KPMG

Powering the 20k opportunity

The opportunity

The opportunity presented by the government's announcement to recruit a further 20,000 police officers is huge. When existing attrition is taken into account, policing in England and Wales will recruit 40-50,000 new officers over the next three years. This means a third of officers will be new in role, enabling forces to not just relieve the pressure on current frontline officers but really focus on recruiting officers that represent their communities and bring the diversity of talent needed for 21st century policing.

20k and the future of HR

The challenge of 20k gives many HR functions in forces a great problem to solve. How to attract, recruit, on-board, retain and develop talent, at scale and at pace? This challenge needs to be placed in the context of changing employee "wants", which includes the employer needing to offer a consumer grade experience and personalisation in their employee interactions.
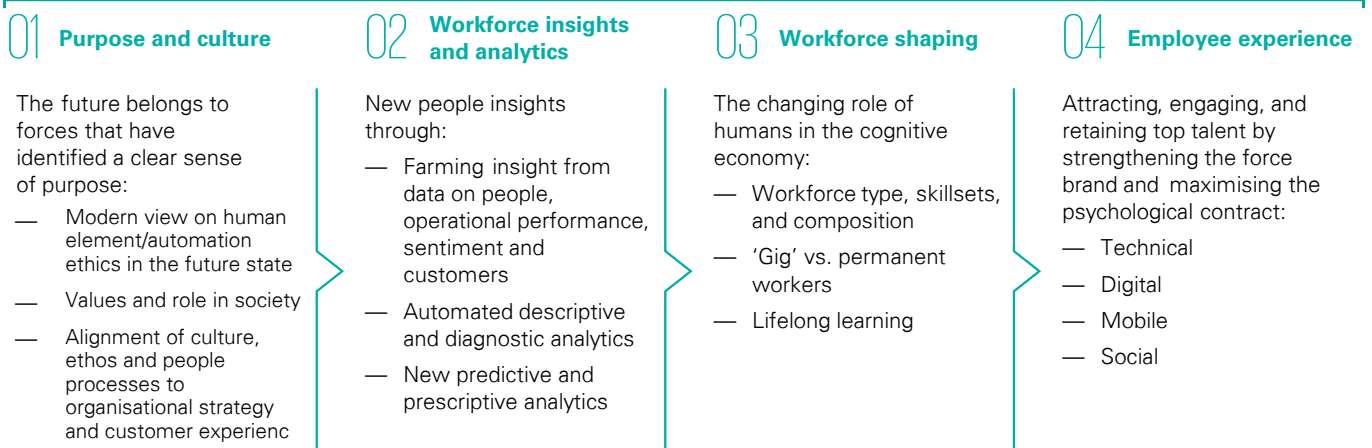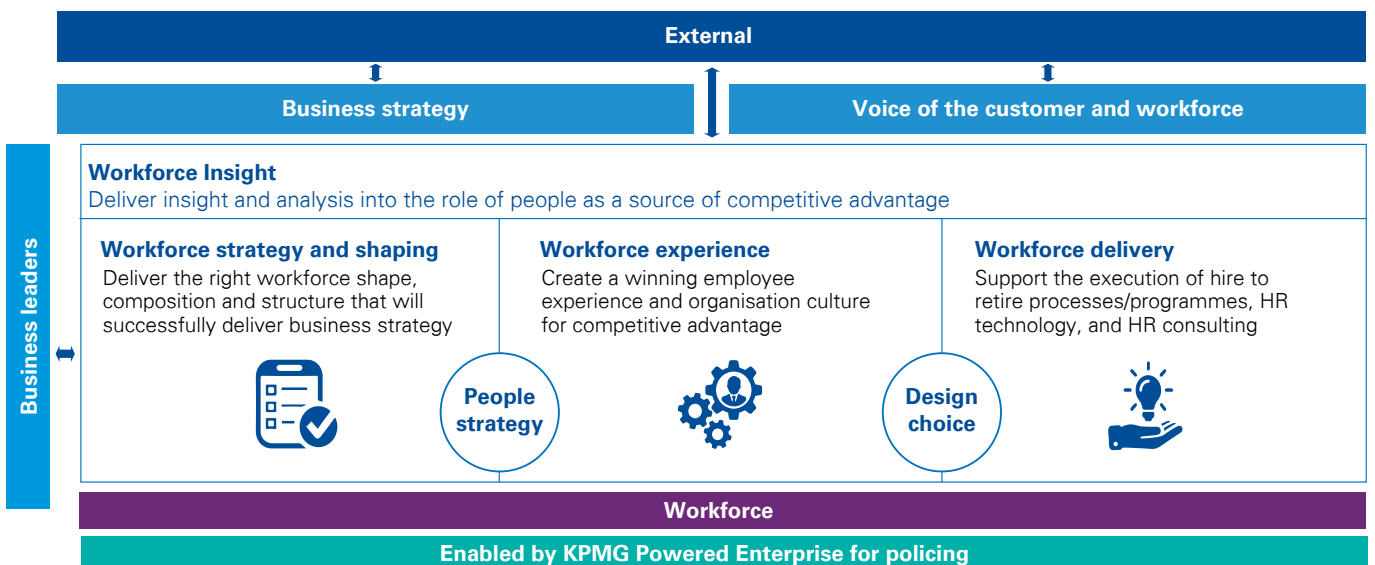
As such, to support the successful recruitment and on-boarding of 50,000 new officers, future HR in policing needs to consider how it delivers the following:

The Future of HR

01 Purpose and culture

The future belongs to forces that have identified a clear sense of purpose:

— Modern view on human element/automation ethics in the future state

— Values and role in society

— Alignment of culture, ethos and people processes to organisational strategy and customer experienc

02 Workforce insights and analytics

New people insights through:

— Farming insight from data on people, operational performance, sentiment and customers

— Automated descriptive and diagnostic analytics

— New predictive and prescriptive analytics

03 Workforce shaping

The changing role of humans in the cognitive economy:

— Workforce type, skillsets, and composition

— 'Gig' vs. permanent workers

— Lifelong learning

04 Employee experience

Attracting, engaging, and retaining top talent by strengthening the force brand and maximising the psychological contract:

— Technical

— Digital

— Mobile

— Social

Enabling technology
Cloud, intelligent automation, connected workforce, digital work environments

HR Organisation of the future
Refreshed HR operating model, team/skills, role in driving business change and ability to change self

This change in environment will require the HR function to rethink its focus to grasp the opportunity of 20k. It needs to build four key capabilities (shown below), at all times connected to employees, potential employees and leadership.

External

Business strategy	Voice of the customer and workforce

Business leaders

Workforce Insight
Deliver insight and analysis into the role of people as a source of competitive advantage

Workforce strategy and shaping	Workforce experience	Workforce delivery
Deliver the right workforce shape, composition and structure that will successfully deliver business strategy	Create a winning employee experience and organisation culture for competitive advantage	Support the execution of hire to retire processes/programmes, HR technology, and HR consulting

People strategy

Design choice

Workforce

Enabled by KPMG Powered Enterprise for policing

How KPMG Powered Enterprise for policing enables the future of HR

A big part of grasping the opportunity is how HR is enabled by technology. KPMG Powered Enterprise for policing provides an out of the box, police specific, HR, Learning and Duties Management platform*. Built on Microsoft technologies, and hosted in the cloud, it will be continuously updated so you are always able to provide the best experience possible for your workforce. Here's how KPMG Powered Enterprise for policing helps.

1. Workforce experience

Powered Enterprise for policing is built on Microsoft cloud technologies. Most of your current and future employees intuitively interact with Microsoft technologies on a daily basis. The platform is based on principles of maximising the user experience, self-service and automation. This means your employees can do the majority of HR tasks themselves, such as booking leave, requesting flexible working or reporting sickness without the need for HR support. It delivers the consumer grade experience we expect from our employers, without significant and costly training in unfamiliar IT systems. And of course it is available on mobile devices, 24/7.

The quality of the application, recruitment and on-boarding experience plays a significant role in attracting the talent you want. Powered Enterprise for policing can enhance your recruitment experience, offering an intuitive portal to applications where they can track their progress through the recruitment stages, submit requested information and documents, and receive offer documentation. This ease of use extends to on-boarding your new officers. Checklists can be generated, so assets like uniform or equipment, or support mechanisms like a buddy/mentor can be arranged and allocated so the new officer's first day is the best experience it could be.

2. Workforce delivery

Powered Enterprise for policing has been built for policing by policing. Forces have defined the end to end HR business processes, delivering integrated, administratively efficient and police regulation compliant processes from Hire to Retire. This means your employees do more for themselves, high frequency tasks are automated (such as lateral moves) and your HR professionals focus on adding value and delivering the employee experience.

Furthermore, the integration of Crown Duties Management system means you can manage your operational workforce much more effectively, understanding who is on duty and what skills are available.

Learning is delivered by fully integrated learning management. Each officer role has been aligned to College of Policing role profiles, so officers can understand their own skill gaps and manage their own lifelong learning with the ability to book onto courses or College Learn modules in a couple of clicks. This also means each force can forecast workforce skills and capability gaps, enabling it to do true strategic workforce planning.

3. Workforce strategy and shaping

Powered Enterprise for policing gives complete visibility of people establishment, finance and budget data for supervisors, the HR function and force leadership. Organisational structures and hierarchies are easy to input and maintain, providing significant flexibility. Visibility can be provided across collaborated units.

The removal of traditional siloes means people, learning and duties information is all accessible. It enables you to not just proactively manage the shape of the organisation, but to really focus on the skills and capability needed and managing employee performance.

20k presents a huge opportunity, so it is paramount that forces can forecast their capacity, capability and workforce demographic needs. Powered Enterprise for policing enables you to do this.

When it comes to changing the workforce design and shape, new roles can be quickly created and allocated. Job adverts can be generated in minutes and LinkedIn integration means you can reach a broad audience with skills and capabilities that may not have considered a policing career. The candidate management capabilities also mean you can engage with potential recruits throughout the recruitment process, minimising drop-out rates and getting the talent you need into your force more quickly.

4. Workforce insight

Powered Enterprise for policing uses the market leading capabilities of Microsoft Power BI to deliver intuitive analytics and the ability to model scenarios. The out of the box solution includes a comprehensive array of standard people reports, including headcount analysis and forecasting, and a full range of inclusion and diversity analysis. It even includes things such as the forthcoming birthdays of officers and staff, which enables you to offer a personalised experience and increase employee engagement.

All system data is accessible from one place. Microsoft Power BI visualises your information, making it easy to understand, meaning you can focus on taking actions to manage and recruit to your workforce, not piecing together bits of information that don't reconcile. You can be confident you have one version of the truth.

If you would like to understand more about KPMG Powered Enterprise for policing and how it can help you grasp the opportunity of 20k visit us at kpmg.com/uk/powered-policing.

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*The platform also provides finance, procurement, fleet and asset management capability

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