

Name: Angela O'Connor  
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## Employment history

Nov 2006 – 2011	<b>Chief People Officer</b> National Policing Improvement Agency
July 2002 – Nov 2006	<b>Director of Human Resources</b> Crown Prosecution Service
July 1999 – July 2002	<b>Head of Human Resources</b> London Borough of Enfield
1988 – 1999	<b>Head of Human Resources</b> London Borough of Hackney
1983 – 1988	<b>Personnel Manager</b> London Borough of Haringey
1979 – 1983	<b>Branch Manager</b> Reed Employment
1977 – 1979	<b>Administration Officer</b> Department of Health & Social Security

## Qualifications/Membership of associations

- Post Graduate Diploma in Labour Studies
- Masters in Human Resource Management
- Fellow of the Chartered Institute of Personnel & Development (FCIPD)
- Chair of PPMA National Equalities Group (2001/02)
- President of PPMA (Public Sector People Managers Association) (2006/07)
- Trustee of the Employers Forum on Age (2006/09)
- Board member of Skills for Justice
- Board member and Lead for Emergency Services PPMA
- President CIPD Police Forum
- Member Public Sector Leadership Alliance
- Board Member of International Advisory Board, Police Executive Programme, Institute of Criminology at the University of Cambridge.
- Member of the Institute of Directors

**November 2006 – 2011**

**Chief People Officer, National Policing Improvement Agency**

My role with the NPIA covered three distinct phases.

1. To set up a new agency and lead the merger of services from the Home Office and Centrex (the precursor bodies). This involved the bringing together of staff, estates and support functions for over 2,000 staff spread across a range of sites in the UK. The programme that was undertaken was extremely successful resulting in economies of scale and scope resulting in cashable savings. Synergy was increased across the products and services and a previously dissatisfied customer base began to see their aims and objectives reflected in the outcomes delivered. Due diligence activities were completed and the transition was achieved smoothly in time and within budget.

2. The second stage was to develop the services and ensure that there was improved quality, reduced cost and greater integration with customer requirements. I led the development of the Leadership and People Strategies which were agreed by both the police service and the Home Secretary at the National Police Board and were subsequently included in the green paper which established the National College of Police Leadership. I am the Chief Advisor to the College Board of Governors. During this period a range of National Workforce Strategies were developed to underpin the National People Strategy these included:

- a. National Talent Management
- b. National Workforce Planning
- c. National Graduate Schemes
- d. High Potential Development Scheme

These are only a few examples of the new national approaches to policing in the UK which were adopted with enthusiasm by both customers and stakeholders. A recent MORI/ IPSOS customer survey of customers and stakeholders placed the achievements of the People and Development directorate which I led as the highest achieving service.

My remit also included specialist development for police officers in a range of areas including;

- Covert training
- Forensics
- Proceeds of Crime

I led on the development of the national approach to equality and diversity in policing and advising ACPO (Association of Chief Police Officers) on its approach to disability discrimination and harassment. I introduced a new high potential development scheme including academic accreditation which enabled police officers to achieve qualifications to master's level.

I was Head of profession for all HR and learning and development staff in policing in England and Wales and supported their professional development through conferences, national standards and on line communities of practice.

3. The third stage was to manage the organisation corporately. I led on budget reductions and major reorganisation to ensure that the agency was as economical as possible and able to cope with future transitions. All budget reductions and reorganisation proposals were on time and to budget.

**Previous roles:**

**July 2002 – 2006 Director of Human Resources – Crown Prosecution Service**

I was invited to join the CPS to lead the turn around of the CPS employment brand. At the time the CPS was due to be investigated by the CRE and featured in many tabloid papers as a poor employer. Over the course of the next 5 years I led the programme that resulted in a large number of National HR awards for excellence. The CRE subsequently described the CPS as a model of best practice and we featured in surveys as one of the top employers in the UK winning awards across the board. This was achieved through a variety of methods including:

- a. Innovative development of legal scholarships schemes, endorsed by the bar council and law society.
- b. An online prosecution college
- c. A highly successful approach to increasing equality in employment both quantitatively and qualitatively as judged by our employees.

At the CPS I also led on the reorganisation of support services nationally which led to a reduction of 200 jobs and cashable savings of over 2 million per annum. These were achieved on time, within budget and with no complaints from staff due to the extensive consultation process I put in place.

**1999 – 2002 – Head of HR – London Borough of Enfield**

I was recruited into Enfield to improve the performance of the HR function. Within 2 years we had won a national award for HR Excellence and had one of the top Best Value reports from the audit commission for the HR service.

**Further background:**

In all of my roles my track record shows achievements in a number of areas.

- a. Transformation of HR functions from services that customers love to hate to a service that is judged to be an advocate of employees, a coach and support to managers and an ambassador of the organisation and employment brand.
- b. The achievement of real improvements in service as judged by the receivers of the service rather than the providers and cashable year on year savings in budgets.
- c. National roles both within employment and as president of the PPMA a role that I was elected by my peers.
- d. A national and international profile. I am called upon to speak at numerous events, to contribute to articles in trade and national press and to lecture in a range of areas. I have lectured senior HR Directors in the USA and as part of my role in running our International Academy I am running a development programme for Chief Constables in India this autumn.

I have been named as Personnel Director of the year 2005 at the Telegraph Business Awards, HR Director of the Year 2005 at the Personnel Today Awards and HR Director of the Year 2007 at the HR Excellence Awards. Human Resource Magazine named me in their list of most influential people in HR 2008 and 2009 and I also appeared in Personnel Today's top 'power players'. I am the Past President of PPMA (The Public Sector People Managers Association); I was the first Civil Servant President in the organisation's 30 year history 2006/2007.