

# PFEW Pay and Morale Survey 2018 Headline Statistics June 2018

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# Executive Summary

## Sample and Respondents

- 27,303 members took part in the 2017 Pay and Morale Survey between April and May 2018; a response rate of 22% of all federated rank officers in England and Wales.
- The sample of respondents was broadly representative of federated ranks in England and Wales and was large enough that the percentages quoted in this report can be considered accurate within the normal bounds of academic rigour.

## Pay and Remuneration

- 44.8% of respondents said that they worried about the state of their personal finances either every day or almost every day; and more than one in nine (11.8%) said that they either never or almost never had enough money to cover all of their essentials.
- There has been a slight increase in the proportion of respondents saying that they have a second job, to 7.8% of respondents this year from 6.3% in 2017.
- Only 23.3% of respondents who said that they did not own their own house felt that they would be able to get a mortgage on their current police salary.
- 75.7% of respondents said that they felt financially worse off now than they did five years ago.
- For the fifth year running there has been an increase in the proportion of respondents who said that they were dissatisfied with their pay and remuneration; with three quarters of respondents reporting dissatisfaction with their overall remuneration (including pay and additional payments such as regional or on-call allowances) this year.

## Morale

- 58.7% of respondents in this year's survey said that their own personal morale was low, compared to 60.2% in 2017. Around nine out of ten respondents said that morale in their force and morale in the police service as a whole was low.
- As in previous years, the treatment of the police as a whole was most likely to have negative impact on respondents' morale, with 85.6% of respondents saying that this negatively affected their morale.
- There has been an increase since previous years in the proportion of respondents who said that their pay and benefits negatively affected their morale. In this year's survey more than three quarters of respondents said that their pay and benefits had a negative impact upon their morale.

- Over two thirds of respondents said that they did not feel valued in the police and would not recommend joining the police to others. However a majority of respondents (62.4%) still felt proud to be in the police.
- The proportion of respondents who did not feel that the police were respected by society at large has increased in the last year, up from 65.7% of respondents in 2017 to 69.3% of respondents in 2018.
- 11.9% of respondents said that they planned to leave the police either as soon as possible or within the next two years. Although the proportion intending to leave has not changed substantially since last year, there has been an increase in the proportion of respondents who said that their pay and benefits had a major impact on their decision to leave; increasing from 62.2% last year to 66.5% this year.

### **Training and Professional Development**

- 45.7% of respondents said that they were dissatisfied with their opportunities for training and more than half of respondents (55.6%) said that they were dissatisfied with the Performance and Development Review (PDR) process. More than one in four respondents said that they had not had a PDR in the last year.
- 80.0% of respondents said that they had not applied for promotion to a higher rank. The most common reasons given for not applying for promotion were that it would not be worth it for the pressures of the job, that they enjoyed their current role, that it would not be worth it for the salary on offer and that the promotion process was too time-consuming.
- There has been another increase since previous years in the proportion of respondents who said that promotion would not be worth it for the responsibilities and pressures of the job (38.1% this year, compared to 37.2% in 2017 and 26.8% in 2016), or the salary on offer at the next rank (33.6% this year, compared to 31.3% in 2017 and 23.3% in 2016).
- 16.9% of respondents said that they would ideally like to reach either superintending rank or chief officer rank during their career. However the proportion who felt that it was realistic for them to reach these ranks was much lower, at 5.5%.
- A majority of respondents said that they would never want to do a firearms, custody, public protection or detective role.
- The proportion of respondents who said that they would never want to do a firearms, public protection or detective role have all increased slightly in the last 12 months. 65.5% of respondents this year said that they would never want to do a firearms role compared to 64.3% in 2017; 71.8% said that they would never want to do a public protection role compared to 69.7% in 2017; and 58.4% said that they would never want to do a detective role compared to 57.2% in 2017.

- Desire for redeployment away from custody, detectives and public protection roles have also increased slightly in the last year. Most notably, this year 22.5% of respondents in a custody role said that they wanted to be redeployed as soon as possible.

# Introduction

The PFEW Pay and Morale Survey 2018 opened on 9<sup>th</sup> April 2018, and closed on 29<sup>th</sup> May 2018. During that time we had responses from 27,303 officers, which were reduced to 27,054 after data cleansing.<sup>1</sup> **The response rate for the Pay and Morale Survey 2018 was therefore approximately 22% of all federated rank officers in England and Wales.** Statistically, the sample size was large enough that the percentages quoted in this report can be considered to be accurate within the normal bounds of academic rigour.<sup>2</sup>

The following are some key headline findings. Data are still being analysed for the Police Remuneration Review Body (PRRB) in 2019. More detailed analysis will be provided with the full report to the PRRB, and will include comparisons of groups such as by rank and role; as well as more complex analysis to determine the factors that best predict officers' morale and intention to stay in or leave the police service.

## Overall Findings

### Demographics

Comparison of survey respondents against the police service as a whole in terms of characteristics including rank, role, gender, ethnicity and region (using Home Office and HMIC data) indicated that the survey sample was broadly representative of federated ranks in England and Wales<sup>3</sup>.

Respondents' average length of service was 15 years and their average age was 41. Further, 12.2% of respondents had worked either as a Police Community Support Officer (PCSO) or member of police staff prior to becoming a police officer and 16.6% had been a Special Constable. Overall 29.5% of respondents were educated to degree level or above and 7.5% had some form of pre-join policing training prior to becoming a police officer.

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<sup>1</sup> Data were removed where the respondent gave implausible answers: e.g. said they had been at the top of their pay scale since 1985; length of time in role exceeded length of service etc.

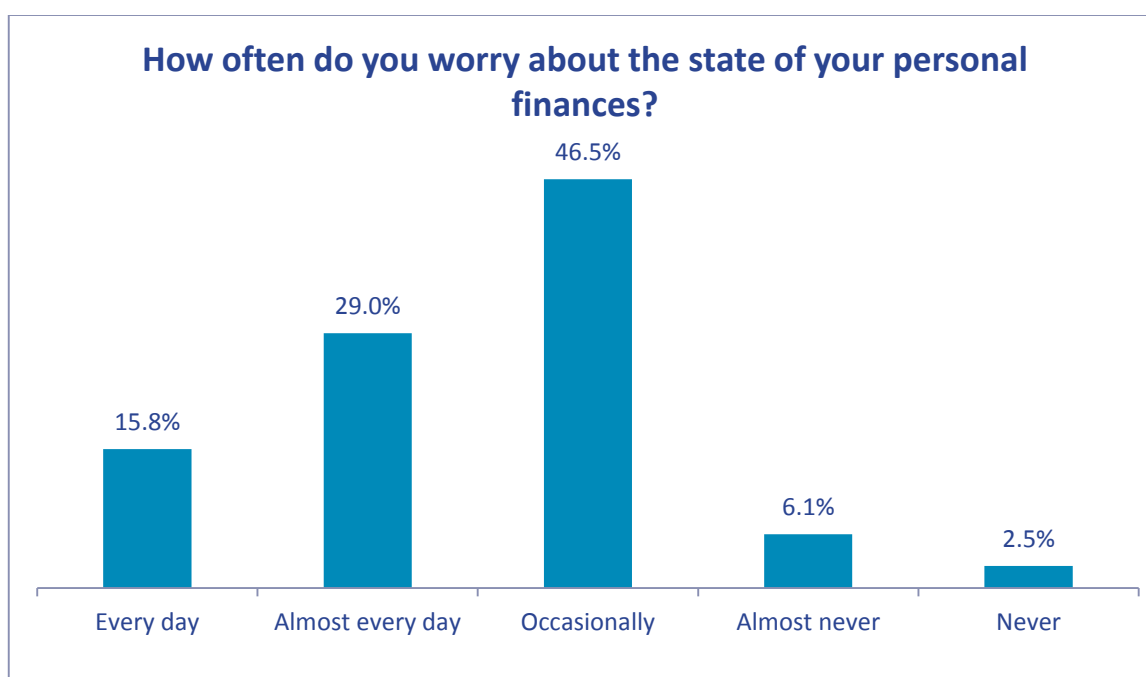
<sup>2</sup> Margin of error of  $\pm 1\%$  with a 99% confidence level

<sup>3</sup> No statistically significant differences were observed between the survey sample and the federated ranks population for any of these characteristics. Consequently data were not weighted prior to analysis.

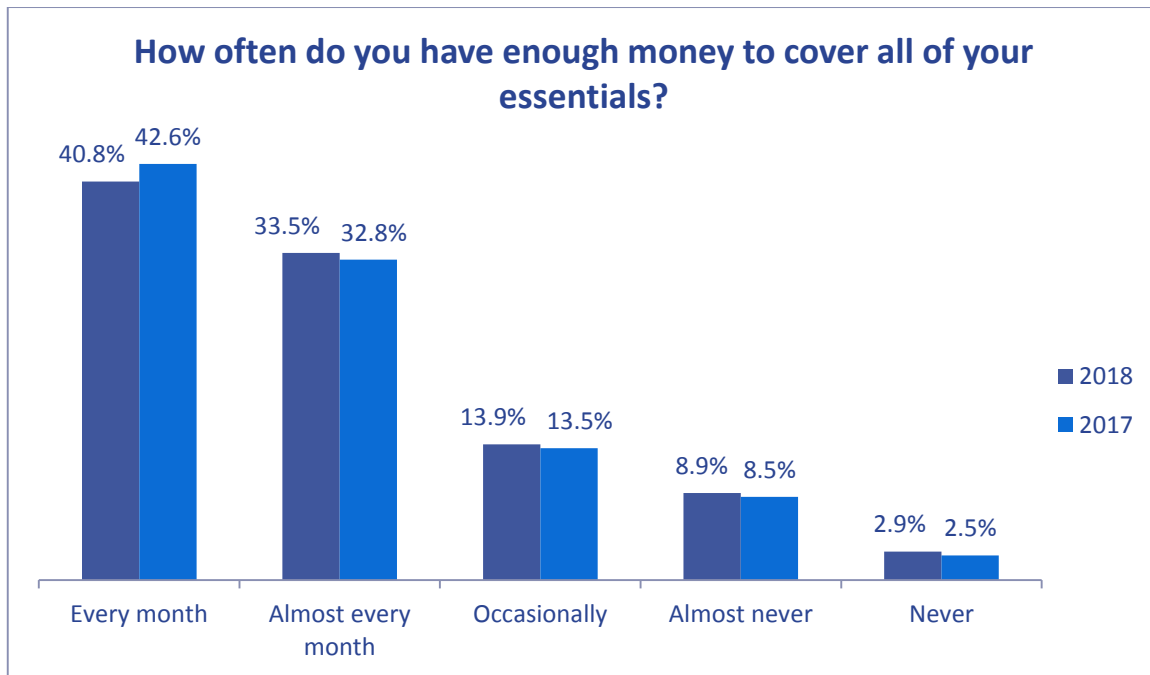
## Pay and Remuneration

### Cost of living

**44.8% of respondents said that they worried about the state of their personal finances either every day or almost every day**, compared to 46.5% who said that they worried occasionally and 8.6% who said that they either never or almost never worried about the state of their personal finances. In addition, **75.7% of respondents said that they felt financially worse off now than they did five years ago**.



40.8% of respondents said that they had enough money to cover all of their essentials every month whereas **more than one in nine (11.8%) said that they either never or almost never had enough money to cover all of their essentials**. Respondents in this year's survey were slightly less likely to say that they always had enough money to cover essentials compared to last year.



The proportion of respondents who said that they had taken out a “pay day” loan was relatively small, with 3.8% of respondents saying that they had taken out a pay day loan at least once in the last year. However around one in seven respondents (14.8%) said that they had sought advice because of money issues in the last year. In addition, **7.8% of respondents said that they had a second job, compared to 6.3% of respondents in 2017.** Respondents were not asked what this job was or their main reasons for having a second job<sup>4</sup>.

75.4% of respondents who lived in their force area said that the overall cost of living in that area was either expensive or very expensive, up from 70.5% in 2017. 48.1% of respondents who did not live in their force area said that the main reason for this was the cost of living in that area. In addition, **only 23.3% of respondents who said that they did not own their own house felt that they would be able to get a mortgage on their current salary.**

### Satisfaction with pay and remuneration

**71.7% of respondents said that they were dissatisfied with their basic pay,** whilst 75.3% of respondents said that they were dissatisfied with their overall remuneration (which includes

<sup>4</sup> Please note, the question in the Pay and Morale survey specifically asked about second jobs, rather than broader business interests as defined under police regulations.

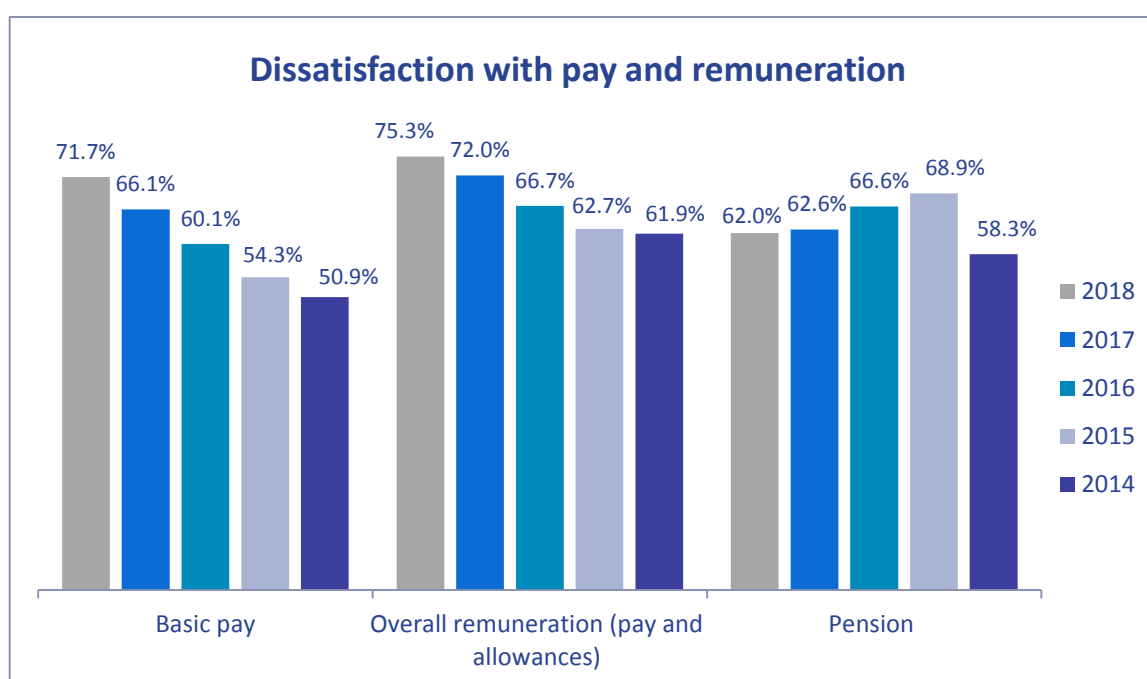


additional payments such as regional or on-call allowances). A majority of respondents were also dissatisfied with their pension.

**For the fifth year running there has been an increase in the proportion of respondents who said that they were dissatisfied with their basic pay and overall remuneration.** In particular there has been more than a five percentage point increase since 2017 in the proportion of respondents who reported that they were dissatisfied with their basic pay.

The proportion of respondents who said that they were dissatisfied with their pension this year is marginally smaller than last year; however the proportion who reported dissatisfaction with their pension still remains higher than before the introduction of the CARE pension scheme in 2015.

Factor	Dissatisfied	Satisfied
<b>Basic pay</b>	71.7%	15.9%
<b>Allowances</b>	69.8%	11.6%
<b>Overall remuneration (pay and allowances)</b>	75.3%	10.0%
<b>Pension</b>	62.0%	22.2%



## Fairness of pay

**87.9% of respondents did not feel fairly paid considering the stresses and strains of their job. In addition,** more than three quarters of respondents disagreed that they were fairly paid considering the hazards faced within their job and more than two thirds did not feel fairly paid considering their experience and training.

Factor	Disagree	Agree
I am fairly paid considering the hazards I face within my job	78.0%	12.0%
I am fairly paid considering the stresses and strains of my job	87.9%	6.2%
I am fairly paid considering the amount of experience and training I have	68.4%	18.6%

## Pensions

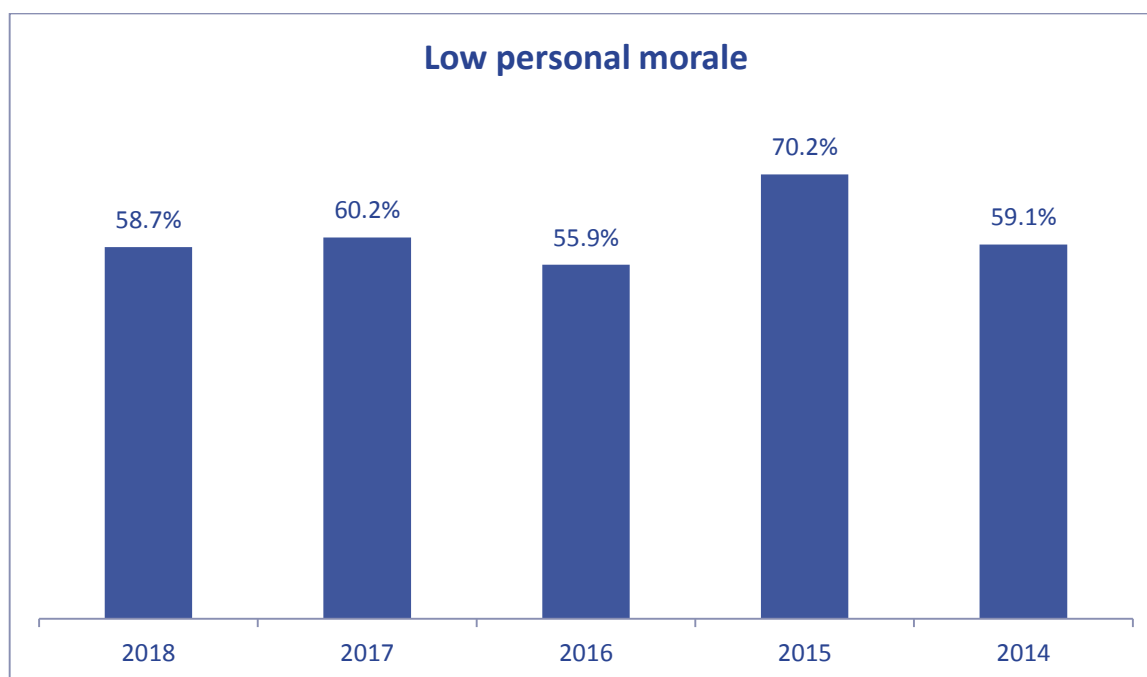
Respondents were asked whether their pension increased their intention to stay in or leave the police. 48.6% said that their pension increased their intention to stay in the police, compared to 24.9% who said that their pension increased their intention to leave. Compared to 2017, **this year respondents were more likely to say that their pension increased their intention to stay and slightly less likely to say that their pension increased their intention to leave** (last year 41.3% said that their pension increased their intention to stay in the police, whereas 30.0% said that their pension increased their intention to leave).

## Morale

**58.7% of respondents in this year's survey said that their own personal morale was low.** This is a slightly smaller proportion than last year when 60.2% of respondents reported low personal morale, although still represents a majority of respondents within the survey.

**Around nine out of ten respondents said that morale in their force and morale in the police service as a whole was low.** The proportions of respondents reporting low force morale and low service morale this year are therefore very similar to those seen last year (in 2017 these proportions were 89.6% and 93.5% respectively).

	Low Morale	High Morale
Personal morale	58.7%	13.9%
Force morale	89.1%	1.1%
Police service morale	94%	<1%



The factor most likely to have a negative impact on respondents' morale was how the police as a whole are treated, with 85.6% of respondents saying this negatively affected their morale. In addition, around eight out of ten respondents said that how change is managed within the police service had a negative impact upon their morale.

This year's results show that there has been another increase in the proportion of respondents who said that their pay and benefits had a negative impact on their morale, from 70.9% in 2016 and 72.9% in 2017 to 76.5% in 2018; meaning that this year more than three quarters of respondents said that their pay and benefits had a negative impact upon their morale.

Factor	Negative effect on morale		Positive effect on morale	
	2018	2017	2018	2017
How the police as a whole are treated	85.6%	84.9%	3.7%	3.9%
Management of change within the police	78.3%	79.6%	4.1%	3.9%
Pay and benefits	76.5%	72.9%	5.3%	6.5%
Work-life balance	65.0%	65.3%	14.6%	14.3%
Health and wellbeing	61.5%	61.5%	15.0%	14.9%
Workload and responsibilities	61.7%	61.1%	13.1%	13.3%
Opportunities for development and promotion	49.6%	52.9%	11.0%	9.5%
Treatment by senior managers	44.7%	48.5%	23.2%	20.4%
Day-to-day job role	47.9%	48.1%	25.2%	25.0%
Treatment by line manager	16.8%	17.5%	53.6%	51.8%
Relationship with colleagues	15.6%	15.8%	53.5%	52.7%

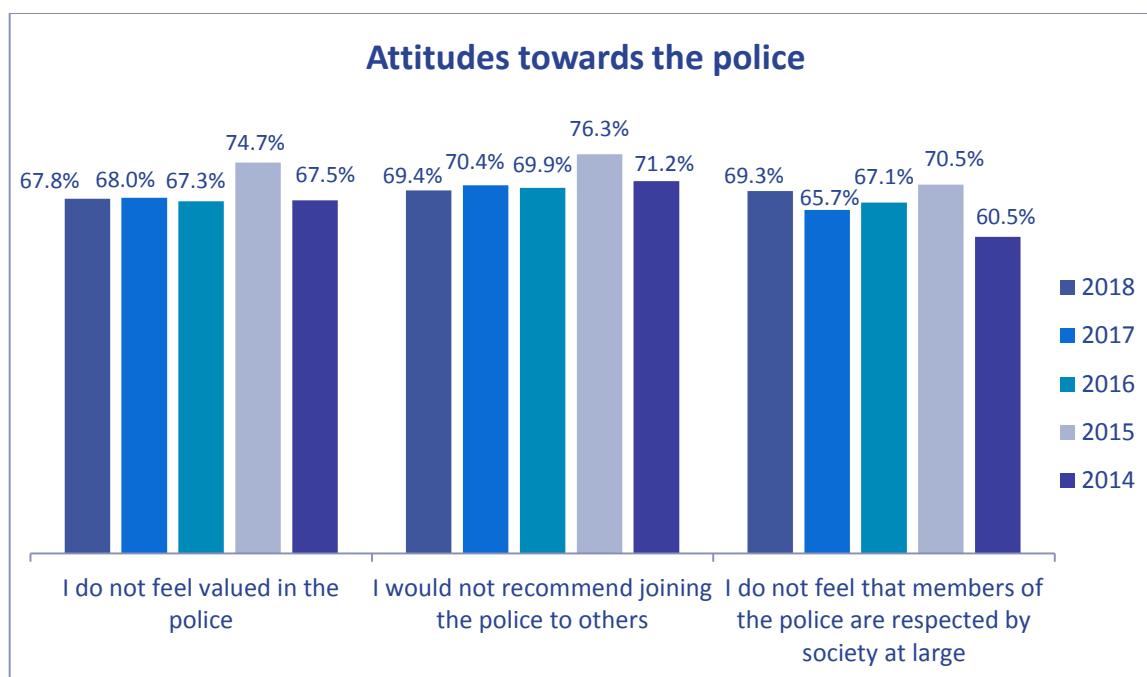
## Attitudes towards the police

In general, respondents' attitudes to the police have not changed substantially in the last year. **Over two thirds of respondents said that they did not feel valued in the police and would not recommend joining the police to others.**

However **the proportion of respondents who did not feel that members of the police are respected by society at large has increased in the last year**, after several years of a downward trend. This year, almost seven out of ten respondents did not feel that members of the police were respected by society.

**A majority of respondents (62.4%) still feel proud to be in the police**, although this proportion has decreased slightly since 2017, when 65% of respondents said that they were proud to be in the police.

Factor	Disagree	Agree
I feel valued in the police	67.8%	12.1%
I would recommend joining the police to others	69.4%	13.5%
I feel proud to be in the police	21.2%	62.4%
I feel that members of the police are respected by society at large	69.3%	16.0%

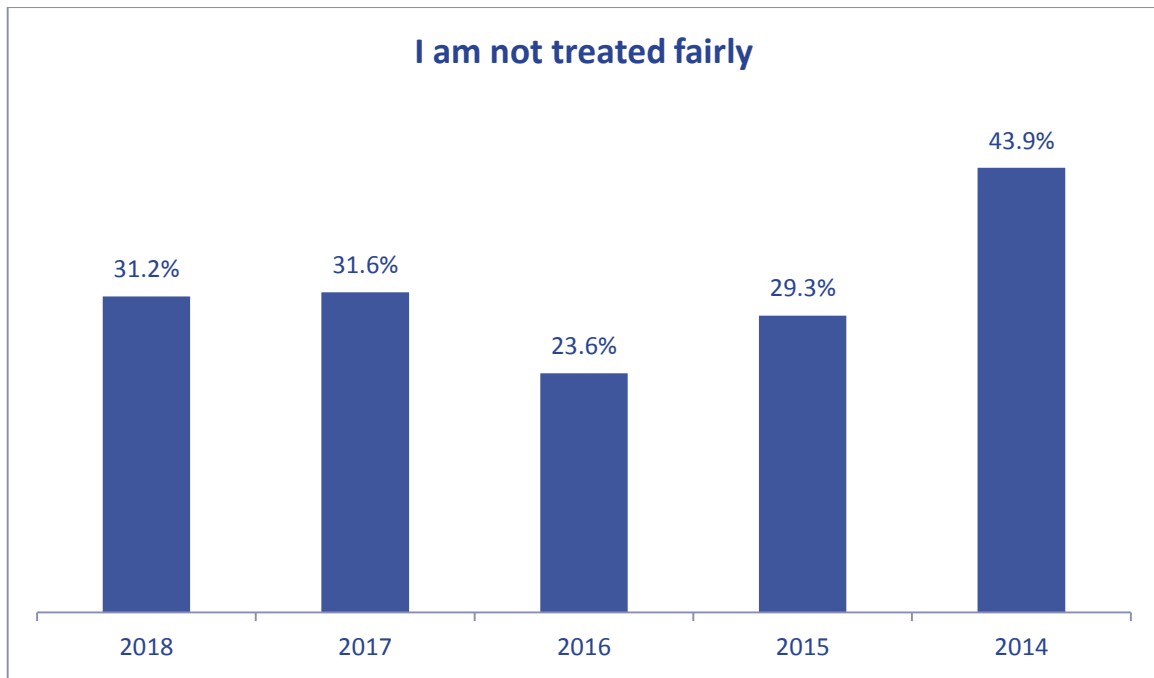


## Fairness

37.3% of respondents agreed that they were treated fairly, compared to 31.2% of respondents who did not agree that they were treated fairly. As such, the proportions of respondents who felt fairly and not fairly treated were relatively well balanced. This has not changed substantially since 2017, when 36.4% of respondents agreed and 31.6% of respondents disagreed that they were treated fairly.

The proportion of respondents in this year's survey who did not feel that decisions were made in a fair way (44.9%) was also similar to the proportion seen last year (45.4%); as was the proportion who disagreed that the people they worked with were treated fairly (35.2% this year, compared to 36.0% in 2017).

Factor	Disagree	Agree
<b>I am treated fairly</b>	31.2%	37.3%
<b>Decisions that affect me are usually made in a fair way</b>	44.9%	24.7%
<b>Overall, the people I work with are treated fairly</b>	35.2%	32.7%



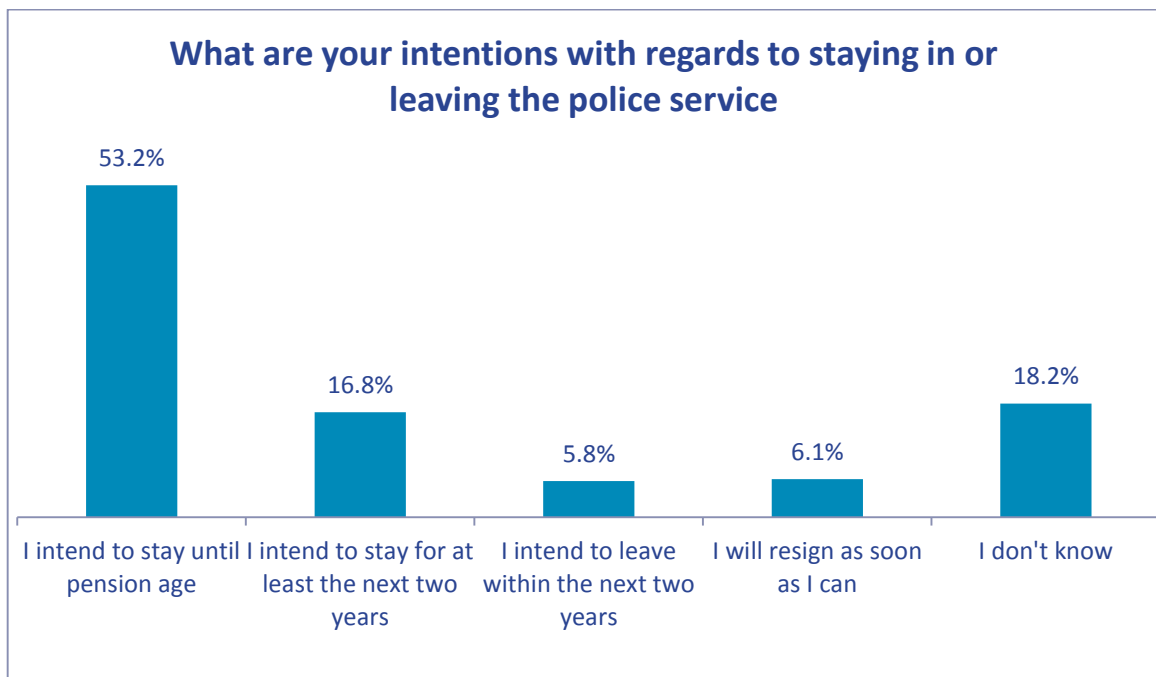
### Intention to stay in the police

**11.9% of respondents said that they planned to leave the police either as soon as possible or within the next two years.** This proportion has not changed substantially over the last few years, with 12.3% of respondents intending to leave the police last year and 11.8% intending to leave in 2016.

6.0% of respondents who planned to stay in the police for at least the next two years said that they intended to move forces. Again this proportion has remained relatively stable across recent surveys, with 5.7% of respondents saying they intended to move forces in both 2017 and 2016.

Intention	2018	2017	2016	2015	2014
<b>I intend to stay until pension age</b>	53.2%	51.6%	53.1%	49.5%	51.1%
<b>I will stay for at least the next two years</b>	16.8%	17.0%	15.4%	13.0%	11.8%
<b>I am planning to leave within the next two years</b>	5.8%	5.8%	5.4%	7.0%	6.4%

<b>I am seeking alternative employment at the moment</b>	6.1%	6.5%	6.4%	8.6%	8.2%
<b>I don't know</b>	18.2%	19.1%	19.7%	21.9%	22.5%



### Reasons for staying

There have not been large changes in why respondents are staying in the police this year compared to previous years' surveys. The most commonly cited reason was that staying in the police service was a matter of necessity as much as desire; around three quarters of respondents expressed this sentiment. In addition, **just under two thirds of respondents said that they had too few options to consider leaving the policing.**



Factor	2018		2017	
	Disagree	Agree	Disagree	Agree
I feel a strong sense of “belonging” to the police	39.7%	40.5%	40.0%	40.6%
I would be very happy to spend the rest of my career in the police	41.6%	32.6%	42.4%	31.8%
I feel I have too few options to consider leaving the police	17.6%	64.9%	18.3%	64.2%
If I had not already put so much of myself into the police, I might consider working elsewhere	17.8%	66.7%	18.3%	66.1%
Right now, staying in the police is a matter of necessity as much as desire	12.5%	74.9%	12.8%	74.9%

### Reasons for leaving

Morale was the factor most likely to have a major impact upon intention to leave amongst respondents who planned to leave the police either as soon as possible or within the next two years. **79.0% of respondents intending to leave the police said that their morale had a major effect on their intention to leave.**

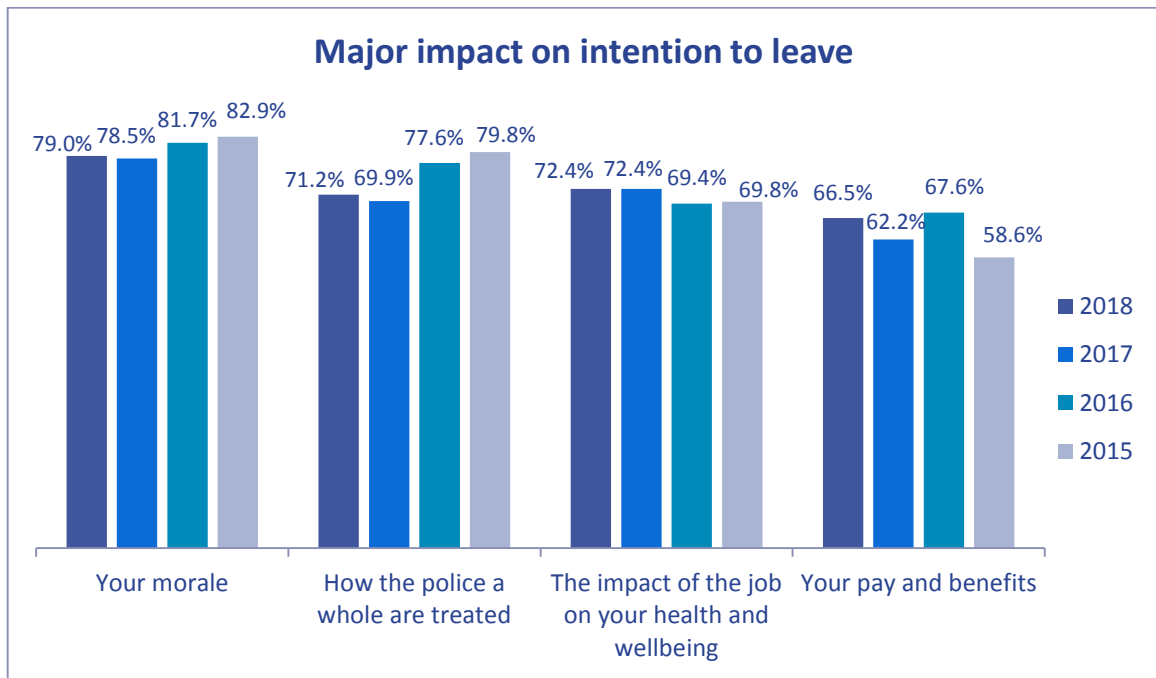
Almost three quarters of respondents also said that the impact of the job on their health and wellbeing and how the police as a whole are treated had a major impact on their

intention to leave, whilst **two thirds of respondents (66.5%)** said that their pay and benefits had a major impact on their intention to leave, up from 62.2% last year.

For the most part, the main reasons for leaving were broadly similar to those seen in previous years, however this year a majority of respondents (52.9%) said that better job opportunities outside the police had a major impact upon their intention to leave, compared to just under half of respondents (49.3%) in 2017.

Factor	No effect on intention to leave	Some effect on intention to leave	Major effect on intention to leave
Your morale	3.4%	17.6%	79.0%
The impact of the job on your health and wellbeing	5.9%	21.6%	72.4%
How the police as a whole are treated	6.5%	22.3%	71.2%
Your pay and benefits	7.9%	25.6%	66.5%
The impact of your job on your family/personal life	9.5%	28.9%	61.5%
Management of change within the police	12.0%	34.0%	54.0%
Better job opportunities outside of the Police	19.1%	28.0%	52.9%
Your workload and responsibilities	19.2%	32.4%	48.5%
Your opportunities for development and promotion	27.0%	29.0%	44.0%
Dissatisfaction with your day-to-day job role	22.1%	34.3%	43.6%
Your treatment by	26.9%	32.7%	40.4%

<b>senior managers</b>			
<b>Your treatment by your line manager</b>	58.6%	25.5%	15.9%
<b>Your relationship with your colleagues</b>	64.1%	25.8%	10.1%



## Training and Professional Development

**45.7% of respondents said that they were dissatisfied with their opportunities for training in this year's survey**, compared to 26.4% who reported satisfaction. In addition, 44.1% of respondents were dissatisfied with the training they were given, in contrast to 28.0% of respondents who were satisfied.

The proportion of respondents who said that they were dissatisfied with the Performance and Development Review (PDR) process has decreased since last year. However more than half of respondents (55.6%) still said that they were dissatisfied with the PDR process, and

more than one in four respondents (28.8%) said that they had not had a PDR in the last year, slightly higher than in 2017 (27.4%).

Factor	Dissatisfied				
	2018	2017	2016	2015	2014
Your opportunities for training	45.7%	47.5%	46.8%	53.0%	53.6%
The training you are given	44.1%	46.2%	42.6%	50.0%	46.7%
Performance and Development Review (PDR) process	55.6%	56.6%	51.1%	48.3%	<sup>5</sup>

## Promotion

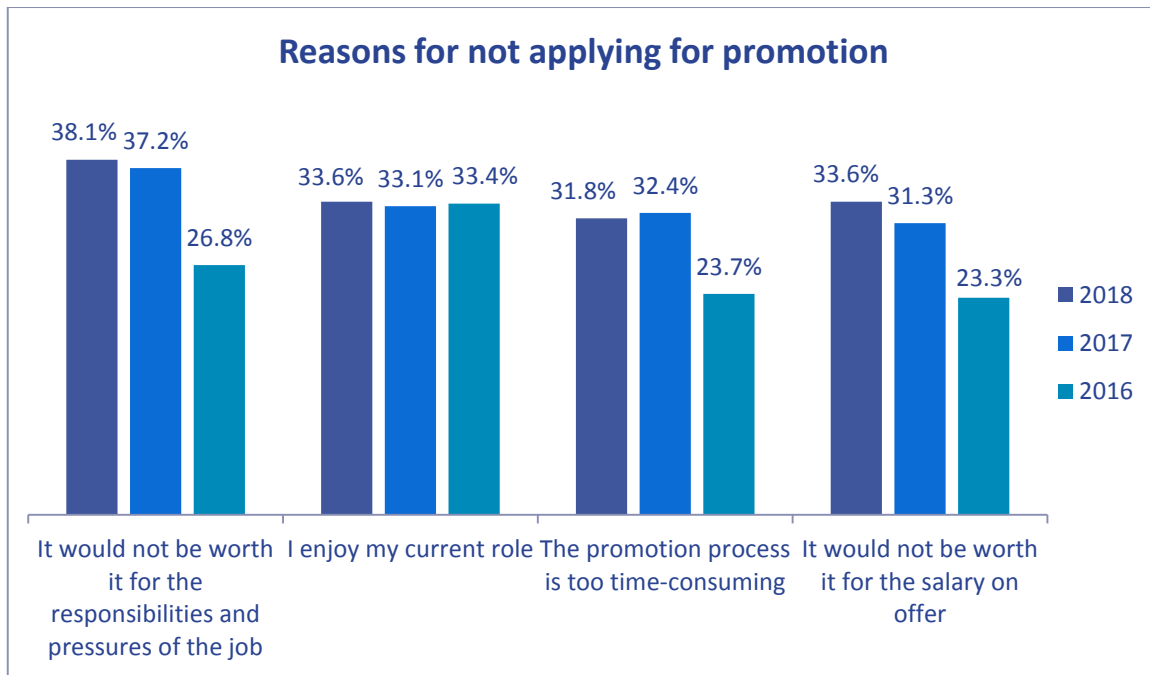
80.0% of respondents said that they have not applied for promotion to a higher rank. Again, this was a very similar proportion to that seen in 2017 (79.5%). The most common reasons given for not applying for promotion were that it would not be worth it for the pressures of the job (38.1%), that they enjoyed their current role (33.6%), that it would not be worth it for the salary on offer (33.6%) and that the promotion process was too time-consuming (31.8%).

Although in general the reasons for not applying for promotion were very similar this year to last year, **there has been another increase since last year in the proportion of respondents who said that promotion would not be worth it for the responsibilities and pressures or salary on offer at the next rank.**

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<sup>5</sup> Data on satisfaction with PDR process were not collected in 2014

<b>Factor</b>	
<b>It would not be worth it for the responsibilities and pressures of the job</b>	38.1%
<b>I enjoy my current role</b>	33.6%
<b>It would not be worth it for the salary on offer</b>	33.6%
<b>The promotion process is too time-consuming</b>	31.8%
<b>I want to stay at the rank I am in</b>	28.3%
<b>Promotion would mean being posted somewhere else within the force area</b>	25.2%
<b>I have too many commitments in my family/personal life</b>	23.2%
<b>I am more interested in pursuing other roles at my current rank</b>	22.4%
<b>I would have to leave my current specialism if I were promoted</b>	17.9%
<b>I plan on retiring or resigning soon</b>	15.1%
<b>I do not believe there is any point in applying, as there are not enough positions at the next rank</b>	14.3%
<b>I intend to apply within the next year</b>	8.9%



65.0% of respondents who had been through the promotion process (either successfully or unsuccessfully), said that they were dissatisfied with the process; compared to 9.2% who said that they were satisfied. Breaking this down further, 75.1% of respondents who were unsuccessful within the promotion process said that they were dissatisfied with the process, compared to 45.4% who were successful, and 47.5% who were in the process of completing the promotion process.

This year respondents were asked about ranks within the police service that they would ideally like to reach during their career, as well as the rank they realistically expected to reach. **16.9% of respondents said that they would like to reach either superintending rank or chief officer rank. However the proportion who felt that it was realistic for them to reach these ranks was much lower, at 5.5%.**

### Attitudes towards “hard-to-fill” roles

For the second year running, the survey asked about respondents’ attitudes towards what have been classified by the National Police Chiefs Council as “hard to fill” roles. These roles were firearms, custody, public protection (including child sexual exploitation (CSE) and domestic violence) and detectives. Respondents were asked to indicate whether they would

like to undertake each of these roles now, in future or never. Respondents were also provided with the option to indicate that they were already in that role, or that this role was not applicable to them (e.g. due to their current rank or length of service).

**A majority of respondents said that they would never want to do a firearms, custody, public protection (including CSE and domestic violence) or detective role.** 72.2% of respondents said that they would never want to do a custody role, 71.8% said that they would never want to do a public protection role, 65.5% said that they would never want to do a firearms role and 58.4% said that they would never want to do a detective role. **The proportion of respondents who said that they would never want to do a firearms, public protection or detective role have all increased slightly in the last 12 months.**

However, as in 2017, the proportions of respondents who said that they wanted to do each “hard-to-fill” role either now or in future exceeded the proportion of the police officer workforce currently undertaking that role (for instance, 58.4% of respondents said that they would want to do a detective role either now or in future, whereas the current proportion of the officers in this role is 23.4%<sup>6</sup>).

	I would never want to do this role		I might want to do this role in future		I want to do this role now	
	2018	2017	2018	2017	2018	2017
<b>Firearms</b>	65.5%	64.3%	27.7%	28.6%	6.8%	7.1%
<b>Custody</b>	72.2%	73.1%	26.2%	25.3%	1.7%	1.6%
<b>Public Protection</b>	71.8%	69.7%	25.1%	27.0%	3.1%	3.3%
<b>Detectives</b>	58.4%	57.2%	34.7%	35.7%	6.9%	7.1%

**22.5% of respondents in a custody role said that they wanted to be redeployed as soon as possible,** up from 18.9% in 2017. Desire for redeployment amongst public protection officers and detectives was also slight higher than last year at 11.8% and 7.9% respectively.

Of the four roles, respondents in a firearms role were least likely to want to be redeployed, 85.4% of respondents in a firearms role said they had no interest in being redeployed; whilst 2.5% wanted to be redeployed as soon as possible.

<sup>6</sup> Based on Home Office Police Workforce Statistics March 2017

	I have no interest in being redeployed		I would like to be redeployed in future		I would like to be redeployed as soon as possible	
	2018	2017	2018	2017	2018	2017
<b>Firearms</b>	85.4%	85.7%	12.1%	12.4%	2.5%	1.9%
<b>Custody</b>	46.9%	48.1%	30.5%	32.9%	22.5%	18.9%
<b>Public Protection</b>	60.7%	60.7%	27.5%	28.8%	11.8%	10.5%
<b>Detectives</b>	70.5%	72.3%	21.6%	21.0%	7.9%	6.7%