

# **Attraction, Recruitment & Retention Operational Plan**

## Owned by

- Head of Workforce Planning / Workforce Planning Business Partner

## Enabled by

- Recruitment Marketing & Employer Branding
- Workforce Planning
- Officer & Staff Recruitment
- Positive Action and Engagement Team
- Vetting / Occupational Health
- Learning & Development

## Supported by

- Everyone who works or volunteers for TVP

## Governance

This plan is intrinsically linked to the People Strategy, Force Values and Strategic Plan. Intake planning and retention matters are predominantly managed through the Tactical Workforce Planning Meeting, reporting to the Strategic Workforce Planning Board. To support this, regular tasking meetings will be held with the relevant stakeholders, chaired by the Head of or Business Partner for Workforce Planning. These meetings will task and prioritise operational activity based on business requirements, candidate pipelines and enabling capacity.

## Our Commitment

Our diversity is our strength. We will continually develop a diverse and inclusive workforce and a culture that not only values, but finds strength in difference. We will deliver outstanding policing services, embed legitimacy and increase the trust and confidence of our communities. We will retain and engage our people by creating and promoting TVP as a rewarding and fulfilling place to work, encouraging and supporting them, and enriching the diversity of our workforce.

## Core principles

- We will seek to attract and welcome people from diverse backgrounds to build a workforce that represents the communities we serve. By utilising a broad range of attraction methods and channels we will reach all communities in Thames Valley.
- Recruitment will focus on measuring the behaviours, values, skills and potential required for the job that is being applied for as well as future skills requirements. We will adapt our recruitment processes as appropriate to achieve proportionate outcomes and meet the business needs.
- We will seek to retain the skills and experience in our workforce, by ensuring people feel valued, included and supported with a focus on wellbeing.

### Attraction principles

- Employer branding will focus on TVP being an employer of choice, a policing family, making emotional connections with candidates and employees.
- Focus should be on what TVP can offer to candidates and employees, not just practical benefits but personal and career support as well.
- Communications should be adapted based on audiences, not all campaigns will resonate with people in the same way so we will utilise different attraction techniques and channels to ensure we reach all communities.
- We will utilise our own staff and officers to tell their stories to give credibility to campaigns, these need to be varied, up to date, and reflect a variety of roles showing the reality of working for TVP.
- We will organise, coordinate and attend events throughout the year, both within the Thames Valley area and wider where appropriate. We will align timing of these events with recruitment campaigns and force change initiatives as well as national weeks/days of action.
- The Positive Action and Engagement Team will support, attract and retain officers from underrepresented groups.

### Recruitment principles

- We will improve our use of technology within the recruitment process to ensure efficiency and best use of digitally enabled resources.
- Ensure candidate focussed messaging and communication in adverts and letters, concentrating on engaging candidates and promoting TVP as an employer of choice whether the candidate is ultimately successful or not.
- We will engage with the College of Policing and industry experts on best practice and national recruitment standards. Alongside this we will use candidate feedback to implement processes which work for the benefit of all parties.
- We will endeavour to be proactive in signposting and encouraging candidates to alternative roles where they have shown aptitude and behaviours in line with TVP's values, or specific skills requirements which we foresee to be required for the future policing landscape.
- By looking at adverse impact ratios within the recruitment process we will seek to adapt and provide positive action initiatives to ensure the recruitment process is accessible for all and fairly applied.

### Retention principles

- The process of exiting TVP will be looked at holistically, not just a transactional function, we will endeavour to understand the factors leading to someone wanting to leave and seek early interventions to retain people where possible.
- Insights will be drawn from data sets, both quantitative and qualitative, and will be presented along with suggestions for improvements to the Tactical Workforce Planning meeting for oversight.
- Workforce Planning will coordinate activity but it is acknowledged and expected that all enabling and supporting departments have a part to play in retention.