner asked the force to provide a summary of relevant information for the panel. This is attached at appendix 1 below.

**CONTACT FOR ENQUIRIES**

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## **APPENDIX 1**

### **Retention of officers and staff:**

There has been an increase in the number of police officer resignations. This isn't just a Derbyshire issue but a national issue. Derbyshire are in line with the national trends. It was evident that about 70% of resignation were occurring with officers that are in their first 5 years of service. This has implications for recruitment and operational productivity.

***It is worth noting that the notice period for a Police Officer is only 28 working days.***

A police officer retention strategy was developed to look at areas where the Constabulary could help retain their officer workforce. (Please find that attached on page 5). The Constabulary will review this strategy with completed actions removed and outstanding / new items to be retained/included.

Below are the different entry programmes for joining the force –

**Initial Police Learning and Development Programme (IPDLP)** - For individuals without a degree but with an A level (or equivalent) in at least two subjects OR be able to demonstrate relevant experience or training that can be considered equivalent to a Level 3 qualification. On completion, the individual will gain a Level 3 Qualification in Professional Policing Practice.

**Degree Entry Route (DHEP)** – For individuals who already have a degree (in any subject), there's the option of a two-year work-based training programme supported by off-the-job learning. As part of the programme, individuals will focus on a specialist area of study from either Investigation, Intelligence, Community, Roads or Response policing. The individual will earn a Level 6 Post-Graduate diploma in Professional Policing Practice once you've completed your probation.

**Police Constable Degree Apprenticeship (PCDA)** - For individuals undertaking a Degree Apprenticeship.

**Pre-Join** - For individuals coming into the Special Constable role only.

Intake of officers between 1<sup>st</sup> Jan 2022 – 31<sup>st</sup> Dec 2022

*IPLDP – 177*

*DHEP - 147.*

*PCDA - 47.*

*Pre-Join - 14.*

Exit Numbers of officers between 1<sup>st</sup> Jan 2022 – 31<sup>st</sup> Dec 2022

385 student officers were recruited. 17 have left the Constabulary, which is 4.7%.

The entry route with the highest volume and proportion of leavers is the *Degree holder Entry Programme* (including the Investigator DHEP). During the above period 12 of these students (8.1%) have left the Constabulary, compared to 4 students (2.3%) from the IPLDP entry route.

The Constabulary are taking best practice on retention as developed through the National Uplift Team and putting it in place in the organisation. E.g., the retention framework, stay interviews (rather than leavers interviews etc). It will be a key focus over the next 12 months as the Constabulary seeks to capitalise on the Uplift success.

### **Future Plans:**

Once Uplift is over, the Constabulary will be looking to extend the recruitment and retention strategic focus to include other workforce types such as PCSOs, control room and hard to recruit to staff roles, such as IS. This will start in April 2023 onwards. There will be an increased focus on skills and capability of the workforce, so that the Constabulary continue to deliver to the changing needs of their residents. The

Constabulary are keen to explore how they can attract skills vs the pay of the private sector, and how they can develop opportunities for police staff progression.

The Constabulary will continue to develop programmes to support the recruitment and development of their leaders and talent.

### **Pay:**

Officers pay is set nationally, and increases based on length of service. The annual pay increase depends on what the government agrees through the national pay settlement process therefore, the Constabulary are unable to offer anything other than what is set to Officers.

Staff pay is set per the job evaluation scheme that the Constabulary runs - which gives some indication and scale of salary based on similar jobs in other sectors etc. The Constabulary also look at market supplement for very hard to fill roles.

Recent Roles where market supplement have been used are –

- Project Manager
- Data Architect and Cloud Developer.

There would need to have been several attempts to recruit unsuccessfully and to attract individuals to the post with the wider package and benefits of being in the public sector, such as pension etc. before the Constabulary would look at market supplement for a role.

### **Exit Interviews:**

Below is the flow chart for Exit Interviews (page 4). The process and policy were revised last year. This was to:

- *Improve the quality of the information gathered for analysis*
- *Help increase uptake.*

### **Data Quality in Exit Interviews:**

Previously this was via an excel spreadsheet and due to free-text rather than drop-box filtering for analysis was exceptionally difficult and time-consuming. The new Exit Survey provides a good range of automatic analysis, for example, gender, length of service, reasons for leaving etc.

### **Improving Uptake in Exit Interviews:**

Previously the survey was very time-consuming (approx. 30 minutes to complete) for officers/staff. It also had to be completed prior to individuals leaving the Constabulary and had to be completed on the police computer system. The new survey can be done in about 5 minutes as it has drop-down boxes. Leavers can complete it after they have left the Constabulary, and it can be done on a home computer. This should support any officer/staff who has concerns raising any issues while they are still in the organisation. There is also the bad apple report line for officers to report their concerns whilst they are still in the organisation.

The survey asks if the leaver would like to have an exit interview and who they would want that with, for example a HR rep / line manager. Any concerns can be raised here, and then further action could be taken. The colleague can choose to complete the survey and 3 reminders are sent via HR during their resignation period to complete this survey. However, it is not mandatory for the survey to be completed, but the Constabulary strongly encourage officers/staff to complete the survey and detail how the information will be used.

The new Assistance Chief Officer (ACO) Andrew Price wishes to focus on exit interview completion rates and really improve how the Constabulary works in this area.

### **Derbyshire Statistics for Exit Interviews:**

Locally the use of the exit interview has insufficient numbers to provide any meaningful intelligence to suggest trends or require specific interventions. So, filtering just police officers who have left the Constabulary in their first 5 years of service and who have completed the Exit survey this year is 10. Of these 10 –

- *70% resigned. Of these 70% - the main reason was because they found another/better job (43%)*
- *30% transferred to another police force*
- *Only 1 person put as the main reason was 'Unhappy in the workplace'. This was expanded to a student officer feeling there were too many student officers in the group and that it felt like being on a conveyor belt, and training felt rushed.*

The main reasons (top 5) that officers report in their exit interviews for leaving are - (This is for all police officers – 20 in total August 2022 to date. There are only 5 different reasons recorded.)

- 45% Resigning. Of these 45% - the main reason was better job and/or Pay - 44%
- 25% retiring
- 20% transferring to another police force
- 5% medical grounds
- 5% prefer not to say
- The percentage of exit interviews that are undertaken compared to the officers/staff leaving the organisation?
- Since July 2022 to end of Jan 23 – 97 Police Officers have left the Constabulary. 21% of police officer leavers completed the exit survey
- Since July 2022 to end of Jan 23 – 154 Police Staff (incl. PCSOs) have left the Constabulary. 15% of police staff leavers completed the exit survey

The survey asks leavers if they would like to have a face-to-face exit interview. **The percentage of leavers that requested an exit interview was 2% for police staff and 6% for police officers.**

The lack of data in this area evidences how the Constabulary need to improve in this area to better understand the causes and therefore better address them.

**What further action is Derbyshire taking to address recruitment and retention of officers and staff?**

**Retention Single Point of Contact (SPOCS):**

Often at the point of resignation it can be too late for the Constabulary to intervene and keep the officer in the organisation, the Constabulary therefore have 3 appointed Retention SPOCS that can speak to officers who may be thinking of resigning. The purpose of the role is for Derbyshire to try to retain officers. These roles will focus on officers who have applied to transfer out of Derbyshire or have issued their resignation. They are there to unpick any issues that officers might have and to see if retention of the officer is possible.

Derbyshire has three retention SPOCS who are based at HR, North and South Divisions.

If during 1-1s supervisors are alerted to an officer considering leaving they can contact a SPOC to speak with the officer and see if they are able to keep them within the organisation.

***Practical Example of a successful SPOC intervention:***

*An officer who had applied to transfer out of Derbyshire as they were not happy with the Constabulary's promotion board process. The SPOC listened to the officer's concerns and asked for an opportunity to make some improvements to the process. The officer agreed and was happy that the Constabulary had listened and took some of their suggested changes on board. The officer then applied at the next promotion board and was promoted.*



### **TVPs (Targeted Variable Payments):**

There is no separate Constabulary budget given for this. Therefore, they are only used for roles that are exceptionally difficult to fill. For example, Armed Response Trainers can lose shift allowances and it can be difficult financially for them to take on the role, and therefore unattractive. Despite repeated attempts to recruit, including external. The TVPs have helped to support with this and get individuals into the role.

### **On-boarding for Student Officers:**

Research has indicated that resignations come after a period of up to six months where officers are experiencing issues. The Constabulary sent a notice out to all student officers and asked if any would like to engage in some work which tracked issues such as morale, confidence levels etc. and it would be tracked monthly. There has been a small uptake and so the process is currently under review to ensure the Constabulary get improved uptake. The purpose of the exercise was not only to help the Constabulary improve officer retention (by picking up issues early) but looking at whether the data would identify higher risk groups – for example is there a link between motivation to join the Constabulary (wanting to help people) and motivation to leave the Constabulary (find a job to help people). This work has now moved over to the Training Centre for a full review and re-launch and further updates around this area of work will follow.