

Pay and Morale Survey 2020 - Technical Report November 2020

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Security classification	<input checked="" type="checkbox"/> Not protectively marked	May be published openly / immediately
	<input type="checkbox"/> Protected	Review whether broader publication
	<input type="checkbox"/> Restricted	Not for open publication. Restricted to:
	<input type="checkbox"/> Confidential	

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Purpose of the Technical Annex

The Technical Annex is an accompanying report to this year's Pay and Morale headline reports. This report contains information on the methodology of the Pay and Morale survey, such as preparation of data, as well as further detail on benchmarking of data.

Background to the 2020 Pay and Morale survey

The PFEW Pay and Morale Survey obtains federated rank members' views on their current pay and conditions, as well as attitudes to their work and the police service in general. The Pay and Morale survey is an annual survey, which has been conducted each year since 2014.

Key areas the 2020 Pay and Morale survey focused on

The 2020 Pay and Morale focused on eight key areas:

Morale and Engagement	Findings cover officers' own morale and their perceptions of morale in general and across their force and the service as a whole as well as pride and attachment to the police. Respondents were also asked how far they feel they have been treated fairly and what their intentions were with regards to staying in or leaving the police service, as well as factors affecting their decision.
The 20,000 Officer Uplift	Findings cover officers' views on their forces ability to recruit the number of officers for the officer uplift, as well as whether the force would have enough supervisors and Tutor Constables for the new officers it recruits.
Cost of Living	Findings covered officers' evaluation of whether respondents' salary allowed them to cover their essentials each month, whether respondents feel worse off compared to previous years and how often respondents worry about their finances.
Attitudes Towards Pay	Findings covered officers' views on the fairness of their pay considering their experiences, the hazards of the job, the stresses of the job and in comparison to employees in other organisations.
Training, Development and Promotion	Officers' experiences of training opportunities and the promotion process were investigated. Respondents who did not apply for promotion were asked to indicate their reasons for not applying for promotion. Respondents were also asked about whether they had been provided with support when wanting to learn new skills or with up to date training and development.
The COVID-19 Crisis	Findings cover how far the COVID crisis has impacted officers' duties and their promotion prospects as well as whether respondents had had access to PPE and relevant training for the COVID crisis. Respondents were also asked about whether they felt their force had managed officers well during the COVID crisis.

Uses of the survey data

The Pay and Morale survey is used as evidence within PFEW's submission to the Police Remuneration Review Body (PRRB) and provides evidence for ongoing PFEW policy development. These data provide an insight into officers' attitudes towards their pay and conditions across England and Wales as well as whether pay and conditions are consistent with attracting and retaining sufficient personnel in the service, their capability, and the extent to which personnel are motivated. Data also facilitate greater understanding of the impact of recent reform to officers' pay and conditions and allows comparison of members' current experiences and attitudes against previous survey findings. These findings are also benchmarked against other organisations, such as the Armed Forces, by including standard measures.

Distribution of the survey

The Pay and Morale survey is distributed as an online survey to all PFEW members via PFEW's National Member Database (NMDB). The link to the survey is also distributed by PFEW Branches and at no time is placed in the public domain. This ensures the responses received are only from police officers. Prior to this process, the data processing for the survey reviewed and approved by the PFEW Data Officer in line with the General Data Protection Regulations.

Respondents and Representativeness

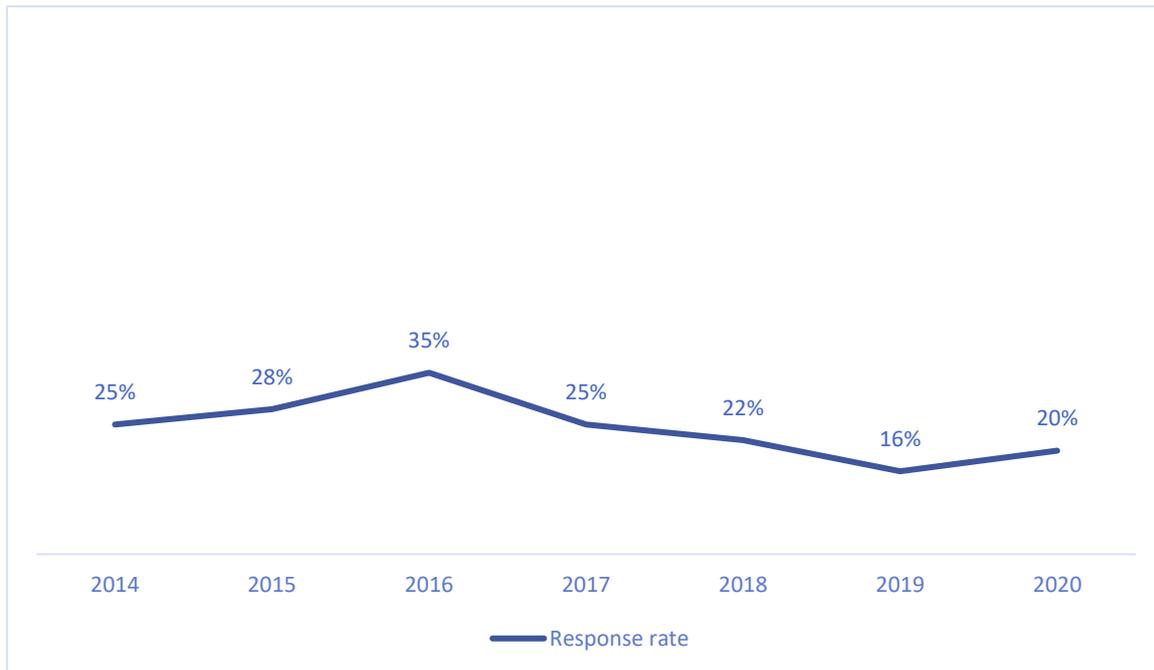
Respondents and response rate

This year's survey was open between July and September 2020. During that time we had responses from 26,042 officers, which were reduced to 25,558 after data cleansing¹. The response rate for the Pay and Morale Survey 2020 was therefore approximately 20% of all federated rank officers in England and Wales.

The response rate was comparable to previous years with the exception of 2019. This was due to the cyberattack in March 2019 meaning we were unable to make use of PFEW's National Member Database to distribute the 2019 survey. However, this year we were again able to make use of the National Member Database for dissemination of the survey. For instance, last year 16% of federated rank officers in England and Wales responded to the survey; in 2018 22% of federated rank officers in England and Wales responded to the survey.

¹ Data were removed where the respondent gave implausible answers: e.g. said they had been at the top of their pay scale for longer than they had been a police officer; length of time in role exceeded length of service etc.

Figure 1. Pay and Morale survey response rate since 2014²



Representativeness

In order to calculate whether the sample size is representative, it is necessary to take the population size into account, along with the margin of error and the confidence level. In essence, the margin of error measures the maximum amount by which the results from the sample are expected to differ from those of the actual population and is calculated using the sample size (the number of responses from federated rank officers in England and Wales), the population size (the total number of federated rank officers in England and Wales) and the confidence level.³

The smaller the margin of error, the more confident we can be that the results are representative of the overall sample.

² The 2016 response rate is likely higher than in other years as this was the first year the Pay and Morale survey was circulated using the National Member Database (NMDB) allowing the survey to be disseminated further. The 2019 response rate is lower than in other years due to two major cyber attacks affecting PFEW in March 2019. This meant the Pay and Morale survey could not be disseminated using the National Member Database, therefore affecting the number of members reached.

³ A 95% confidence level is the generally accepted academic standard and means that you would expect to get the same results 95% of the time.

For example: If 60% of respondents answered ‘Yes’ to one of the survey questions and the margin of error is 5%, we can estimate that 55% - 65% of the whole population would answer the same if asked.

If the margin of error is less than 5%, it can be considered to be within the normal bounds of academic rigour.⁴ The margin of error for the 2020 headline reports has been calculated, and at a 95% confidence level, these reports have a <1% margin of error.

Demographics

This year, 28% of respondents to the survey were female, 72% were male, and the average age of respondents was 41 years. The majority of respondents were Constables (72%) with 20% of respondents at the rank of Sergeant, 7% at the rank of Inspector and 1% at the rank of Chief Inspector. This is broadly representative of the policing population as a whole.

Table 1. Demographics of Pay and Morale respondents compared to officers in England and Wales as a whole

	Pay and Morale 2020 Survey Respondents	Officers in England and Wales as a whole
Male	72%	68%
Female	28%	32%
Constables	72%	80%
Sergeants	20%	15%
Inspector	7%	4%
Chief Inspector	1%	1%

Analytical approach

Weighting

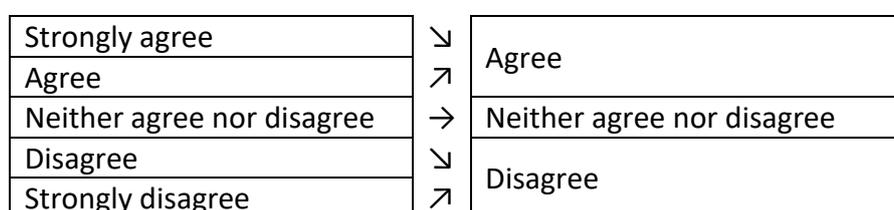
Survey responses rates across the 43 forces in England and Wales ranged from 14% to 38%. Because of this notable difference between response rates, the data were weighted on the

⁴ The generally accepted academic standards is a 5% (or less) margin of error with a 95% confidence level.

basis of respondents' force⁵. This allowed us to correct for any imbalances in the data and to ensure that each force is proportionally represented within the national sample.

Grouping and aggregation of response options

For ease of interpretation, the results to some questions have been aggregated into higher order answers. For example, where respondents are given a five-point scale, such as level of agreement (i.e. Strongly agree/Agree/Neither agree nor disagree/Disagree/Strongly disagree), this may be aggregated and reported on as a three-point scale (Agree/Neither agree nor disagree/Disagree) to indicate the *overall* agreement/disagreement rather than the *strength* of agreement/disagreement. This is achieved by aggregating the responses for strongly agree and agree, and similarly for those for reporting strongly disagree and disagree (please see diagram below).



Where data are available, comparisons between years (2020 and 2019) will also be presented. However, please note that any and all differences have not been tested to assess whether they are statistically significant;⁶ as such, these differences are reported for guidance only and must be treated with caution.

Benchmarking

To provide further context for the findings presented in this report, each section also compares the findings of the PFEW survey with other large-scale public sector surveys. These include the Armed Forces Continuous Attitude Survey (AFCAS; response rate 38%⁷), which

⁵ The weighting for each force was calculated by dividing the number of federated rank officers in the force relative to the federated rank population in England and Wales as a whole by the number of responses received from officers within the force relative to the sample as a whole.

⁶ As all the data are derived from samples of the population, rather than the whole population, percentage figures calculated are strictly speaking estimates, rather than exact measures. This means that every figure has a margin of error associated with it. Hence percentage differences between small samples may be due to the sample, rather than to actual differences.

⁷ The AFCAS survey uses a disproportionate stratified random sample of approximately 27,000 trained UK Regular Service personnel to ensure representativeness as opposed to inviting the whole service to respond. Responses are also weighted by rank and Service to account for bias caused by disproportionate stratified sampling and differing levels of response.

measures attitudes of armed forces personnel, The NHS Staff Survey (response rate 50%⁸) and the Civil Service People Survey (response rate 67%⁹). Two comparisons are used within this latter survey; firstly the Civil Service as a whole and secondly the National Crime Agency (NCA). An example of Pay and Morale survey topics which are comparable with other staff surveys can be found in Table 2.

Table 2. An example of Pay and Morale survey topics which can be compared with staff surveys from other public section organisations.

Pay and Morale Survey Topic	Can be benchmarked against comparable items in:		
	AFCAS Survey	Civil Service People Survey (including NCA)	NHS Staff Survey
Personal morale	x		
Whole organisation morale	x		
Proud to be in the organisation	x	x	
Feel valued in the organisation	x	x	
Recommend joining the organisation to others	x	x	x
Intention to leave the organisation	x	x	x
Satisfaction with pay and benefits	x	x	
Satisfaction with training and development	x	x	
Fair treatment by the organisation	x	x	

⁸ In order to allow for reasonable comparisons between organisations and to account for trust size when calculating national results, the Staff Survey data are weighted by combining occupational group weighting to allow for fair comparison between organisations of a similar size and trust size weighting to ensure trust results have an impact according to the number of staff working at each trust.

⁹ The Civil Service Benchmark scores are the high-level overall results from the Civil Service People Survey. For each measure it comprises the median of all participating organisation's scores for a given year. In 2019 there were 106 participating organisations, so the benchmark score represents the figure for which 53 organisations will score at or above, and 53 organisations will score at or below.