



Research and Policy Support Report  
R026/2016

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# PFEW Pay and Morale Survey 2016 Hertfordshire Constabulary October 2016

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## INTRODUCTION

This note provides a summary of responses to the PFEW Pay and Morale Survey received from respondents from Hertfordshire Constabulary in 2016.

Where appropriate, details of average responses for the police service as a whole are also presented, as well as a ranking of Hertfordshire Constabulary compared to other forces. Where rankings are provided, a ranking of 1 represents the force with the highest percentage of respondents expressing a particular attitude or intention, and a ranking of 42 represents the force with the lowest percentage of respondents expressing a particular attitude or intention<sup>1</sup>. One force was excluded from this ranking because the sample size was considered too low to be representative of the force as a whole (<200 responses). Please be aware that the actual differences between individual rank positions may be quite small and, if used, should be interpreted cautiously.

Graphical summaries are also presented which compare the proportion of respondents expressing a particular attitude or intention in each force to the average for the service as a whole. These graphical summaries indicate either 1) that a force has the same proportion of respondents expressing a particular attitude as the national average or lower; 2) that the force has a higher proportion of respondents expressing a particular attitude than the national average; or 3) that the proportion of respondents expressing a particular attitude in a force is 10% or more higher than the national average.

## RESPONSE RATE AND RESPONDENTS

681 responses were received from Hertfordshire Constabulary, representing a response rate of around 36% (based on March 2016 Home Office figures of officer headcount). The national response rate for the 2016 survey was 35%. Last year's response rate for Hertfordshire Constabulary was 13%. Please bear this in mind when making comparisons with last year's findings.

Overall 2% of respondents to the survey declined to state which force they belonged to. The responses from these officers have been included within the national data but are excluded from force-level analysis.

77.2% of responses from Hertfordshire Constabulary were received from male officers and 22.8% of responses were from female officers. 73.7% of respondents were Constables, 19.7% were Sergeants and 6.7% were Inspectors or Chief Inspectors.

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<sup>1</sup> Rankings have been determined at two decimal places.

## MORALE

50.0% of respondents from Hertfordshire Constabulary told us that their morale is currently low.

Nationally, the proportion of respondents reporting low personal morale ranges from 72.0% at the top ranking force to 41.9% at the bottom ranking force. In terms of the proportion of respondents with low morale, Hertfordshire Constabulary ranks 32 out of 42, meaning that, compared to Hertfordshire Constabulary, there are 10 forces with a smaller proportion of respondents reporting low morale.

79.7% of respondents from Hertfordshire Constabulary felt that morale within the force is currently low.

Across England and Wales as a whole, the proportion of respondents reporting low force morale ranges from 98.8% at the top ranking force to 74.1% at the bottom ranking force. In terms of the proportion of respondents reporting low force morale, Hertfordshire Constabulary ranks 34 out of 42 forces, meaning that there are 8 forces with a smaller proportion of respondents who feel that morale within their force is low.

Comparison of 2016 and 2015 figures for morale in Hertfordshire Constabulary are provided in the table below.

	2016	2015
Low personal morale	50.0%	61.4%
Low force morale	79.7%	83.1%

The proportion of respondents in the police service as a whole who said that their morale is low was 55.9%; this compares to 70.1% of respondents to the PFEW Pay and Morale survey in 2016; the proportion of respondents reporting low morale in 2016 was significantly smaller than in 2015<sup>2</sup>.

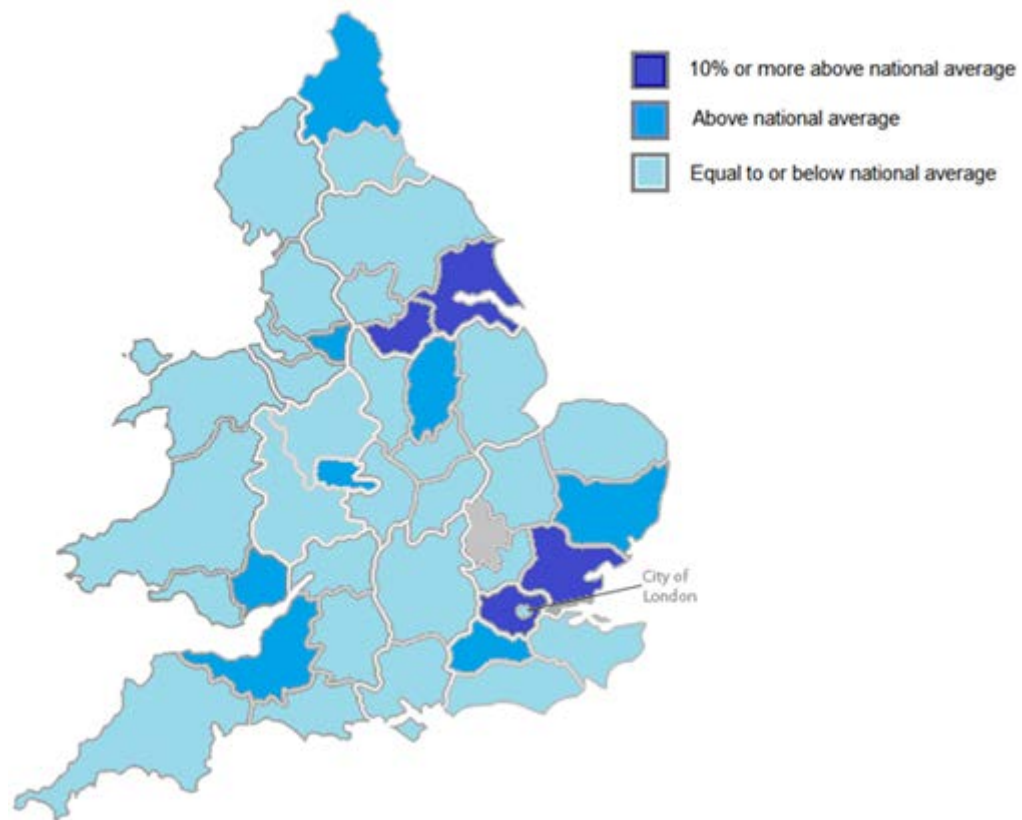
The proportion of respondents in the service as a whole who said that morale in their force was low was 89.5%; in 2015, this proportion was 94.6%. Again the difference between 2016 and 2015 was statistically significant<sup>3</sup>.

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<sup>2</sup> Z= 40.1, p < 0.001

<sup>3</sup> Z=25.2, p < 0.001

**Proportion of respondents reporting low personal morale compared to national average in 2016**



**REASONS FOR LOW MORALE**

The survey asked respondents about the factors that had a positive or negative effect on their morale, the table below shows the proportion of respondents in Hertfordshire Constabulary who said a particular factor has had a negative effect upon their morale compared to the national average.

Factor	Negative effect on morale (Hertfordshire Constabulary)	Negative effect on morale (England and Wales)
Pay and benefits (including pension)	<b>69.7%</b>	<b>70.9%</b>
Day-to-day job role	<b>35.4%</b>	<b>39.9%</b>
Workload and responsibilities	<b>50.9%</b>	<b>52.4%</b>
Work-life balance	<b>50.3%</b>	<b>58.2%</b>
Opportunities for development and promotion	<b>41.2%</b>	<b>49.9%</b>
Health and wellbeing	<b>52.2%</b>	<b>54.3%</b>
How the police as a whole are treated	<b>81.3%</b>	<b>84.2%</b>
Treatment by senior managers	<b>34.3%</b>	<b>42.1%</b>

## ATTITUDES TOWARDS THE POLICE

64.4% of respondents from Hertfordshire Constabulary said that they would not recommend joining the police to others.

Nationally, the proportion of respondents who said that they would not recommend joining the police to others ranges from 78.6% in the top ranking force to 55.4% in the bottom ranking force. Compared to the other forces in England and Wales, Hertfordshire Constabulary ranks 30 out of 42; there are therefore 12 forces with a smaller proportion of respondents who say that they would not recommend joining the police to others.

59.5% of respondents from Hertfordshire Constabulary said that they did not feel valued within the police.

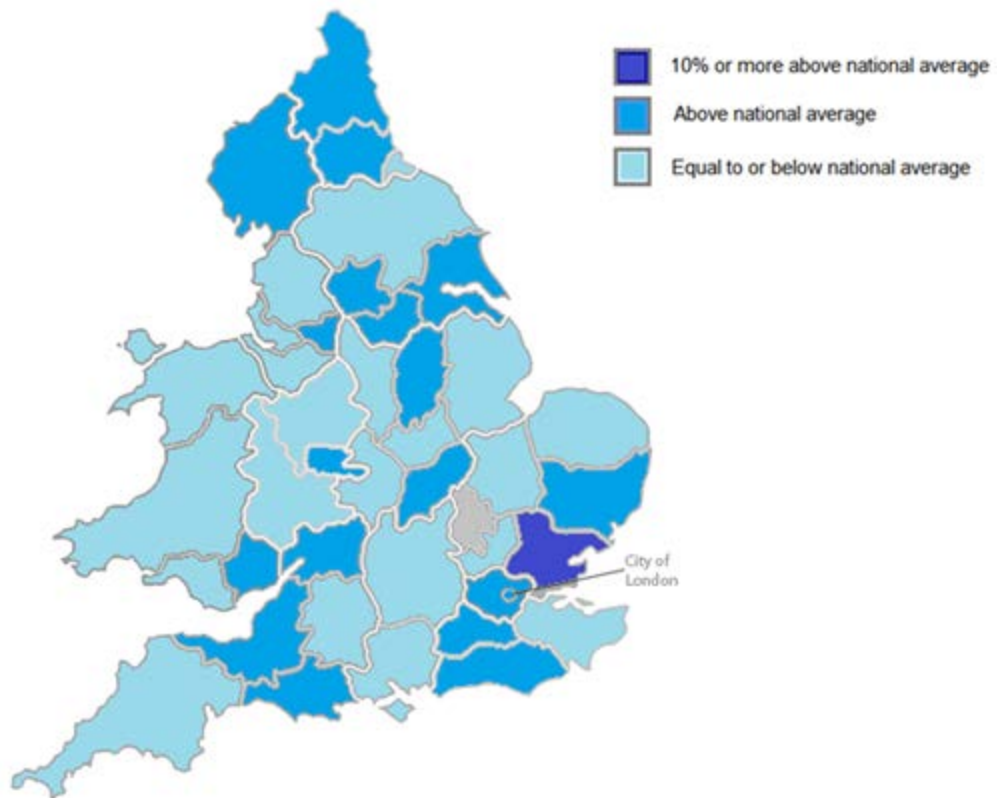
The proportion of respondents who did not feel valued ranges from 79.2% in the top ranking force to 53.1% in the bottom ranking force. In terms of the proportion of respondents who did not feel valued within the police, Hertfordshire Constabulary ranks 34 out of 42; there are 8 forces with a smaller proportion of respondents who did not feel valued.

	2016	2015
I would not recommend joining the police to others	64.4%	67.5%
I do not feel valued in the police	59.5%	59.8%

For the service as a whole, the proportion of respondents in 2016 who said that they would not recommend joining the police to others was 69.9%. In 2015, 76.3% of respondents said that they would not recommend joining the police. The difference between 2016 and 2015 is statistically significant<sup>4</sup>.

Across the police service as a whole, 67.3% of respondents said that they did not feel valued; compared to 74.7% of respondents in last year's survey. A significantly smaller proportion of respondents did not feel valued this year compared to 2015<sup>5</sup>.

***Proportion of respondents who would not recommend the police to others compared to national average in 2016***



<sup>4</sup> Z = 19.6, p < 0.001

<sup>5</sup> Z = 22.1, p < 0.001

## INTENTION TO LEAVE

10.4% of respondents from Hertfordshire Constabulary told us that they intend to leave the police service within two years. A further 19.8% of respondents said that they currently do not know what their intentions are with regards to staying in or leaving the police.

The proportion of respondents who planned to leave the police ranged from 21.5% at the top ranking force to 4.5% at the bottom ranking force. In terms of the proportion of respondents intending to leave, Hertfordshire Constabulary ranks 19 out of 42 forces, meaning that there are 23 forces with a smaller proportion of respondents intending to leave within two years.

Comparison of 2016 and 2015 figures for intention to leave in Hertfordshire Constabulary are provided in the table below.

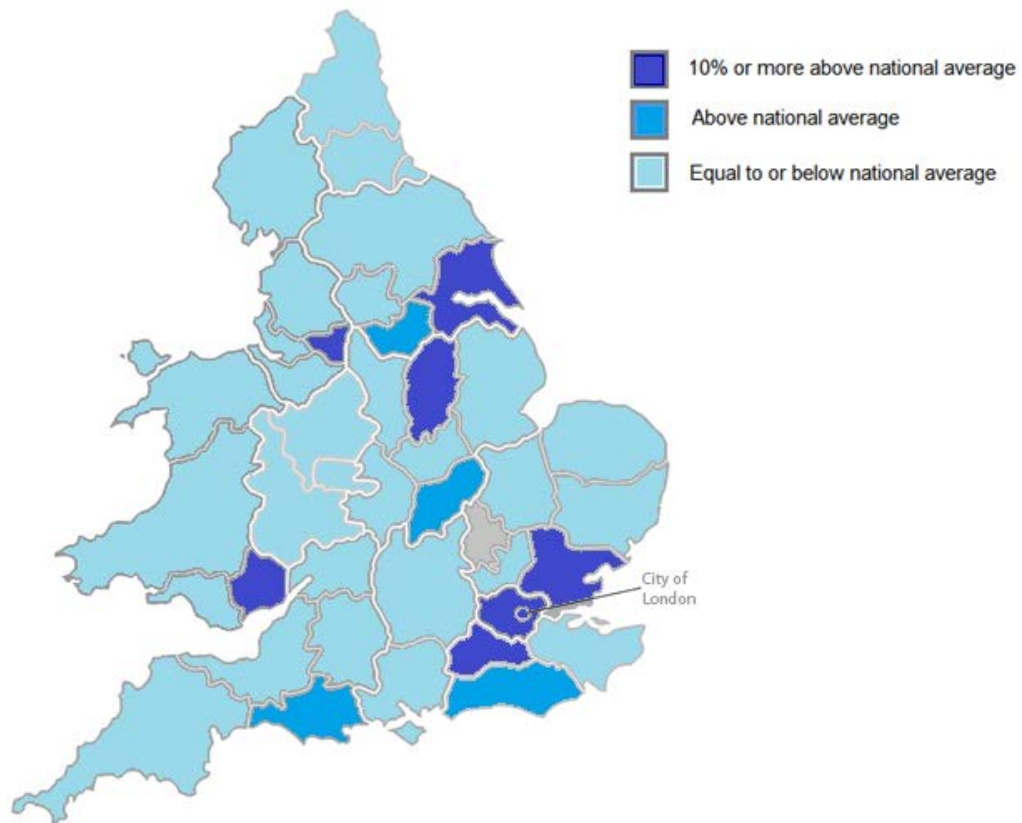
	2016	2015
Intend to leave the police within two years	10.4%	16.1%

For the service as a whole, 11.8% of respondents planned to leave the police service within two years; in 2015, 15.6% of respondents said that they intended to leave within two years. A significantly smaller proportion of respondents intended to leave the police service in 2015 compared to 2016<sup>6</sup>.

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<sup>6</sup> Z = 15.2, p < 0.001

**Proportion of respondents intending to leave the police within two years compared to national average in 2016**



**REASONS FOR INTENDING TO LEAVE THE POLICE SERVICE**

Respondents who had said they intended to leave were asked to indicate the reasons behind this intention. The table below shows the proportion of respondents in Hertfordshire Constabulary who said that a particular factor has had a major effect on their intention to leave, compared to the national average.

Please be aware that respondents were able to choose more than one option therefore the figures provide below will not add up to 100%.



Factor	Major effect on intention to leave (Hertfordshire Constabulary)	Major effect on intention to leave (England and Wales)
The impact of your job on your family/personal life	<b>53.0%</b>	<b>57.2%</b>
Your morale	<b>74.2%</b>	<b>81.7%</b>
Your opportunities for development and promotion	<b>37.9%</b>	<b>49.1%</b>
Your pay and benefits	<b>63.6%</b>	<b>67.6%</b>
Better job opportunities outside of the Police	<b>54.5%</b>	<b>59.2%</b>
The impact of the job on your health and wellbeing	<b>75.8%</b>	<b>69.4%</b>
Dissatisfaction with your day-to-day job role	<b>28.8%</b>	<b>43.6%</b>
Your workload and responsibilities	<b>31.8%</b>	<b>41.8%</b>
How the police as a whole are treated	<b>63.6%</b>	<b>77.6%</b>
Your treatment by senior managers	<b>15.2%</b>	<b>43.7%</b>

## PAY AND BENEFITS

74.4% of respondents from Hertfordshire Constabulary told us that they do not feel that they are paid fairly for the responsibilities they have within their job.

Across England and Wales, the proportion of respondents who feel that they are not paid fairly for their responsibilities ranges from 80.8% at the top ranking force to 63.0% at the bottom ranking force. Hertfordshire Constabulary ranks 13 out of 42 forces; there are 29 forces with a smaller proportion of respondents who say that they are not fairly paid for the responsibilities within their job.

67.2% of respondents from Hertfordshire Constabulary said that they are dissatisfied with their overall remuneration (including basic pay and allowances) and 61.7% said that they are dissatisfied with their pensions.

Nationally, The proportion of respondents who are dissatisfied with their overall remuneration ranges from 74.2% at the top ranking force to 50.9% at the bottom ranking force. In terms of respondents reporting dissatisfaction with their remuneration, Hertfordshire Constabulary ranks 13 out of 42 forces, meaning that there are 29 forces with a smaller proportion of respondents who are dissatisfied with their remuneration.

Pension dissatisfaction ranges from 71.5% at the top ranking force to 55.5% at the bottom ranking force. Hertfordshire Constabulary ranks 32 out of 42 forces for this indicator; therefore there are 10 forces with a smaller proportion of respondents who are dissatisfied with their pension.

	2016	2015
Do not feel fairly paid for the responsibilities within their job	74.4%	68.1%
Dissatisfied with total remuneration	67.2%	58.7%
Dissatisfied with pension	61.7%	63.4%

Nationally, 74.4% of respondents said that they were not paid fairly for the responsibilities they have within their job; this proportion was 70.3% in 2015. A significantly larger proportion of respondents said that they were not paid fairly for their responsibilities this year compared to last year<sup>7</sup>.

The proportion of respondents across the police service as a whole who were dissatisfied with their remuneration was 66.7%; this compares to 62.7% in 2015. The difference between

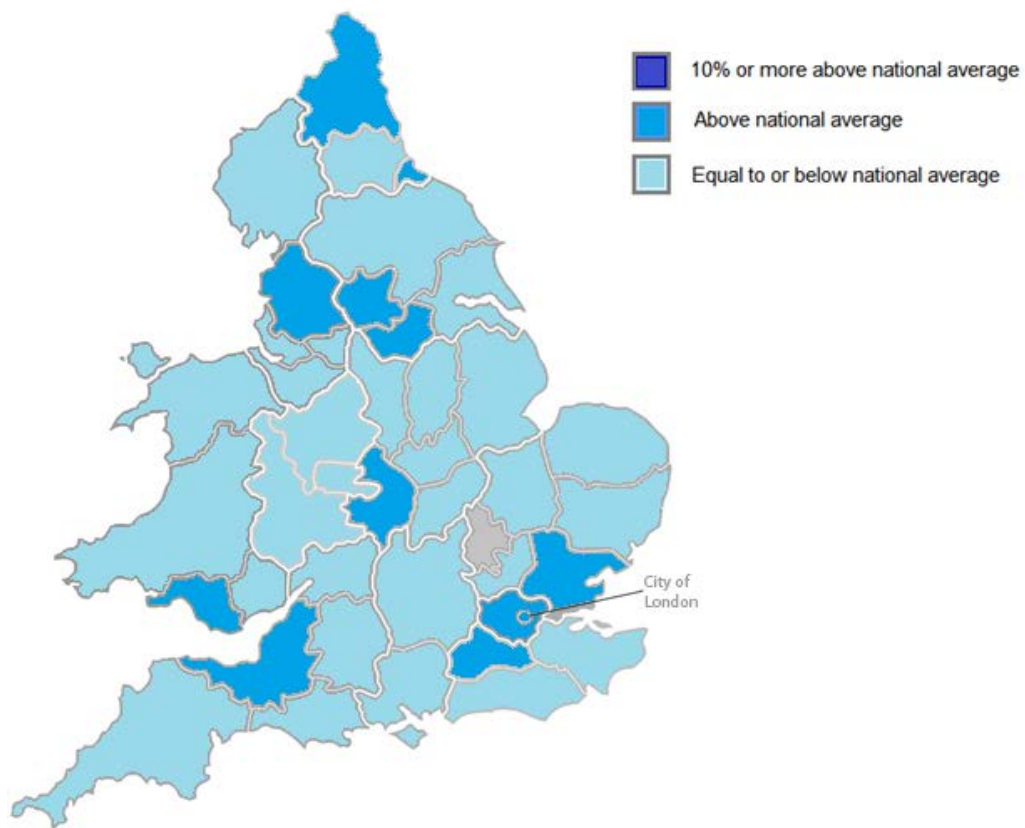
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<sup>7</sup> Z=12.5, p < 0.001

the proportion of respondents who were dissatisfied with their overall remuneration in 2016 and 2015 was statistically significant<sup>8</sup>.

Across England and Wales, the proportion of respondents who were dissatisfied with their pension in 2016 was 66.6%; this proportion was 68.9% in 2015. A significantly smaller proportion of respondents were dissatisfied with their pension this year compared to last year<sup>9</sup>.

***Proportion of respondents who do not feel fairly paid for the responsibilities within their job compared to national average in 2016***



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<sup>8</sup> Z = 11.4, p < 0.001

<sup>9</sup> Z = 6.7 p < 0.001

## NOTE FOR JBBs

Additional findings from the 2016 Pay and Morale survey are available on request from the Research and Policy department. Additional topics include, but are not limited to:

- Reasons for not applying for promotion
- Satisfaction with training and development, shift patterns and working hours
- Engagement (including pride in the police)
- Perceptions of fair treatment
- Perceptions of fair pay (e.g. in relation to the hazards or stresses on the job)
- Impact of recent changes to pay and conditions on morale

The findings of the survey can also be broken down in more detail in terms of different demographic groups, such as rank, role or length of service. However please be aware that we can only go into a certain level of detail with this demographic data in order to preserve respondents' confidentiality.

JBBs wishing to obtain further information in a certain area can contact Dr Fran Boag-Munroe ([fran.boagmunroe@polfed.org](mailto:fran.boagmunroe@polfed.org)) to discuss their requirements. The Research and Policy Department only has one member of staff responsible for these data requests therefore please bear this in mind in terms of turnaround times and the amount of data you request.

All other interested parties should speak to their local JBB in the first instance.