

ResearchDepartment

PFEW Pay and Morale survey - headline statistics.



The PFEW pay and morale survey opened in early February, and closed on 28th February. During that time, we had responses from just under 35,000 officers. Data cleaning reduced this to 32,606.¹

The following are some key headline findings. Data are still being analysed for the Pay Review Body: further analysis will include fuller comparisons of groups such as by rank; and more complex analysis to determine the relationship between reforms, morale and intention to stay.

It is anticipated that the Research team will provide a series of short update reports on topics of interest. These will be available on the Police Federation website.

The sample contained numbers by rank, gender, and so on that broadly mirrored overall service proportions, and that allow for reliable comparisons to be made between groups.

All the indications from the survey thus far are that there is a disjoint between the current pay and the government's stated objectives of maintaining sufficient, capable, and motivated personnel. For example, our survey suggests that 15% are planning to leave the service either immediately or within the next two years. Forces should therefore not be complacent that they have enough officers to fill their current quotas, for it is likely that when the job market picks up many of these officers will go, leaving behind an experience gap.

Impact of Winsor and recent reforms

The reforms that seem to have caused the greatest likelihood of dissatisfaction are those relating changes to overtime and rest days, and pension age increases. Of all the changes, the reduction to the number of spine points were the only ones where a sizable minority of respondents stated that the change had caused an increase in morale.

<u>Reform</u>	<u>Strong / some reduction morale (personal)</u>	<u>Strong / some reduction in morale (Service)</u>
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¹ Data were removed where the respondent gave implausible answers: eg said they had been at the top of their pay scale since 1980; said they were on the top of the payscale but had only been in service 1-2 years, and so on.

Changes to overtime and rest day payments	91.0	98.2
Pension age increase	87.2	98.0
Removal of SPP	75.9	95.3
Removal of CRTP	75.6	95.0
Introduction of CARE pension scheme	75.1	92.1
Direct entry scheme	66.4	79.1
Fast Track Constable to Inspector	56.7	71.7
Reduced starting salary	44.3	76.3
New proposals for variable Shift Arrangements	42.4	63.1
Public holiday nominations	40.9	56.0
Linking access to pay to performance	40.0	62.0
Higher selection standards	24.9	49.4
Fitness testing	21.5	55.0
Reduction in number of spine points	20.5 (NB 17.6% said this had improved their morale)	39.3 (NB 26% said this had improved morale in Service)

Satisfaction with working conditions

Respondents were more likely to be dissatisfied with pay, pensions, and allowances than satisfied. There was considerable dissatisfaction with training.

<u>Factor</u>	<u>% dissatisfied</u>	<u>% satisfied</u>
Overall remuneration (pay and allowances)	61.9	18.0
Pension	58.3	25.4
Allowances	57.5	14.9

Promotion prospects	54.1	8.1
Basic pay	50.9	30.8
Opportunities for training	53.6	18.4
Treatment by managers	47.2	28.6
The training you are given	46.7	24.7
Your working pattern	30.8	44.3
Your working hours	27.6	41.6

Morale

Surveys typically show that individuals are more likely to report low morale for others rather than themselves. However, the numbers reported here are high for all three levels of measurement.

	% low / very low
Own morale	59.1cf 28% in the Armed Forces
Force morale	90.2
Police Service	94.0cf 62% in the Armed Forces

It should be of considerable concern that 94% of officers believe that morale in the Police Service is low or very low. This compares to 62% in the Armed Forces, who were asked exactly the same question. 59% of police officers stated that their own personal morale was low, compared to 28% of those in the Armed Forces.

Perceptions of fairness of treatment (psychological contract)

Perceptions of the psychological contract are important as there is a wealth of literature relating this to people's likelihood of leaving the organisation, and other negative impacts. The items used here are taken from validated models of the psychological contract.

	<u>%disagree</u>	<u>% agree</u>
I have received pay increases to maintain my	91.8	2.5

standard of living		
I would recommend joining the Police to others	71.2	12.7
I have good opportunities for promotion	67.6	5.6
I feel valued in the Police	67.5	13.5
I receive fair pay for the responsibilities that I have in my job	67.2	16.0
I receive fair pay compared to employees doing similar work in other organisations	66.8	12.5
I feel that members of the Police are respected by society at large	60.5	21.5
I have good opportunities for training	52.9	17.1
I receive support when I want to learn new skills	51.4	18.7
I am encouraged to use my talents to the full	50.3	19.3
I am treated fairly	43.9	23.8
I have long term job security	37.8	38.1
The training I receive is adequate for my role	37.4	32.1
I feel a strong personal attachment to the Police	34.7	44.5
The training I receive is up-to-date	34.4	33.3
My shift pattern is fair	28.3	45.8
My working hours are fair	25.4	45.7
I feel proud to be in the Police	18.5	66.6

Workload

57.2% said their workload was too high or much too high in the last 12 months, while 72.3% said their workload had increased over that period.

Intention to stay

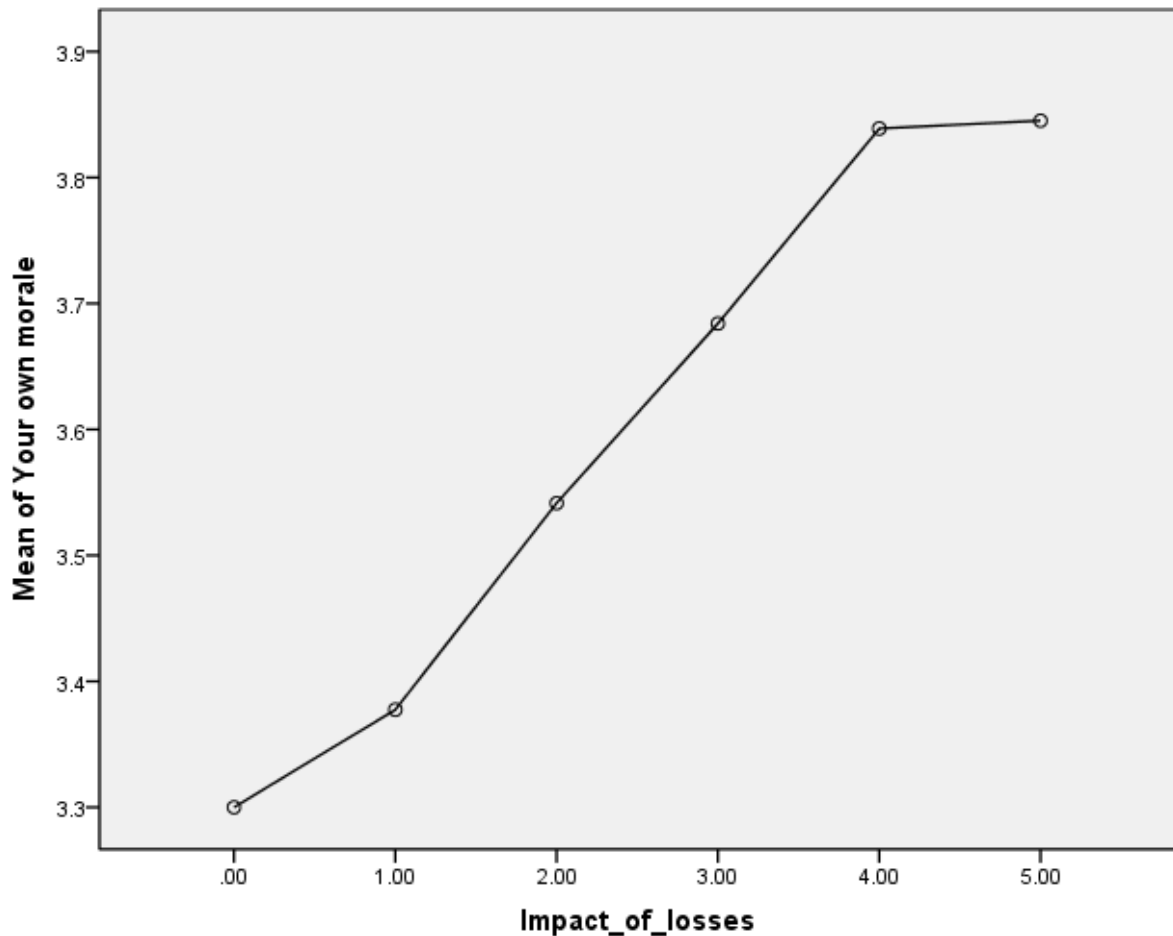
Nearly 15% are intending to leave soon, or in the next two years.

<u>Intention</u>	<u>%</u>
I intend to stay until pension age	51.1
I will stay for at least the next two years	11.8
I am planning to leave within the next two years	6.4
I am seeking alternative employment at the minute	8.2
I don't know	22.5

Initial statistics relating Winsor impact to morale

To test the impact of some of the changes that occurred under Winsor (loss of CRTP, SPP, changes to overtime, and so on,) a single calculation was made adding potential impacts together. This gave a scale of 0 to 5, with 5 meaning that the individual had been affected by several possible changes. This was then compared to morale. It was found that there was a significant relationship between these changes and morale, with individuals reporting lower morale the more impacts they had had.

Perhaps most damning of all, there is a strong statistical linear relationship between the impacts of Winsor, and morale, with those directly affected by 4 or 5 of Winsor's measures having lower morale than those affected by 1 or 2. Our survey also reinforces the view we came to during the PAT, that the perception of the state of the psychological contract is also statistically related to Winsor's measures. We know, from research in other organisations, what this will mean for the police if it is not addressed.



NB on the graph, morale is scored 1 as high, 5 as low, so that a higher number means lower morale.

Very similar patterns are shown when Winsor reforms are related to perceptions of the overall psychological contract, and to likelihood of leaving.

Statistics relating morale and psychological contract to intention to leave

Having demonstrated that changes under Winsor have had a significant effect on officers' morale and their psychological contract with the Police Service, we also conducted further analysis to understand the impact that low morale and damage to officers' psychological contracts had on their intention to leave the Service.

This analysis indicated that officers' intention to leave the Police within two years was significantly related to their morale and perception of their psychological contract.

For every one point decline (on a five-point scale) in officers' perceptions of their psychological contract, their odds of intending to leave the Service within two years increased by 89%.

The findings were even more striking for morale. For every one point decrease in morale, officers were more than twice as likely (130%) to intend to leave the Police within two years.