POLICE
Federation

Research and Policy Report R066/2016

Officer Demand, Capacity and Welfare Survey
Descriptive Statistics Summary Report
ATTITUDE & EVALUATION MEASURES
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1. FOREWORD

INTRODUCTION

In recent times policing in England and Wales has experienced unprecedented budgetary cuts, amounting to an 18% real-term reduction since 2010.[i] The impact on police officer numbers has been considerable, with a 14% fall in officer numbers over a seven-year period from a high of 143,734 in 2009,[ii] to 124,066 in 2016.[iii] Evidence from a focus group study conducted by the Police Federation of England and Wales (PFEW)[iv] highlighted that these reductions may be having a negative effect on officers individual wellbeing. It was within this context that the 2016 PFEW Officer Demand, Capacity, and Welfare Survey took place.

This document is derived from the initial descriptive report[v] and provides a national summary of responses to key questions regarding **attitudes and evaluation measures** from the 2016 PFEW Officer Demand, Capacity, and Welfare Survey. Where additional data are available and appropriate, the national results are benchmarked against other comparator populations such as the Armed Forces.[*]

Please be aware that the total number of responses for each item may vary slightly as not all items were answered by all respondents, in addition the actual differences between groups may be quite small and these details should be considered when interpreting the data.

RESPONSE RATES AND DEMOGRAPHICS

Survey responses were gathered on-line, over a four-week period in February 2016. All officers of federated ranks in England and Wales were eligible to participate. Analyses were conducted on a sample of 16,841 responses drawn from all 43 forces across England and Wales.[**]

14% of eligible officers completed the survey. The respondent sample was broadly representative of the overall federated officer population.[***] Although this is lower than the response rate attained by the annual PFEW workforce survey in 2016, this may be due to the sensitive and specific nature of the survey topic.

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[*]Please note that question wording and sample sizes between populations may differ – for full details, please see Houdmont & Elliott-Davies (2016).

[**]Data were removed where the respondent indicated they were not currently a police officer or they gave implausible answers – for full exclusion criteria, please see Houdmont & Elliott-Davies (2016).

[***]Although some significant differences were observed between the survey sample and the federated ranks population, in percentage terms these differences were small, allowing for the conclusion that the respondent sample was broadly representative of the national federated officer population in terms of its socio-demographic composition – for full details, please see Houdmont & Elliott-Davies (2016).

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2. ATTITUDE AND EVALUATION MEASURES

2.1. ORGANISATIONAL JUSTICE
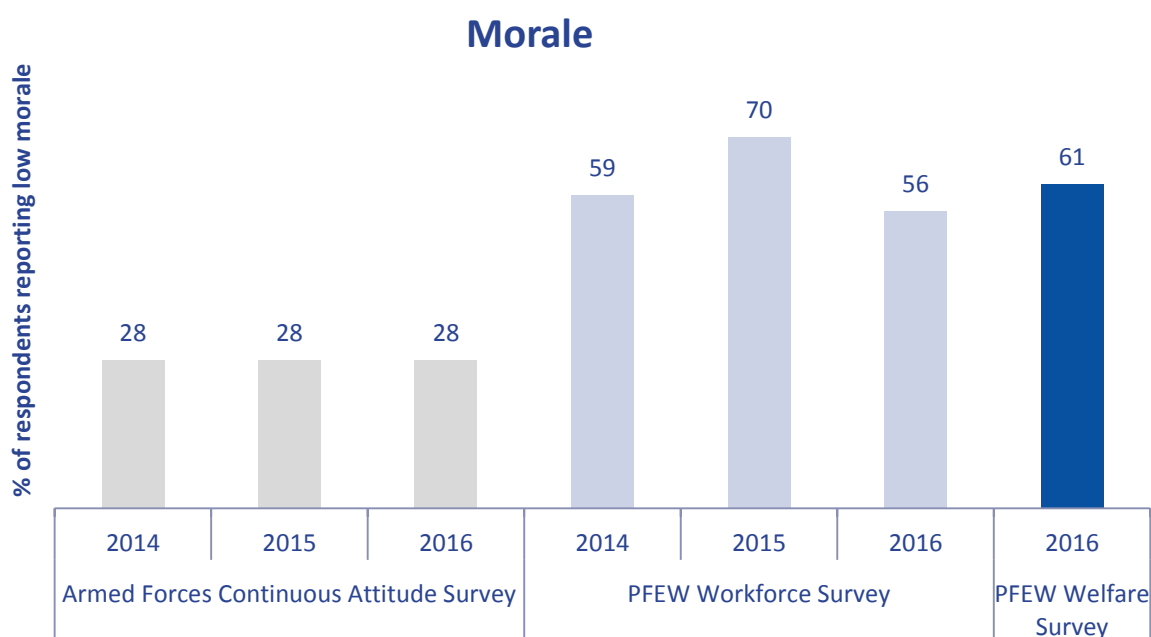
Organisational justice concerns worker perceptions of fairness in the workplace and has previously been linked to stress.[vi] There are three dimensions of organisational justice:

- *Distributive justice*, the perceived fairness of organisational rewards (e.g., pay, promotion, merit);
- *procedural justice*, the relative fairness of organisational policies and procedures; and
- *interactional justice,* concerning how the organisation and supervisory personnel treat the employee.[vii]

Interactional justice was most frequently rated as high by respondents (**63%**), whilst distributive justice and procedural justice were much less frequently reported as being high (**14%** and **11%** respectively).

2.2. MORALE

Morale was assessed in the current study as it may be linked to exposure to stressful aspects of work. **The majority of respondents (61%)** indicating that their morale was low. This is broadly consistent with previous measures of morale produced by the PFEW Workforce Surveys; [viii] the prevalence of low morale is more than double the rate found in the Armed Forces Continuous Attitude Survey.[ix]

Morale

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2.3. CHANGE MANAGEMENT

Views on the extent to which change is managed well was assessed due to the evidence linking change management with worker health outcomes.[x]

The graph below shows results for change management compared to those achieved by the 2016 Armed Forces Continuous Attitude Survey. This highlights a consistently higher level of disagreement for federated police officers than seen in the Armed Forces Continuous Attitude Survey; with the majority of respondents to the PFEW Welfare Survey consistently disagreeing that change was managed well, no matter the organisational level.

Level of agreement with the phrase *'Change is managed well'*
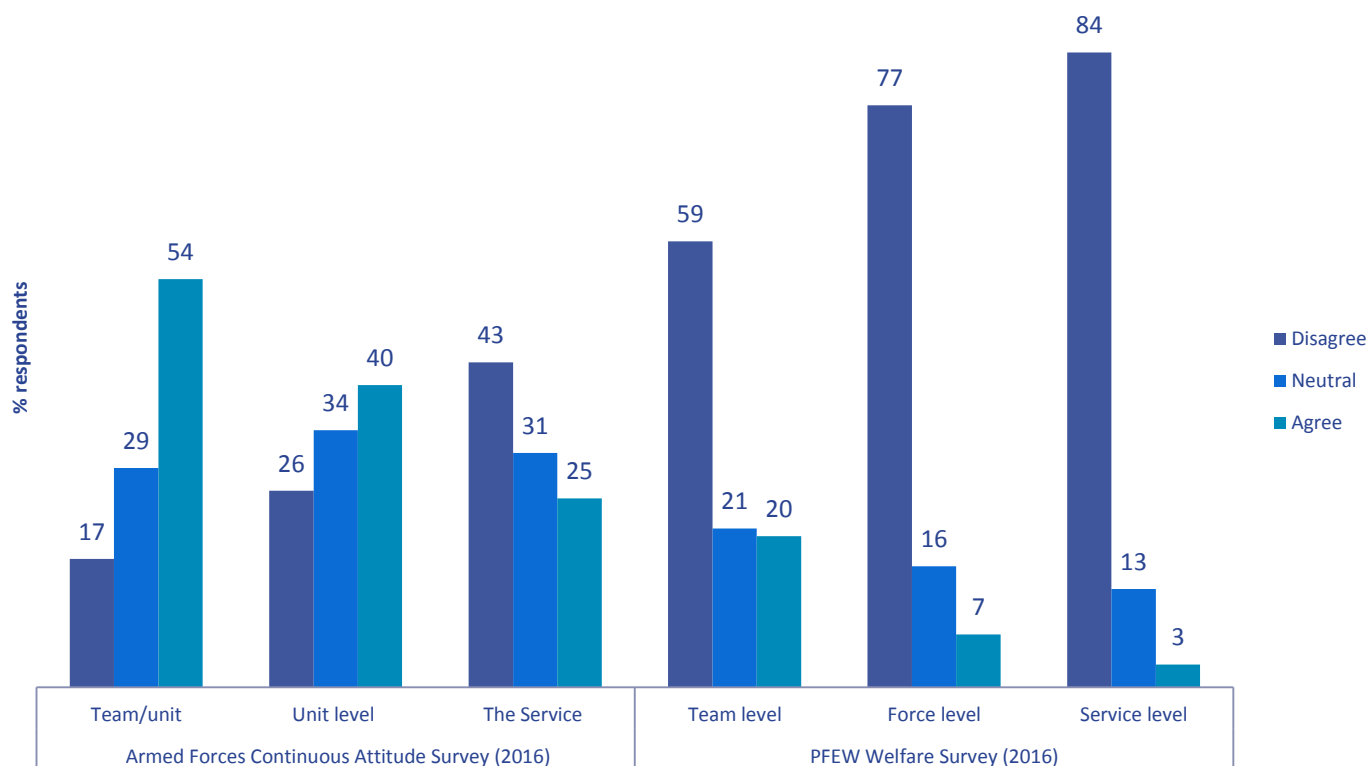
2.4. POLICE IDENTITY

Questions concerning professional identity were included due to evidence linking identity with health and wellbeing.[xi] **72%** of respondents identified with other members of the police service and **82%** saw themselves as a member of the police service. However, **55%** were pleased to be a member of the police service, and **56%** felt strong ties with other members of the police service.

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