

POLICE FEDERATION OF ENGLAND AND WALES PAY AND MORALE SURVEY 2017

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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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EXECUTIVE SUMMARY

Sample and respondents

- 30,557 officers took part in the 2017 Pay and Morale Survey between April and June 2017; a response rate of 25% 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.

Morale

- 60% of respondents said that their own morale was low; a bigger proportion than reported low morale in 2016 and in 2014, but a smaller proportion than in 2015.
- 90% of respondents said that morale in their force was low and 94% said that morale in the police service as a whole was low. These proportions are slightly low than in 2015, but identical to those seen both last year and in 2014.
- The factors most likely to have a positive impact upon respondents' morale were their relationship with colleagues and how they are treated by their line manager. The factors most likely to have had a negative impact upon respondents' morale were the way the police as a whole are treated, the way change is managed within the police and pay and conditions.
- Low morale was most common amongst constables, respondents in London and the North West, respondents in Road Policing and respondents with between six and 25 years' service.

Engagement

- More than two thirds of respondents said that did not feel valued in the police and would not recommend joining the police to others, whilst 65% of respondents said that they were proud to be in the police.
- Constables and mid-career respondents were least likely to agree with engagement indicator. Limited differences in engagement were seen on the basis of region or role.

Job satisfaction

- 63% of respondents were dissatisfied with their pension, two thirds of respondents said that they were dissatisfied with their basic pay, and at least seven out of ten respondents were dissatisfied with their allowances and overall remuneration; with the exception of pensions, these proportions are higher than any year since the Pay and Morale survey started in 2014.

- The proportion of respondents who were dissatisfied with their promotion prospects was smaller this year than in any year since the Pay and Morale survey started, however the proportion of respondents who were dissatisfied with the PDR process was higher than in previous years
- Respondents were more likely to be dissatisfied than satisfied with how they were treated by senior managers.
- Constables, respondents in London and respondents at the start of their service were more likely to be dissatisfied with their basic pay, whilst pension dissatisfaction was most common amongst mid-career respondents.
- Differences in satisfaction across respondents in different roles were generally small.

Cost of living

- 73% of respondents said that they felt financially worse off now than they did five years ago, whilst more than one in ten respondents said that they either never or almost never had enough money to cover all of their essentials.
- 46% 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.
- Respondents in London and the South East were much more likely to find the cost of living expensive or very expensive than respondents in other regions, whilst respondents in their probationary period were most likely to say that they can either never or almost never afford all of their essentials.

Psychological contract

- More than seven out of ten respondents did not feel the police had met its obligations to provide them with fair pay, whilst more than eight out of ten respondents did not feel that the police service had met its obligations to provide pay increases that maintained their standard of living.
- Half of respondents disagreed that the police service had met its obligations to provide the necessary training for officers to do their job well or to provide up-to-date training and development; these proportions are higher than in 2016
- Differences across different ranks in the perception that the police service had met its obligations were relatively limited, as well differences across different roles and regions. In addition, at least two thirds of respondents, regardless of length of service, disagreed that the police service had met its obligations regarding pay.

Organisational justice

- 36% of respondents said that they were fairly treated, compared to 32% of respondents who said that they were not fairly treated. The proportion of respondents who said they were not treated fairly, as well as the proportion who felt that that decisions that affected them were not made in a fair way and that felt the people they worked with were not treated fairly, have all increased since 2016.
- At least two thirds of respondents did not feel that they were fairly paid considering their experience and training and the hazards, stresses and strains of their job.
- All ranks have seen a decline in the proportion of respondents who felt that they were fairly treated since last year's survey and this year only at Chief Inspector rank did a majority of respondents feel fairly treated. Differences in perceived fair treatment were relatively small across different roles, regions and lengths of service.
- Constables and Sergeants were more likely to feel unfairly paid than members of the Inspecting ranks. Perceptions of fair pay varied only slightly on the basis of respondents' region, role and length of service; however respondents at the start of their career were most likely to disagree that they were fairly paid according to the hazards, stresses and strains of the job.

Workload and responsibilities

- 72% of respondents in this year's survey said that their workload and responsibilities have increased in the last year; whilst 62% of respondents said that their workload had been too high in the last 12 months.
- 50% of respondents said that they would be willing to go the extra mile for the police, a decrease from 57% in 2016.
- Respondents in supervisory ranks, in particular Chief Inspectors, were more likely to say that their workload and responsibilities have increased; Similarly, Chief Inspectors were most likely to say that their workload was too high.
- Larger differences were seen across different roles, with respondents in Response policing and Investigative roles most likely to say that their workload was too high, whilst respondents in Operational Support and Intelligence roles least likely to say that their workload was too high.
- Differences across regions and different lengths of service in terms of workload and responsibilities were relatively small.

Organisational Commitment

- In terms of affective commitment, only 39% of respondents agreed that they felt a strong personal attachment to the police, although respondents were slightly more likely to agree with this statement this year than in 2016
- For normative commitment, a majority of respondents disagreeing that the police deserved their loyalty and that they would not leave the service because of a sense of obligation to the people in it.
- In terms of continuance commitment, 75% of respondents said that staying in the police was a matter of necessity as much as desire and 64% felt that they had too few options to consider leaving the police.
- Chief inspectors, and respondents towards the beginning and end of their career were most likely to agree with affective and normative commitment statements; mid-career respondents were most likely to agree with continuance commitment statements. On the other hand, differences in commitment across different regions and roles were generally small.

Promotion and progression

- Four out of five respondents said that they have not applied for promotion to a higher rank; 14% of respondents said that they had applied for promotion but been unsuccessful, whilst 6% were currently in the process of apply for promotion
- 68% of respondents who had gone through the promotion process said that they were dissatisfied with the process.
- The most common reason for not applying for promotion was that it would not be worth it for the responsibilities and pressures of the role,
- This years' survey also asked about the new Assessment and Recognition of Competence (ARC) assessment. Just under a quarter of respondents who were due to move to Pay Point 4 in the next 12 months said that they were very aware that they would be required to complete the ARC assessment in order to reach the next pay point.
- 45% of respondents who had completed the ARC assessment since January said that they were dissatisfied with the time taken to complete the ARC assessment; half said that they were dissatisfied with the amount of guidance and support they received and 41% said that the ARC process was either unfair or very unfair.
- Chief Inspectors and respondents with between six and 10 years' service were most likely to have applied for promotion; respondents' role and region had limited bearing on whether or not they had applied for promotion.

Intention to leave

- 13% of respondents said that they planned to leave the police either as soon as possible or within the next two years, an increase of two percentage points since 2016.
- 79% of respondents intending to leave the police said that their morale had a major effect on their intention to leave; whilst more than two thirds cited the impact of the job on their health and wellbeing and how the police as a whole are treated.
- Constables, respondents in London and mid-career respondents were most likely to intend to leave the police.
- Differences in reason for leaving generally did not differ substantially across different ranks, roles, regions or service lengths.

BACKGROUND TO THE 2017 PAY AND MORALE SURVEY

The PFEW Pay and Morale Survey obtains federated rank members' views on their current pay and conditions, as well as their 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. This year's survey was open between April and June 2017. The survey was circulated to members via the Police Federation's National Member Database and via local Joint Branch Boards. In total, 30,557 responses were received. After data cleansing the total number of responses was reduced to 30,209, representing a response rate of approximately 25% 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.¹

The Pay and Morale Survey is used as evidence for the Police Remuneration Review Body (PRRB) and provides an insight into officers' attitudes towards their pay and conditions across England and Wales. In particular the survey focussed on officers' morale and the factors that affected it, as well as officers' views on the adequacy and fairness of their pay and remuneration. As in previous years, the survey asked officers about their likelihood of staying in or leaving the police service as well as the factors that had the biggest impact on their intention to leave, to allow a better understanding of why officers were planning to leave the police service. The survey also addresses officers' organisational commitment, to understand reasons for staying in the police, as well as reasons for leaving.

Although the two main topics covered by the survey are pay and morale, the survey also sought officers' opinions on aspects of their professional development including their promotion prospects and career opportunities, their satisfaction with their training opportunities and their attitudes towards new initiatives introduced by the College of Policing.

AIMS OF THE STUDY

The five main aims of the study were to:

- provide information for the Police Remuneration Review Body regarding whether the pay and conditions are consistent with attracting and retaining sufficient personnel in the service, their capability, and the extent to which personnel are motivated;

¹ Margin of error of $\pm 1\%$ with a 99% confidence level

- better understand the impact of recent reform to officers’ pay and conditions;
- compare members’ current experiences and attitudes against the 2014 and 2015 survey findings;
- benchmark against other organisations, such as the Armed Forces, by including standard measures; and
- provide evidence for ongoing PFEW policy development.

FINDINGS

The results can be split into nine areas:

Morale	Findings cover officers’ own morale and their perceptions of morale in general and across their force and the service as a whole. They also look at how various changes to pay and conditions have impacted on morale.
Engagement	Findings cover officers’ pride in the police, the extent to which they are motivated and inspired to work towards the objectives of the police service, as well as their attachment to the police.
Job satisfaction	Findings cover officers’ satisfaction with various aspects of their job including basic pay, allowances and pensions, treatment by the service in respect of management, promotion and training; as well as working hours and shift pattern.
Cost of Living	A new section in this year’s survey addressed officers’ evaluation of the cost of living in their force area, as well as whether their salary allowed them to cover their essentials each month. In this section officers in the South East were asked about their attitudes towards their regional allowances.
Psychological contract	Findings cover officers’ views on whether the police service had met its obligations with regards to various components of their psychological contract with the police, including in terms of fair pay and fair treatment, support for training and promotion, and working time.
Organisational Justice and Fairness	Findings cover officers’ perceptions of procedural justice, relating to their feeling that they and their colleagues are treated fairly within the police service. They also cover officers’ perception of distributive justice, in particular whether they believe that they are fairly paid given the hazards and stresses they faced as well as the level of effort and experience required in their job.
Commitment	Findings in this area covered officers’ commitment to the police and why officers chose to stay in the police. Three aspects of commitment were addressed: affective commitment (wanting to stay in the police), continuance commitment (needing to stay in the police), and normative commitment (feeling an obligation to stay in the police)

Workload and Working Hours	Two questions were asked as to whether officers felt their working hours and shift patterns were fair. Questions also addressed officers' rating of their workload over the last 12 months and whether or not it has increased during that time. Two satisfaction questions were also asked about working hours and pattern, which formed part of the job satisfaction scale
Pension	Findings in this area addressed the extent to which officers' pensions made them more or less likely to leave the police; in addition the reasons for this were measured, with a separate set of possible responses provided to officers who said that their pension made them more likely to stay, and to officers who said that their pension made them more likely to leave.
Promotion and Progression	Officers' experiences of the promotion process (in particular the new National Police Promotion Framework) were investigated. Respondents who did not apply for promotion were asked to indicate their reasons for not applying for promotion. Respondents who had completed, or would soon be completing, the new Assessment and Recognition of Competence assessment were also asked about their experience and knowledge of the process.
Intention to stay in or leave the service	Officers were asked what their intentions were with regards to staying in or leaving the police service, and were provided with four options: "I intend to stay until pension age"; "I will stay for at least the next 2 years"; "I am planning to leave within the next 2 years"; and "I am currently seeking alternative employment". Officers who said that they intended to leave the service were also asked what factors had affected their decision. This covered a number of areas including satisfaction with their day-to-day role, the impact of the job on their family and wellbeing, opportunities outside the police and their treatment within the police.

OFFICERS' COMMENTS

Survey respondents were asked to provide further information on their opinions and experiences using open text response boxes at several points during the survey. As well as summarising the statistical data gathered from the workforce survey, this report also presents a selection of these responses.

COMPARISONS

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), which measures attitudes of armed forces personnel, and the Civil Service People Survey. Two comparisons are used within this latter survey; firstly the Civil Service as a whole and secondly the National Crime Agency (NCA).

MORALE

Summary

- 60% of respondents said that their own morale was low; a bigger proportion than reported low morale in 2016, but a smaller proportion than reported low morale in 2017.
- 90% of respondents said that morale in their force was low and 94% said that morale in the police service as a whole was low. These proportions are slightly low than in 2015, but identical to those seen both last year and in 2014.
- The factors most likely to have a positive impact upon respondents' morale were their relationship with colleagues and how they are treated by their line manager.
- The factors most likely to have had a negative impact upon respondents' morale were the way the police as a whole are treated, the way change is managed within the police and pay and conditions.
- Since 2016 there has been an increase in the proportion of respondents saying their morale has been negatively affected by their work-life balance, their health and wellbeing, their workload and responsibilities and their day-to-day job role.
- Low morale was most common amongst constables and least common amongst chief inspectors
- Respondents in London and the North West were most likely to report low morale; respondents in the South West were least likely to report low morale; the largest differences compared to 2016 were seen in the North West, Wales and the Eastern region.
- Respondents in Road Policing were most likely to report low morale; Road Policing and Investigations both saw a six percentage point increase in the proportion of respondents with low morale compared to last year.
- More than six out of ten respondents between with between six and 25 years' service said that they had low morale. Probationers and respondents with more than 30 years' service were least likely to say that their morale was low.

What is morale and why is it important?

Morale reflects the “energy, enthusiasm, team spirit and pride” that people experience within their organisationⁱ. Organisational health researchers see morale as an emotion-based aspect of psychological well-being at work, which is distinct from other aspects of psychological well-being such as job satisfaction^{ii,iii}. Researchers also distinguish workgroup/organisational morale from individual morale, and argue that the former concept refers an aspect of the organisational climate and reflects workers’ experience of the overall emotional well-being of their workgroup or organisation^{iv,v}.

Studies have indicated that organisational morale and individual morale are associated with a number of important work outcomes. For instance, perceptions of organisational morale significantly predict turnover intention, work-related stress, motivation, extra-role behaviour and workplace productivity^{vi,vii}. Individual morale has been shown to be a significant predictor of turnover intention, as well as workers’ evaluations of the importance and utility of their work, extra-role behaviour and performance^{viii,ix,x}. Research into the specific consequences of police morale has found officers’ morale to be a better predictor of withdrawal behaviours (including stress-related absence) than other factors typically associated with withdrawal, such as psychological distress at work^{xi}.

Morale was measured using three items, asking officers to rate their own morale, the morale of their force and the morale of the police service as a whole. It is worth noting that items to measure morale were designed to mirror items contained in the Armed Forces Continuous Attitude Survey, (AFCAS), to facilitate comparison against the Armed Forces.

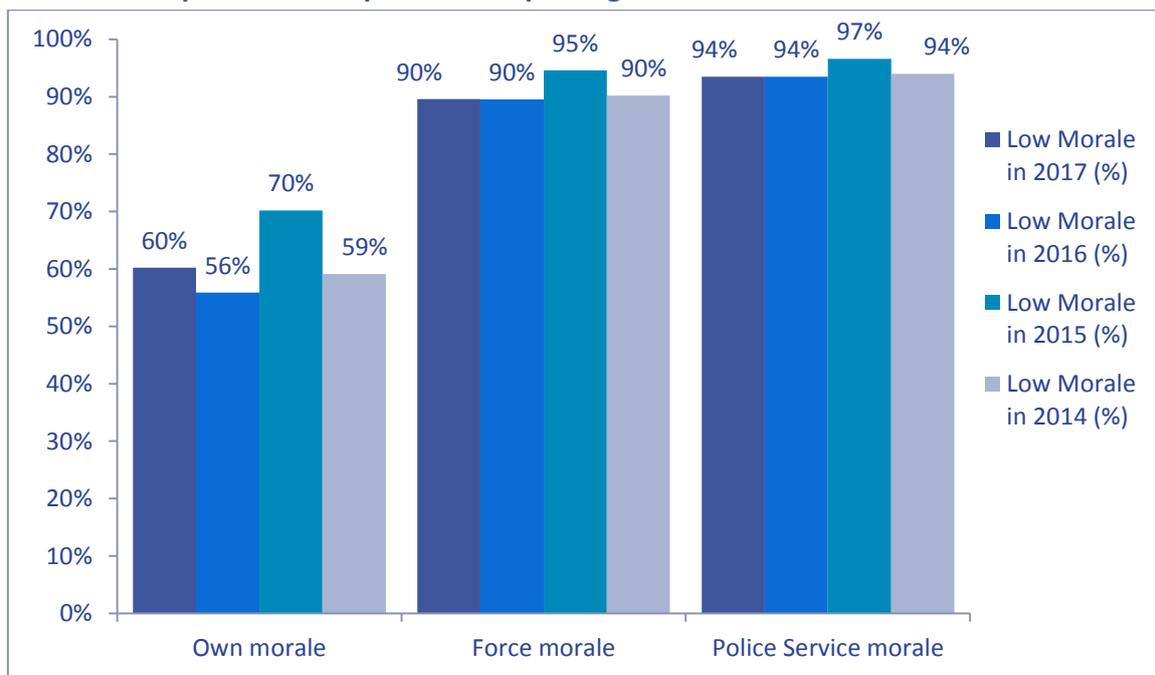
Overall findings

60% of respondents in this year’s survey said that their own personal morale was low. The proportion of respondents reporting low morale this year was larger than in 2016, although was lower than its peak of 70% in 2015. In addition, **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 are therefore very similar to those seen last year (in 2016 these proportions were 90% and 94% respectively).

Table One: Proportion of respondents reporting low and high morale

	Low Morale	High Morale
Personal morale	60%	14%
Force morale	90%	1%
Police service morale	94%	<1%

Chart One: Proportion of respondents reporting low morale in since 2014



A majority of respondents said that their relationship with colleagues and how they were treated by their line manager had a positive impact upon morale. **The factor most likely to have a negative impact on respondents’ morale was how the police as a whole are treated** – with 85% of respondents saying this negatively affected their morale. The proportion of respondents who said that this factor has a negative effect on their morale has not changed substantially in the last year, when it was also the most commonly cited reason for low morale.

This year, **around eight out of ten respondents said that how change is managed within the police service had a negative impact upon their morale.** This is the first year that change management was included within the survey; therefore comparisons with previous years are not possible. A number of respondents’ commented on the extent of change within the police service and within their force, with a repeated reference to the perception

that there was often **“change for change’s sake”** with little consultation or input with rank-and-file officers.

“Change is inevitable but there often appears to be change for changes sake! Often driven by promotion and whatever change is implemented is always hailed a success but then change happens again. Often change is good, like the recent changes to the fraud investigative process, I believe are a good thing but [my force] is in a constant state of flux and there are many resources engaged in the change branch who appear to be hiding from real police work and focusing on change for change sake.”

Sergeant, 22 Years’ Service

“There is no interaction with the police on the streets doing to actual job when implementing change. The change is usually as a result of a civilian with no policing experience, applying a business model to policing which quite often just doesn't work. It wastes time and money when it has to be changed yet again because it didn't work.”

Constable, 17 Years’ Service

“The main impact has been the constant change, the unsettled feeling of not knowing what is changing and the transitional phases that take time to embed. These have unsettled everyone’s morale. Luckily due to good line management I feel in general ok but realise many don't. Senior managers appear not to understand the change and the impact on the lower ranks.”

Sergeant, 14 Years’ Service

This year’s results also showed that **since 2016 there has been an increase in the proportion of respondents saying their morale has been negatively affected by their work-life balance, their health and wellbeing, their workload and responsibilities and their day-to-day job role.** For instance, whereas 52% of respondents in 2016 said that their workload and responsibilities had a negative impact on their morale; in 2017 this proportion was 61%.

The impact of workload on morale was a consistent theme within respondents’ comments, with around 10% of officers who provided explanations for their answers on these questions

making specific reference to their workload, and the impact this had on their wellbeing and life outside of work.

Table Two: Factors with a negative and positive effect on morale in 2016 and 2017

Factor	Negative effect on morale		Positive effect on morale	
	2017	2016	2017	2016
How the police as a whole are treated	85%	84%	4%	4%
Management of change within the police	80%	-	4%	-
Pay and benefits	73%	71%	7%	6%
Work-life balance	65%	58%	14%	16%
Impact of the job on health and wellbeing	62%	54%	15%	15%
Workload and responsibilities	61%	52%	13%	15%
Opportunities for development and promotion	53%	50%	10%	6%
Treatment by senior managers	49%	42%	20%	20%
Day-to-day job role	48%	40%	25%	26%
Treatment by line manager	18%	15%	52%	49%
Relationship with colleagues	16%	14%	53%	50%

“The workload is far too high. I feel I am consistently working to my limits and am still achieving little. I am late most days, which has a detrimental effect on my family life. My children, because of the nature of shift work and because I am so often late, are increasingly uncertain about who will be looking after them. Because of the long hours and because of my workload, I am often tired and/or stressed and anxious on my rest days. This leads to feeling of guilt for neglecting my children for 6 days out of 10 and I don't then feel able to take time to pursue my own interests or to improve my general health and fitness .This severely impacts my enjoyment of life and very much reduces my happiness.”

Constable, 8 Years' Service

“I do feel that there are simply too few officers working. We have ever increasing workloads , with new standards of crime recording, new methods of investigation and greater accountability all meaning that the same number of crimes take much longer to deal with. Although the figures may indicate that we have the same number of crimes (or even fewer) as three or four years ago, each crime is more labour intensive than ever - I do not feel like this is ever highlighted. One of the results if this is officers working 3/4 hours overtime on an almost daily basis (often not claiming the overtime). I enjoy my job and I find it challenging and rewarding, but I do like to see my wife and children from time to time! This all makes the job highly stressful at times and clearly impacts on morale.”

Constable, 4 Years' Service

“I have a role that now has triple the responsibility and workload to what it had six years ago. I work at a level above my rank and responsibility but that is not financially recognised. My team has greater workloads for less officers and staff but with the same expectations from SMT. My health and wellbeing has been directly affected by my workload and job expectations.”

Inspector, 29 Years' Service

Comparisons

The Armed Forces Continuous Attitude Survey (AFCAS) is the only other national staff survey to specifically ask questions regarding morale in the same way as the PFEW survey. In the 2017 AFCAS survey, 32% of non-officer ranks said that their morale was low; this is a slight increase compared to 29% of non-officer ranks who said that their morale was low in 2016. However substantially fewer AFCAS respondents said that their morale was low compared to PFEW survey respondents; where the proportion reporting low morale this year was 60%.

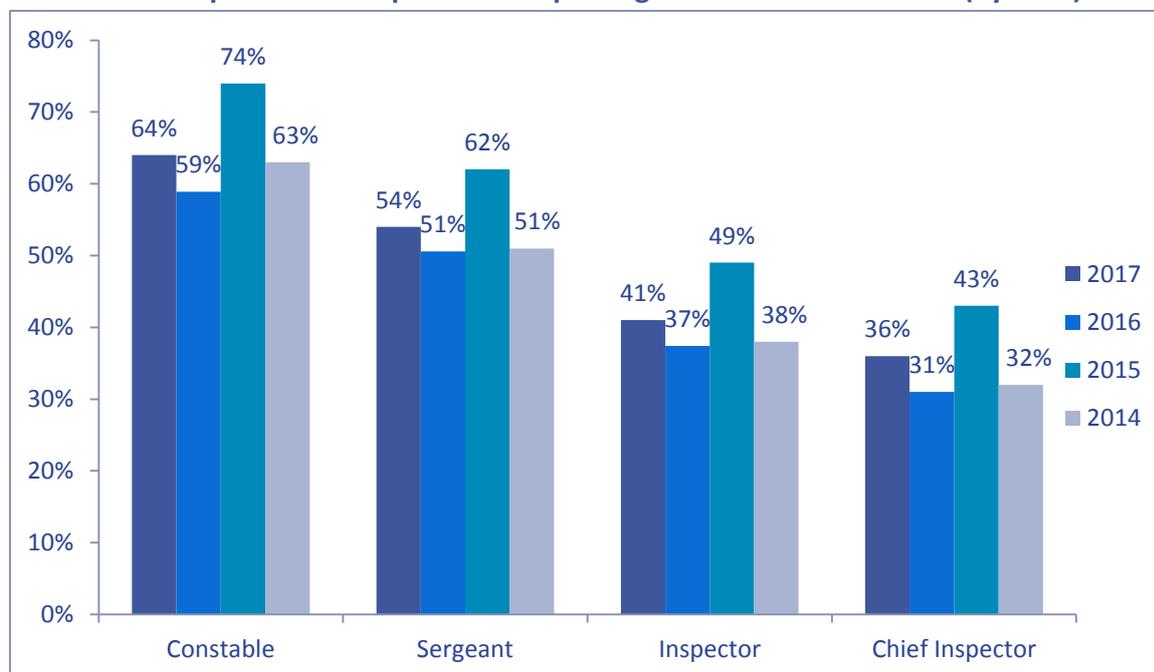
61% of non-officer ranks in the 2017 AFCAS survey said that morale in the service as a whole was low. This has increased from 53% since last year; however again this is much lower than the PFEW survey, where more than nine out of ten respondents felt that service morale was low.

Differences between groups

Rank

As in previous years, **constables were most likely to report low morale**; 64% of respondents in this group said that their morale was slow. **Chief inspectors were least likely to report low morale**, with 36% of respondents reporting low morale. However compared to last year, all ranks had a larger proportion of respondents reporting low morale.

Chart Two: Proportion of respondents reporting low morale since 2014 (by rank)



Relatively few differences were seen in the reasons for low morale amongst different ranks. In particular, how the police as a whole were treated, management of change within the police and work-life balance were amongst the factors most likely to have a negative impact upon morale for all ranks. A majority of constables, sergeants and inspectors also said that their pay and benefits had a negative impact upon their morale.

It is however useful to note that, as discussed below, respondents' engagement and evaluations of organisational justice (including perceptions of being valued and fairly treated in the police) also increased with rank. Factors such as this may also help explain why this same pattern was observed for respondents' morale.

Table Three: Factors most likely to have negative effect upon morale (by rank)

Constable		Sergeant		Inspector		Chief Inspector	
How the police are treated	86%	How the police are treated	84%	How the police are treated	77%	How the police are treated	72%
Management of change within the police	81%	Management of change within the police	79%	Management of change within the police	73%	Work-life balance	68%
Pay and benefits	74%	Pay and benefits	72%	Pay and benefits	62%	Management of change within the police	63%
Work-life balance	67%	Work-life balance	62%	Work-life balance	57%	Workload and responsibilities	61%

Compared to last year, all ranks were more likely to say that their work-life balance, their health and wellbeing and their workload and responsibilities had a negative impact upon their morale. Notable examples include:

- Last year 53% of constables said that their workload and responsibilities had a negative impact upon their morale; this has risen to 62% this year.
- The proportion of sergeants who said that their health and wellbeing had a negative impact on their morale increased from 51% in 2016 to 58% in 2017.
- In 2016 58% of chief inspectors said that their work-life balance had a negative impact upon their morale; in 2017 this proportion was 68%.

"I am supposed to be a front line Response Sergeant being out on the streets, working alongside and supporting my Officers on a daily basis. However now 95% of my time is sat behind the desk on the computer. This is due to reduction in Officer and staff numbers and the removal of other departments has meant that their responsibilities have been passed to front line Sergeants to deal with. I now do the work that 3 years ago was done by 5 other people/ departments. In return I have had no compensation for this, i.e. no increase in pay. But the risk factor of the decisions I now need to make has increased, my responsibilities has increased and the rate of criticism and complaint has increased. This in turn has increased my stress levels and those of my colleagues as well who are in the same position."

Sergeant, 18 years' service

"I have been working for the police for 5 years. In this time, I have seen a massive change in the police as a whole. Reduced officer numbers and staff have made a difficult job even more difficult. Officers appear more tired and stressed, and are often late off and are having weekly leave days cancelled. This has a negative effect on their work life balance. I think officers do appreciate that to a certain extent "it is the job." But they seemed to be getting stretched more and more, close to breaking point."

Constable, 5 years' service

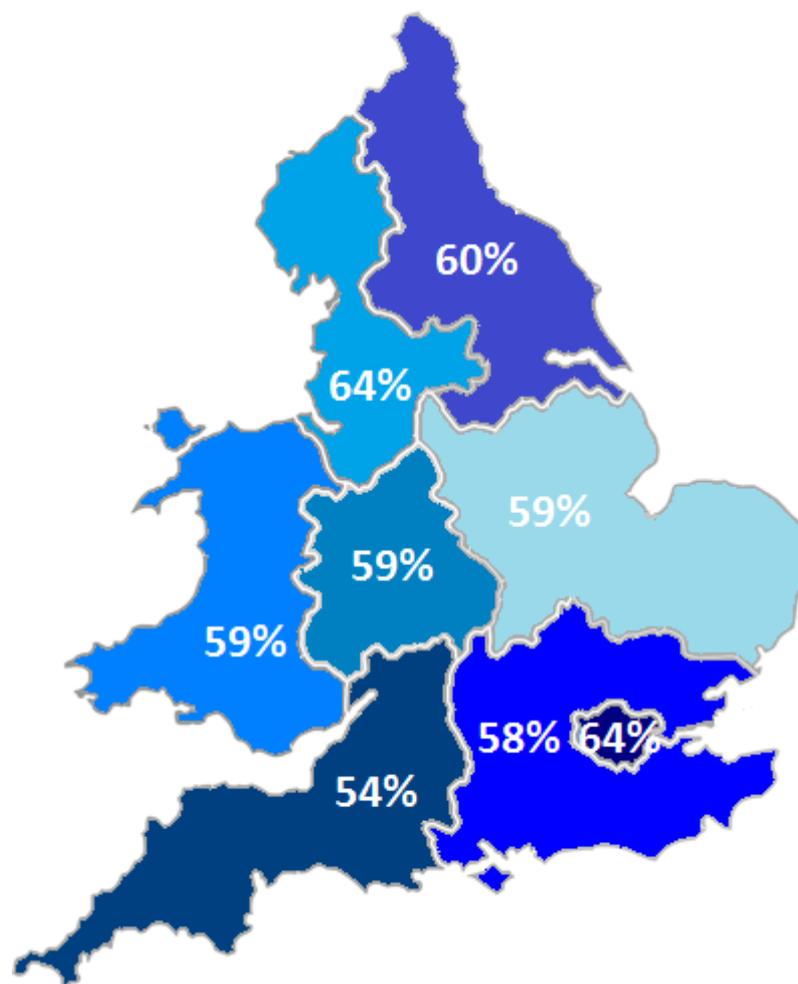
"Officers on the street, who look around the parade room to see just a handful (not even that) of colleagues available for back-up has a daily effect and causes a constant erosion of morale. As an Inspector the decisions I have to make on a daily basis, often due to poor staffing levels, puts me in a world overshadowed by stress and professional risk. The decisions taken by the Force, in order to shoehorn some sort of service into the government's austerity package, means that I am covering a wider geographical area, thus adding to the daily professional and personal risk that I take ... for no extra money."

Inspector, 19 Years' Service

Region

Respondents in London and in the North West were most likely to report low morale in this years' survey - 64% of respondents in both of these regions said that their morale was low. Respondents in the South West were least likely to report low morale. However overall respondents' region had appeared to have relatively limited impact on their morale and a majority of respondents in all regions still said that their morale was low.

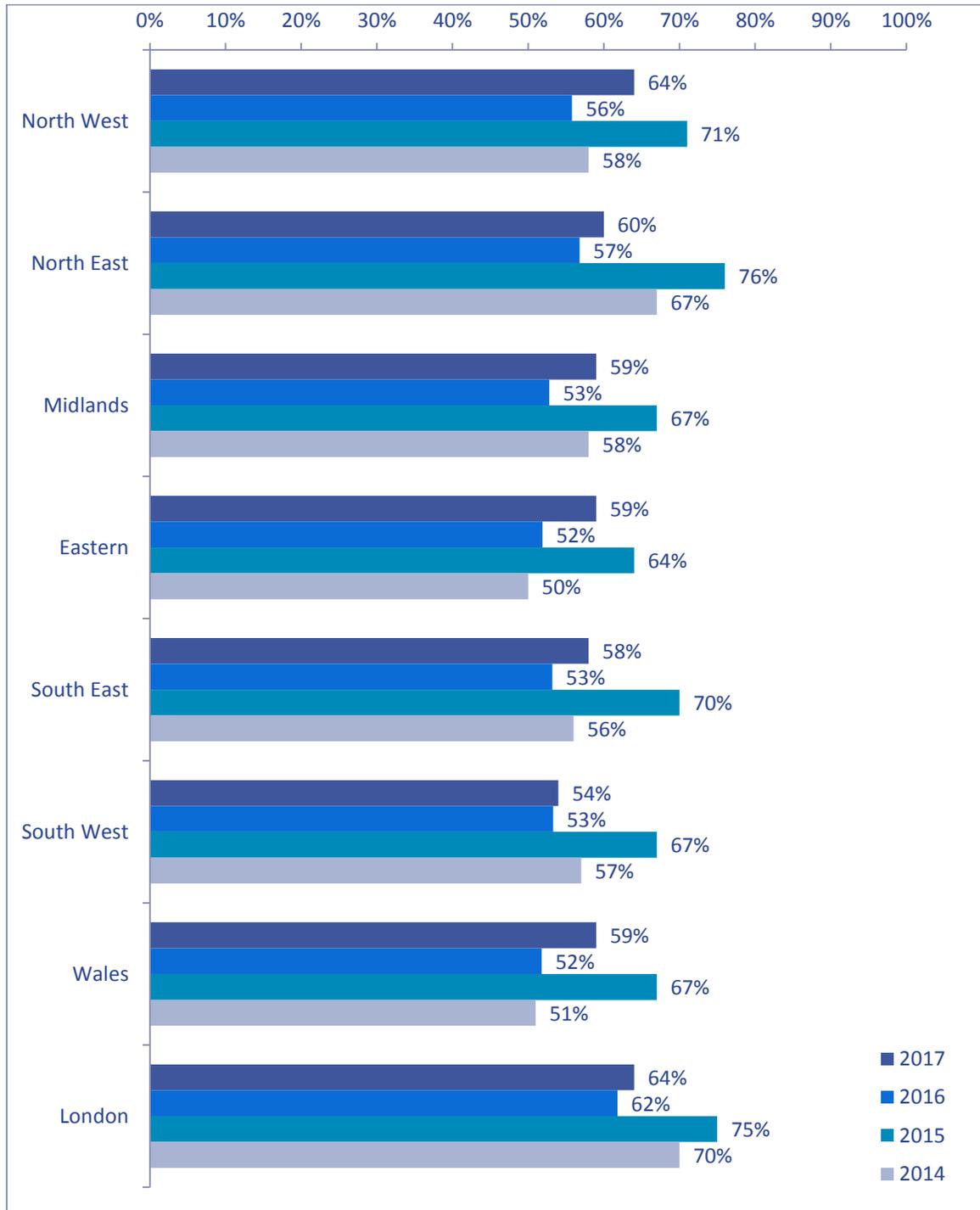
Figure One: Proportion of respondents reporting low morale (by region)



Although the proportion of respondents reporting low morale has increased across all regions in the last year; the increase has been more pronounced in some regions than others. For instance, **in the North West, the proportion of respondents reporting low**

morale has increased from 56% in 2016 to 64% in 2017. In addition, in both Wales and the Eastern region, the proportion of respondents reporting low morale this year was 59%, compared to 52% the previous year.

Chart Three: Proportion of respondents reporting low morale since 2014 (by region)



Generally, there are more similarities than differences in the reasons for low morale, with the way the police as a whole are treated, management of change within the police, pay and benefits and work-life balance most likely to have a negative impact upon morale regardless of respondents' region.

However **respondents in London were more likely to say that their pay and benefits had a negative impact on their morale compared to respondents in other regions.** Respondents in London were also most likely to say that management of change within the police had a negative impact upon their morale, whilst respondents in the North West were most likely to cite their work-life balance as having a negative impact. Differences across regions for these factors were however relatively small.

Table Four: Factors most likely to have a negative effect on morale (by region)

North West	North East	Midlands	Eastern
How the police are treated 86%	How the police are treated 85%	How the police are treated 86%	How the police are treated 84%
Management of change within the police 81%	Management of change within the police 77%	Management of change within the police 81%	Management of change within the police 77%
Pay and benefits 74%	Pay and benefits 71%	Pay and benefits 71%	Pay and benefits 68%
Work-life balance 70%	Work-life balance 66%	Impact of the job on health and wellbeing 63%	Workload and responsibilities 64%

Table Four (continued).

South East		South West		Wales		London	
How the police are treated	85%	How the police are treated	83%	How the police are treated	83%	Management of change within the police	87%
Management of change within the police	78%	Management of change within the police	77%	Pay and benefits	74%	How the police as a whole are treated	86%
Pay and benefits	70%	Pay and benefits	66%	Management of change within the police	74%	Pay and benefits	84%
Work-life balance	67%	Work-life balance	64%	Work-life balance	67%	Work-life balance	63%

“The severe and deep cuts to [my force’s] pay and conditions has severely affected morale. The Police service seems to have taken more than its fair share of cuts. Due to the numerous cuts, my monthly take-home pay now is usually less than it was 9 years ago when I was a rank lower. I have advised both of my children to look for a career elsewhere, definitely NOT a one in the police. Were it not for the precarious state of the jobs market generally, I think a very large number of officers would leave in an instant.”

Sergeant, 26 years’ service (London)

“In May 2016 [my force] changed the way that front line Policing was conducted. This was a big change for the worse that has affected not just the morale, stress levels and work life balance of Police Officers but also members of the public. In my view members of the public no longer get the service they deserve. Officers’ workloads are impossible to manage under this new system. Due to this Officers will inevitably make mistakes or miss things. Officers have crimes they are unable to investigate due to the commitments of the incident queues and more importantly they have no time to prepare files for court. I firmly believe that Officers are expected by supervision to work their Rest Days to keep up to date with their workload.”

Constable, 9 years’ service (North West)

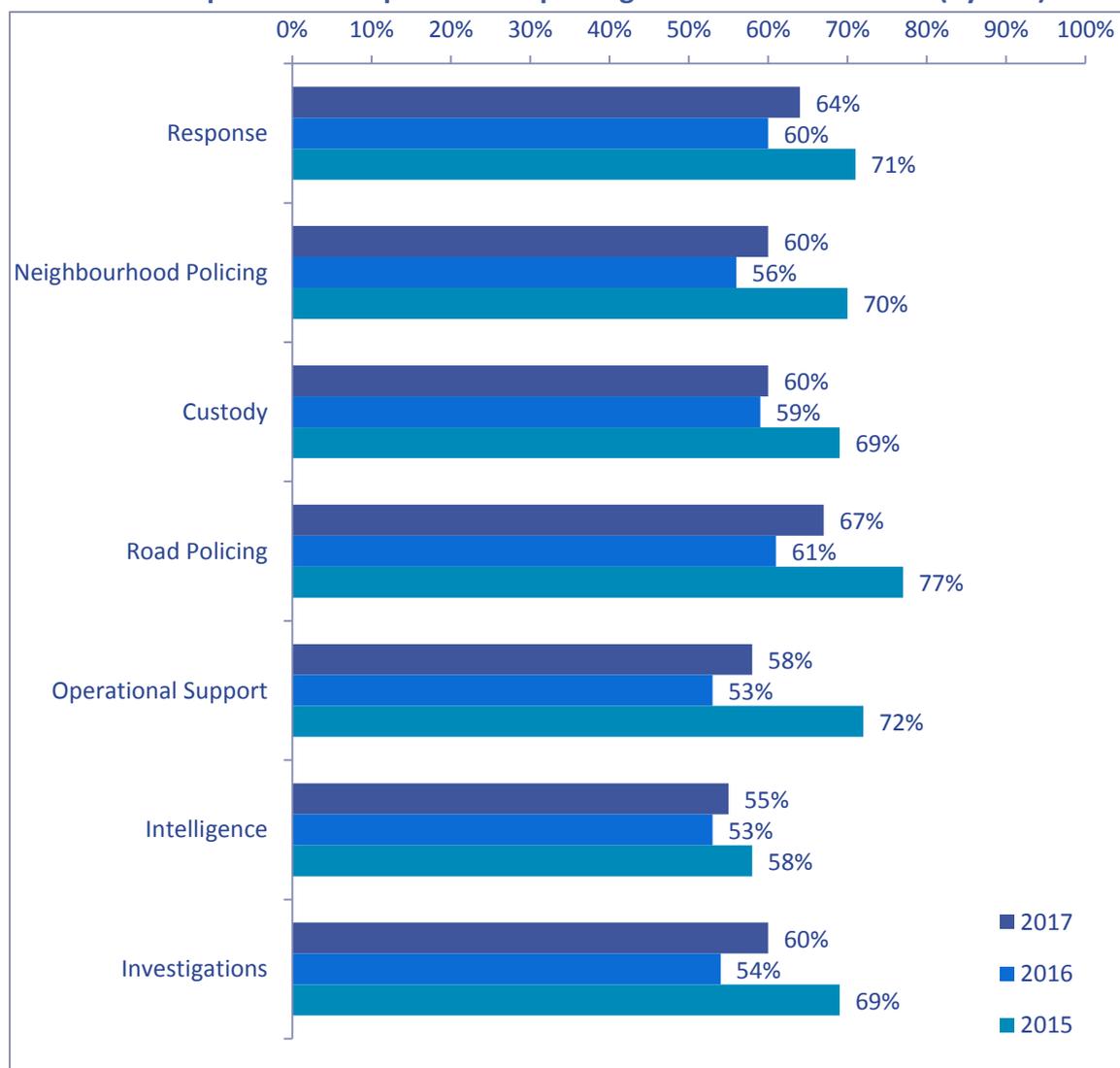
“I completely agree that change is often necessary but the way it's thought out and implement in [my force] appears to be very haphazard and doesn't appear to take into account the potential effects it has on officers until the change has already been brought in and has had a negative effect on the workforce.”

Constable, 9 years’ service (London)

Role

Across all roles, the proportion of respondents reporting low morale was higher in 2017 compared to 2016. Mirroring previous years' surveys, respondents in Road Policing were most likely to report low morale; more than two thirds of respondents in this role said that their morale was low. Road Policing also saw one of the largest increases in the proportion of respondents reporting low morale, along with respondents in an Investigations role; Road Policing and Investigations both saw a six percentage point increase in the proportion of respondents with low morale compared to last year.

Chart Four: Proportion of respondents reporting low morale since 2015 (by role)



“Road Policing is treated with total disregard by Management within [my force]. Our core role is constantly detracted from to support staff shortages in response units and there appears a lack of understanding of the importance of preventing road casualties despite reducing harm being a Force Priority. I am becoming deskilled and overly concerned about the amount of sickness due to emotional and mental trauma within our Staff. Staff numbers are in my view critically low; but nobody appears concerned.”

Constable, 19 Years’ Service (Road Policing)

“I am a detective and I feel that I am undervalued compared to uniform colleagues. I perform a difficult role and I am an officer who regularly takes on difficult investigations and although a detective still uses my power of arrest on a regular basis. The fact that many specialist roles have been opened up to PC's has had a very negative effect on me. I am unable to move from my current post to a specialist post and have been gazumped by officers who have not had to commit to being a detective in difficult circumstances learning the trade. This is an issue that has not been addressed by senior management. Instead of addressing the issue it has been swept under the carpet.”

Constable, 14 Years’ Service (Investigations)

“As a detective I find the workloads are increasingly greater with fewer officers which is most certainly bringing morale down in the CID. People are retiring and not being replaced or going back to uniform to avoid the strains of borough CID. There is no incentive to motivate people to apply to become a detective, no uniform/clothing allowance (so already financially worse off), exams, courses and work books to complete, very large workloads (due to lack of DCs) including high risk cases, regularly managing trials at court and liaison with CPS; and much more.”

Constable, 11 Years’ Service (Investigations)

Again, few differences were seen in the factors most likely to have a negative impact on morale amongst respondents in different roles; with how the police as a whole are treated, change management and pay and benefits generally most likely to have a negative impact upon morale for all respondents regardless of role.

Compared to 2016 across all roles there has been an increase in the proportion of respondents who said that their work-life balance and their health and wellbeing had a negative impact on their morale. Most notably, there has been a ten percentage point increase in the proportion of respondents in either an Investigations or Intelligence role who said that their work-life balance had a negative impact on their morale. Similarly the proportion of respondents in a Road Policing role who said that their health and wellbeing had a negative impact on their morale was ten percentage points higher in 2017 than in 2016.

Table Five: Negative effect of work/life balance and health and wellbeing on morale in 2016 and 2017 (by role)

	Work/life balance		Health and wellbeing	
	2017	2016	2017	2016
Response	77%	72%	69%	63%
Neighbourhood	65%	60%	61%	54%
Custody	62%	54%	65%	60%
Road Policing	66%	58%	66%	56%
Operational Support	60%	52%	57%	50%
Intelligence	48%	38%	51%	43%
Investigations	66%	56%	60%	51%

Length of service

Respondents with 2 years' service or less and more than 30 years' service were least likely to report low morale; around one in three respondents in these groups said that their morale was low. In comparison, **more than six out of ten respondents with between six and 25 years' service reported low morale.**

The most substantial difference since last year was seen amongst respondents with between 21 and 25 years' service. In 2016 54% of respondents in this group said that their morale was low; in 2017, this proportion was 61%.

As noted in previous year's surveys, the finding that mid-service officers are most likely to report low morale is not unique to England and Wales^{xii}. On the other hand, mid-service respondents in England and Wales have been most negatively affected by recent reforms, most notably the introduction of the CARE scheme, what have had a negative impact upon morale for many officers.

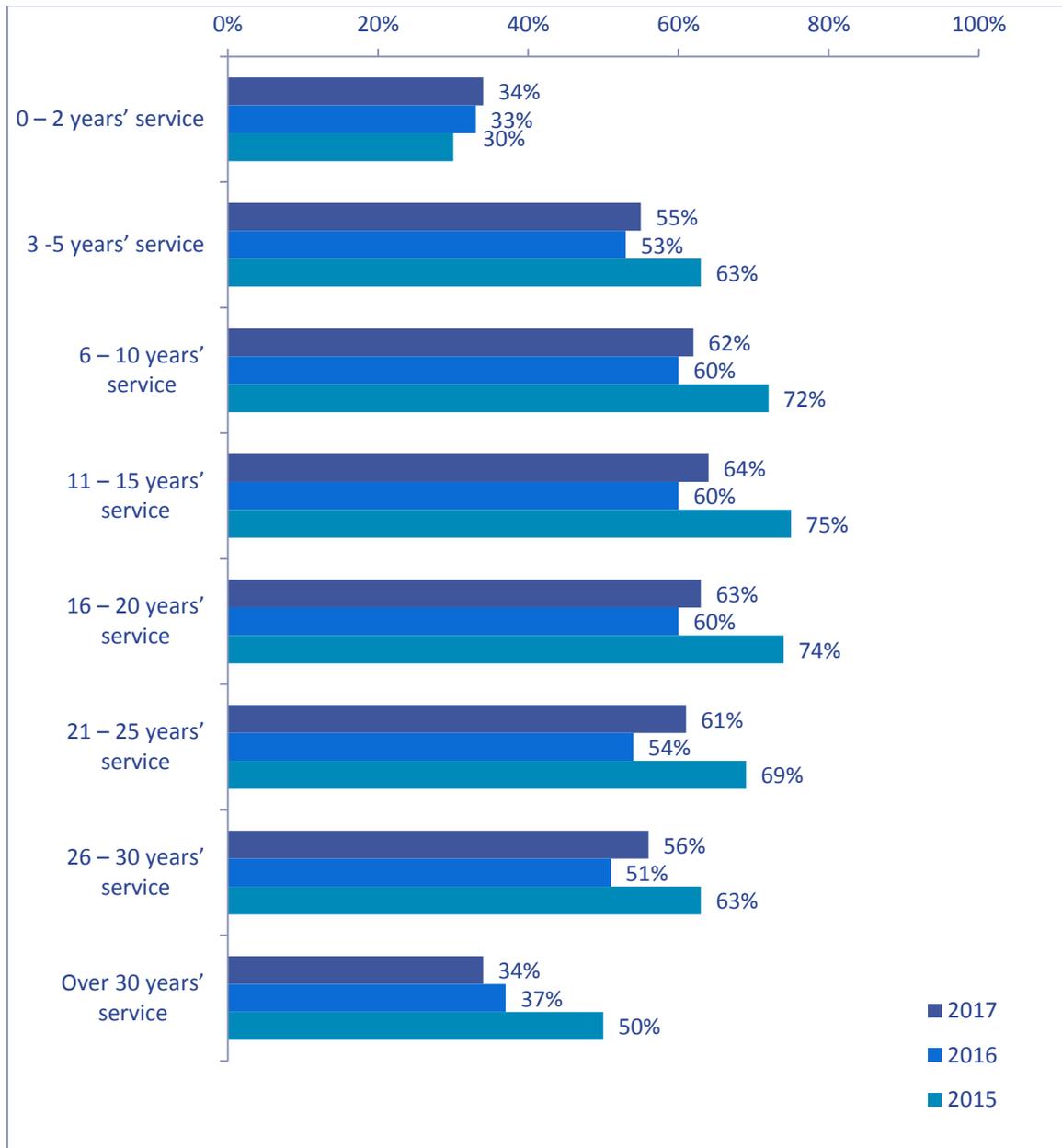
"I have had my pension destroyed and this has a huge effect on my morale and I have lost all drive and ambition I once had. I was self motivated and extremely keen and received several commendations, however since the pension change/pay freeze and removal of special priority payment I have totally lost interest/motivation in the Police."

Constable, 15 years' service

"Morale is at an all time low with no support for officers at all ranks. Officers not paid enough for the job we do. Goal posts keep changing in relation to pensions - the pension promise when I joined is not the pension I would be receiving."

Sergeant, 14 years' service

Chart Five: Proportion of respondents reporting low morale since 2015 (by length of service)



For the most part, the factors affecting morale were similar regardless of respondents' length of service, with how the police as a whole are treated, how change is managed within the police and pay and benefits most likely to affect respondents' morale regardless of their length of service.

Respondents with over 20 years' service were less likely to say that their morale was negatively affected by their work-life balance compared to respondents with short service lengths. Notably, the **factor most likely to affect the morale of respondents in their probationary period was pay and benefits, more than two thirds of respondents stated that this factor negatively affected their morale.** The issue of salary was raised by many probationers who provided comments within the survey.

"I have chosen to become a PC after serving previously as a PCSO and before that as a special. Although I have taken the decision to join it frustrates me that I have not been able to join the pension scheme, simply because I cannot afford to. How can an organisation pay me nearly £1800 per month (after tax) as a PCSO to £1200 as a PC, for a role which is far more challenging and demanding, has a greater impact on my social life and overall health and wellbeing due to shift work?"

Constable, 1 year's service

"I have been the sole response officer on shift more than once, and in 5 months on the beat have taken on in excess of 45 crimes. I have experienced work related stress and insomnia from not having the time on shift to process my workload and I believe this will only get worse with shifts becoming chronically understaffed. I would say the initial pay grade of patrol officers is extremely inadequate as they are exposed to all the same hazards, pressures and workloads of more experienced officers and I have to date not received a single protected learning day to process my paperwork due to there not being enough staff on shift to cover my absence to do this, therefore the suggestion that younger officers are not on beat as much is completely untrue."

Constable 1 year's service

Table Six: Factors most likely to have a negative effect upon morale (by length of service)

0-2 years		3-5 years		6-10 years		11-15 years	
Pay and benefits	69%	How the police are treated	84%	How the police are treated	87%	How the police are treated	87%
How the police are treated	66%	Management of change within the police	75%	Management of change within the police	79%	Management of change within the police	80%
Management of change within the police	57%	Pay and benefits	75%	Pay and benefits	67%	Pay and benefits	73%
Work-life balance	57%	Work-life balance	73%	Work-life balance	70%	Work-life balance	67%
16-20 years		21-25 years		26-30 years		Over 30 years	
How the police are treated	86%	How the police are treated	85%	How the police are treated	83%	How the police are treated	79%
Management of change within the police	81%	Management of change within the police	82%	Management of change within the police	84%	Management of change within the police	78%
Pay and benefits	79%	Pay and benefits	78%	Pay and benefits	68%	Pay and benefits	56%
Work-life balance	65%	Impact of the job on health and wellbeing	62%	Impact of the job on health and wellbeing	61%	Workload and responsibilities	51%

ENGAGEMENT

Summary

- More than two thirds of respondents said that did not feel valued in the police and would not recommend joining the police to others.
- 65% of respondents said that they were proud to be in the police, this proportion has increased slightly since 2016.
- Constables were least likely to agree with engagement indicators; chief inspectors were most likely to feel valued and proud, and also most likely to recommend the police to others.
- Respondents within their probationary period were most likely to agree, and least likely to disagree with engagement indicators; mid-career respondents were least likely to agree.
- Limited differences in engagement were seen on the basis of region or role.
- Differences since 2016 were relatively small and where observed were generally consistent across all groups.
- As one except to this, the proportion of constables and chief inspectors who said that they did not feel valued has increased since 2016 whereas the proportion of sergeants and inspectors who did not feel valued has remained relatively constant.

What is employee engagement and why is it important?

Employee engagement is a complex concept, but one that has become increasingly important to human resource management^{xiii}. There are many different definitions and components of engagement; however we have followed the lead of other large-scale surveys, such as the Civil Service People Survey, and have focussed on what has been described as “psychological state” engagement. This form of engagement reflects feelings of commitment, involvement, empowerment and positive emotion at work^{xiv}.

Engagement in an organisational context has been linked to increased citizenship behaviour, higher job satisfaction, improved performance and lower turnover intentions^{xv,xvi}. Research addressing police officers’ engagement has also observed similar findings, in particular in relation to their intention to leave the police^{xvii}, as well as a clearer understanding of the service’s strategic priorities^{xviii}.

To measure engagement we used the same items as the Civil Service People Survey. These included *“I would recommend joining the service to others”* and *“the Police inspires me to do the best in my job”*.

Overall findings

More than two thirds of respondents said that did not feel valued in the police and would not recommend joining the police to others. In addition a majority of respondents did not feel that the police motivated them to achieve its objectives. In general, these proportions are very similar to those seen in last year’s survey.

Respondents’ comments frequently made reference to increasing workloads and to pay and conditions when explaining why they did not feel valued and would not recommend the police to others. Comments also raised the fact that broader investment in the police, including in equipment and training, was also needed to demonstrate that officers were indeed valued by the government.

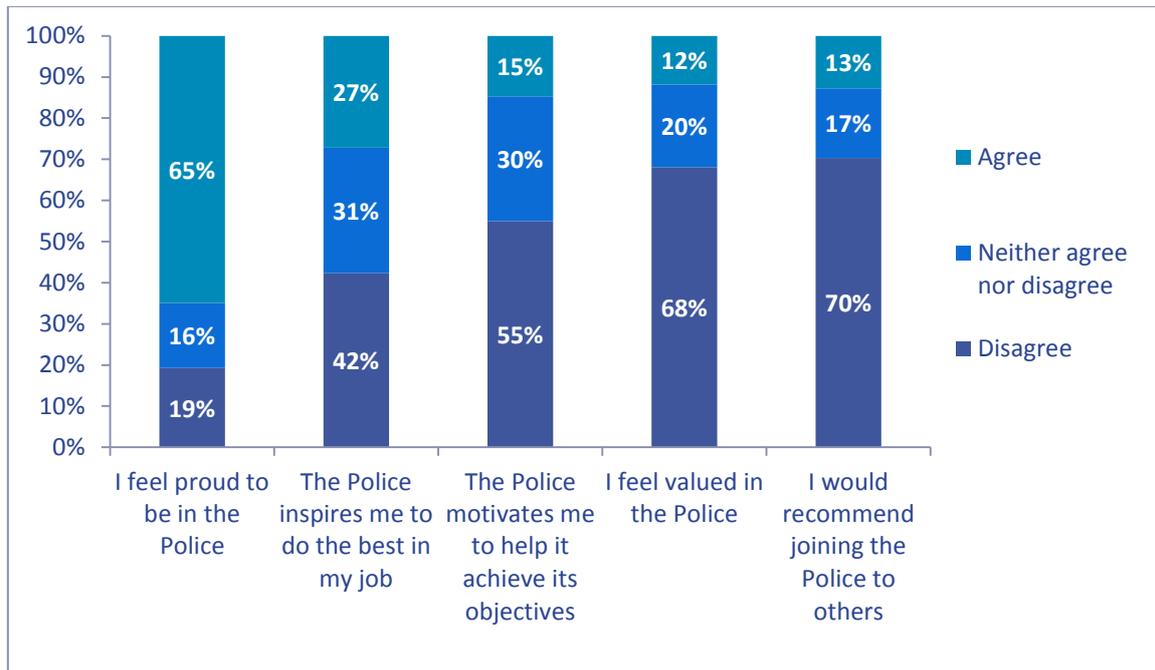
“On the whole, the Police service has generally been good to me. However in recent years, pay, allowances and pensions are all being eroded while shifts and workloads get worse. While in the past I have recommended a career in the Police to friends and family, I would think twice now.”

Constable, 26 Years’ Service

“When I joined I was very proud to be a Police Officer, I loved the job and would recommend it to anyone. Now I don't enjoy it at all and don't like coming in because I know every day that I am here I will pick up more work that I will not be given the required time to complete.”

Constable, 4 Years’ service

Chart Six: Proportion of respondents agreeing and disagreeing with engagement indicators



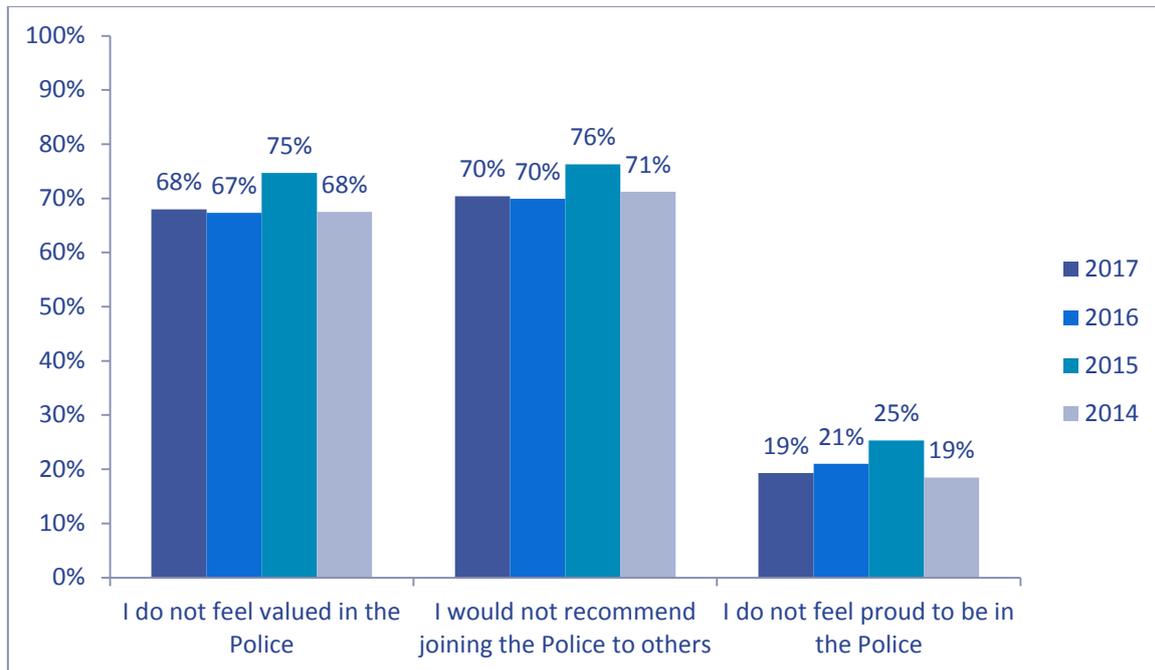
“Like all public servants receiving a 1% pay increase that does not keep in line with inflation is a net pay cut. The rising costs of living effects all people and a net pay cut does not make anyone feel valued. Officers are working harder for less pay in a more dangerous world making them feel undervalued.”

Constable, 29 Years’ Service

“I feel that we are undervalued by the current and previous governments. I know the police service as a whole is an expensive one, but you cannot uphold the laws and be required to do what we are expected to do if there is not the investment in the service. Investment in people such as wages, training, equipment and ensuring that we as police officers feel that we are valued.”

Constable, 14 Year’ Service

Chart Seven: Proportion of respondents disagreeing with engagement indicators since 2014



A majority of respondents (65%) feel proud to be in the police. **The proportion of respondents who felt proud to be in the police has actually increased slightly since 2016**, when 61% of respondents reported feeling proud. Although many respondents’ comments referenced their pride as a police officer, often this pride was caveated in some way; with the phrase “I am proud to be a police officer, but...” a commonly occurring theme.

“I am proud to be a police officer. I am proud to serve with the people that I serve with operationally. The way that the service has been managed and treated by the government over successive years is shameful and amounts to wholesale exploitation of those who have a genuine vocational desire to serve society.”

Sergeant, 29 Years’ Service

I’m massively proud to be part of the Police Service. I’m concerned that the ‘can do’ attitude (now) when it comes to meeting financial cuts will cause huge problems in the future.

Inspector, 15 Years’ Service

“I am extremely proud of my profession, but disappointed at the failure of the service to manage public expectation, particularly in times of financial constriction. Everything is a priority and excessive change is made at every turn. Lip service is paid to any consultative process and officers who question such processes are branded as obstructive and stuck in their ways. The truth is that there is often poor communication and a reluctance to accept points of view that have been gained through experience.”

Sergeant, 26 Years' Service

Comparisons

Respondents in the PFEW survey were generally less likely to agree with engagement indicators than respondents in other workforce surveys. For instance, just 12% of PFEW respondents said that they felt valued within the police, compared to 58% of respondents in the NCA and 65% if respondents in the Civil Service. PFEW respondents were also least likely to recommend joining the service to others.

One exception to this pattern was seen in the proportion of respondents who felt proud to be in the police. Although respondents in the PFEW survey were less likely to feel proud to be in the service than respondents in the AFCAS survey, a slightly higher proportion of respondents in the PFEW said that they felt proud compared Civil Service People Survey respondents, either the National Crime Agency or the Civil Service as a whole.

Table Seven: Comparison of the proportion of respondents agreeing with engagement indicators in the Pay and Morale survey with other public sectors surveys

	PFEW Survey 2017	Civil Service People Survey 2016 (National Crime Agency)	Civil Service People Survey 2016 (all departments)	AFCAS 2017
The service motivates me to help it achieve its objectives	15%	37%	44%	36%
I feel valued in the service	12%	58%	65%	31%
I would recommend joining the service to others	13%	37%	51%	39%
The service inspires me to do the best in my job	27%	41%	46%	42%
I feel proud to be in the service	65%	62%	59%	71%

Differences between groups

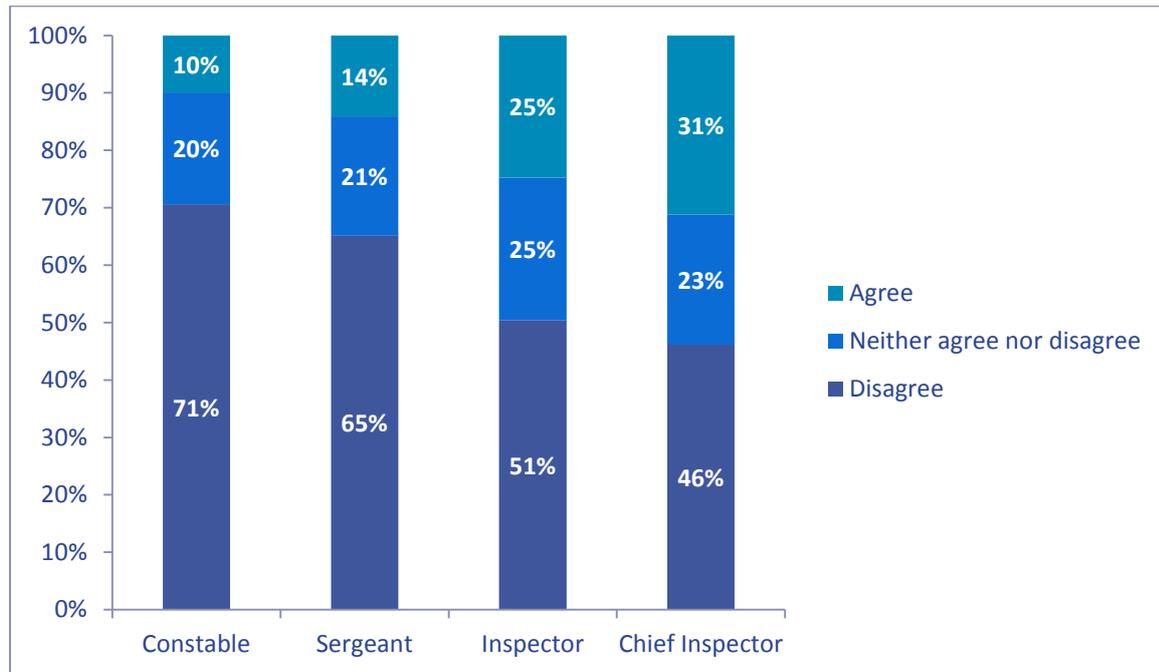
Rank

Constables were least likely to feel valued in the police, more than seven out of ten respondents in this rank did not feel valued, compared to just one in ten who said that they felt valued. **Chief inspectors were most likely to feel valued**, nevertheless fewer than one in three agreed with this indicator.

Moreover, the proportion of chief inspectors who reported feeling valued in the PFEW survey was still substantially lower than seen in the Civil Service People Survey, either within the Civil Service as a whole or in the NCA. As such, the experience of not feeling valued was still very common amongst all respondents, regardless of their rank.

The proportion of sergeants and inspectors who said that they did not feel valued has remained constant since 2016; however the proportion of constables who did not feel valued has increased from 69% last year to 71% this year. In addition, chief inspectors were also more likely to not feel valued this year; 42% of respondents at this rank said that they did not feel valued in 2016, this increased to 46% in this year's survey.

Chart Eight: Proportion of respondents agreeing and disagreeing that they felt valued within the police (by rank)



“I do not feel valued by the government for the role that we do, we have had to face budget cut after budget cut which has impacted hugely on everyday policing. We are not given the right tools and equipment to do our jobs. We are not given adequate warm clothing. We are not given adequate IT equipment. We are expected to use tablets that often do not work, and freeze whilst out taking statements. I feel that a massive issue as a result of the budget cut is the lack of officers on the ground.”

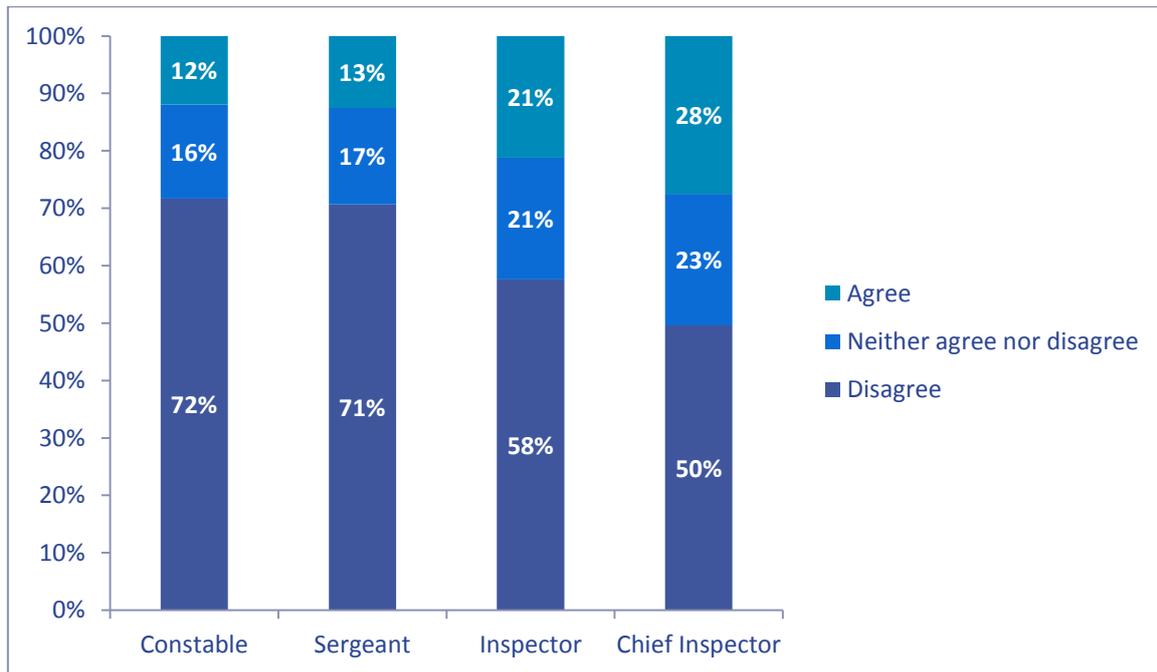
Constable, 11 Years’ Service

“I have been told that the police service are a valued organisation by the government, though it seems they have no idea what we do and the impact it has on our families. The job is hard enough and to be worrying how I am going to pay the bills is something I shouldn't have to do. I have felt the pain with the original pay freeze and the 7th year of 1% pay rises, though I have also seen the cost of living go up around 10% in the same time. We just can't go on working in this way and being paid so little.”

Sergeant, 10 Years' Service

A similar pattern of results was seen for the proportion of respondents who would recommend joining the police to others; **constables were least likely to recommend joining the police whilst chief inspectors were most likely to recommend joining the police**. These proportions have remained relatively stable since 2016.

Chart Nine: Proportion of respondents agreeing and disagreeing that they would recommend joining the police to others (by rank)



“I would no longer recommend anyone to join the police, which is a sad state of affairs. This used to be a career to be proud of, but the moral within the police is rock bottom and is no longer the case. Recently we discussed if we could think of anything in the last five years that has been implemented into the police that has made our job any easier. We couldn't think of one thing, but rolled off many things that has made life a lot more difficult. As for the 1% pay rise we have been getting and then having to pay extra pension contributions so we are worse off, reflects how the government have no appreciation of us what so ever.”

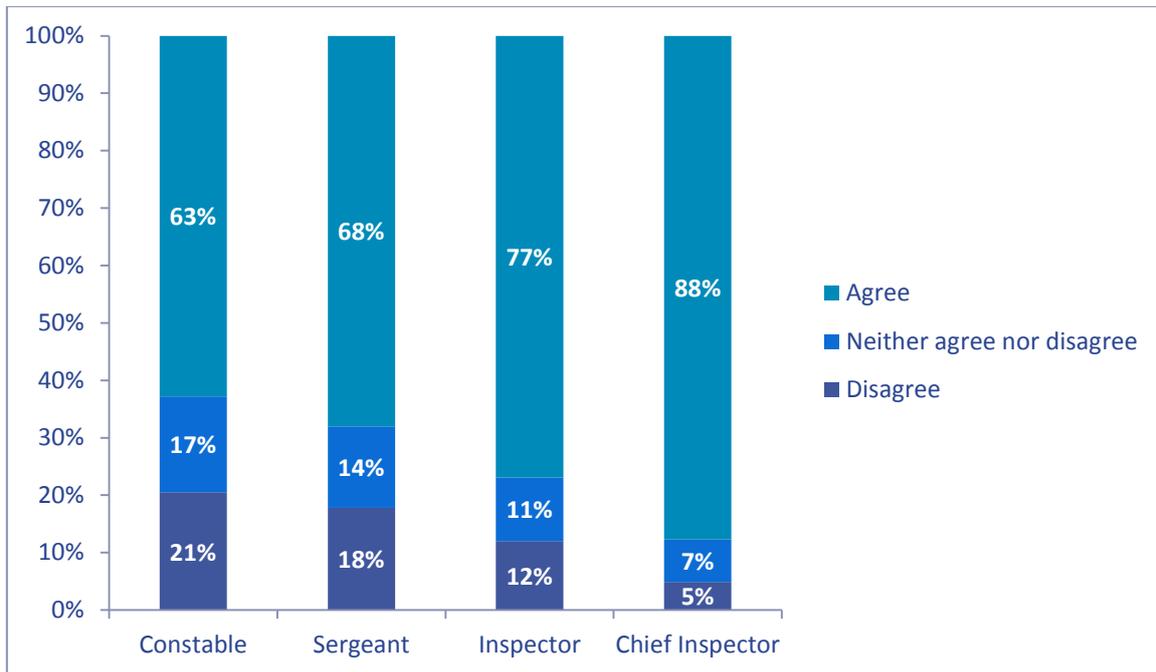
Constable, 22 years' service

I have two daughters and would actively discourage them from joining the organisation. Successive Governments have chipped away at our morale and reputation to the detriment of staff. I do not believe the pay is commensurate with risk and responsibility and that a career in private industry taking into consideration the numbers of staff we manage, would be a more lucrative option.

Inspector, 24 Years' Service

A majority of respondents, regardless of rank, said that they were proud to be in the police. Moreover, compared to last year all ranks have seen an increase in the proportion of respondents who said that they were proud. However there were substantial differences between different ranks for these indicators, whilst 63% of constables said that they were proud to be in the police, 88% of chief inspectors said that they were proud.

Chart Ten: Proportion respondents agreeing and disagreeing that they felt proud to be in the police (by rank)



“I just want to feel proud to be a police officer... to retire feeling I am glad I have devoted my career to this organisation..... not to be wishing away the last few years because I feel so demoralised and devalued.”

Inspector, 25 Years’ Service

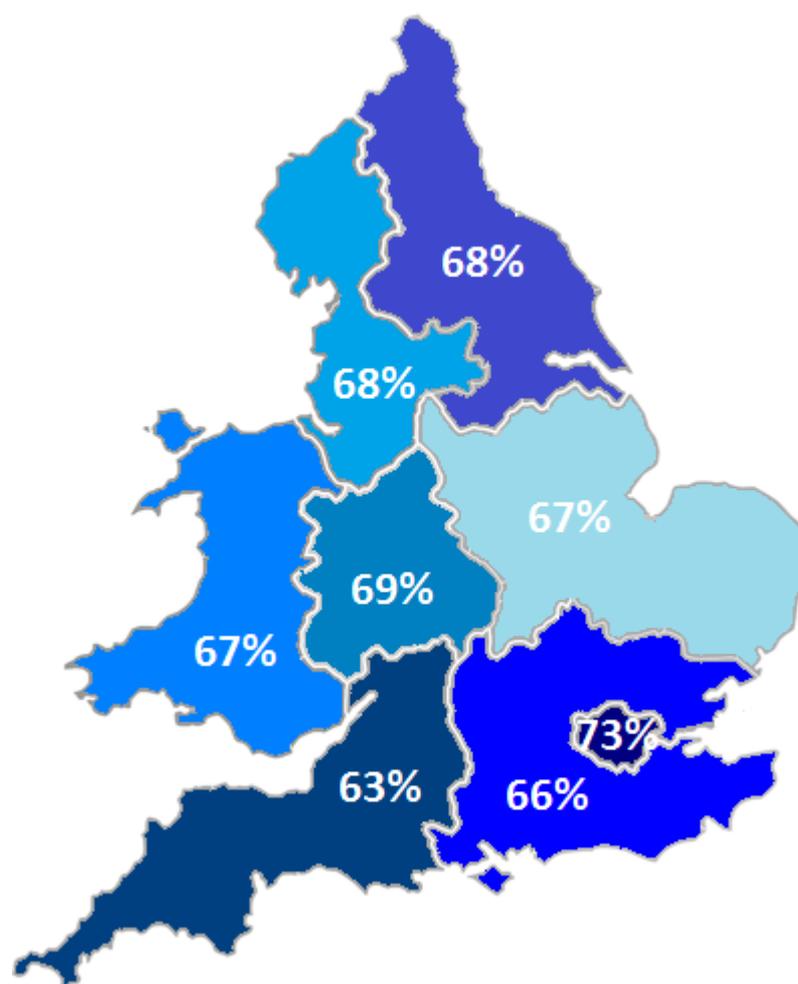
“I am proud to be a police officer, I joined knowing that the police would be my family and my support and that there would be elements of the public and government that would not like us but will still call us when they need us.”

Constable, 14 Years’ Service

Region

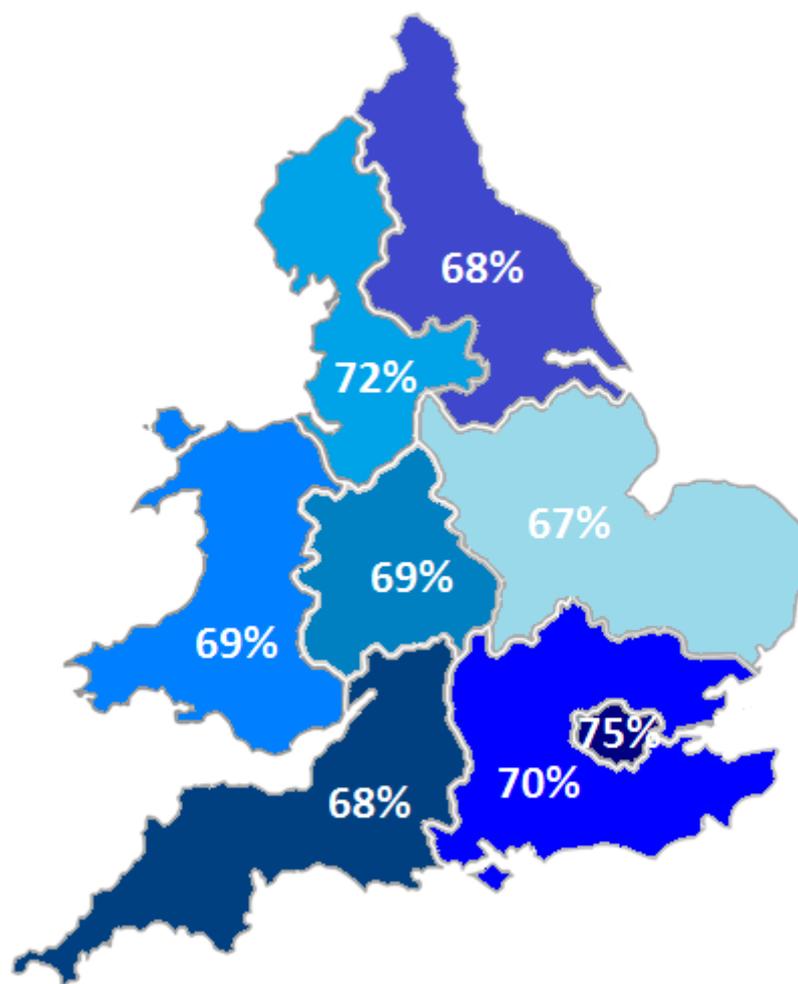
The **proportion of respondents who felt valued in the police did not vary substantially across different regions**; ranging from 63% of respondents in the South West to 73% of respondents in London. Some regions (including the North West, Midlands, South East, Wales and the Eastern region) have seen a slight increase in the proportion of respondents who did not feel valued compared to last year. These differences however were modest. For instance, the largest difference across the two years was in Wales; in 2016 63% of respondents in this region did not feel valued whereas in 2017 this proportion was 67%.

Figure Two: Proportion of respondents who did not feel valued in the police (by region)



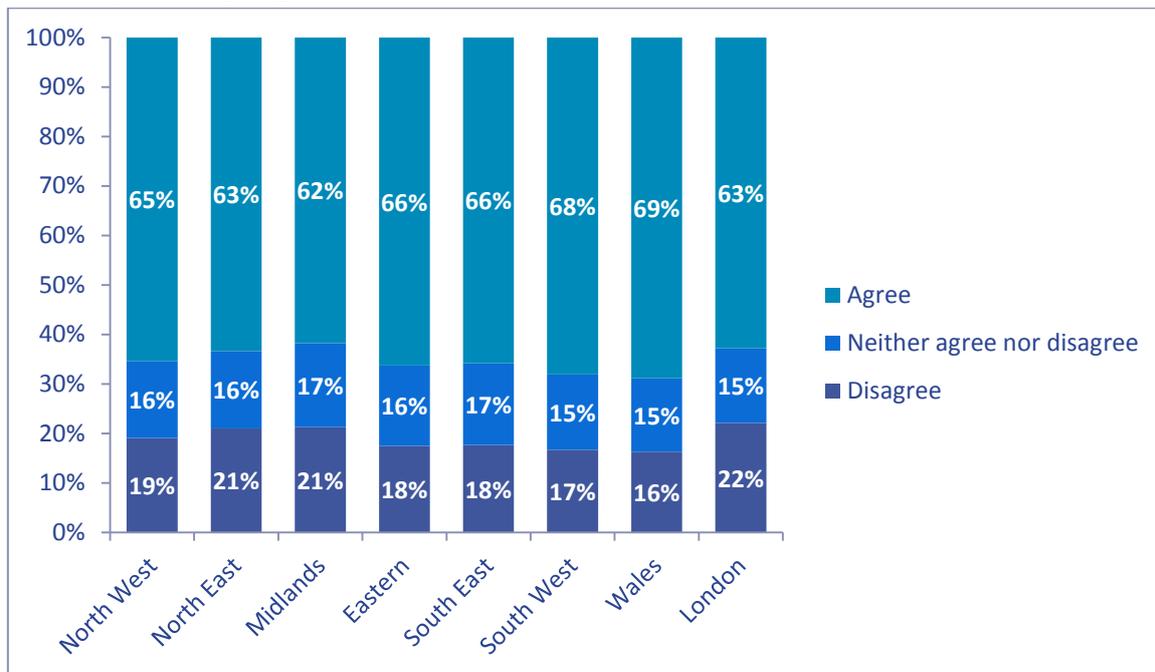
In addition, **relatively few differences were seen across different regions in the proportion of respondents who would recommend joining the police to others**, with only a few percentage points separating the regions that were most and least likely to recommend joining the police. There has also been little change since last year for this indicator; the largest difference between 2016 and 2017 was again in Wales; however the proportion of respondents in Wales who not recommend joining the police has only increased four percentage points in the last year, from 65% in 2016 to 69% in 2017.

Figure Three: Proportion of respondents who would not recommend joining the police to others (by region)



Respondents' region also appeared to have limited impact on the extent to which they were proud to be in the police; the proportion of respondents who were proud to be in the police ranged from 62% of respondents in the Midlands to 69% of respondents in Wales. Across all regions the proportion of respondents who were proud to be in the police was slightly higher in 2017 compared to 2016.

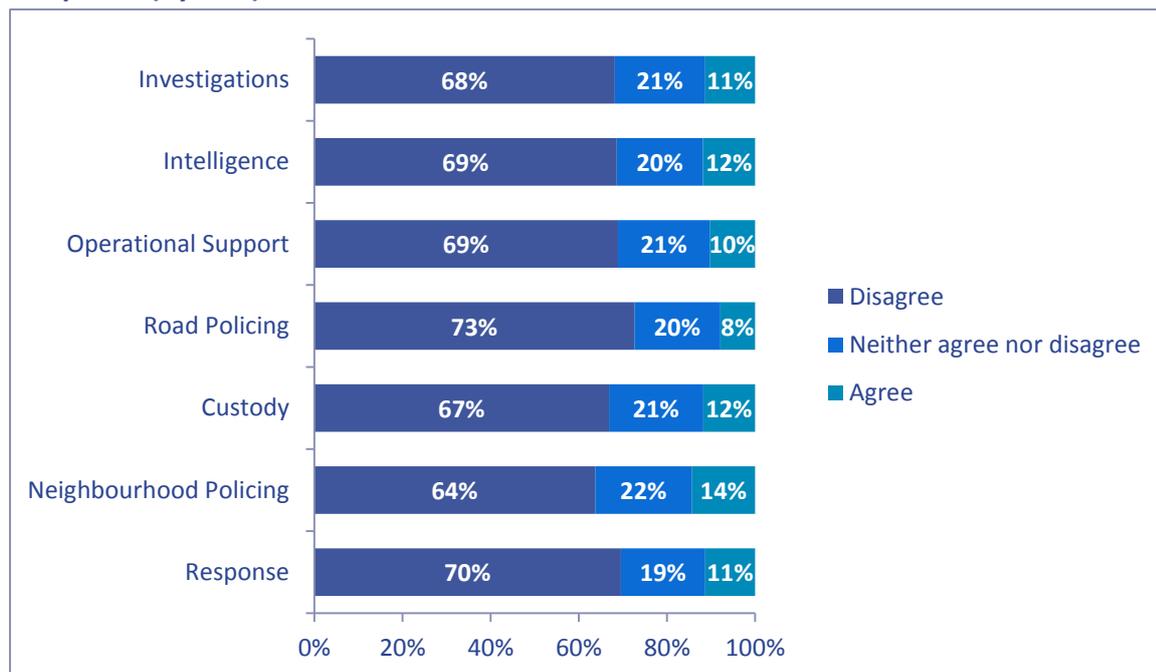
Chart Eleven: Proportion of respondents agreeing and disagreeing that they felt proud to be in the police (by region)



Role

Respondents in a road policing role were least likely to feel valued within the police, whilst respondents in a neighbourhood policing role were most likely to feel valued. As noted below, respondents in Road Policing role were also most likely to feel that they were not fairly paid compared to employees at other organisations and in relation to the responsibilities of their job; this can contribute to not feeling valued within the police.

Chart Twelve: Proportion of respondents agreeing and disagreeing that they felt valued in the police (by role)



Nonetheless, **across all roles a majority of respondents did not feel valued**. In addition, **the proportion of respondents who did and did not feel valued has not changed substantially since last year**, and the sense of not feeling valued was mentioned within a number of comments, regardless of respondents' role.

“In my opinion Response Policing is undervalued. Response Officers are frontline, first attendees with usually the least financial support in their equipment/vehicles etc. At present they carry a high workload, with little opportunity on a daily basis to reduce this. They are tied to the radio and its call demand, more than any other role in policing. Response is the first department to have resources taken from it to cover other duties.”

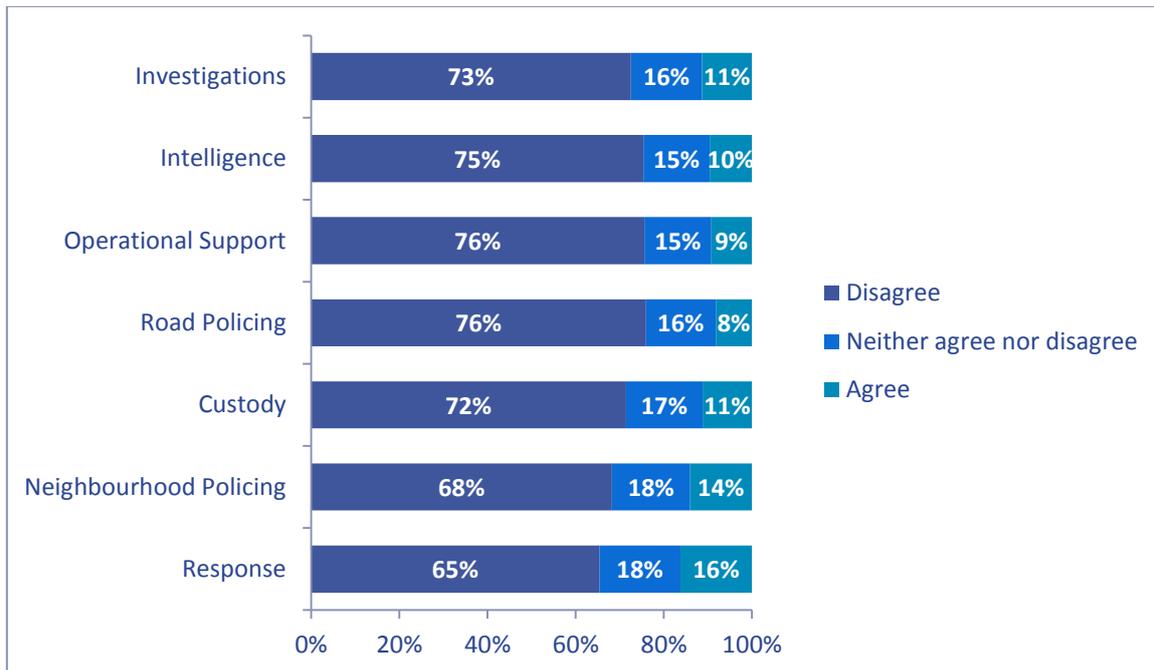
Sergeant, 29 Years’ service (Response)

“We are under resourced on a massive scale. We are not supported or valued by the Home Office or Government. We are losing skilled officers in droves and there will be a massive skills gap and lack of experience. We lack resilience, if there is large scale civil disorder there are now insufficient trained officers to provide PSU for more than a few days deployment.”

Sergeant, 26 Years’ Service (Investigations)

Respondents in Operational Support or Road Policing roles were least likely to recommend joining the police to others, whilst respondents in a Response role were most likely to recommend the police. However again, the range of results for this indicator was small and around two thirds of respondents in a response role still would not recommend the police to others; and respondents’ comments about not recommending the police were not isolated to any particular role.

Chart Thirteen: Proportion of respondents agreeing and disagreeing that they would recommend joining the police to others (by role)



“Would you recommend joining the Police Service to a friend, or family member? I think the answer to anyone below the rank of Chief Inspector would be a resounding "not on your life mate!" I can honestly say that I have actively discouraged many people who would have made exceptional Police Officers from joining as I believe that in the current environment, there is little to offer anyone as a career.”

Constable, 15 Years’ Service (Investigations)

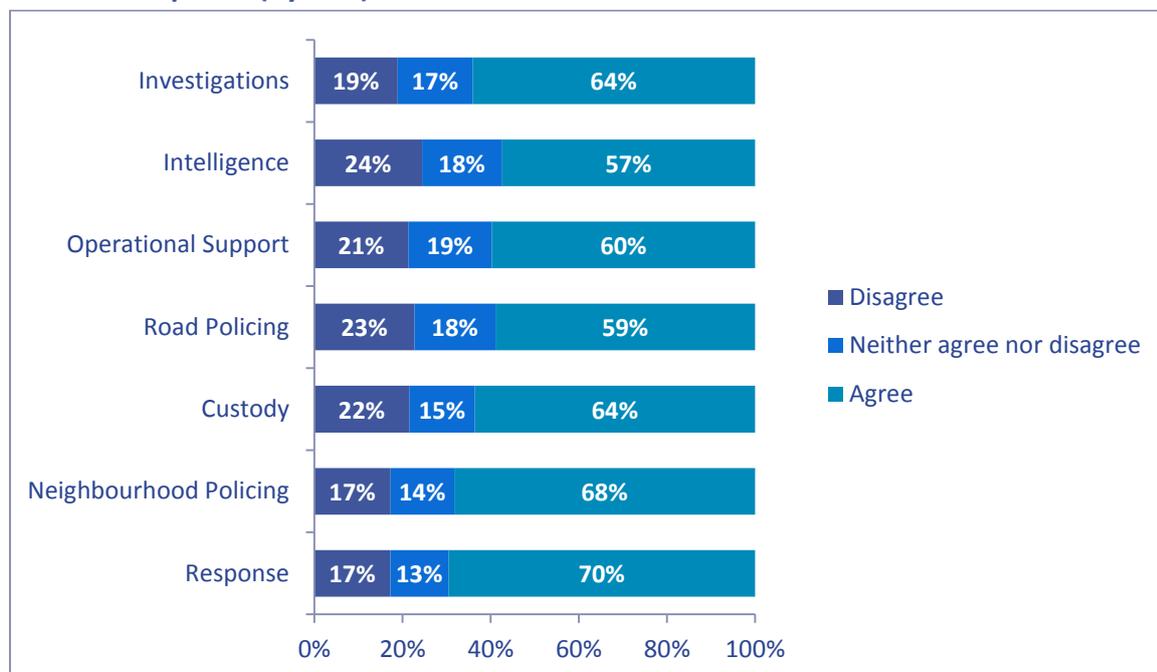
“This should be a job to be proud of and one that gives job satisfaction however the sheer demands put on the organisation as a whole just leaves people stressed and unable to cope (subject to the role being carried out) Had I had a crystal ball some 10-15 years ago and could have foreseen what was going to happen, I would have left.”

Constable, 18 Years’ service (Intelligence)

Respondents in a Response Policing role were also most likely to feel proud to be in the police: 70% of respondents in this role said that they were proud. **Respondents in an intelligence role were least likely to feel proud;** however at 57% a majority of respondents in this group still felt proud. This pattern is broadly similar to 2016, and across all roles the proportion of respondents who were proud to be in the police increased between 2016 and 2017.

As in previous years, respondents in a Response Policing role have a substantially lower average length of service to respondents in many other roles. It is therefore feasible that tenure-related rather than specific role-related factors might account for the slightly more positive responses to indicators of pride and willingness to recommend the police to others that are seen amongst respondents in this role. These tenure effects are discussed below.

Chart Fourteen: Proportion of respondents agreeing and disagreeing that they felt proud to be in the police (by role)



“I was once very proud to be a police officer, loved coming to work, pay being a minor element to the job. However as you get older, marry, get a bigger house to accommodate children, pay becomes a more significant aspect compared to being a single young officer in service. Therefore the treatment of officers in respect of pay and conditions over the last 7 years sticks in the throat.”

Constable, 21 Years' Service (Investigations)

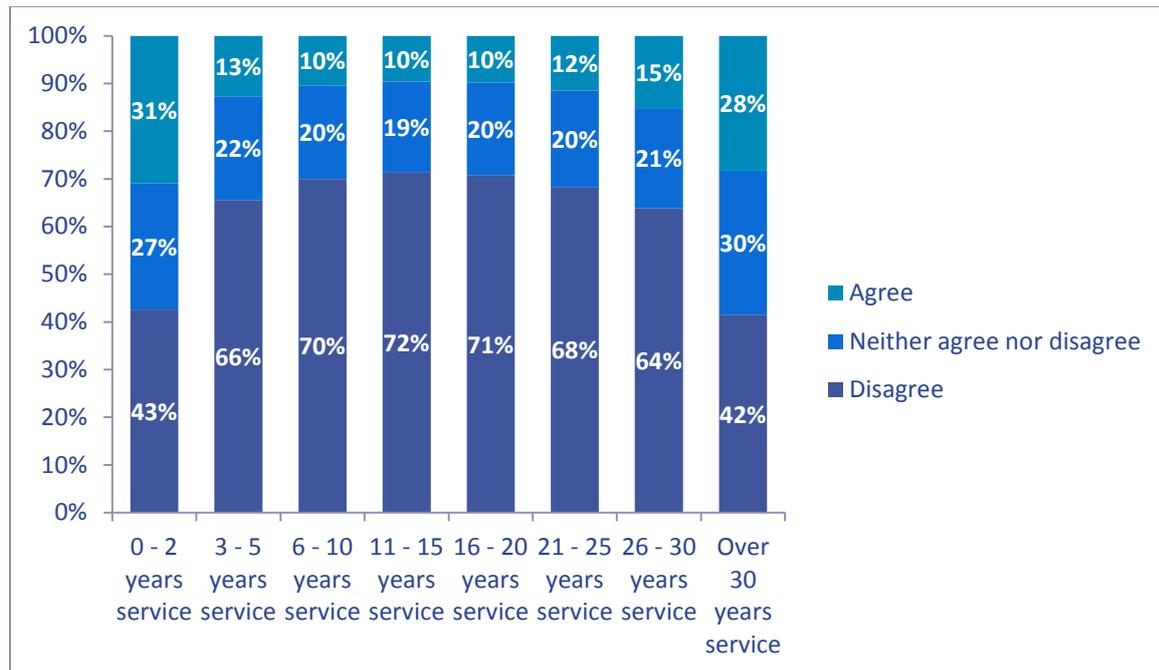
“Being a police officer and what it represents is of high significance to me. I am proud of what I do and appreciate that I can help people in some of their most vulnerable periods in their life. I feel that carrying a workload as a response officer, however does not provide the public with a good quality service.”

Constable, 10 Years' Service (Response Policing)

Length of service

Probationers and respondents with over 30 years' service were most likely to agree, and least likely to disagree that they felt valued. Despite this, less than one in three respondents in these groups felt valued. Excepting these groups, relatively few differences were seen on the basis of length of service, with **at least two thirds of respondents with between 5 and 25 years saying that they did not feel valued.**

Chart fifteen: Proportion of respondents agreeing and disagreeing that they felt valued in the police (by length of service)

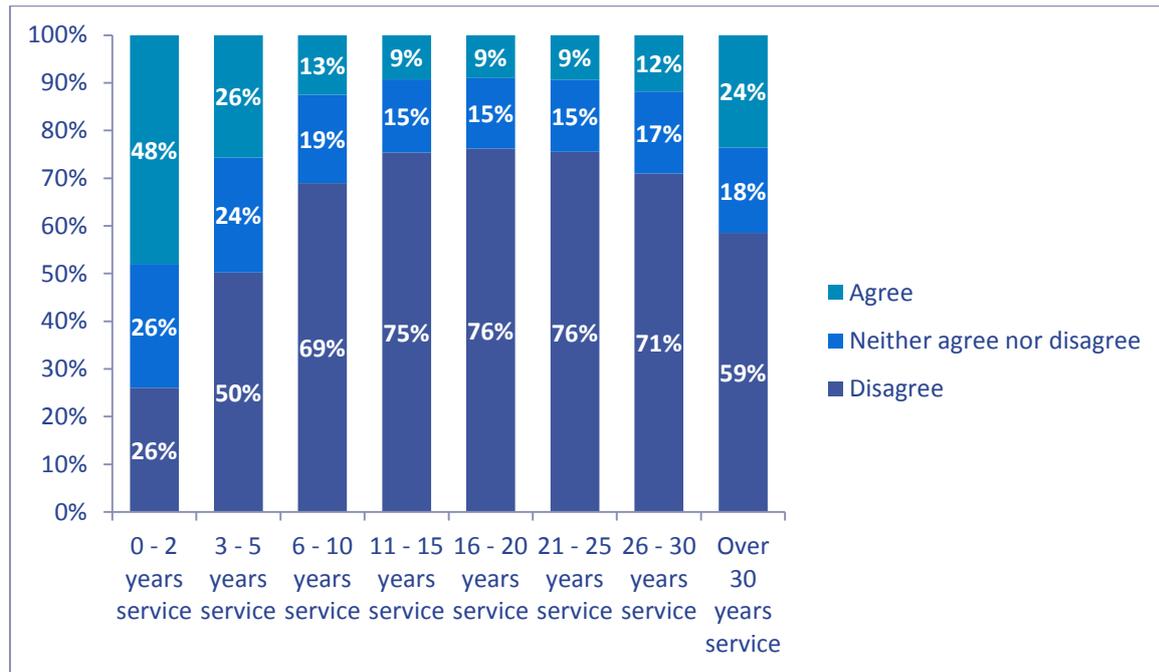


“The country is reliant on having a dedicated police service and it has been proven and publicised on a daily basis that overall this is the case. It is currently under resourced in almost every area, yet officers feel obliged to 'make it work' for themselves, their colleagues and ultimately to do what they joined for.... to protect and serve the public. Morale is low and resourcing is at breaking point. The pay would not be the sole purpose for many officers staying in the Police, but why should the crucial work we undertake not be reflected in our pay?”

Sergeant, 16 Years' Service

Probationers were also most likely to recommend joining the police to others; although fewer than half agreed with this indicator. Again, these responses have not changed substantially since last year’s survey and **at least two thirds of respondents with between 6 and 30 years said that they would not recommend the police to others.** Notable, even amongst respondents with more than 30 years’ service, a majority of respondents would not recommend joining the police to others.

Chart Sixteen: Proportion of respondents agreeing and disagreeing that they would recommend joining the police to others (by length of service)



“Having been in the Police Service for nearly a decade I have never seen things as bad as they currently are. Current workloads are unsustainable; my work/life balance is non-existent. I rarely see my partner and we have few days off together each month. I work a ridiculous amount of overtime each month because we have so few staff which leaves me physically and emotionally exhausted. Asking for leave is a constant battle. I do not believe that the senior management of the Police truly understand just how dire the situation is. The welfare of the people that I work with seems to be ignored by the organisation. I would no longer recommend a career in the Police Service to anybody.”

Constable 8 Years’ Service

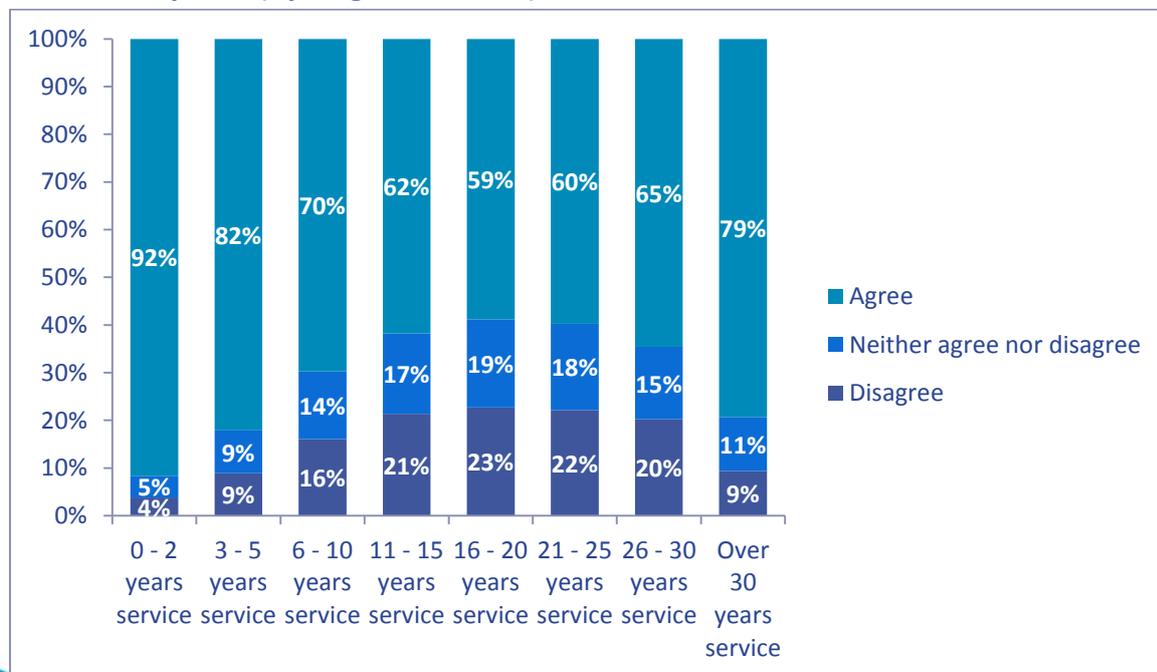
“I am coming towards the end of my service and am due to retire within 20 months on a full pension of which I am very satisfied. I have had a full and varied career in the Police and enjoyed nearly all of it. However, I would not recommend it as a long term job now as the terms and conditions re pay and pensions are not worth the hard work and the detrimental effect this job has on your personal life.”

Constable, 28 Years’ Service

Regardless of service length, a majority of respondents said that they were proud to be in the police. Moreover for all service lengths the proportion of respondents who said that they were proud was higher this year than in 2016.

As with other indicators of engagement, and other associated attitudes such as morale, respondents at the beginning of their policing careers were most likely to express pride; more than nine out of ten respondents in this group said that they were proud to be in the police. Similarly, following the same trend as other indicators, **mid-career respondents were less likely to be proud to be in the police**, for instance 59% of respondents with between 16 and 20 years’ service expressed pride.

Chart Seventeen: Proportion of respondents agreeing and disagreeing that they felt proud to be in the police (by length of service)



“I do this job because I am proud to, I want to help people, it has always been my dream and also because of the comradeship. To the organisation you are, unfortunately, just a number. They really don't care nor do they support you. It is only your team and your immediate supervisors on division that look after you; we look after each other because no one else does.”

Constable, 1 Years' Service

“I used to love my job, I felt proud to be a police officer and used to go way beyond what I was required to do. Now, I come to work, do what I need to do and have no desire to do any more than is required. I am tired, have insufficient time off and feel drained from the ever increasing demand that senior leaders are expecting police officers to now complete.”

Sergeant, 14 Years' Service

JOB SATISFACTION

Summary

- Two thirds of respondents said that they were dissatisfied with their basic pay, and at least seven out of ten respondents were dissatisfied with their allowances and overall remuneration; these proportions are higher than any year since the Pay and Morale survey started in 2014.
- 63% of respondents said that they were dissatisfied with their pension
- Respondents were most likely to be dissatisfied with Regional Allowances (London Allowance and South East Allowance) and Unsocial Hours Payments.
- The proportion of respondents who were dissatisfied with their promotion prospects was smaller this year than in any year since the Pay and Morale survey started, however the proportion of respondents who were dissatisfied with the PDR process was higher than in previous years
- Respondents were more likely to be dissatisfied than satisfied with how they were treated by senior managers, with 40% of respondents saying that they were dissatisfied.
- The proportion of sergeants reporting dissatisfaction with pay and remuneration has increased more substantially since 2016, however constables were still slightly more likely to be dissatisfied.
- Constables and Sergeants were more likely to express dissatisfaction with senior managers and in particular the proportion of Constables who were dissatisfied with senior managers has increased by six percentage points since 2016.
- Respondents in London were more likely to be dissatisfied with their basic pay and with their overall remuneration than respondents in other regions; however differences on the basis of respondents' region were relatively limited.
- Differences in satisfaction across respondents in different roles were generally small.
- Respondents at end of their service were least likely to be dissatisfied with their pay and remuneration, whereas respondents at the start of their service were most likely to be dissatisfied with their basic pay.
- Pension dissatisfaction was at its highest amongst mid-career respondents, particularly between six and 20 years' service.
- Dissatisfaction with senior managers increased as service length increased and was most common amongst respondents with between 26 and 30 years' service.

What is job satisfaction and why is it important?

Job satisfaction has been defined as “a positive (or negative) evaluative judgement one makes about one’s job or job situation”^{xxix} and is another key aspect of psychological well-being at work^{xx,xxi}. In contrast to emotional aspects of well-being such as morale, job satisfaction is described as a “cognitive” dimension of well-being, insofar as workers make judgements about their job satisfaction by weighing up the positive and negative aspects of their work and work environment^{xxii}. Studies of police officers’ job satisfaction have found that taking into account organisational experiences (such as decision-making processes and the extent of red tape) as well as operational experiences offers significantly greater power to predict officers’ job satisfaction than operational experiences alone^{xxiii}.

Job satisfaction has been shown to predict a range of work outcomes, including absenteeism, strain and burnout, organisational performance and withdrawal behaviours^{xxiv,xxv,xxvi,xxvii}. Meta-analytical results additionally indicate that job satisfaction is associated with actual (vs. intended) staff turnover^{xxviii}. Recent research specifically concerning police turnover found that job satisfaction was a significant predictor of officers’ intention to leave the service; and moreover that job satisfaction accounted for the relationship between officers’ working conditions and their turnover intentions^{xxix}.

Job satisfaction was measured using twelve items, which asked officers to rate their level of satisfaction with a range of aspects of their job, including their remuneration, their working arrangements and how they are managed.

Overall findings

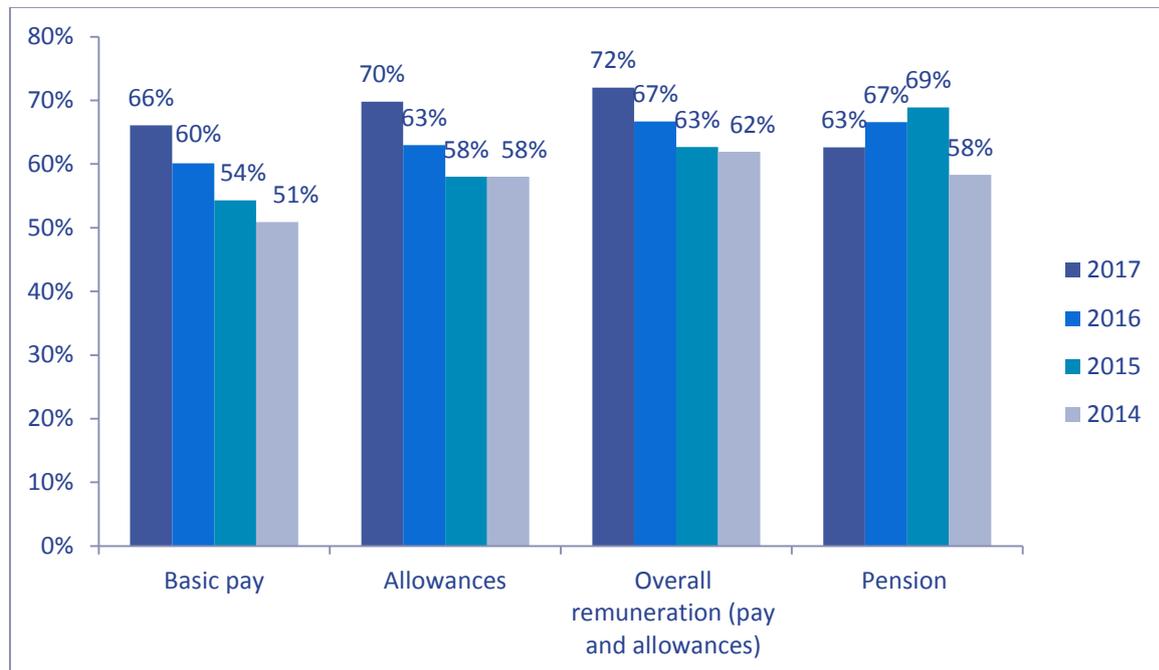
Two thirds of respondents said that they were dissatisfied with their basic pay, and at least seven out of ten respondents were dissatisfied with their allowances and overall remuneration. A larger proportion of respondents reported dissatisfaction with the pay, allowances and overall remuneration this year compared to last year’s survey; indeed **these proportions are higher than any year since the Pay and Morale survey started in 2014.**

63% of respondents said that they were dissatisfied with their pension. This proportion was slightly lower than seen in 2016; however it is still higher than before the introduction of the CARE scheme in 2015 and still illustrates that a large majority of respondents are dissatisfied with their pension.

Table Eight: Proportion of respondents who were satisfied and dissatisfied with pay and remuneration

Factor	Dissatisfied	Satisfied
Basic pay	66%	20%
Allowances	70%	11%
Overall remuneration (pay and allowances)	72%	12%
Pension	63%	23%

Chart Eighteen: Proportion of respondents who were dissatisfied with pay and remuneration since 2014



Respondents' comments often highlighted that the impact of a below inflation pay rises on their living standards was a key reason for their dissatisfaction. However a range of other comments also came up repeatedly. In particular, respondents commented that the 1% pay rises in recent years showed a lack of recognition for the increased workloads and pressures they had experienced during this time. In addition, this year a number of respondents commented that the decreasing attractiveness of police pay and conditions did not seem to fit with the College of Policing's emphasis on "professionalising" policing.

“I currently live on my own and find it difficult most months to cover all my bills and have money left over to enjoy doing things with my family. This is not a massive issue for myself as my wage only supports me. However if I were to have children like some of my other colleagues this would be a massive struggle on the basic wage by the time you have paid pension, tax and living expenses.”

Constable, 1 Years’ Service

“I feel that the lack of pay rises is a disgrace, I can only speak for myself and my team but we work our fingers to the bone, not even getting meal breaks, constantly working overtime, not for the luxury of extra cash but due to necessity of keeping Officers on the streets.”

Sergeant 25 Years’ service

“The pay has failed to keep pace with inflation over the last 5 years less than 1% pay rises whilst inflation bites seeing many other "professions" getting way above us and increasing demands to constantly do more for less has resulted in poor morale.”

Sergeant, 29 years’ service

“The plan for Policing in 2017 is muddled. On the one hand, we have a significant push to making it a "recognised profession", and applicants will be required to possess a Policing related degree before applying. On the other hand, the pay and conditions make it a less attractive position on a daily basis. “

Inspector, 16 Years’ Service

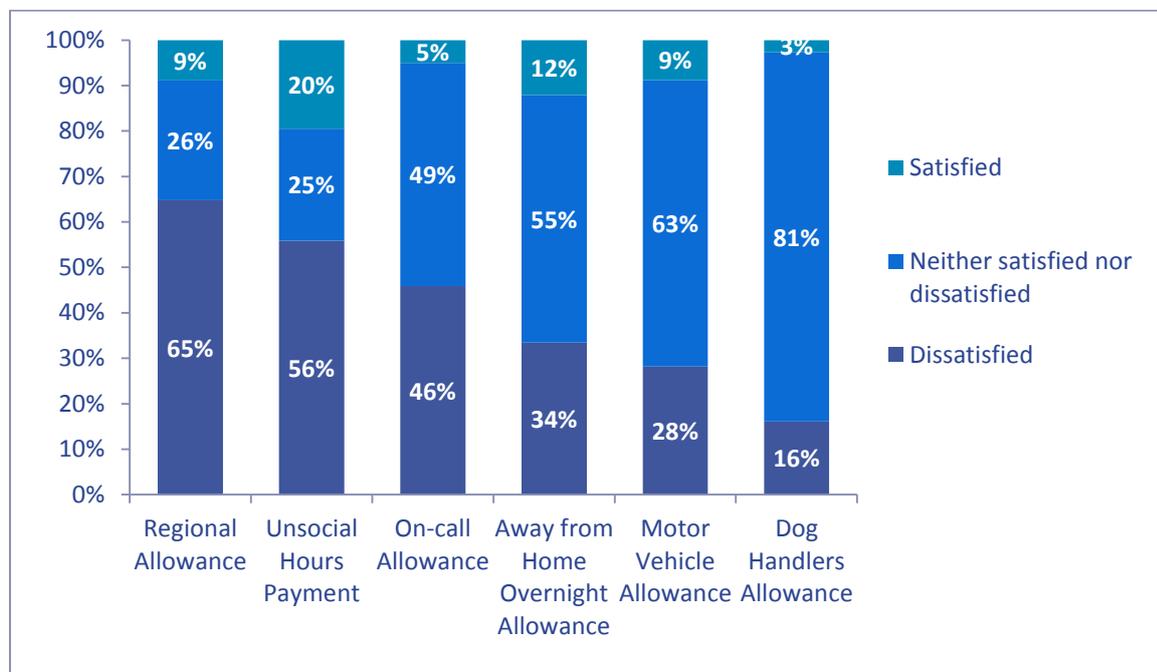
To understand which allowances were most likely to cause respondents to be dissatisfied, respondents were provided with a list of the most common allowances currently available to officers in the federated ranks. A “not applicable” response was provided for respondents; therefore the proportions reported here reflect levels of satisfaction or dissatisfaction amongst respondents in receipt of a specific allowance.

In general, only a small proportion of respondents were satisfied with the allowances they received. However there was ambivalence towards a number of allowances, namely Away from Home Overnight allowance, Motor Vehicle Allowance and Dog Handlers Allowance, with a majority of respondents saying that they were neither satisfied nor dissatisfied.

The allowances respondents were most likely to be dissatisfied with were Regional Allowances (London Allowance and South East Allowance) and Unsocial Hours Payments.

A majority of respondents were dissatisfied with these allowances. Respondents were slightly more likely to be dissatisfied with their Unsocial Hours Payment this year than last year when 54% of respondents reported dissatisfaction. In comparison, the proportion of respondents who said that they were dissatisfied with their regional allowances increased from 52% of respondents in 2016 to 65% of respondents this year.

Chart Nineteen: Proportion of respondents in receipt of specific allowances who were satisfied and dissatisfied with these allowances



Respondents' often commented on the higher costs of living in London and the South East as a reason for dissatisfaction with their regional allowance. However another frequent theme arising from the comments was frustration that although the maxima for South East Allowances were increased following last year's pay review, this increase had not been actioned by individual forces.

“I find it absurd that living in the South East I am only paid £2,000 (South East allowance) more than Police Officers living in in other areas of the UK where some house prices are half the price or less than they are in the South East. This is clearly unfair and has a detrimental effect on my family life as I have to pay so much for my mortgage. The Chief Constable has been given the ability to increase the south east allowance but chose not to probably through fear of being criticised which is the easy option, rather than putting their workforce first.”

Sergeant, 17 Years' Service

“My Chief Constable refused to increase the South East allowance despite a survey internally that officers wanted an increase. I cannot envisage a circumstance when a Chief Constable will ever agree to an increase. In 14 years of Policing I have never had an increase in the South East allowance and yet the cost of housing has increased along with Council tax.”

Constable, 14 Years' Service

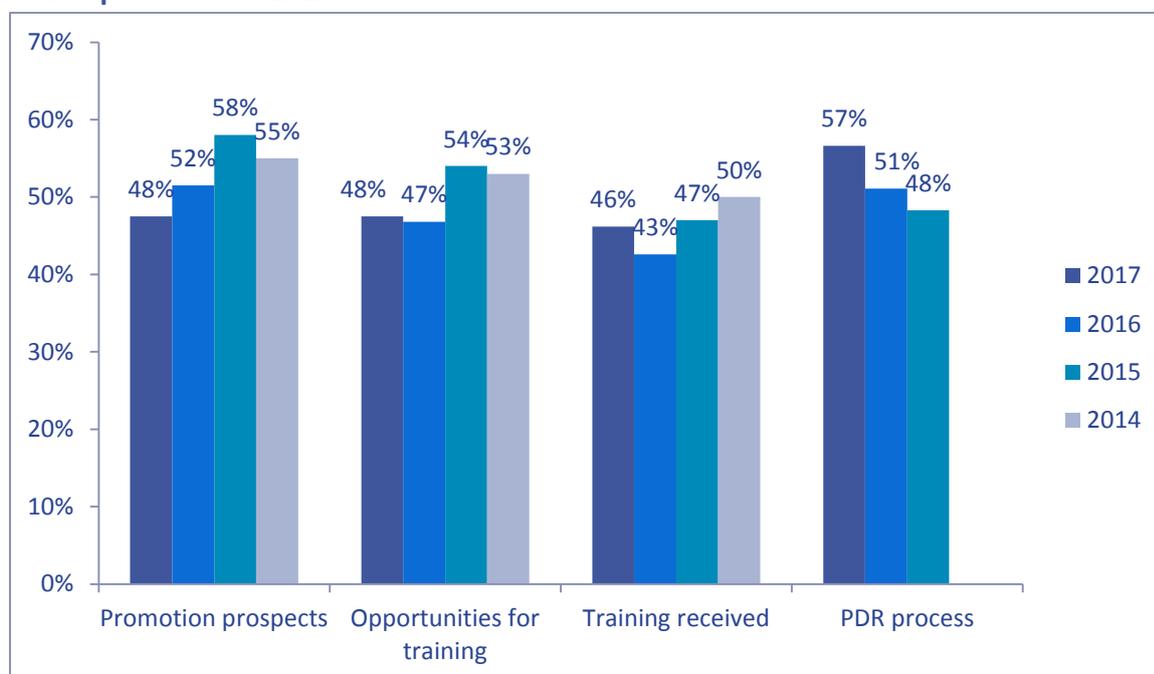
The proportion of respondents who were dissatisfied with their promotion prospects is smaller this year than in any year since the Pay and Morale survey started, and for the first time, fewer than half of respondents said that they were dissatisfied with their promotion prospects. In contrast, dissatisfaction with training has increased slightly in the last year.

The aspect of development respondents were most likely to be dissatisfied with was the PDR process; **the proportion of respondents who were dissatisfied with the PDR process has increased from 51% in 2016 to 57% in 2017**. More than a quarter of respondents (27%) said that they had not had a PDR in the last 12 months; despite officers' spine point progression now being linked to PDRs for all federated ranks.

Table Nine: Proportion of respondents who were satisfied and dissatisfied with training and development

Factor	Dissatisfied	Satisfied
Promotion prospects	48%	17%
Opportunities for training	48%	25%
Opportunities for Continuous Professional Development (CPD)	46%	22%
Training received	46%	27%
Personal Development Review (PDR) process	57%	14%

Chart Twenty: Proportion of respondents who were dissatisfied with training and development since 2014



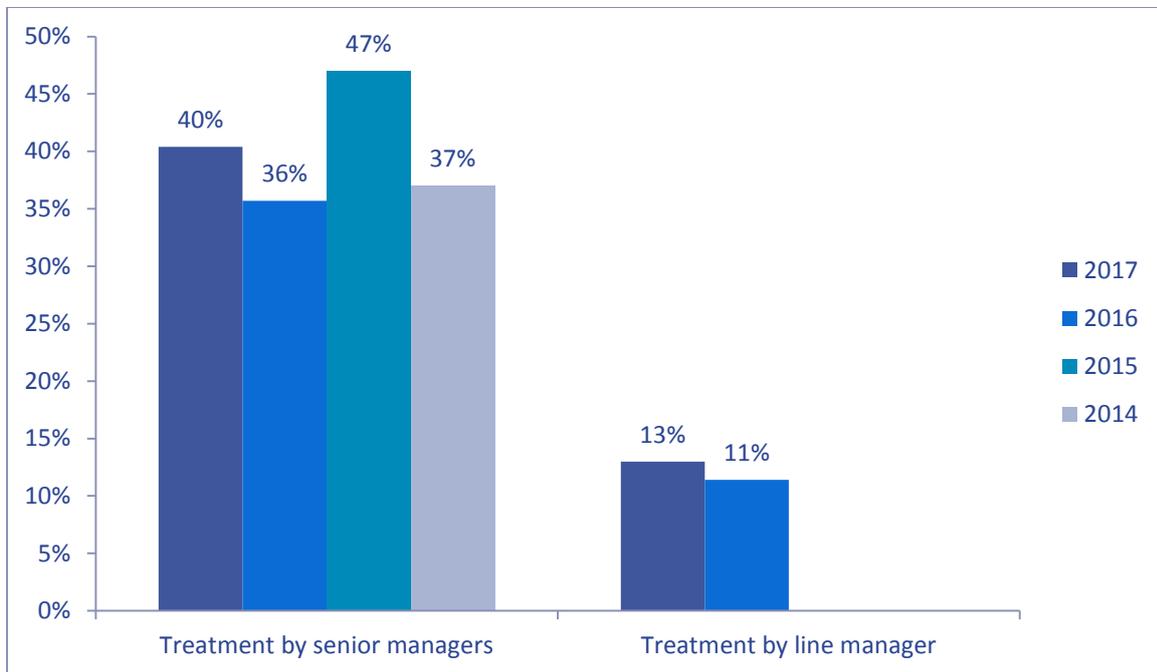
For the most part, respondents were satisfied with the treatment they received from their line manager: this year only 13% of respondents said that they were dissatisfied. In comparison, **40% of respondents were dissatisfied with their treatment by senior managers**. In addition, **Respondents were more likely to be dissatisfied than satisfied with how they were treated by senior managers** (31% said that they were satisfied). The proportion of respondent reporting dissatisfaction moreover has increased since 2016,

when 36% of respondents said that they were dissatisfied with how they were treated by senior managers.

Table Ten: Proportion of respondents who were satisfied and dissatisfied with their treatment by managers

Factor	Dissatisfied	Satisfied
Treatment by senior managers	40%	31%
Treatment by line manager	13%	68%

Chart Twenty-One: Proportion of respondents who were dissatisfied with their treatment by managers since 2014



Respondents' comments indicated that they often felt a lack of support from senior officers; a key theme this year was a sense that chief officers could do more to stand up for officers in their force and to ensure that there are sufficient resources to be able to do their jobs safely and effectively.

“Chief Constables aren't brave enough to stand up and say that we do not have enough money so officers leave work every day knowing that they have stuck a very small inefficient plaster over a very big problem and have no satisfaction in doing so. There is nothing more demoralising than not having the time or resources to do a good job.”

Constable, 11 Years' Service

“The Police service is top heavy with senior management that do not have clue about what officers on the ground have to deal with day in and day out. There is no recognition for the hard work that response officers do and every other department seems to get praised other than them. There is not enough Police officers to do our job properly and is no longer safe. It is only a matter of time before an officer is seriously injured, whilst senior management turn a blind eye. We do not have the equipment, technology, or staffing to perform the role effectively.”

Constable, 3 Years' Service

“If the chief officers challenge the government dictates and begin to look after their own 'as well as' attend to anti-corruption and the rights of the public then this job in this country has the potential to return to the status it held as being the best police force in the world and most of us would then be 'proud' to serve again.”

Constable, 11 Years' Service

Comparisons

44% of non-officer ranks in the 2017 AFCAS survey said that they were dissatisfied with their basic pay, compared to 30% who were satisfied. In addition, 55% said that they were dissatisfied with their pension. Both of these proportions were slightly higher than seen in 2016, nonetheless respondents in the AFCAS survey were still less likely to be dissatisfied than respondents in the PFEW survey, particularly in regard to their basic pay.

The Civil Service People survey reports only satisfaction and not dissatisfaction; however 34% of respondents in the Civil Service People survey 2016 said that they were satisfied with their overall benefits package. This proportion was lower amongst respondents at the National Crime Agency at 19%, a decrease of two percentage points from 19% of respondents in 2015. In contrast just 12% of respondents in the PFEW survey said that they were satisfied with their overall remuneration, indicating there still remained a higher degree of satisfaction amongst civil service employees than amongst PFEW survey respondents.

In respect of AFCAS respondents' satisfaction with their development and progression opportunities, 21% of respondents were dissatisfied with their professional development opportunities, whilst 55% were satisfied. In addition, 31% of respondents were dissatisfied with their promotion opportunities, compared to 40% who were satisfied. 43% of Civil Service people survey respondents said that they had opportunities to develop their career within their organisation; this proportion was 35% amongst respondents from the National Crime Agency. Although these indicators are not directly comparable with those used in the PFEW survey, proportions can be contrasted with the 25% of respondents who said that they were satisfied with their training opportunities and 17% of respondents who were satisfied with their promotion prospects in the 2017 PFEW survey.

Differences between groups

Rank

Across all ranks the proportion of respondents who said that they were dissatisfied with their basic pay and within the overall remuneration has increased in the last year. **Constables were slightly more likely to be dissatisfied with their pay and remuneration than sergeants; however the proportion of sergeants reporting dissatisfaction has increased more substantially since 2016.** As such differences in dissatisfaction between these two ranks now appear negligible.

As in previous years, sergeants at the top of their pay scale were found to have been on the top pay point for a longer period of time than respondents in other ranks. Therefore, the continuing policy pay freezes and 1% pay rises is likely to have had a greater impact on sergeants than respondents in any other rank. This may in part help explain this increase in dissatisfaction since 2016.

The proportion of constables and sergeants who were dissatisfied with their pension has decreased slightly since 2016. In comparison, **the proportion of inspectors and chief inspectors who said that they were dissatisfied with their pension has increased.** For instance, this year 43% of chief inspectors said that they were dissatisfied with their pension whereas in 2016 this proportion was 39% in 2016, 42% in 2015 and 30% in 2014.

Further analysis indicates that respondents were more likely to know which pension scheme they were a member of this year compared to last year; for instance, whereas in 2016 17% of Chief Inspectors and 16% of Inspectors did not know whether they were in the CARE scheme or not, in 2017 these proportions were 6% and 4% respectively. Greater knowledge of their pension scheme (and in particular that they have transferred into the CARE scheme) might provide one explanation for the increase seen in levels of pension dissatisfaction amongst respondents at this rank.

Chart Twenty-Two: Proportion of respondents who were dissatisfied with their pay and remuneration (by rank)

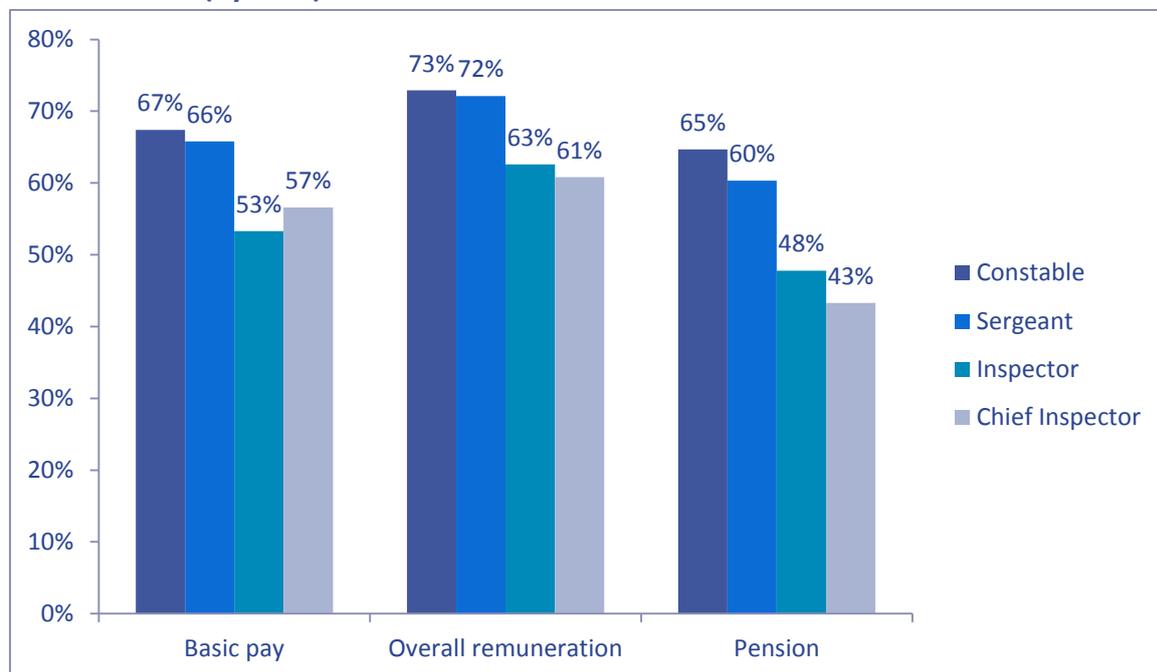


Table Eleven: Proportion of respondents who were dissatisfied with their pay and remuneration in 2016 and 2017 (by rank)

	Basic pay		Overall remuneration		Pension	
	2017	2016	2017	2016	2017	2016
Constable	67%	62%	73%	64%	65%	70%
Sergeant	66%	57%	72%	60%	60%	62%
Inspector	53%	47%	63%	55%	48%	47%
Chief Inspector	57%	56%	61%	57%	43%	39%

“Police Officers by nature of their contracts are an easy target for pensions, pay and conditions and this is shown by the recent changes to pension contracts that have been forced on people that have invested many years and thousands of pounds into a scheme that they have been forced out of regardless of any life planning you may have done. It is also shown in the annual pay rise that has either been frozen or has only risen by 1% which doesn't match inflation and therefore leaves people financially worse off every year. This is a clear message from Government of what they actually think of us as a group of people yet continue to reward themselves with huge annual rises. If only they cared to 'walk a mile in my shoes.’”

Constable 15 years' service

“Whilst I accept the nation faces some significant challenges regarding finance but the police service has been cut significantly. Pay rises have been below the rate of inflation for some years coupled with a significant increase in pension contributions representing a pay cut in real terms. I feel it is about time that pay rises are more in line with inflation rather than the continued policy of 1% pay rises per annum. To be honest I feel that is fair not greedy!!”

Sergeant 13 years' service

“My pay and conditions were frozen for a prolonged period of time during the period of recession and austerity. Since the end of the pay freeze the pay increases have been low / derisory which have little or no effect on the cost of living and price rises that occurred throughout the pay freeze / austerity period. This result to me and the vast majority of officers are we are worse off than previously, effectively taking a pay cut. In a nutshell Police Officers have been asked to do more, work longer, pay more for less. Which is probably the worst sales pitch invented to try and drive up standards and morale.”

Inspector, 16 years' service

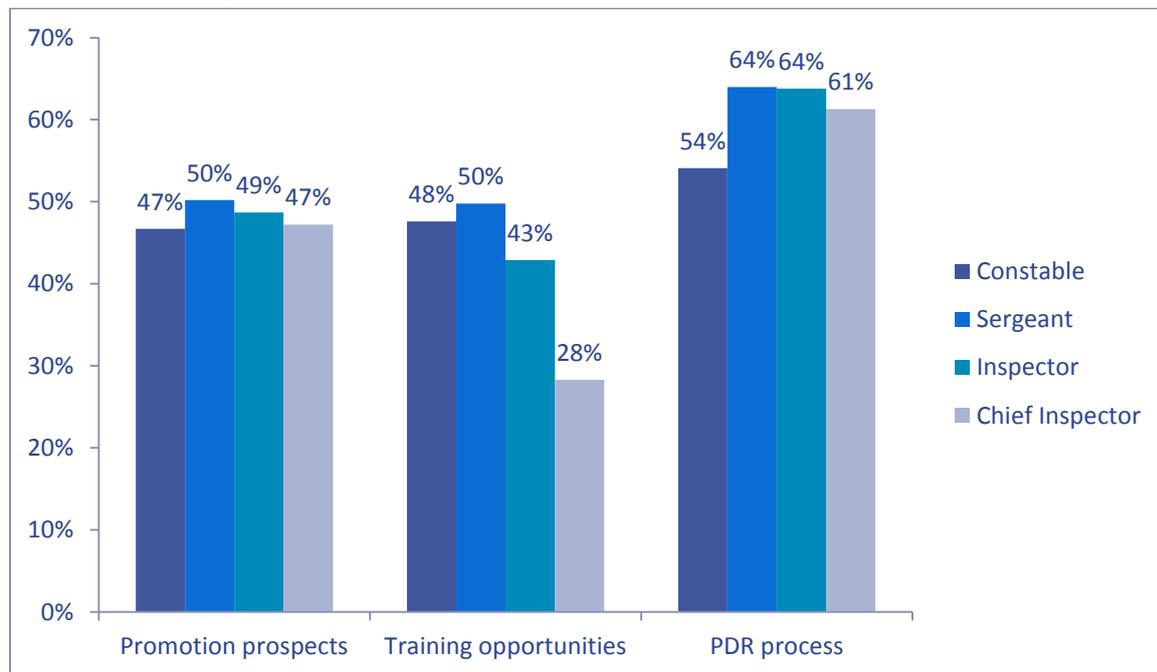
All ranks were slightly less likely to be dissatisfied with their promotion prospects this year compared to last year; **all ranks were also more likely to be dissatisfied with the PDR process this year.** Following the same pattern seen in 2016, **Sergeants were slightly more likely than respondents in other ranks to be dissatisfied with factors relating to training and development.** Again, in the same vein as last year respondents in supervisory ranks were more likely than constables to be dissatisfied with the PDR process. This year more than 60% of Sergeants, Inspectors and Chief Inspectors said that they were dissatisfied. Respondents' comments indicated that there was a high level of bureaucracy within the process. However a number of comments also suggested that PDRs seemingly had little bearing on officers' career development and promotion.

“I am rewarded on a yearly basis for the hard work I do with an 'outperforms' review in my PDR. I have consistently acted up and made a real difference in the roles I have taken on, whilst still doing my normal role. Yet this isn't good enough. I have 15 years left to do and have lost all confidence in the promotion system.”

Sergeant, 16 years' service

Nonetheless, regardless of rank, a majority of respondents were dissatisfied with the PDR process. Again, this is important to note in light of the fact that officers' pay progression is now linked to their PDR.

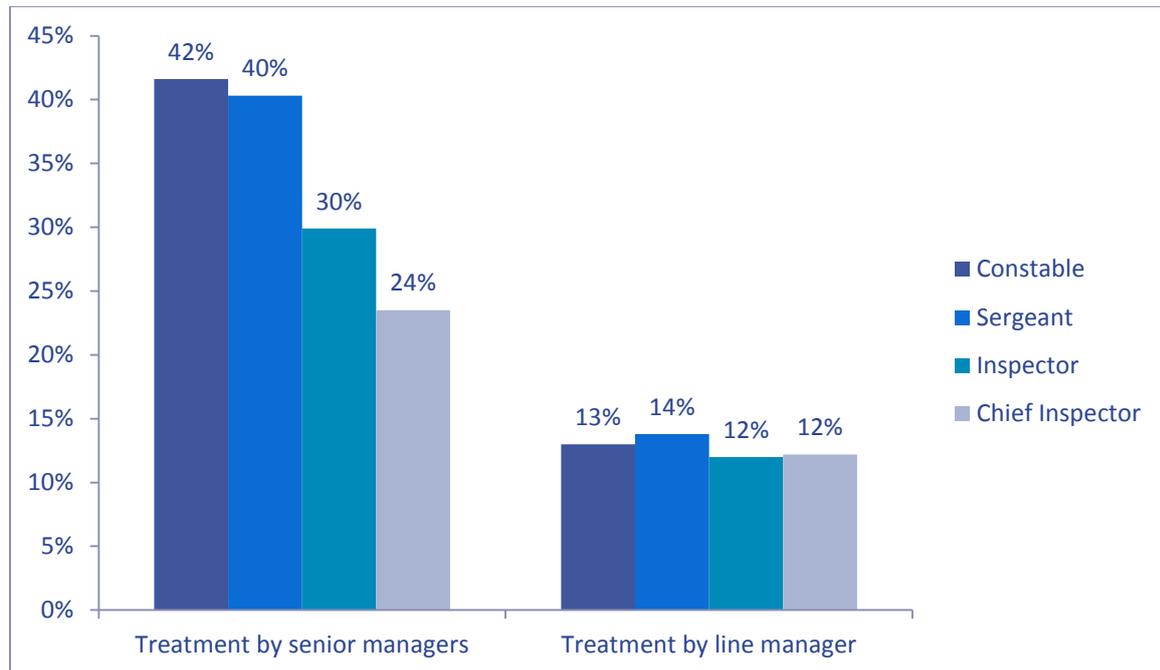
Chart Twenty-Three: Proportion of respondents who were dissatisfied with training and development (by rank)



Overall, the proportion of respondents at all ranks who reported dissatisfaction with their line manager was low and has remained relatively stable since last year's survey. **Constables and Sergeants were more likely to express dissatisfaction with senior managers**, than members of the inspecting ranks.

Moreover, **the proportion of Constables who were dissatisfied with senior managers has increased by six percentage points since 2016**. Over the same period, the proportion of Sergeants who were dissatisfied increased by four percentage points and the proportion of Inspectors who were dissatisfied increased by three percentage points. The proportion of Chief Inspectors who said that they were dissatisfied did not change.

Chart Twenty-Four: Proportion of respondents who were dissatisfied with their treatment by managers (by rank)



Region

Respondents in London were more likely to be dissatisfied with their basic pay and with their overall remuneration than respondents in other regions. Nonetheless regardless of region, a large majority of respondents were dissatisfied with these factors.

The difference between London and other regions was slightly larger when reflecting on just their basic pay, than when reflecting on their overall remuneration, which includes London Weighting and London Allowance. At least two thirds of respondents were dissatisfied with their overall remuneration, increasing to eight out of ten respondents in London forces.

Figure Four: Proportion of respondent who were dissatisfied with basic pay (by region)

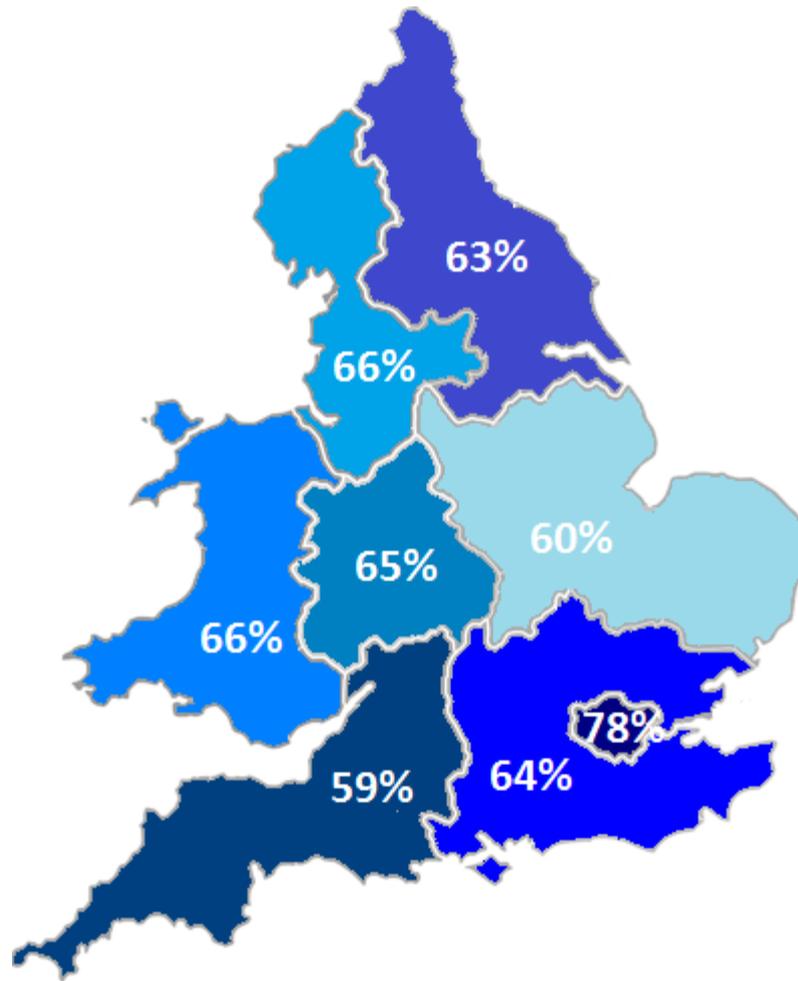
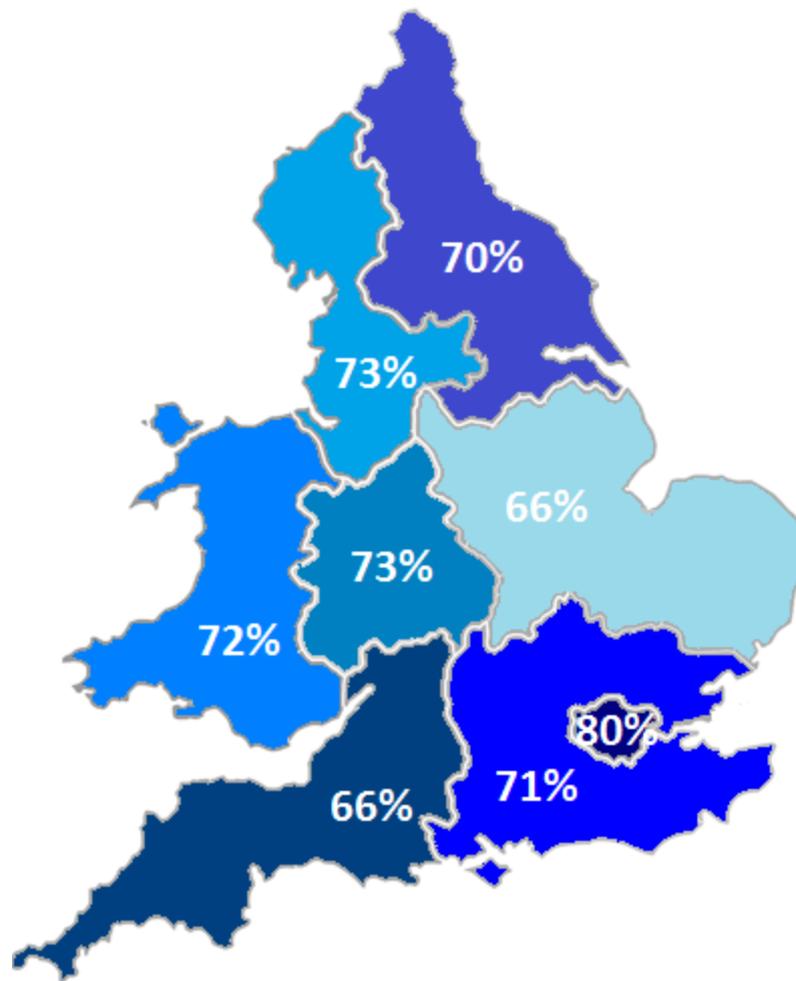


Figure Five: Proportion of respondents who were dissatisfied with overall remuneration (by region)



Respondents' comments pointed to the fact that pay increases have not kept up with the cost of living. Many respondents, in London but also in high-cost areas outside of London, for instance Cambridge, saw their current salary as a barrier to getting on the property ladder. Many also felt that their salary was insufficient to support their family, this is assessed more detail in the following section.

"I'd like to add that it's very hard for the force to ask officers to live in London when the basic salary is just too low, anyone that has a family and is a single parent cannot possibly rely on the salary alone. Lots of officers come to work to London from counties around and outside London because is simple not affordable to be able to pay rent or try and get on the property ladder."

Constable, 2 years' service (London)

"Considerations and adjustments need to be made to account for the rapid increase in house prices and overall cost of living such as childcare. A job in the police service for new joiners, which now pays similar to that of a supermarket shelf stacker but with added risk, generally attracts young, single officers with no ties. It is proving less and less a viable option for those with a growing family who require a family household in areas such as London , making it a short term career as officers are forced to either re-locate or seek alternate employment to better suit their family lives or earn more money."

Constable, 8 Years' Service (London)

"Considering the demands and stresses of the role, from shift patterns to dealing with people at their very worst, the basic pay is insufficient in my opinion, and particularly in an area like [my force area] where house prices are exorbitant and unaffordable for many people at my pay level."

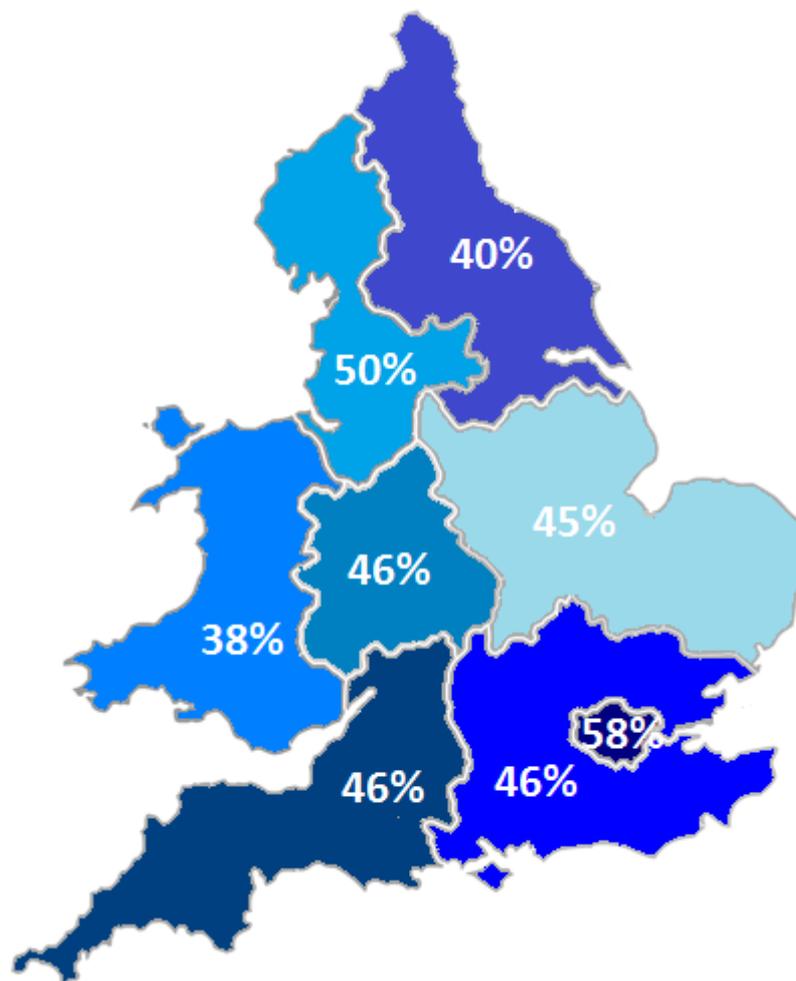
Constable, 1 years' service (Eastern)

"Within [my force] area, the pay is not sufficient for officers (constables) to afford to live in a 'decent' low crime area, therefore many officers are having to live next door to many of those we are targeting or are regular customers of the police."

Constable, 20 years' service (North West)

In terms of dissatisfaction with training, **respondents in the South East were least likely to report feeling dissatisfied, whereas respondents in London were most likely to report feeling dissatisfied.** For instance, 39% of respondents in the South East were dissatisfied with their opportunities for training and the training they were given, whereas 58% of respondents in London were dissatisfied with their training. Respondents in London were also most likely to be dissatisfied with their promotion prospects, and again 58% of reported being dissatisfied.

Figure Six: Proportion of respondents reporting dissatisfaction with promotion prospects (by region)



Role

A majority of respondents in all roles were dissatisfied with their pay and remuneration. Repeating the findings of the 2016 Pay and Morale survey, **respondents in a Road Policing role were slightly more likely to be dissatisfied** with their basic pay and overall remuneration than respondents in other roles. As seen below, respondents in this role were also most likely to feel worse off financially than five years ago; and factors such as this are likely to influence pay satisfaction. On the other hand, overall differences between respondents in different roles were relatively small, with respondents in all roles commenting on their increasing dissatisfaction with the pay and remuneration.

“With pay freezes for many years and very low rises when they have happened, along with the rate of inflation I am £1000s worse off over the past several years. The pay in the Police does not match the disruption to private life, the personal danger officers’ face.”

Constable, 15 years’ service (Investigations)

“My current pay does not reflect the current cost of living. I cannot afford to get a mortgage or rent in my force area because my pay does not cover this.”

Constable, 3 years’ service (Response)

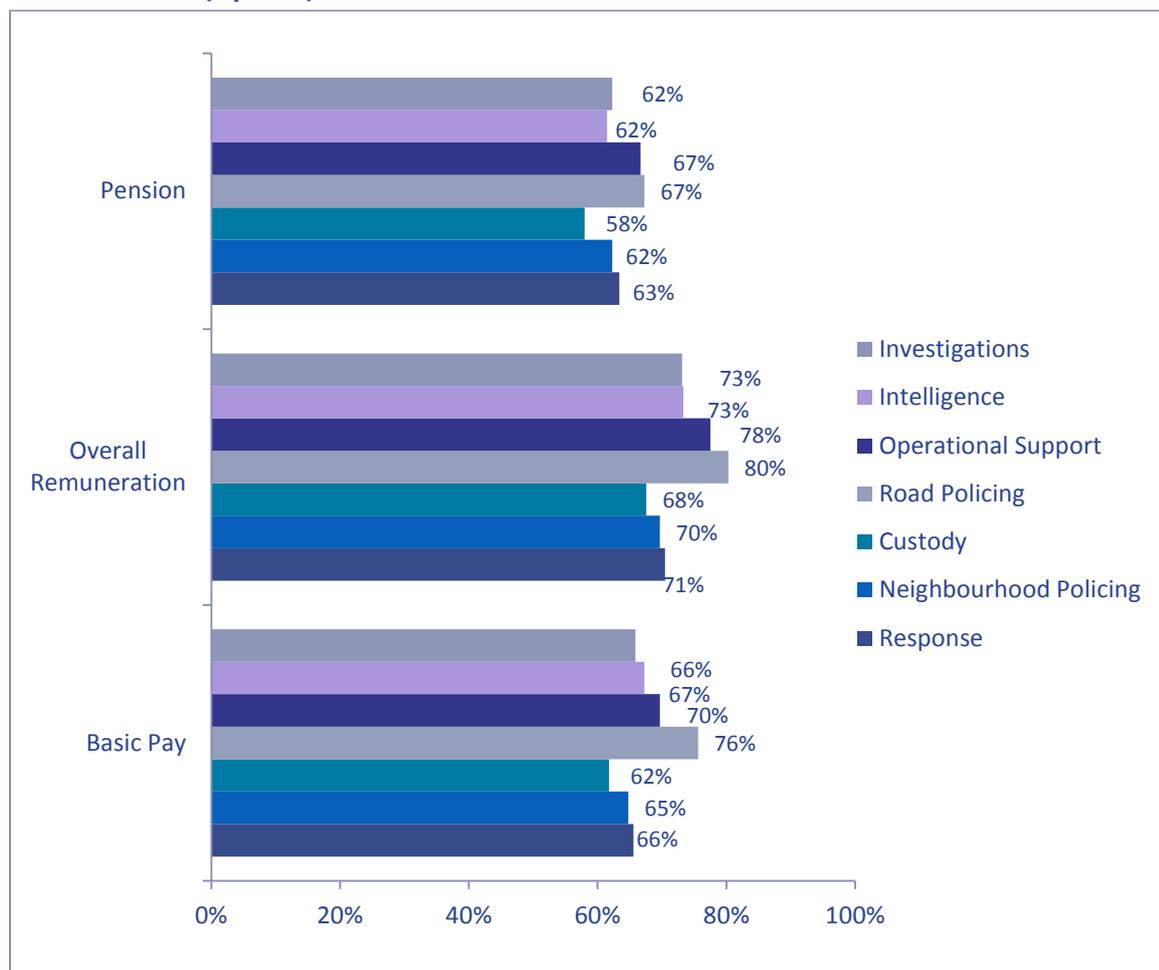
“I have personally experienced a wage drop over the past few years when competency related pay was discontinued, we have received below inflation pay rises and household bills and council tax etc. have risen’ also pension contributions have also risen. we have taken the brunt of the cuts over the years of austerity, with increased risks to Police with terrorism we should be fairly compensated, we are a 24hr service and this should be recognized.”

Constable, 20 years’ service (Neighbourhood policing)

Respondents in Road Policing and in an Operational Support role were most likely to be dissatisfied with their pension. Notably, respondents in a Response policing role, who last year were amongst the most likely to be dissatisfied with their pension; were this year amongst the least likely to be dissatisfied; decreasing from 70% of respondents in 2016 to 62% of respondents in 2017.

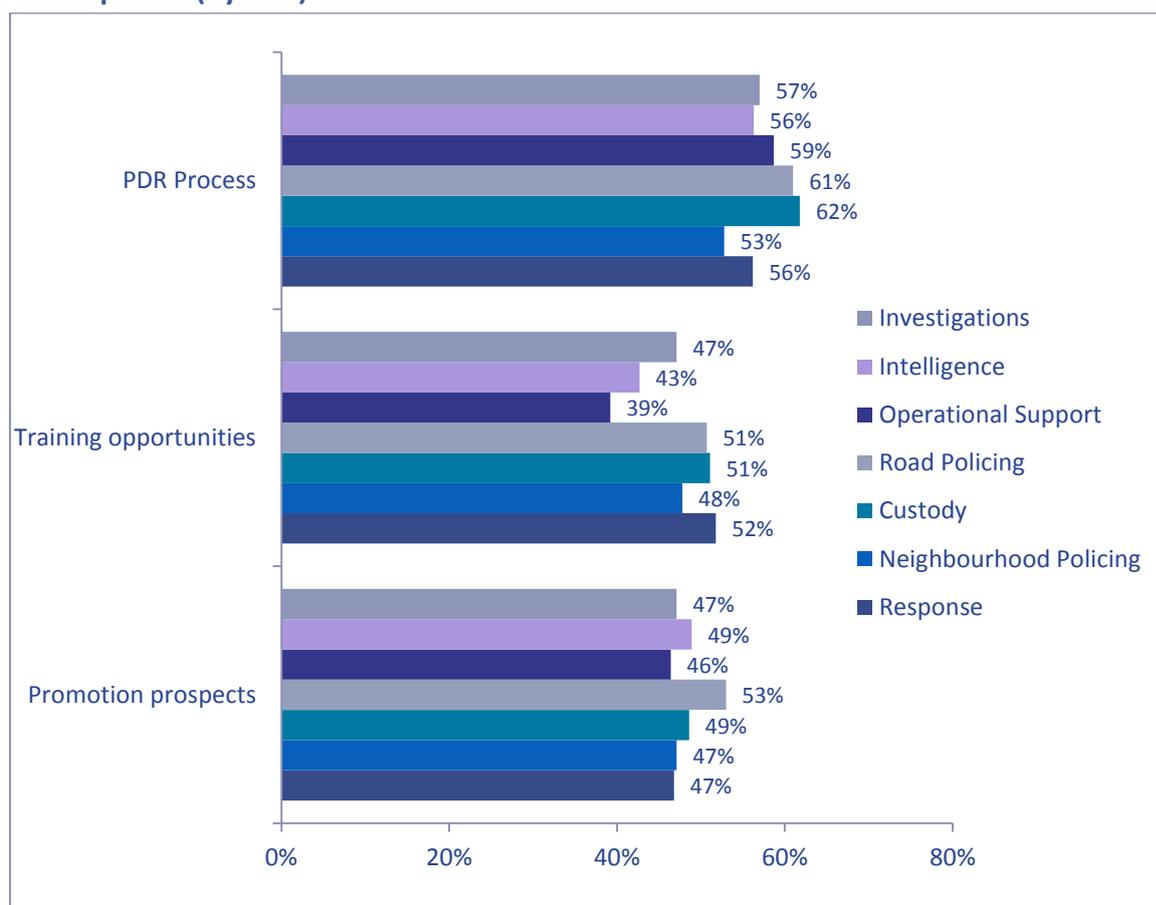
A larger proportion of respondents (5%) in a Response role than any other role said that they have only ever been a member of the CARE scheme, having joined the police after April 2015. As such these respondents may perceive their pension less negatively than respondents who have or will be transferred into the CARE scheme from the PPS or NPPS schemes. Nonetheless the results still reflect a majority of respondents in a Response role who were dissatisfied with their pension.

Chart Twenty-Five: Proportion of respondents who were dissatisfied with their pay and remuneration (by role)



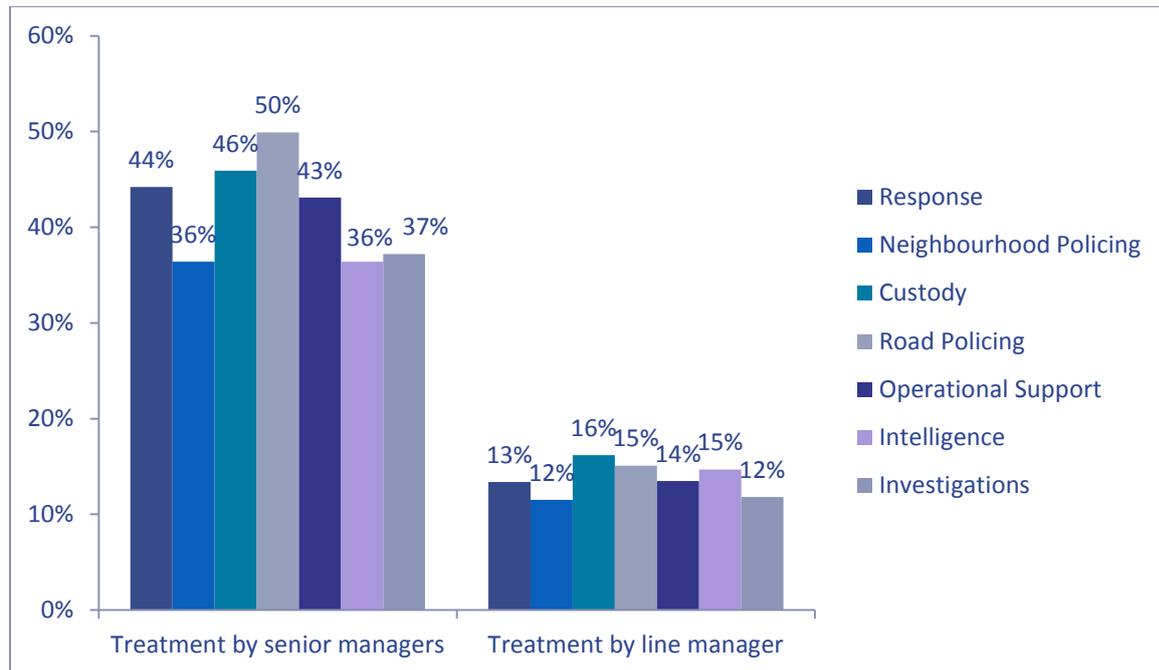
Differences in satisfaction and dissatisfaction with training and development across different roles were relatively small. The most substantial difference identified was in relation to opportunities for training. Whilst 39% of respondents in Operational Support said that they were dissatisfied with their opportunities for training, amongst respondents in a Response Policing role this proportion was 52%.

Chart Twenty-Six: Proportion of respondents who were dissatisfied with training and development (by role)



Differences in satisfaction and dissatisfaction with line managers on the basis of respondents' role were also minimal; differences in dissatisfaction with senior managers were again small but slightly more substantial. For instance, whilst 36% of respondents in a Neighbourhood Policing and in an Intelligence role were dissatisfied with their treatment by senior managers, half of respondents in a Road Policing role were dissatisfied.

Chart Twenty-Seven: Proportion of respondents who were dissatisfied with their treatment by managers (by role)



Length of service

As in previous years, **respondents at end of their service were least likely to be dissatisfied with their pay and remuneration.** Again, following the same pattern as previous years, **respondents at the start of their service were most likely to be dissatisfied with their basic pay;** this year 76% of respondents in this group reported dissatisfaction, up from 72% in 2016.

New officers have been in receipt of the lower starting salary introduced in 2013, which may have had an impact on their pay dissatisfaction. In addition, many comments from respondents highlight the discrepancy in take-home salary between new PCs and PCSOs or other civilian roles and the fact that become a police officer is often a second career for many respondents (for instance the average age of a respondent will less than 1 years’ service was 27).

"I believe Police Officers are paid a lot less than they should be, Cuts are being made, stress levels of officers are high, shift numbers are low and officers are stretched thin. I have noticed this from being a PCSO and early on as a PC. It does not help with morale."

Constable, 1 years' service

"Please pay us more. It's the financial situation that adds stress to my personal life. At 35 to start a new career at under £20k was nearly make or break. We put our lives on the line, we make big sacrifices. The starting wages should be higher, as simple as that. It makes you feel undervalued."

Constable, 1 years' service

"I just feel that every single month I am just scraping by, I am stressed and feel that I am constantly counting pennies and trying to make ends meet. As a young in service officer in [my force area] it's impossible that I will ever be able to buy a house on the current salary; which just makes it difficult thinking that I will constantly be renting a property."

Constable, 1 years' service

"Prior to joining as a police officer, I worked as a police staff member in the resolution centre (RC). This role was office based and I was not "forward facing" as such as all public contact was via telephone only. My pay upon leaving the RC was around £31,000-£32,000 a year. I had to take a £10,000 a year pay cut to join as a frontline police officer, taking on more risks and dealing with the public directly. This has had a negative impact on my lifestyle and often find myself with little or no money 2 weeks after payday."

Constable, 1 years' service

Respondents with between 16 and 20 years' service were slightly more likely to be dissatisfied with their overall remuneration than other respondents (albeit only one percentage point higher than respondents with between 21 and 25 years' service). This finding is similar to previous years and is to be expected given that these respondents were, in previous surveys most likely to be affected by the removal of allowances such as competence-related threshold payments (CRTP).

Pension dissatisfaction was at its highest amongst mid-career respondents, particularly between six and 20 years' service. This again is understandable as these respondents are most likely to have been affected by pension changes. However in general, a smaller proportion of respondents reported dissatisfaction with their pension this year than in 2016. The one exception to this was seen amongst respondents with between 21 and 25 years' service; in 2016, 48% of respondents in this group said that they were dissatisfied with their pension, this proportion increased to 54% in 2017.

“Changing the pensions was the final straw for a lot of people and to change the rules on people who have been working towards retirement after 30 years was so wrong and divisive.”

Sergeant, 19 years' service

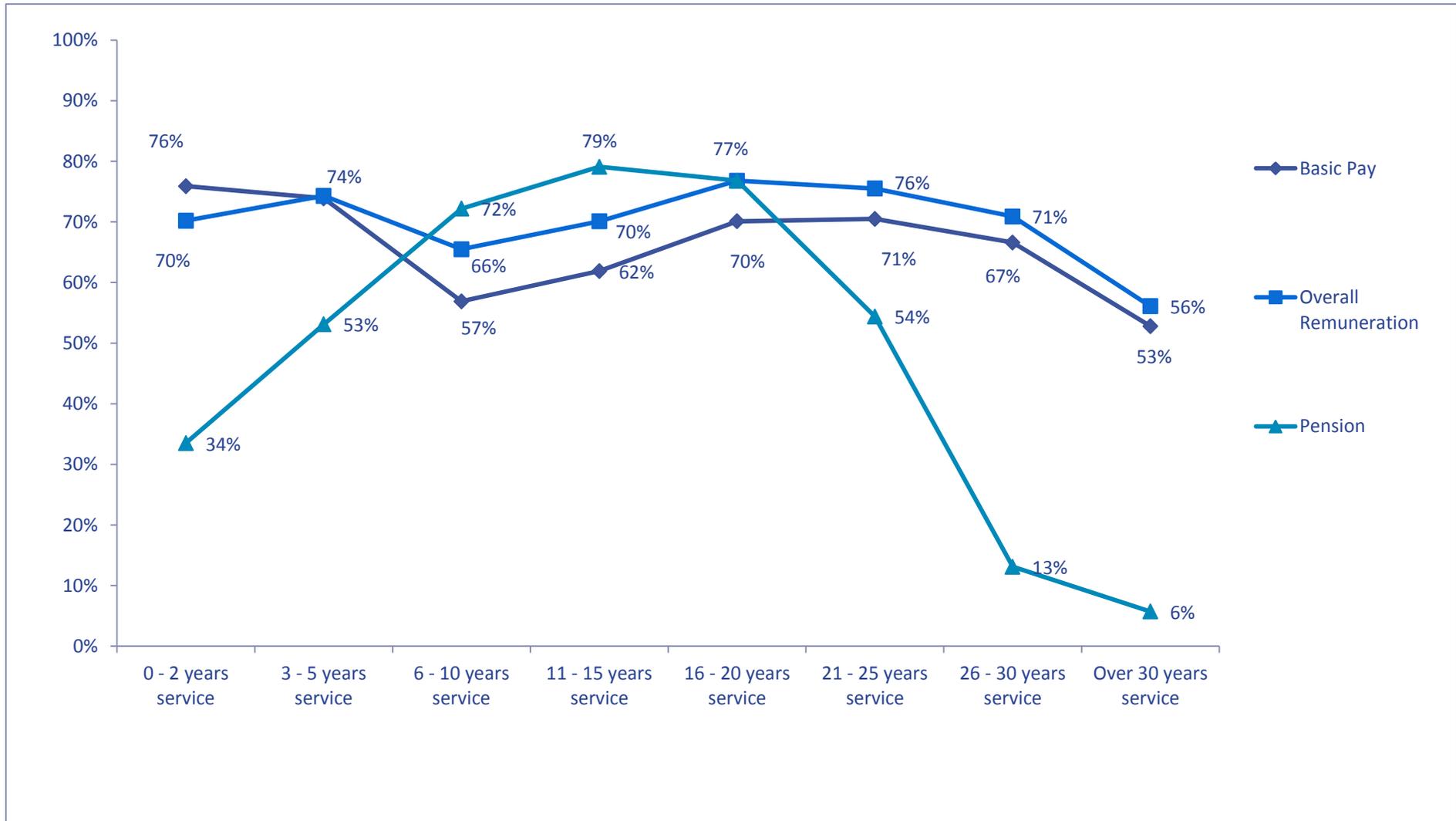
“I've always been proud of being a Police officer, however I feel let down by the Government who have changed the goalposts regarding the 30 year career and reductions in pensions and payment rewards.”

Constable, 20 years' service

“I am still high aggrieved about the change to my pension and feel if it was any other employer apart from the government they would not have got away with it. I have planned my life around this arrangement and have turned down other employment on the basis of the financial package that I had signed up to on joining the service.”

Sergeant, 24 years' service

Chart Twenty-Eight: Proportion of respondents who were dissatisfied with pay and remuneration (by length of service)



Respondents at the start of their careers were least likely to be dissatisfied with their training and development opportunities; for instance 24% were dissatisfied with their promotion prospects and 36% were dissatisfied with their training opportunities. However this still reflects around one in three who were dissatisfied with their training, and a number of comments from respondents in their probationary period illustrated this dissatisfaction.

“Most of my negative comments are in regards to training. I must stress, after 2 years in the job I am very satisfied and I enjoy the role. However, it is clear that the police is stretched and under staffed. As a result, despite being keen, hard-working and an ideal candidate for other roles/ training for extra skills, I have been unable to do this. There is not the relevant recourses to allow me to attend courses. I often come into work in my own time and volunteer to gain added experience in the role I want.”

Constable, 2 years’ service

Amongst respondents who had completed their probationary period there was relatively little difference in dissatisfaction with opportunities for training and promotion. In addition, **across all service length categories, the proportion of respondents who were dissatisfied with the PDR process increased between 2016 and 2017.** This increase was most pronounced amongst respondents with between 26 and 30 years’ service. In 2016, 57% of respondents said that they were dissatisfied with the PDR process; this had increased to 65%.

“Since being a probationer here, I have not been able to have any training , not had a PDR, not had a talk about my future, been moved with positions 7 times forcibly and have not been able to settle down and learn, enjoy and appreciate my role.”

Constable, 7 Years’ Service

“Training is poor. We are expected to complete NCALT packages. Officers/staff are so busy they do not have the time to complete them satisfactorily and due to competing workloads end up just scrolling through the packages. Important legislation/SOP should be taught in a training environment where staff/officers will be allocated the time to properly learn the legislation.”

Sergeant, 19 years' service

“PDR [is the] biggest waste of police time and money. More effect management would be quarterly meetings with line manager which is recorded and save money as the PDR team could be closed. The freed up time could be spent on actual policing.”

Constable, 12 years' service

“At present my force don't even have a functioning PDR system and promotion and lateral development is no more than a lottery.”

Sergeant, 17 years' service

There was also relatively little difference in respondents' satisfaction and dissatisfaction with their line manager on the basis of their length of service. **Dissatisfaction with senior managers however increased as service length increased**; whilst 19% of respondents with two years' service or less were dissatisfied with their treatment by senior managers, this proportion was 45% amongst respondents with between 26 and 30 years' service.

Chart Twenty-Nine: Proportion of respondents who were dissatisfied with training and development (by length of service)

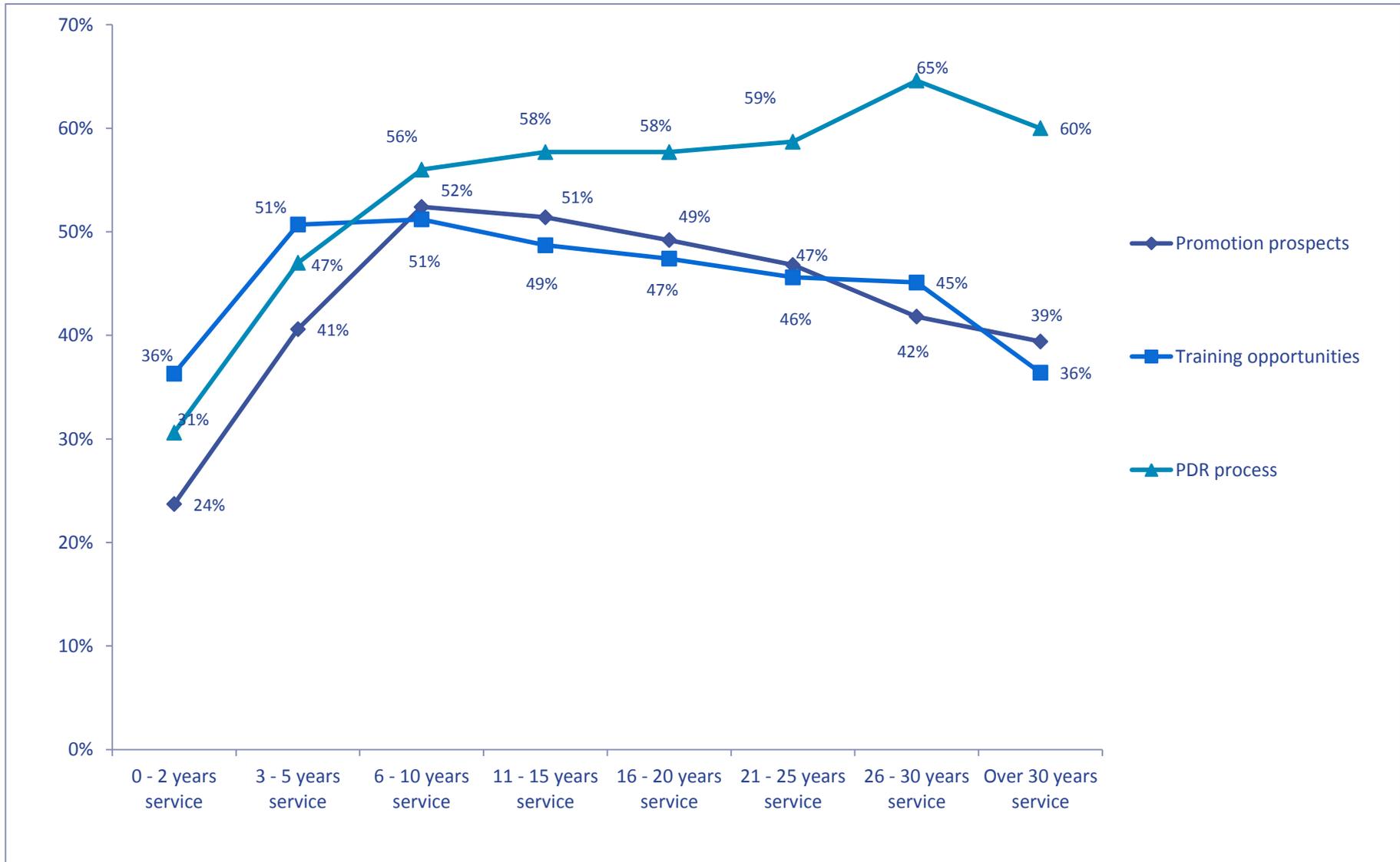


Chart Thirty: Proportion of respondents who were dissatisfied with their treatment by managers (by length of service)



COST OF LIVING

Summary

- 73% of respondents said that they felt financially worse off now than they did five years ago.
- 46% 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.
- More than one in ten respondents said that they either never or almost never had enough money to cover all of their essentials.
- Differences between ranks for cost of living indicators were relatively small, however constables were most likely to say that the cost of living in their force area was expensive or very expensive, whilst sergeants were most likely to feel worse off than five years ago
- Respondents in London and the South East were much more likely to find the cost of living expensive or very expensive than respondents in other regions, with respondent in London in particular most likely to report feeling worse off than they did five years ago and most likely to not be able to afford essentials
- Differences on the basis of respondents' role were also small, and where there were differences it is plausible that length of service effects may account for some of these differences
- Respondents in their probationary period were most likely to say that they can either never or almost never afford all of their essentials.
- 62% of respondents with between three and five years' service who did not living in their force area said that they could not afford to live in that area
- More than eight out of ten respondents with between 16 and 30 years' service said that they were now worse off than 5 years ago.

Overall findings

73% of respondents said that they felt financially worse off now than they did five years ago. 71% of respondents who lived in their force area said that the overall cost of living in that area was either expensive or very expensive, with the same proportion saying that they cost of housing in their force area was either expensive or very expensive. **46% 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.**

“My pay is awful to say the least, all my monthly bills amount to 900 pounds without including food and petrol, my pay is 1400 a month, after food and petrol I am left with about 300 pounds a month to do things with, I have not been on holiday since I joined the Police, I live each month to the exact money I earn, I have to borrow money from my parents at times for example when my boiler broke last year because I do not have any spare money. Its embarrassing because so many think Police Constables earn good money, for what we do its a disgrace with what we are paid. The hours I work and the stress is endless, I finish late nearly every shift and have no social life. The staffing levels are so low that I have no idea how to manage my workload.”

Constable, 3 years’ service

“I do not live a luxury life, I do not go out, I have one child and barely have any money left each month to do anything, I feel that I am slowly getting in more debt as just to be able to do the basics in life on the pay I’m on and the deductions that I have it is tough. One of the main reasons for not having another child is because I physically won’t be able to afford it. It would be nice to have a bonus on bigger cost of living increments or even more help with payments of child care.”

Constable, 10 years’ service

“Whilst I am able to meet the financial demands each month, I cannot afford to take my family on holiday and have not been abroad for 5 years. Yet I continue to confront complete strangers in hostile environments on a day to day basis and always will. “

Constable, 15 years’ service

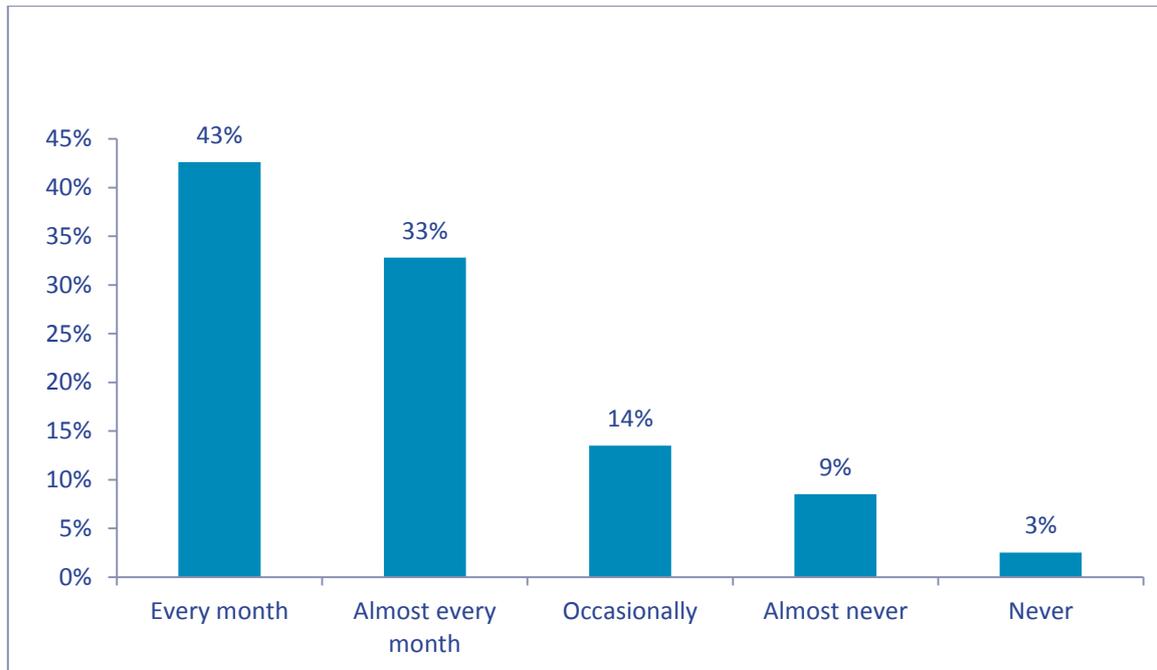
“I know very few officers who can afford to live in my force area. I was born and raised in my force area. I would love to live there. This will be unaffordable with two kids for the foreseeable.”

Sergeant, 9 years’ service

6% of respondents said that they had a second job, however respondents were not asked what this job was or their main reasons for having a second job.

Only 43% of respondents said that they had enough money to cover all of their essentials every month and **more than one in ten respondents said that they either never or almost never had enough money to cover all of their essentials.**

Chart Thirty-One: Proportion of respondents who had enough money to cover essentials



Differences between groups

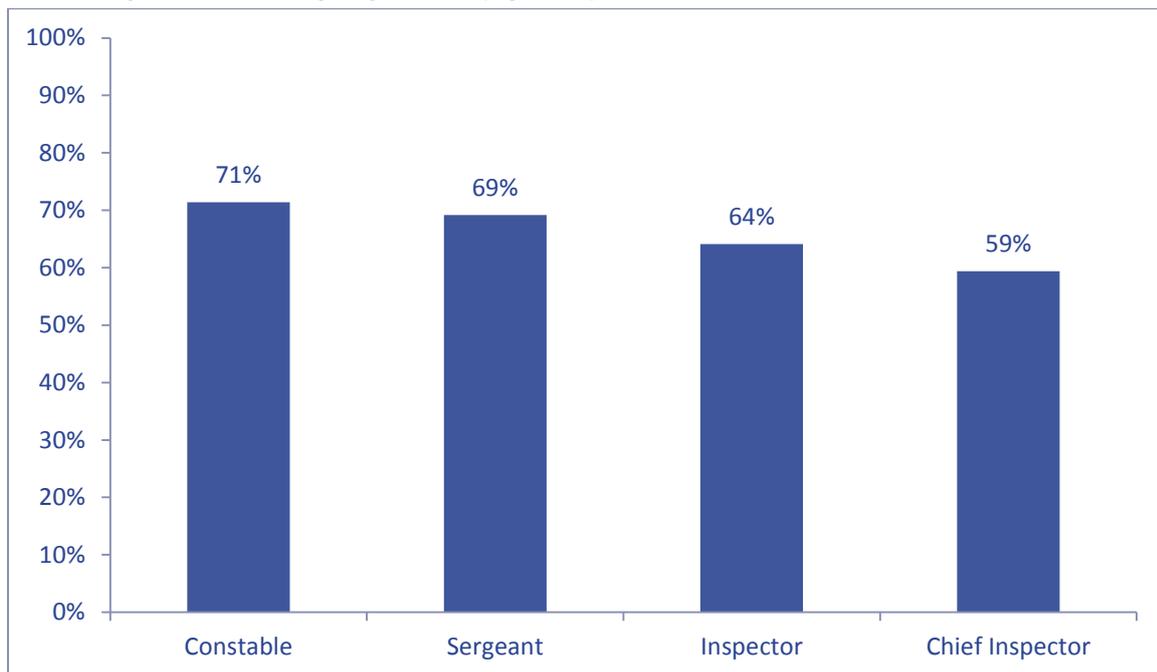
Rank

Chief inspectors were least likely to feel that say that the cost of living in their force area was either expensive or very expensive, whereas **constables were most likely to say that the cost of living in their force area was expensive or very expensive.** This finding is perhaps to be expected, given the differences in salaries between respondents at these different ranks.

"I am not in debt, I do not have a big mortgage, I do not have massive credit card bills, or take massive holidays every year, but I am now in a position where I cannot afford big holidays and have to budget for simple things like car insurance/tax/MOTs etc. as there just isn't enough spare money to cover unexpected costs anymore."

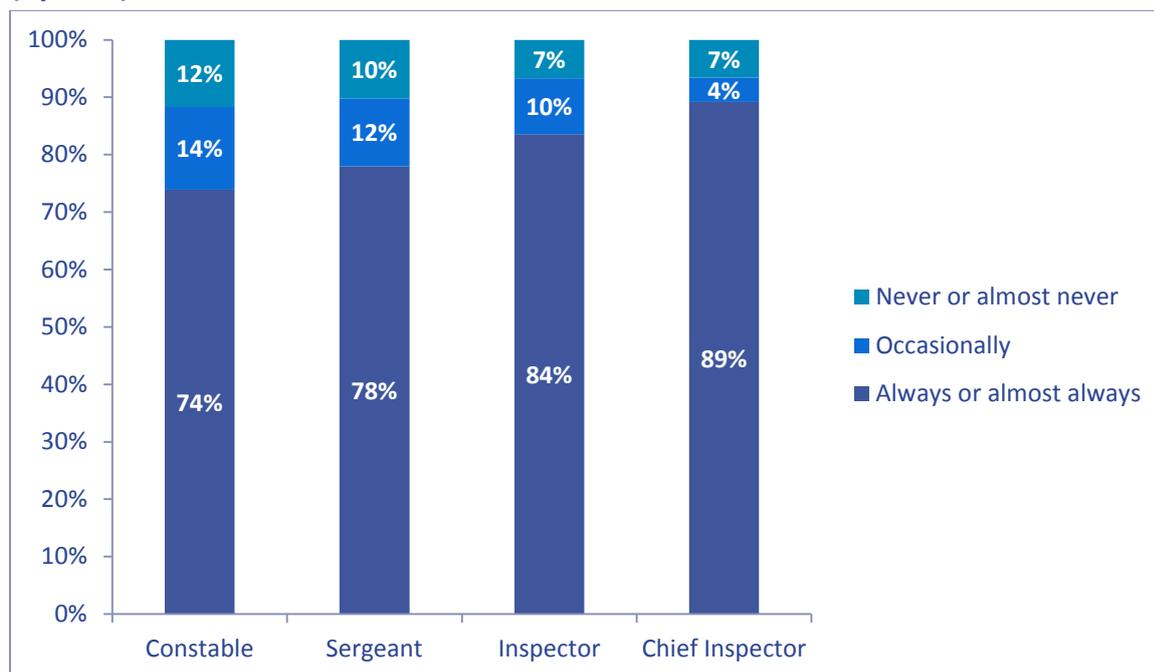
Constable, 19 years' service

Chart Thirty-Two Proportion of respondents who found the cost of living in their area either expensive or very expensive (by rank)



Differences between ranks for this and other cost of living indicators however were relatively small. 12% of constables said that they never or almost never had enough money to cover their essentials, compared to 10% of sergeants and 7% of inspectors and chief inspectors.

Chart Thirty-Three: Proportion of respondents who had enough money to cover essentials (by rank)



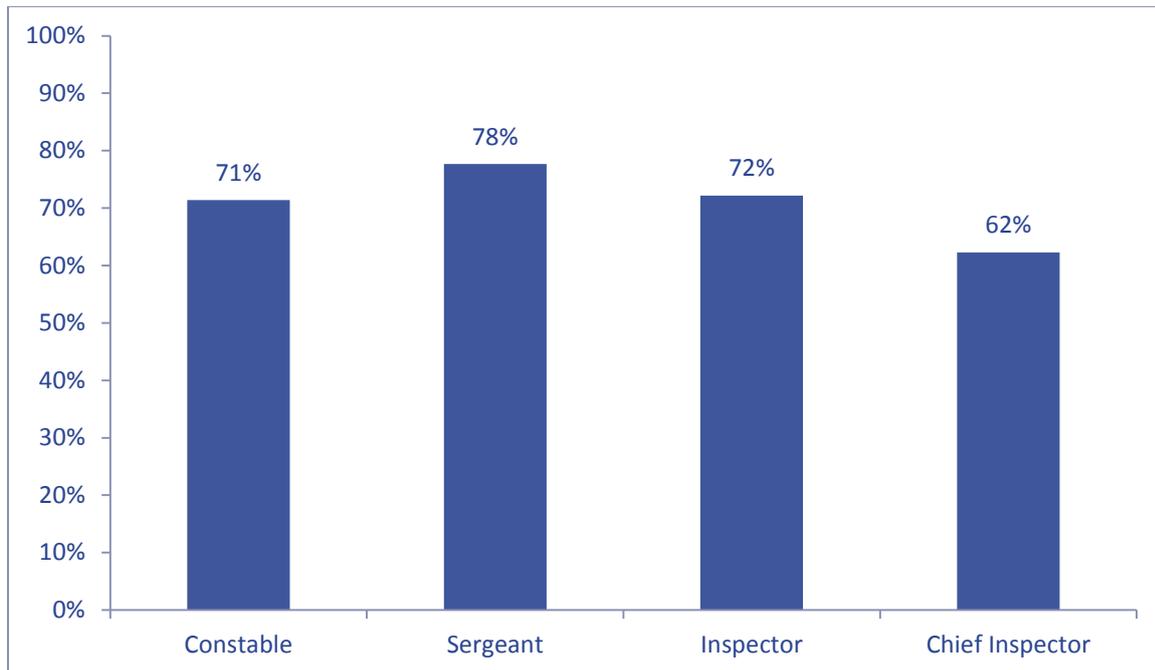
Notably **it was sergeants, rather than constables who were most likely to feel worse off than they did five years ago**. Again, Chief Inspectors were least likely to feel worse off, however close to two thirds of respondents at this rank still said that they were worse off financially compared to five years ago.

Following a similar pattern, sergeants currently at the top of their pay scale were most likely to have been there since 2012 whilst Chief Inspectors at the top of their pay scale were least likely to have been there since 2012 or before. This may in part account for the fact that some ranks were more likely than others to feel worse off than five years ago.

“I have seen a fall in my take home pay and living standards/disposable income every month for 8 years. At the end of each month I have to empty my loose change jar to last me till pay day, and I and my family live very frugally. I have to take money out of my savings account for birthdays/Christmas, and my clothes are worn till they have holes in because I cannot afford to buy new ones once have settled essential expenditure like bills.”

Sergeant, 13 years’ service

Chart Thirty-Four: Proportion of respondents who said that they were worse off financially than five years ago (by rank)



“Owing to the changes made with pay and conditions, I am currently worse off than I was 5 years ago. I have a wife and 2 young children and, owing to the way other government benefits etc. work, we are significantly penalised.”

Inspector, 18 years’ service

Region

Regardless of region, at least 50% of respondents said that the cost of living in their area was either expensive or very expensive. Despite this, **respondents in London and the South East were much more likely to find the cost of living expensive or very expensive than respondents in other regions.**

In addition, 78% of respondents in London and 54% of respondents in the South East who did not live in their force area said the reason for that they could not afford to live in this

area. This compares with less than one in seven respondents in all other regions. Again, many respondents' comments referenced the high costs of living in these areas.

Figure Seven: Proportion of respondents who found the cost of living in their area either expensive or very expensive (by region)

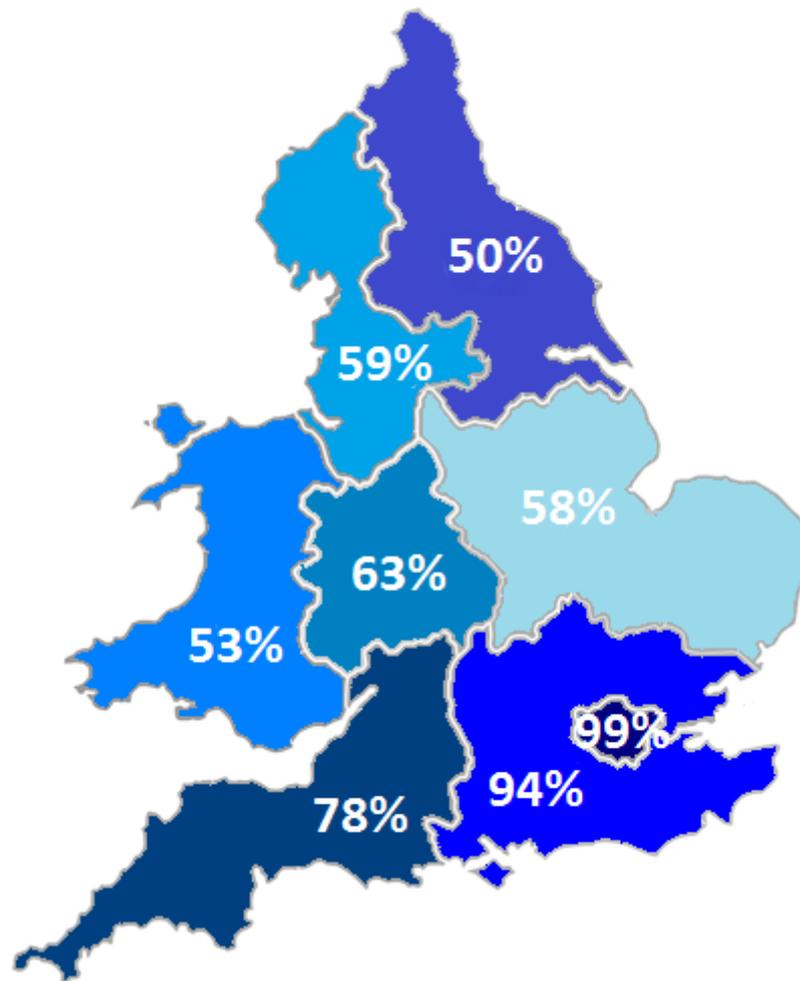
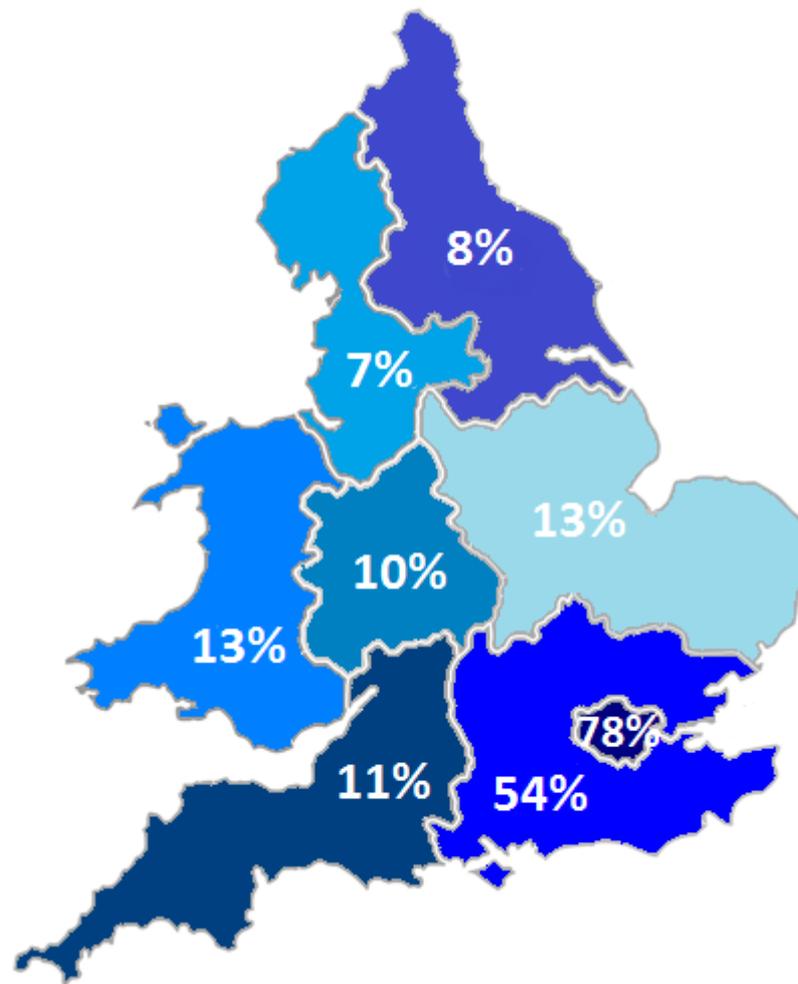


Figure eight: Proportion of respondents who do not currently live in their force area who say that this is because they cannot afford to live in their force area (by region)



"I am considering leaving the Police Service entirely, or transferring to another constabulary as I cannot afford to live within the area in which I currently work. I would like to start a family and own my own house, but this is far beyond my capabilities as a first time buyer on a Police Officer's salary anywhere near my current home force."

Constable, 7 years' service (South East)

"I cannot afford to live anywhere near the borough where I currently work and know of several officers who travel in excess of 2hrs to get to their place of work, who often cannot get home of an evening due to being kept on or incurring overtime."

Constable, 6 years' service (London)

"To be able to afford a nice but modest home in a nice part of town is almost impossible on our pay in the South East and what police officer wants to buy a house in the bad part of town."

Constable, 9 years' service (South East)

"Police officers who live in the metropolitan police area do not earn enough money to be able to afford to live in the area and are being forced to move outside the M25. Thus making travel time longer and the work-life balance worse. This is increased by the fact that police don't get to use free bus or train travel on anything but the underground or London buses. So when you have to move outside the M25 you have to pay more money to get to work."

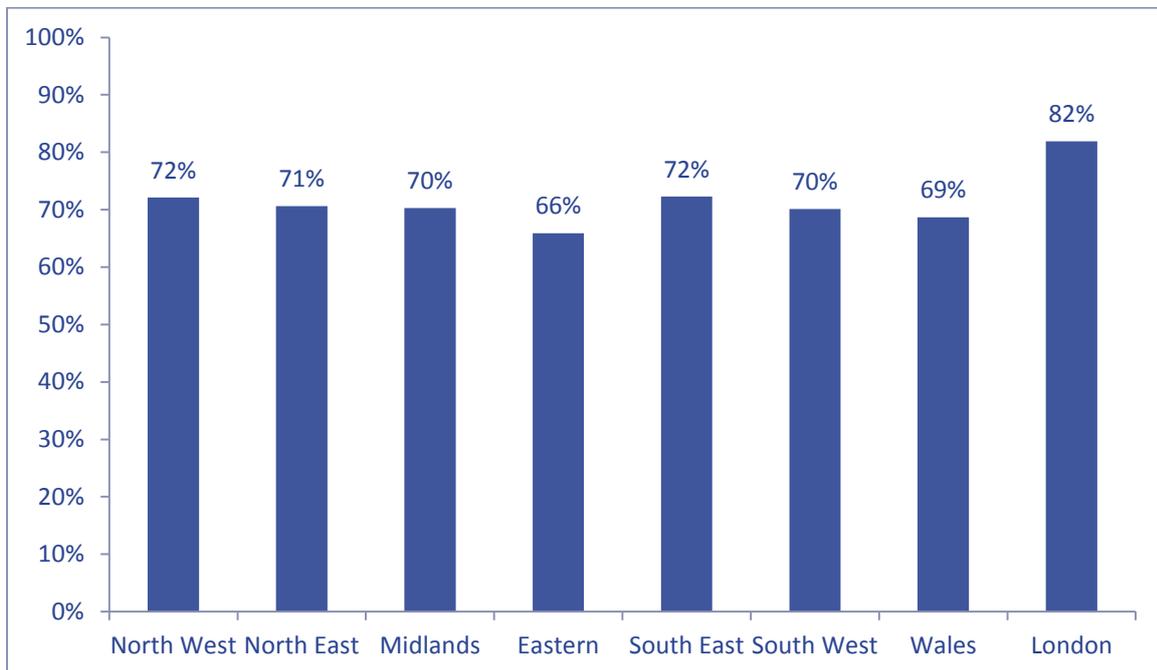
Constable, 3 years' service (London)

Respondents in London in particular were most likely to report feeling worse off than they did five years ago. In addition, **respondents in London were also most likely to report not being able to afford essentials.** 18% of respondents in this region said that they either never or almost never had enough money to cover essentials each month. This compares to between 7% and 11% of respondents in all other regions.

Chart Thirty-Five: Proportion of respondents who had enough money to cover essentials (by region)



Chart Thirty-Six: Proportion of respondents who said that they were worse off financially than five years ago (by region)



Role

Limited differences were seen between respondents' perceptions of cost of living on the basis of their role. For instance, the proportion of respondents who found the cost of living in their area to be expensive or very expensive ranged from 68% of respondents in a Response role, to 75% of respondents in a Road Policing role.

Similarly, the proportion of respondents who said that they either never or almost never had enough money to cover essentials ranged from 10% of respondents in a Custody or Intelligence role to 14% of respondents in a Road Policing role.

Chart Thirty-Seven: Proportion of respondents who found the cost of living in their area either expensive or very expensive (by role)

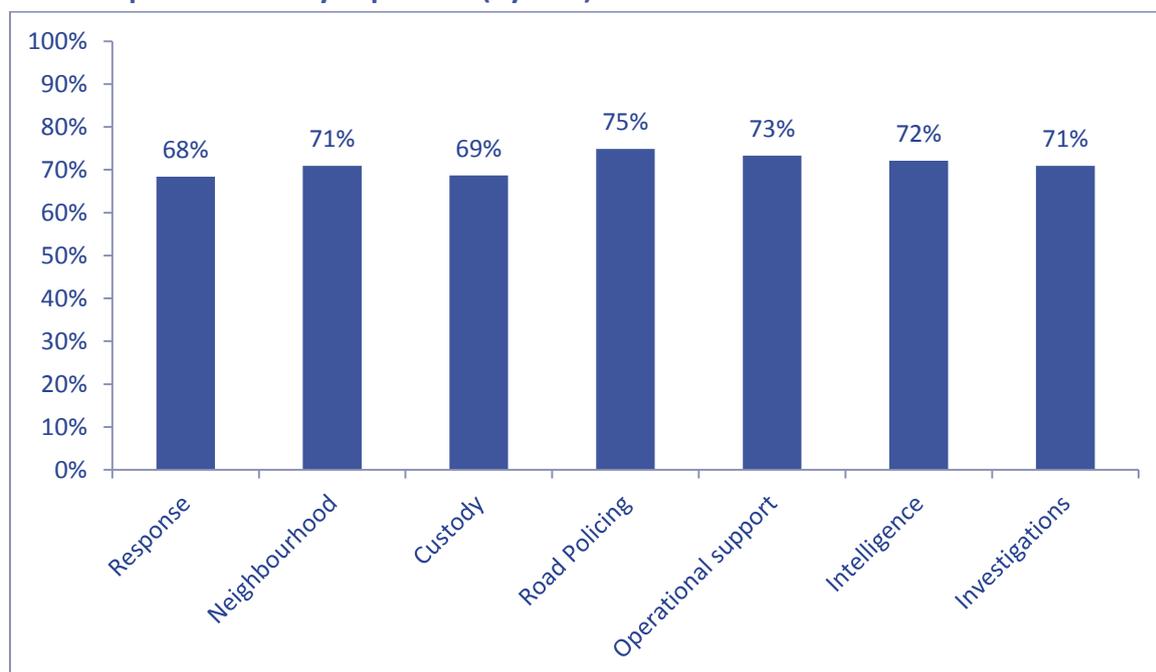
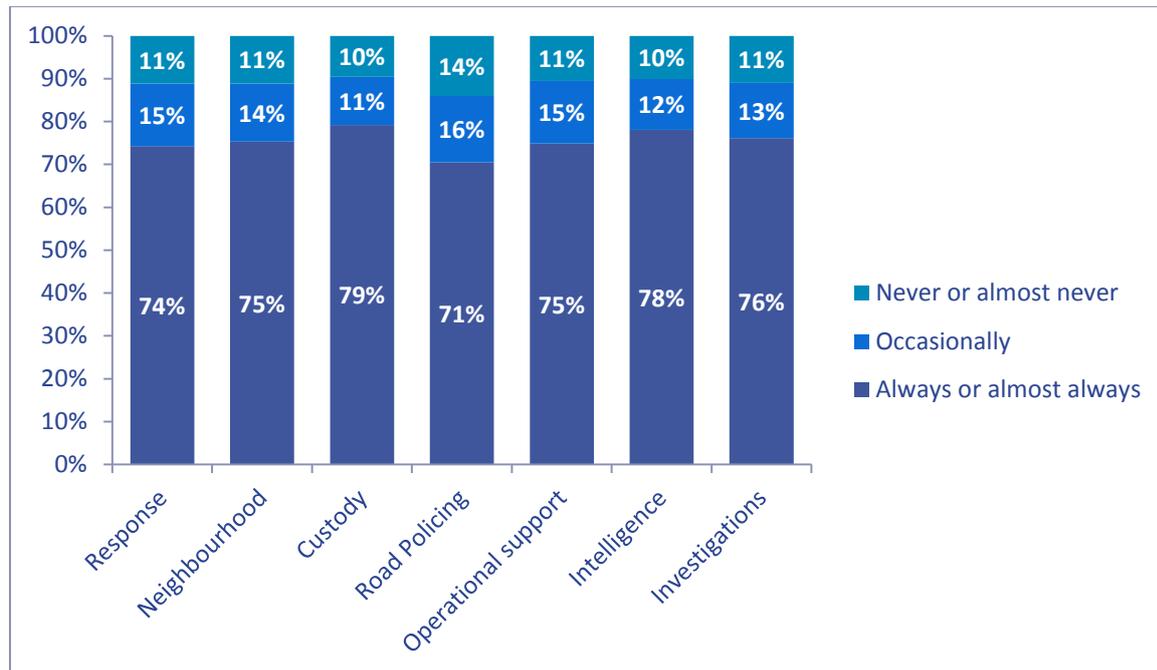


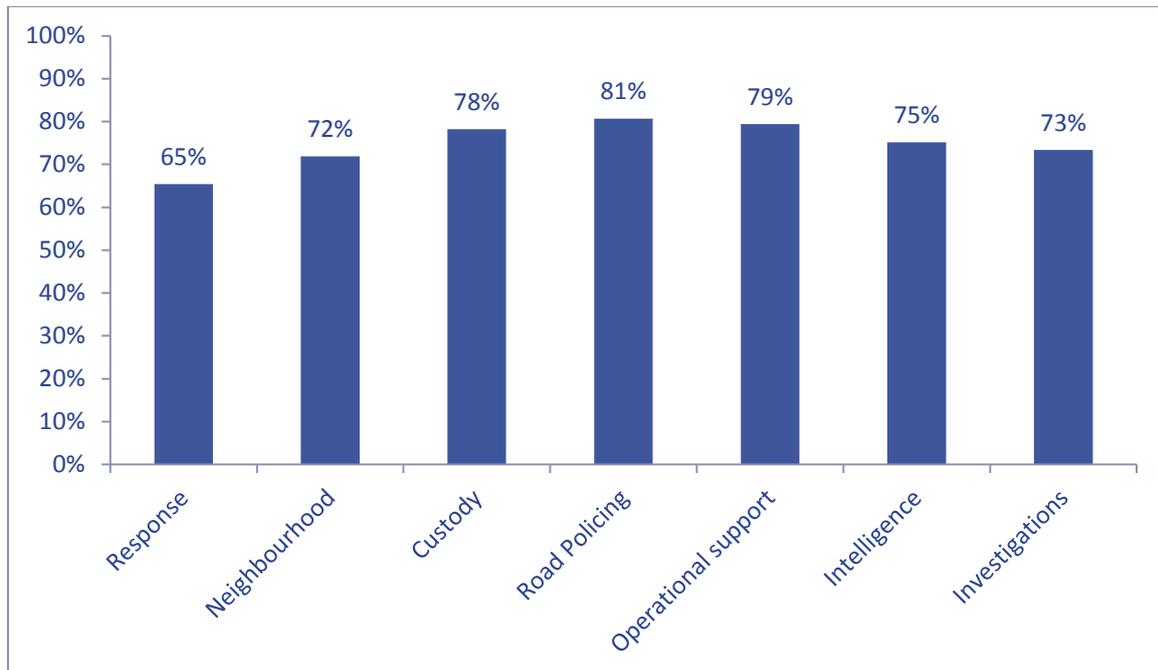
Chart Thirty-Eight: Proportion of respondents who had enough money to cover essentials (by role)



Slightly larger differences were seen when respondents were asked whether they were financially worse off now than 5 years ago. In particular, **65% of respondents in a Response role said that they were worse off now than five years ago, whereas for respondents in a Road Policing role this proportion was 81%.**

This difference may in part be due to length of service effects. For instance 25% of respondents in a Response role have been in service for five years or less (and therefore would not have experienced changes such as the increment freeze removal of CRTP etc.). In contrast just 5% of respondents in a Road Policing role have been in the police service for five years or less.

Chart Thirty-Nine: Proportion of respondents who said that they were worse off financially than five years ago (by role)



Length of service

At least two thirds of respondents found the cost of living in their force area expensive or very expensive, with length of service appearing to have relatively limited bearing on perceptions of the cost of living. Notably however, **62% of respondents with between three and five years' service who did not living in their force area said that they could not afford to live in that area**, compared to fewer than half of respondents at other lengths of service.

Chart Forty: Proportion of respondents who found the cost of living in their area either expensive or very expensive (by length of service)

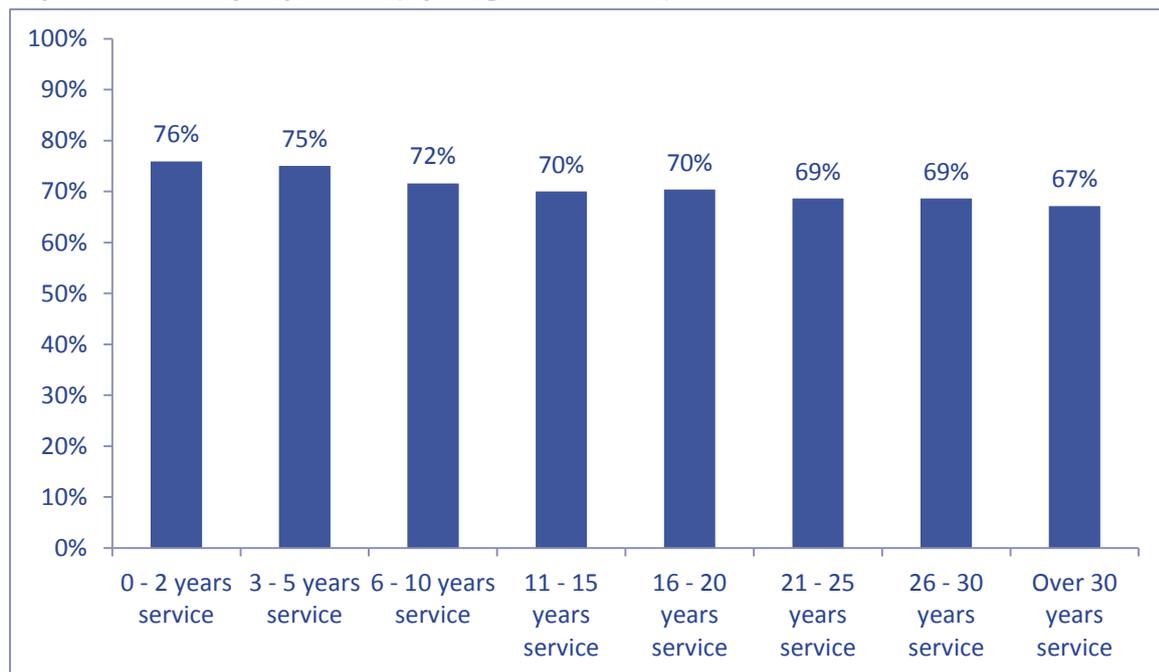
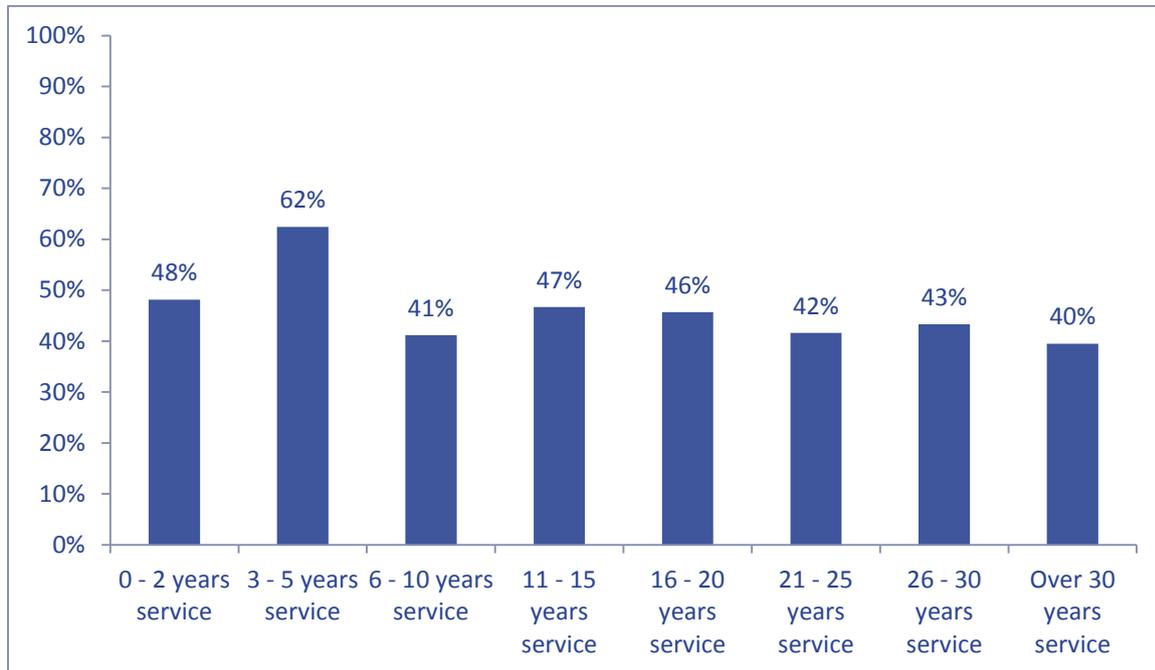


Chart Forty-One: Proportion of respondents who do not currently live in their force area who say that this is because they cannot afford to live in their force area (by length of service)



Respondents in their probationary period were most likely to say that they can either never or almost never afford all of their essentials; reported by around one in six respondents in this group; and around one in seven respondents with between three and five years' service.

In comparison, respondents later on in their careers were most likely to feel financially worse off than five years ago, for instance **more than eight out of ten respondents with between 16 and 30 years' service said that they were now worse off.** This in part could be attributed to the loss of CRTP during this period, which will have disproportionately affected respondents with longer tenure in the police.

Chart Forty-Two: Proportion of respondents who have enough money to cover essentials (by length of service)

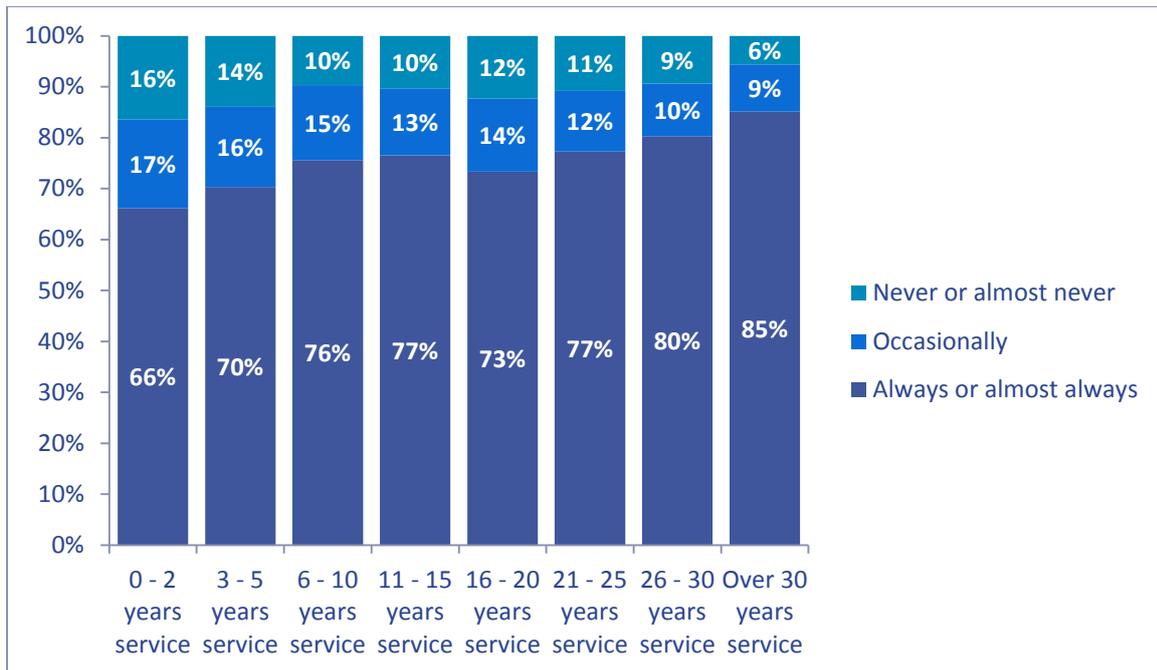
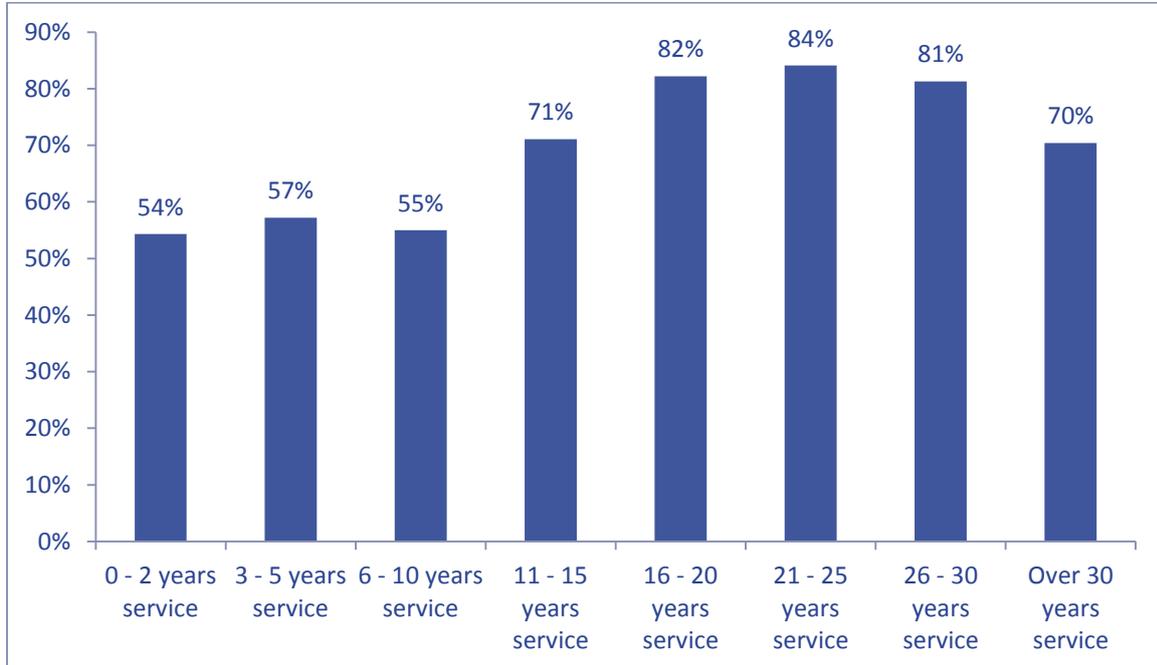


Chart Forty-Three: Proportion of respondents who said that they were worse off financially than five years ago (by length of service)



PSYCHOLOGICAL CONTRACT

Summary

- More than seven out of ten respondents did not feel the police had met its obligations to provide them with fair pay
- More than eight out of ten respondents did not feel that the police service had met its obligations to provide pay increases that maintained their standard of living.
- Half of respondents disagreed that the police service had met its obligations to provide the necessary training for officers to do their job well or to provide up-to-date training and development; these proportions are higher than in 2016
- Differences across different ranks in the perception that the police service had met its obligations regarding fair pay were limited, as well differences across different roles and regions.
- Respondents with between three and five years' service were most likely to disagree that the police service had met its obligations to provide fair pay compared to employees at other organisations and in relation to the responsibilities of their job; however at least two thirds of respondents, regardless of length of service, disagreed that the police service had met its obligations regarding pay.
- Around a third of chief inspectors did not feel that the police service had met its obligations regarding training and development, this proportion was closer to half of all constables, sergeants and inspectors.
- Respondents in London were most likely to feel that the police service had not met its obligations regarding training and development, whereas respondents in the South East were least likely to feel that these obligations had not been met.

What is the psychological contract and why is it important?

A psychological contract is “the perception of the two parties, employee and employer, of what their mutual obligations are towards each other”^{xxx}. An individual will hold beliefs about what he or she owes their organisation (for example loyalty or extra-role behaviour) in return for particular future inducements or benefits (such as fair pay or job security)^{xxxi}. Researchers have typically differentiated between two forms of psychological contract content: transactional content and relational content^{xxxii,xxxiii}. Transactional contract content relates to specific monetary exchanges, in particular in terms of pay and benefits, whereas relational contract content generally refers to long-term obligations that maintain the

relationship between the individual and the organisation, for example personal support or job security.

A breach of the psychological contract occurs when either party believes that the other party has failed to fulfil their promised obligations^{xxxiv}. Researchers have found that individuals can experience a sense of “violation” (a strong emotional reaction which includes distress, anger and betrayal) when they believe their psychological contract has been breached^{xxxv,xxxvi}. In causing this strong emotional response, psychological contract breach can have a significant impact upon work outcomes relating to retention and performance^{xxxvii}.

The exit, voice, loyalty and neglect (EVLN) typology provides a framework for workers’ response to psychological contract breach and violation. This framework suggests that responses to psychological contract breach can include leaving the organisation, talking the initiative to improve the situation (e.g. through increased “voice”), decreasing loyalty in the form of organisational citizenship and increasing neglect including absenteeism and lateness^{xxxviii}. In line with the EVLN framework, studies have shown that psychological contract breach and violation predict turnover intention, job satisfaction, organisational commitment, in-role and extra-role performance^{xxxix, xl, xli}. In addition, employees who initially experience a breach in their psychological contract have been found less likely to believe that subsequent organisational decisions have been explained and justified adequately^{xlii}. Recent research also demonstrates that psychological contract breach is associated with actual turnover (in contrast to turnover intention). For example, in a study of military personnel, voluntary turnover was shown to become almost 60% more likely for each one-point increase in a five-point measure of psychological contract breach^{xliii}.

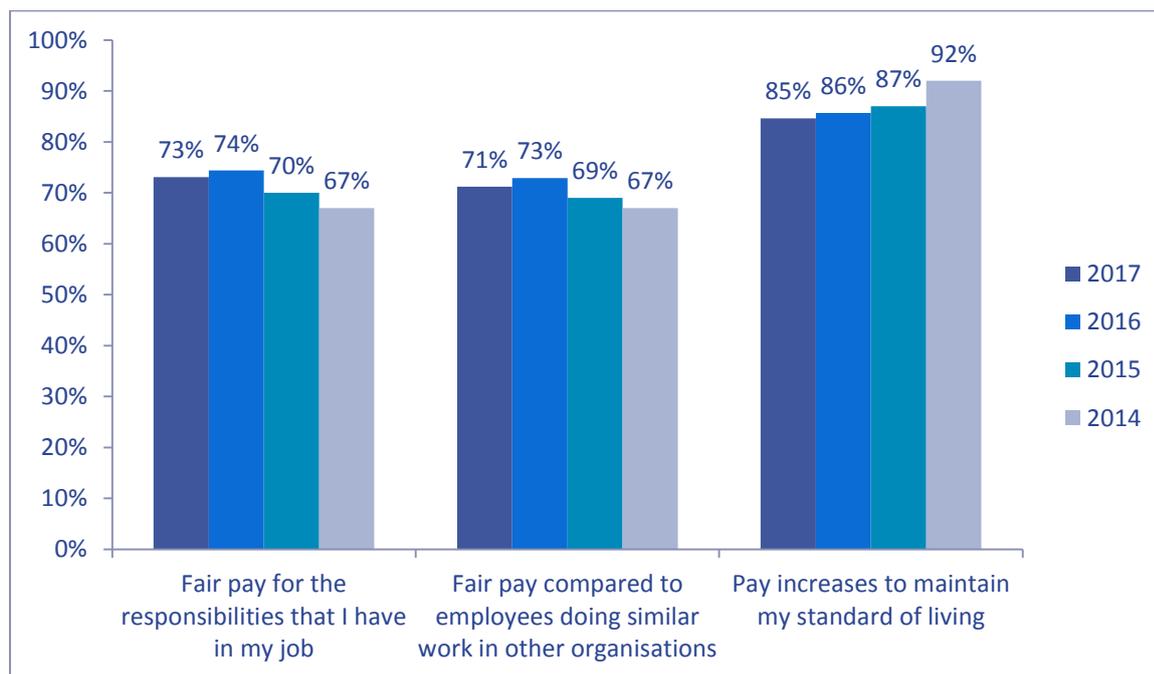
Psychological contract breach was measured using seven items derived from Coyle-Shapiro and Kessler’s (2000)^{xliv} explicit measure of psychological contract fulfilment/breach, and asked officers to evaluate key aspects of their transactional and relational psychological contracts with the police service using items such as “*the necessary training to do my job well*” and “*fair pay for the responsibilities I have in my job*”.

Overall findings

More than seven out of ten respondents did not feel the police had met its obligations to provide them with fair pay, either in relation to the responsibilities of their job or compared to the employees in similar organisations. Whilst these proportions were slightly smaller than last year, they were larger than seen in 2014 or 2015.

In addition, more than eight out of ten respondents did not feel that the police service had met its obligations to provide pay increases that maintained their standard of living.

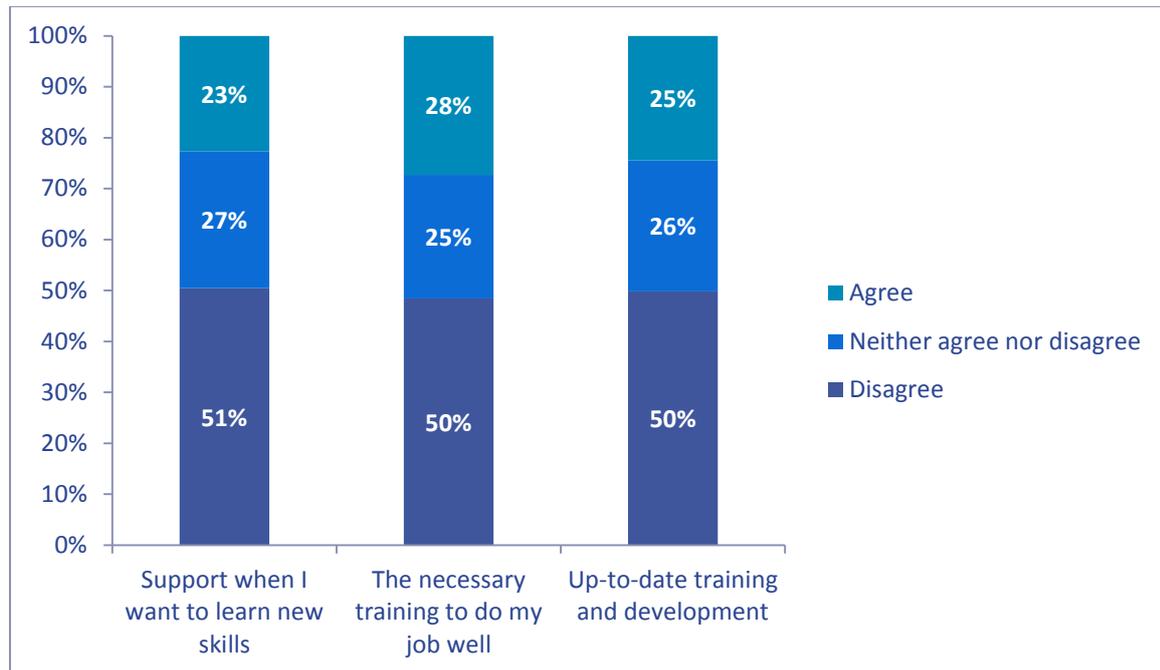
Chart Forty-Four: Proportion of respondents disagreeing with transactional psychological contract indicators since 2014



Respondents were less likely to disagree that the police service had met its obligations regarding training and development compared to its obligations regarding pay. Nonetheless, respondents were more likely to disagree with these indicators this year compared to last year.

For instance, this year **half of respondents disagreed that the police service had met its obligations to provide the necessary training for officers to do their job well**, compared to 41% of respondents in 2016. In addition, **half of respondents disagreed that the police service had met its obligations to provide up-to-date training and development**, in contrast to 45% of respondents last year.

Chart Forty-Five: Proportion of respondents agreeing and disagreeing with relational psychological contract indicators



Respondents' comments highlighted a range of concerns when it came to training and development. These included the time and availability of training, (including for officers who want to develop sought after skills in areas such as cybercrime and counter terrorism), and the reliance on online delivery methods, in particular NCALT, to deliver training on essential legislative updates officers needed to do their jobs.

“Training is poor. All that is delivered is an email directing you to sign into some e learning, and click through some screen slides. No training days are available in force either. If you are given opportunity for a training course, then duties will reduce your shift, expect you to spend additional hours travelling, force you to extend other shifts because they reduced your planned shift. So why would you volunteer to attend any training?”

Sergeant, 16 years’ service

“Training is basically death by NCALT, a tick box and insurance policy exercise only. No meaningful training is provided for any specialist role unless you travel out of force to attend national courses.”

Inspector, 29 years’ service

“If an officer wants opportunities to better themselves or attend development courses, it all comes down to money and invariably the training is refused. Training essential to role is usually delivered too late, when an officer has already been in post for some considerable time. This is not treating our people well”

Sergeant, 21 years’ service

“Changes in legislation or procedure is dumped on us by the cheap online method of training which everyone agrees is a waste of time as it 'goes in one eye then out the other'. It is recognised as a poor method of training. Time to do it is another issue of course!”

Constable, 24 years’ service

“There should be more training courses available to officers who are willing to move into other directions where a new style of policing is required for example Cybercrime/digital policing, CT. giving them a fair chance of gaining a position in these areas.”

Constable, 12 years’ service

Comparisons

Comparison of findings from the pay and morale survey with the Civil Service People Survey shows that Civil Service employees were more likely to feel that they had access to necessary training and that their pay was reasonable compared to other organisations.

61% of civil service respondents and 41% of NCA respondents said that they had access to the right learning and development opportunities when they needed to. This compares to 28% of respondents in this year's pay and morale survey. In addition, 37% of civil service respondents said that their pay was reasonable compared to people doing a similar job in other organisation. Whilst the proportion of NCA respondents who agreed with this indicator was lower at 19%, this was still much higher than the 10% of respondents in PFEW's pay and morale survey who said that their pay was fair compared to employees doing similar work in other organisations.

The Armed Forces Continuous Attitude survey measures psychological contract fulfilment using a global measure, asking respondents to indicate whether they agreed or disagreed that they service had fulfilled its commitments/promises to them in the last 12 months. 39% of AFCAS respondents agreed with this whereas 31% disagreed. This indicator is not directly comparable with the more specific approach adopted in the PFEW survey, it is nonetheless possible to note that this level of agreement was not reached for any of the psychological contract indicators measured in the PFEW survey.

Differences between groups

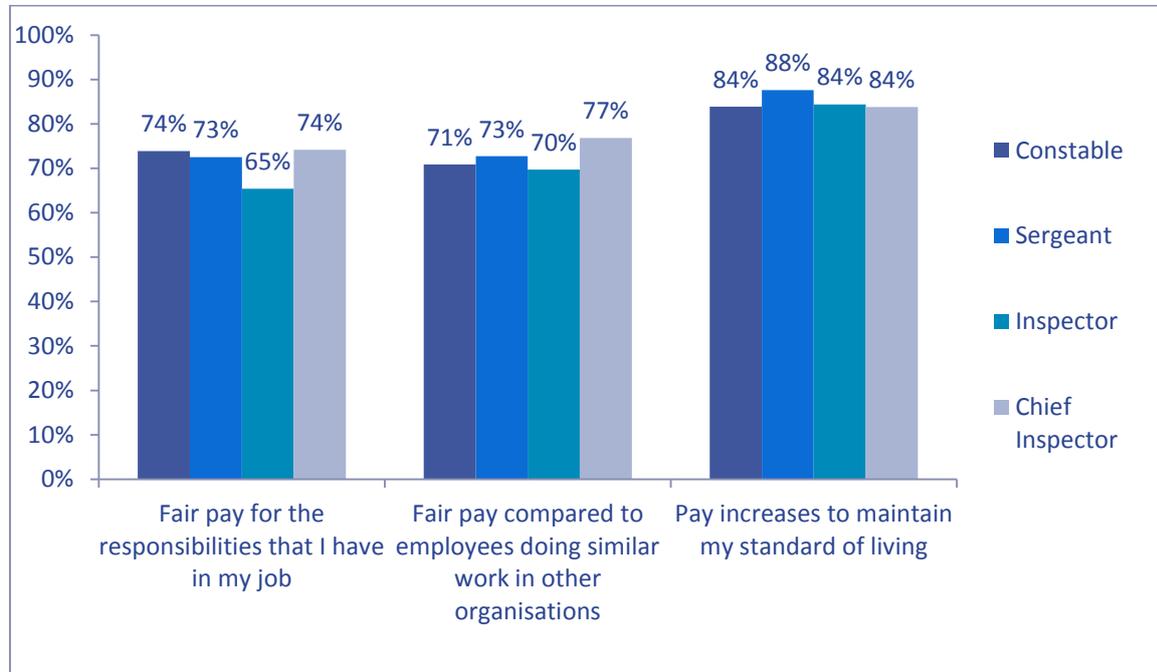
Rank

As seen in previous years, sergeants were most likely to disagree that the police service had met its obligation to provide pay increases that maintained their standard of living. Differences between ranks for this indicator were however small, and at **least 84% of respondents regardless of rank disagreed that the police service had met its obligation to provide pay increases to maintain their standard of living.**

Inspectors were least likely to disagree that the police service had met its obligations to provide fair pay. Despite this, 65% of Inspectors said that the police service had not met its obligation to provide fair pay for the responsibilities of their job, whilst 70% said that the police service had not met its obligation to provide fair pay in comparison to other

organisation; therefore there was a general sense amongst most officers, regardless of rank, that these obligations had not been met.

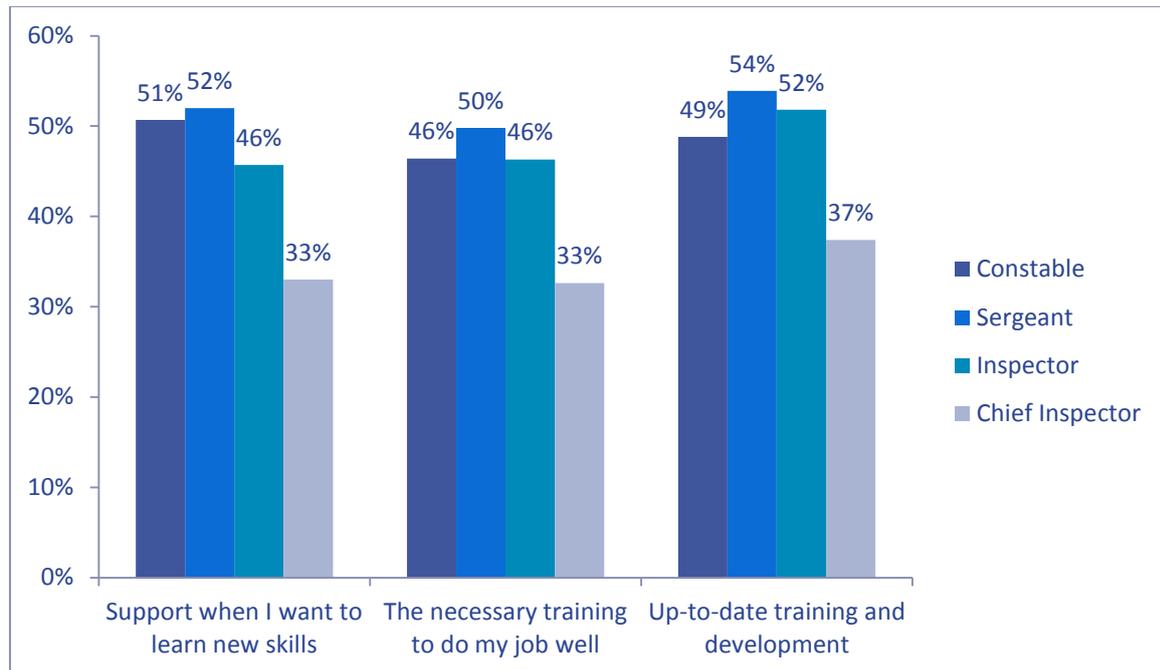
Chart Forty-Six: Proportion of respondents disagreeing with transactional psychological contract indicators (by rank)



More notable differences were seen in the perceptions that the police service had met its obligations regarding training and development. In particular, **whilst around a third of chief inspectors did not feel that the police service had met its obligations regarding training and development, this proportion was closer to half of all constables, sergeants and inspectors.**

As in previous years, Sergeants were least likely to feel that they have received necessary and up-to-date training. In 2015, the College of Policing’s Leadership Review identified that there were a lack of development opportunities for frontline supervisors. Worryingly, this does not yet appear to have been addressed, particularly as the proportion of sergeants who this year did not feel that the police service had met its obligations to provide necessary and up-to-date has increased, not decreased, since 2016.

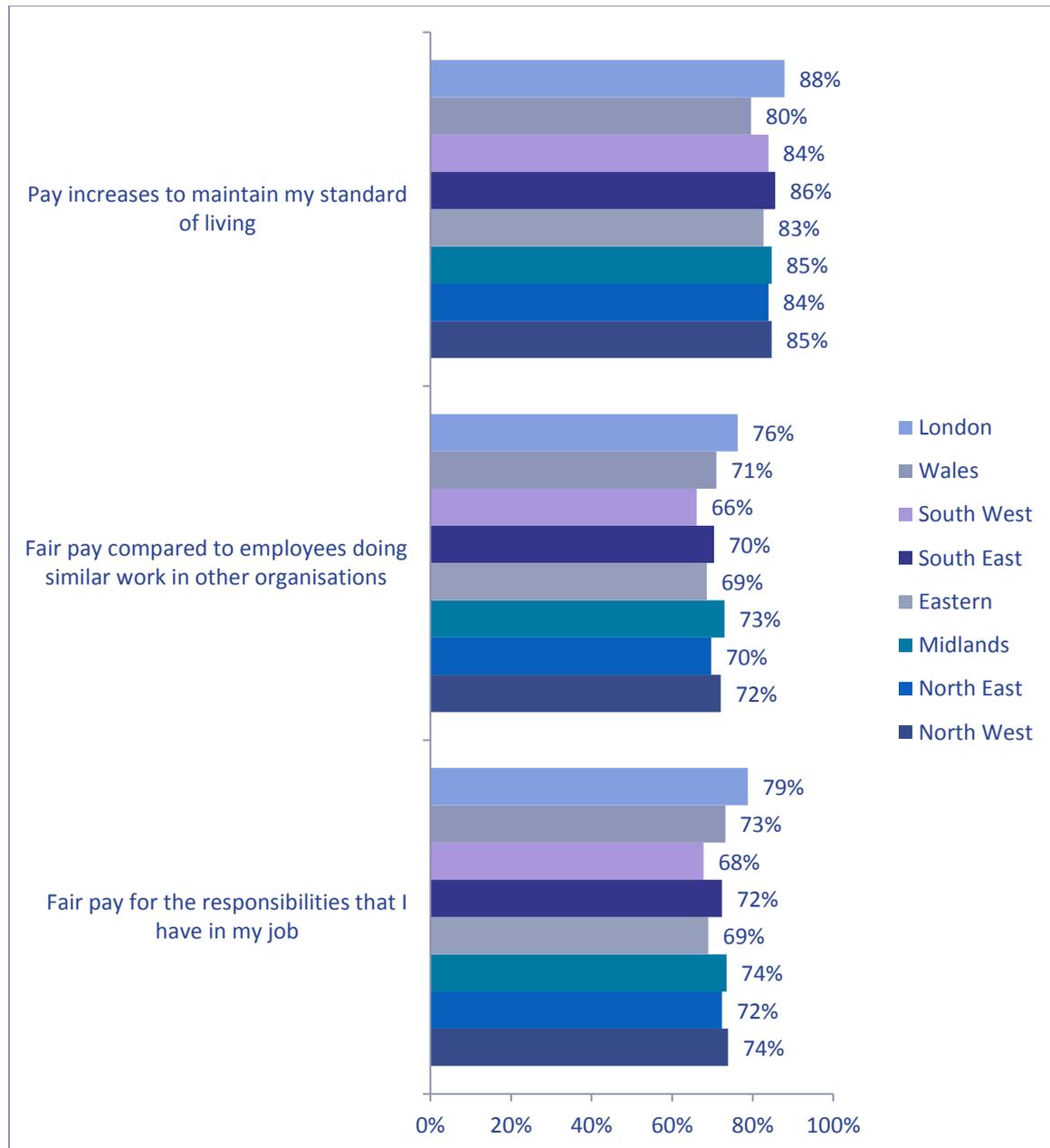
Chart Forty-Six: Proportion of respondents disagreeing with relational psychological contract indicators (by rank)



Region

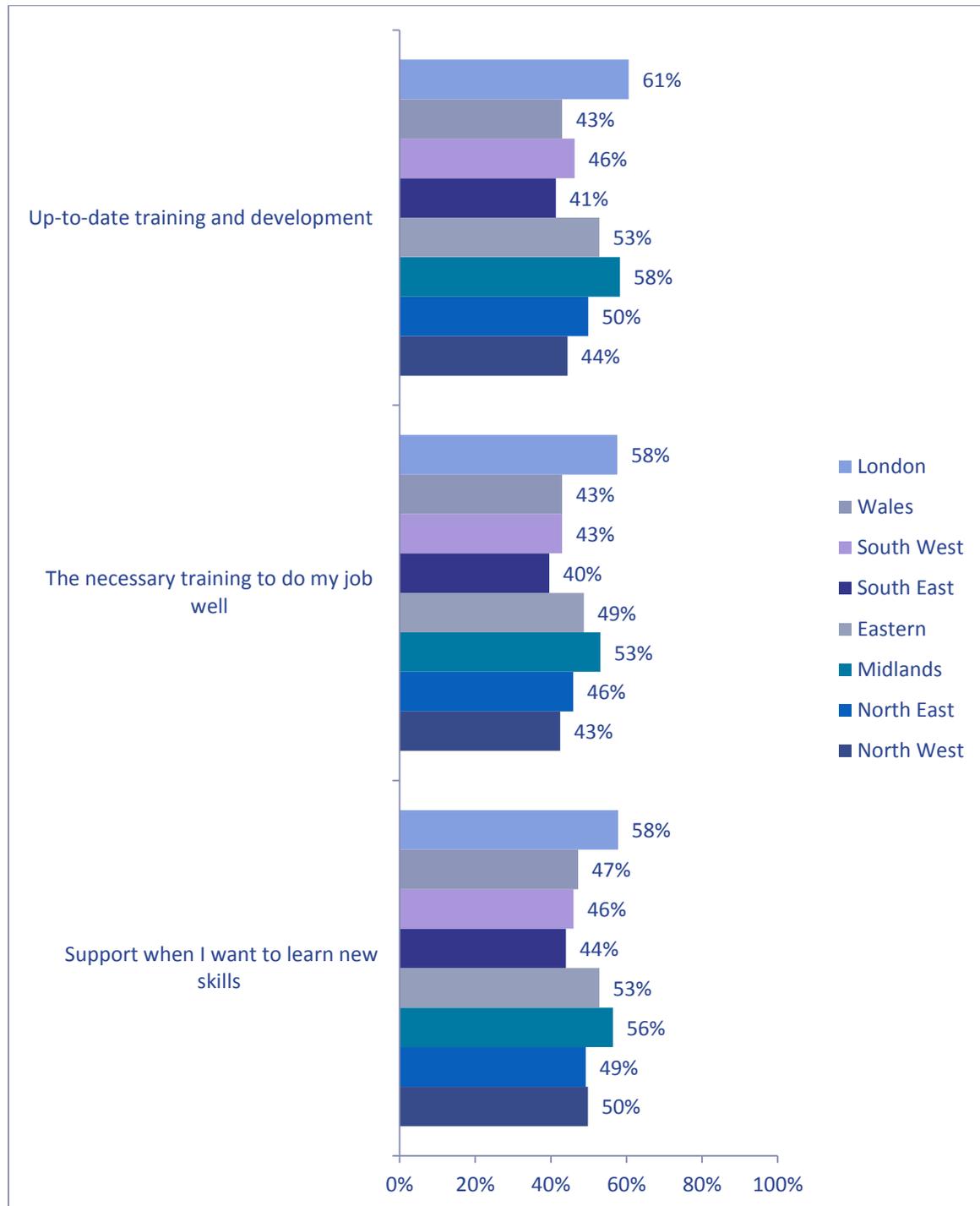
Across all regions, at least eight out of ten respondents said that the police service had not met its obligations to provide pay increases that maintain their standard of living. In regards to fair pay, respondents in the South West were least likely to disagree that the police service had met its obligations regarding fair pay, whilst respondents in London were most likely to agree. However the range of proportions observed was relatively small, and at least two thirds of respondents said that the police service had not met obligations to provide them with fair pay. As such, there was no clear evidence to indicate that respondents in any region felt that the police service had met its obligations concerning pay.

Chart Forty-Seven: Proportion of respondents disagreeing with transactional psychological contract indicators (by region)



A slightly larger range of results were seen regarding the police service’s obligations to provide training and development. For instance, with regards to the police service’s obligation to provide up-to-date training and development, **the proportion of respondents who felt that this obligation had not been met ranged from 41% of respondents in the South East, to 61% of respondents in London.**

Chart Forty-Eight: Proportion of respondents disagreeing with relational psychological contract indicators (by region)



Role

Again, there was very little difference in the proportion of respondents in different roles who said that the police service had met its obligation to provide pay increases that maintained their standard of living – regardless of role, at least eight out of ten respondents felt that this obligation had not been met.

The perception that the police service had not met its obligations to provide fair pay was also common across different roles, with once more at least two thirds of respondents in all roles reporting that the police service had not met its obligations regarding fair pay for either the responsibilities of their job or in comparison to employees doing similar work in other organisations.

Chart Forty-Nine: Proportion of respondents disagreeing with transactional psychological contract indicators (by role)

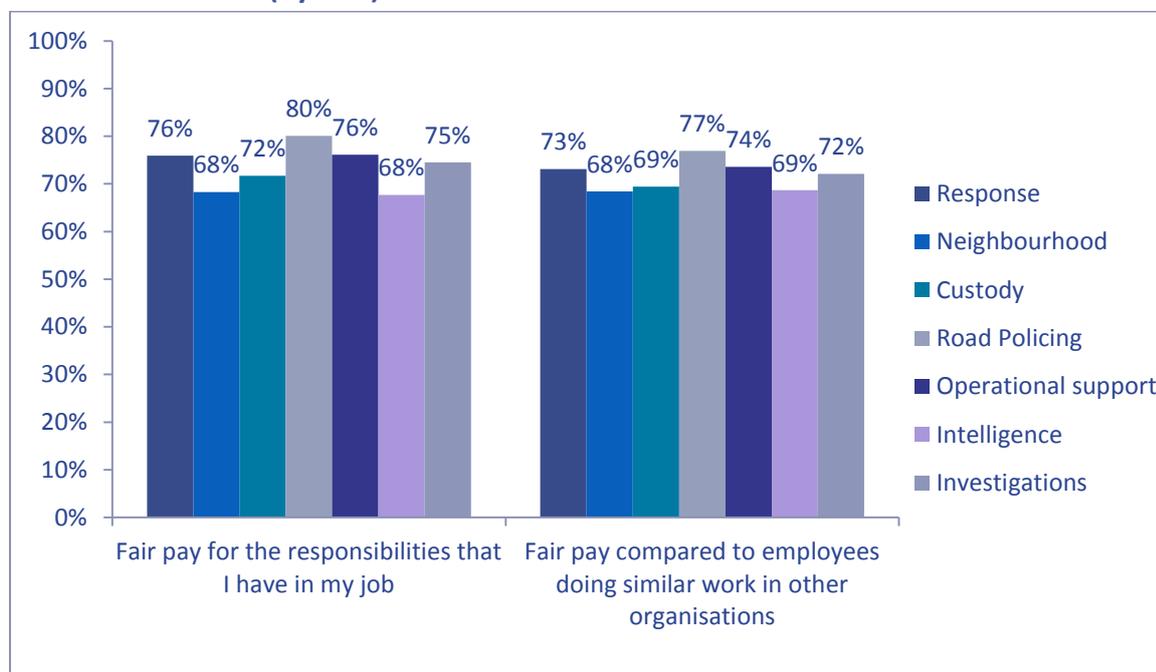
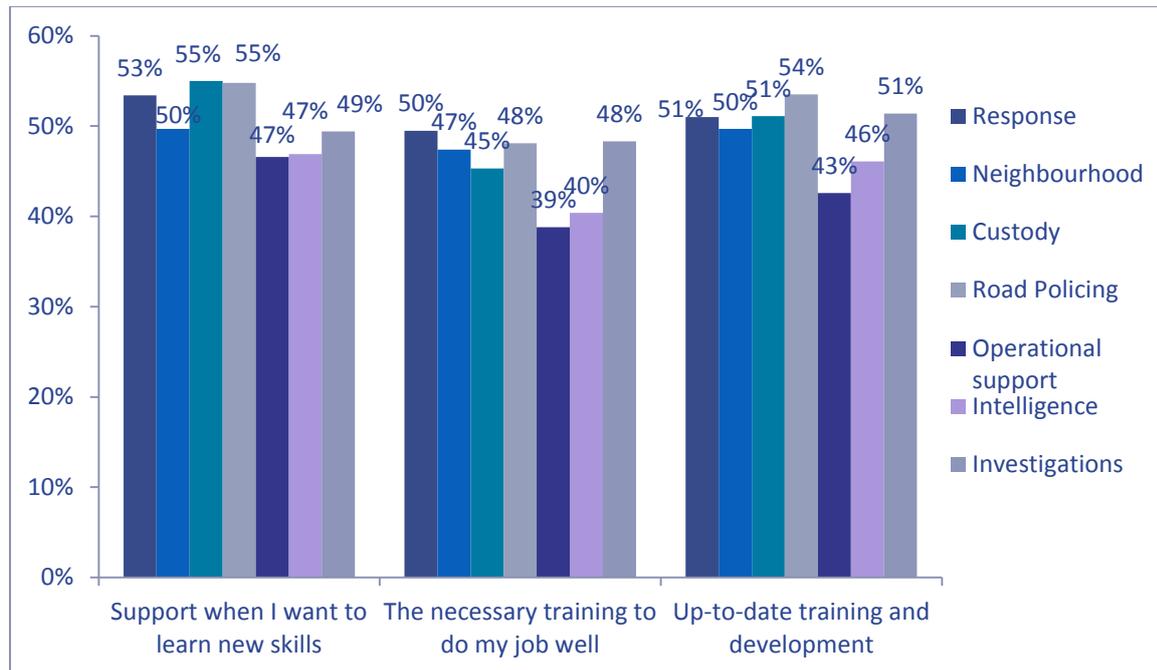


Chart Fifty: Proportion of respondents disagreeing with relational psychological contract indicators (by role)



There was limited variation across different roles in respondents’ perceptions that the police service had met its obligations regarding training and development, with a range of 11 percentage points or less for each of these indicators. Respondents in an operational support role were least likely to disagree that the police service had met its obligations regarding training and development opportunities. This may reflect the need for routine training within some operational support roles, such as firearms and advanced public order functions. However despite this, 47% of respondents in this role said that the police service had not met its obligation to provide support when they wanted to learn new skills, and 43% said that the police service had not met its obligations to provide up-to-date training and development.

Length of service

Respondents with between three and five years’ service were most likely to disagree that the police service had met its obligations to provide fair pay compared to employees at other organisations and in relation to the responsibilities of their job. In addition, more than three quarters of respondents with two years’ service or less said that the police service had not met its obligations to provide fair pay for the responsibilities of their job.

This finding replicates the same pattern observed in last year's survey, and as noted last year, respondents in these service length categories will have, for the most part have been appointed to the post-2013 salary scale which may have had a bearing on why these respondents were more likely to say that their pay was not fair. Again, however, the range of responses seen for these indicators was small, and at least two thirds of respondents, regardless of length of service, disagreed that the police service had met its obligations regarding pay.

Respondents with two years' service or less were least likely to disagree that the police service had met its obligation with regards to training and development, although just over a third still disagreed that police service had met its obligations with regards to these indicators. This higher level of agreement is likely to be attributable to the fact that officers with less than two years' service will still be undertaking their initial police training.

After two years' service, the proportion of respondents who disagreed that these obligations had been met was very similar, regardless of length of service. For example, the proportion of respondents who did not feel the police service had met its obligations to provide up-to-date training and development ranged from 46% to 51%, and the proportion of respondents who did not feel that the police had met its obligations to provide support to learn new skills ranged from 46% to 54%.

Chart Fifty-One: Proportion of respondents disagreeing with transactional psychological contract indicators (by length of service)

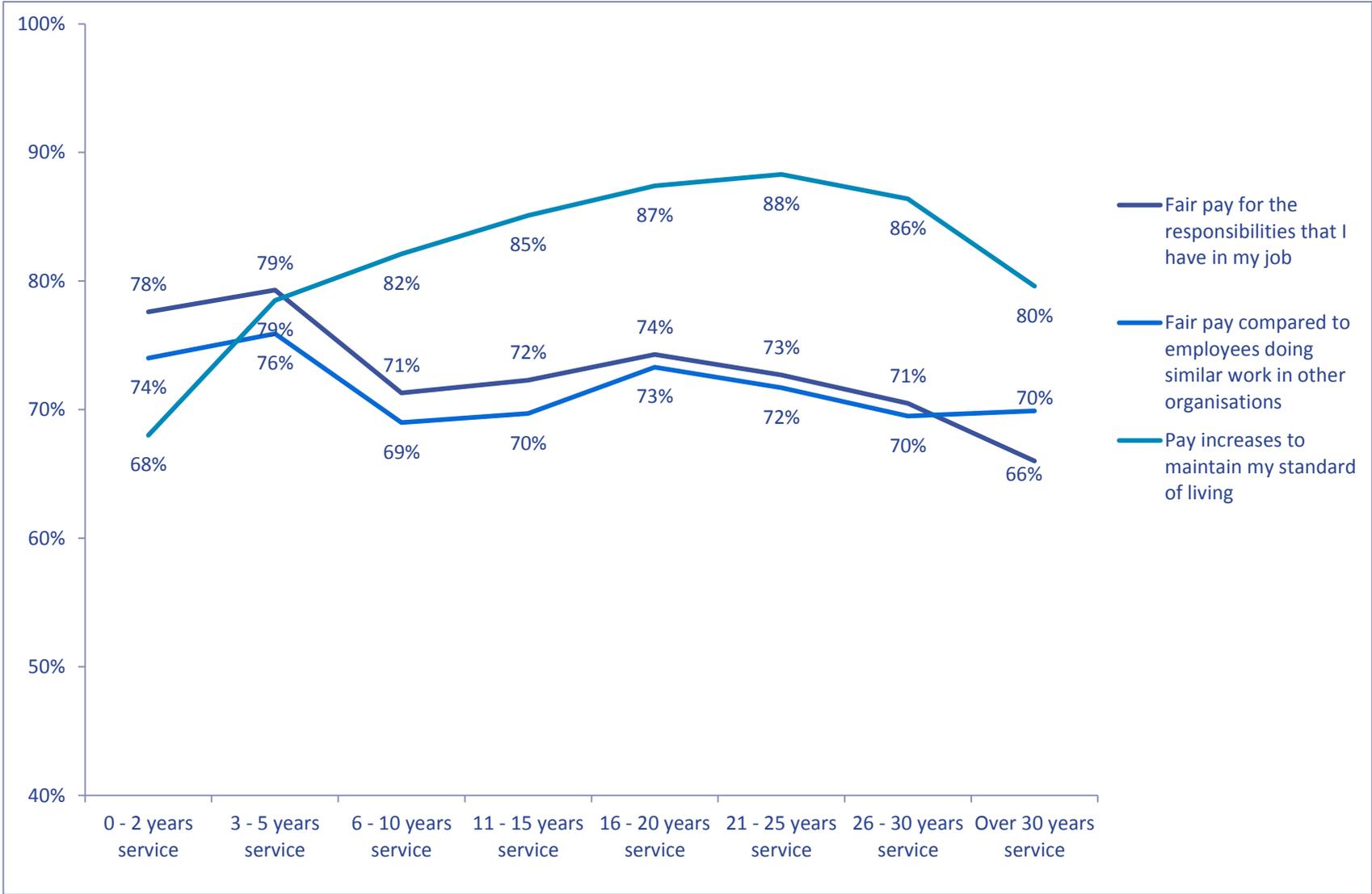
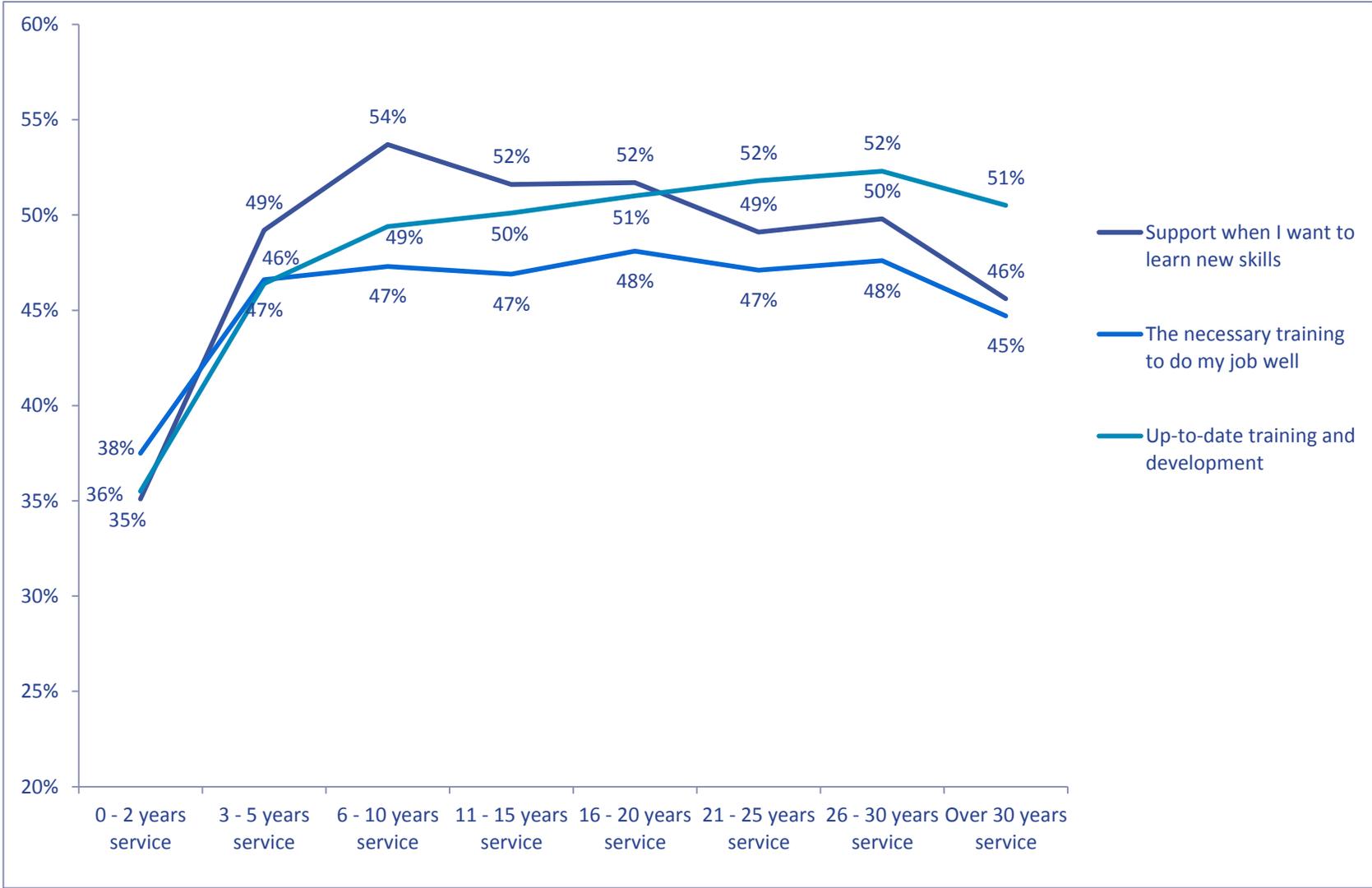


Chart Fifty-Two: Proportion of respondents disagreeing with relational psychological contract indicators (by length of service)



ORGANISATIONAL JUSTICE

Summary

- 36% of respondents said that they were fairly treated, compared to 32% of respondents who said that they were not fairly treated.
- The proportion of respondents who said they were not treated fairly as well as the proportion who felt that that decisions that affected them were not made in a fair way and that felt the people they worked with were not treated fairly have all increased since 2016.
- At least two thirds of respondents did not feel that they were fairly paid considering their experience and training and the hazards, stresses and strains of their job.
- All ranks have seen a decline in the proportion of respondents who felt that they were fairly treated since last year's survey and this year only at Chief Inspector rank did a majority of respondents feel fairly treated.
- Across all roles, a majority of respondents did not feel that they were fairly paid; differences between ranks were most substantial with regards to the fairness of pay in relation to the hazards faced within their job with Constables and Sergeants more likely to feel unfairly paid than members of the Inspecting ranks.
- There was only limited variation in perceptions of fair treatment across different regions, and similarly perceptions of fair pay varied only slightly on the basis of respondents' region; although respondents in London were somewhat more likely to feel unfairly paid for their experience and training than respondents in other regions.
- Although difference in perceived fair treatment were relatively small, respondents in a Road Policing role were least likely to feel fairly treated. In addition, since 2016 there has been a 12 percentage point drop in the proportion of Road Policing respondents who felt fairly treated.
- A large majority of respondents, regardless of role did not feel that their pay was fair based on their experience and training and the hazards, stresses and strains of their job.
- Respondents in their probationary period were most likely to feel fairly treated; however respondents at the start of their careers were also most likely to disagree that they were fairly paid according to the hazards, stresses and strains of the job. However, a majority of respondents again felt that their pay was not fair regardless of their length of service.

What is organisational justice and why is it important?

Within an organisational context, justice is closely associated with the concept of fairness, and is primarily concerned with two main subjective perceptions of fairness. These perceptions relate to “(a) the fairness of outcome distributions or allocations and (b) the fairness of the procedures used to determine outcome distributions or allocations”; referred to as *distributive* justice and *procedural* justice respectively^{xlv}. Other studies have pointed to further dimensions of organisational justice including *interpersonal* justice (reflecting the interpersonal treatment received within organisational procedures) and *informational* justice (reflecting the adequacy of the information received regarding procedures)^{xlvi,xlvii,xlviii}. Despite this, there is generally agreement within these studies that people make judgements both about the fairness of processes within organisations and about the fairness of the outcomes of those processes. We have therefore drawn upon concepts of procedural and distributive justice in our analysis of perceptions of fairness within the police service.

Organisational justice can have an impact upon many outcomes including job performance, organisational citizenship behaviour, closer identification with the organisation, occupational ill-health, turnover intentions, burnout and job satisfaction^{xlix,l,li,liliii,liv}. Focussing specifically on organisational justice within police organisations, officers’ justice perceptions have also been found to predict their satisfaction with the force, support for community policing initiatives and attitude towards serving the public, as well as being linked to a lower likelihood of misconduct^{lv,lvi}.

Procedural justice was measured using four items adapted from Tyler and Blader (2003), for example “*Decisions that affect me are usually made in a fair way*”^{lvii}. Distributive justice was measured using four items from Price and Mueller (1986) which included “*I am fairly paid considering the responsibilities I have within my job*”^{lviii}.

Overall findings

Respondents were slightly more likely agree than disagree that they were treated fairly. Despite this, **the proportion of respondents who said they were not treated fairly has increased from 24% of respondents in 2016 to 32% of respondents in 2017.**

Respondents were also more likely to disagree that decisions were made in a fair way (37% in 2016 compared to 45% in 2017) and more likely to disagree that people they worked with were treated fairly (31% in 2016 compared to 36% in 2017).

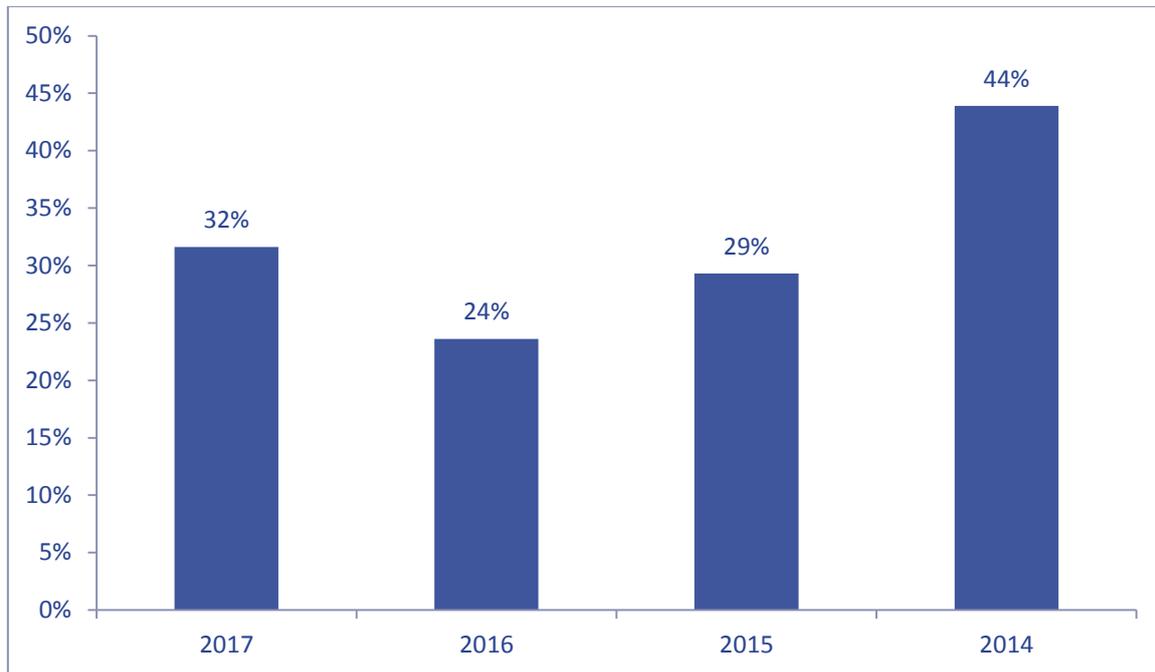
Table Twelve: Proportion of respondents agreeing and disagreeing with procedural justice indicators

Factor	Disagree	Agree
I am treated fairly	32%	36%
Decisions that affect me are usually made in a fair way	45%	24%
Overall, the people I work with are treated fairly	36%	32%

“Police officers have a very highly developed sense of fairness. It's why most of us join. When we ourselves are treated unfairly it does immense damage to the service. When we have to forego pay rises or get blamed because we cannot do the impossible with the resources provided or the wrong person gets promoted because they fit a desired profile that is unrelated to competency then all this undermines the ethos of the service.”

Constable, 27 years' service

Chart Fifty-Three: Proportion of respondents disagreeing that they were treated fairly since 2014



More than three quarters of respondents disagreed that they were fairly paid considering the hazards faced within their job. In addition, **87% of respondents did not feel fairly paid considering the stresses and strains of their job.**

Table Thirteen: Proportion of respondents agreeing and disagreeing with distributive justice indicators

Factor	Disagree	Agree
I am fairly paid considering the hazards I face within my job	77%	13%
I am fairly paid considering the stresses and strains of my job	87%	8%
I am fairly paid considering the amount of experience and training I have	66%	21%

“What is difficult to take is that the level I operate at is one of senior manager and the people in partner agencies I work with are paid significantly more than me. An example of this is the Local Authority. I work alongside employees from the Local Authority who are often paid 20-30k more than me per annum. It is my opinion that the Police are undervalued and the disparity in pay in comparison to other agencies and the private sector is difficult to take.”

Chief Inspector, 24 Years' Service

“When commenting on fair pay it needs to be balanced with other public service pay. On that basis the police are relatively well paid. What you do not expect is to receive continual pay cuts. Despite alleged pay increases of 1% for the last 6 years I have had nothing but pay cuts. Increases to travel and pension costs far outweigh any minimal pay rise.”

Inspector, 28 years' service

“I believe the pay for a police officer is low and [unfair] considering the responsibility the roles carries. We are expected to deal with conflict and put ourselves in harm's way to protect the public but then not rewarded financially. In actual fact I feel the over the last 5 / 6 years we have had pay cuts and its getting to the point where I'm only just managing to pay for essential bills. Police budgets cuts are having a major effect on my day to day life as fewer officers dealing with calls means higher workload for myself and other remaining colleagues.”

Constable, 17 years' service

“This is a demanding, high pressured job during which we have to see and deal with the worst of society. All we want is to be paid fairly for this with pay rises that are in keeping with the rise in living costs. I do not think this is too much to ask.”

Constable, 15 years' service

Comparisons

67% of respondents in the AFCAS survey said that they were treated fairly at work, in comparison to 15% of respondents who disagreed that they were treated fairly. In addition, 79% of Civil Service People Survey respondents said that they were treated fairly; this proportion was 75% of NCA respondents. Accordingly, and as in previous years, the proportion of PFEW respondents who reported fair treatment was much lower than seen in other public sector organisations.

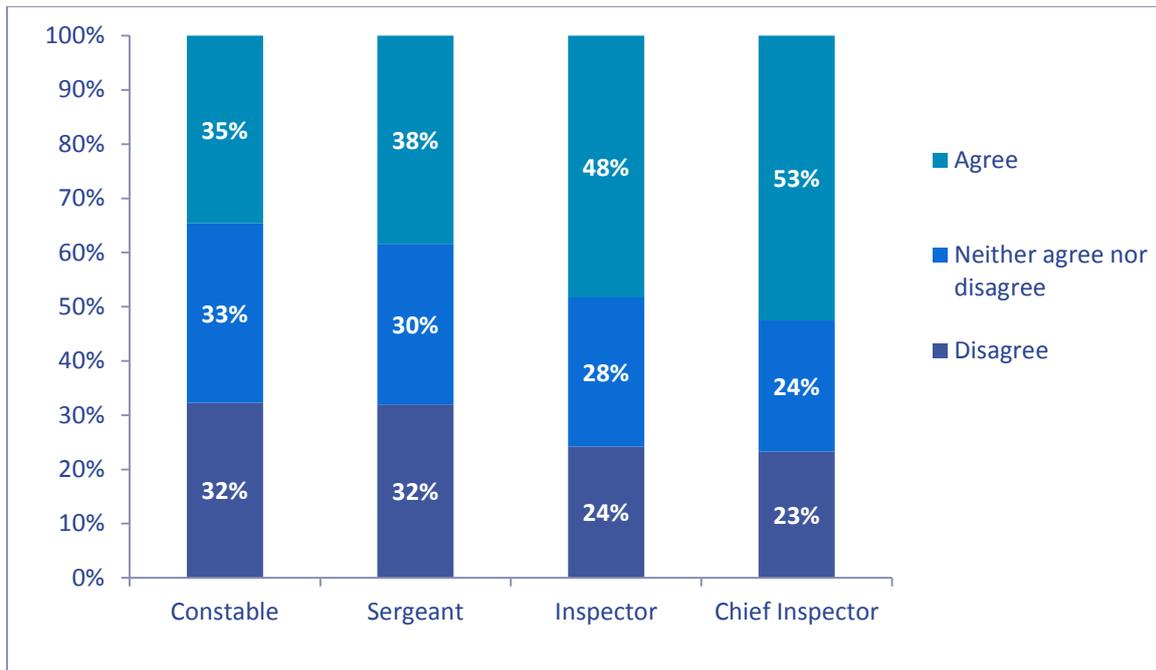
Differences between groups

Rank

All ranks have seen a decline in the proportion of respondents who felt that they were fairly treated since last year's survey. Constables, Sergeants and Chief Inspectors all saw a decline of nine percentage points in the proportion of respondents who felt fairly treated, whilst Inspectors saw an eight percentage point decrease. As noted above, respondents' comments highlighted a range of factors feeding in to low perceptions of fairness, including stagnating pay, changes to pensions and increasing demands, which have affected all ranks.

As a result, **this year only at Chief Inspector rank did a majority of respondents feel fairly treated.** At the other end of the spectrum just over one third of Constables said that they were fairly treated, compared to just under a third who did not feel fairly treated.

Chart Fifty-Four: Proportion of respondents agreeing and disagreeing that they were treated fairly (by rank)

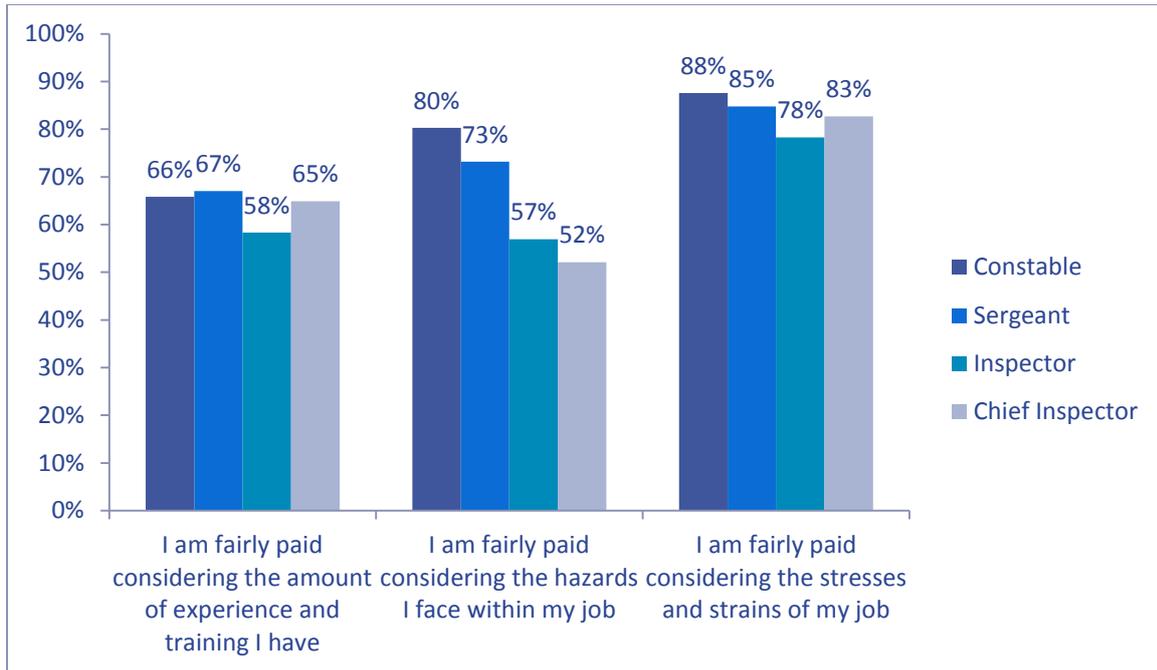


Across all ranks, a majority of respondents did not feel that they were fairly paid, however constables were most likely to disagree that they were paid fairly for the hazards, stress and strains of their job, whilst this year sergeants were most likely to disagree that they were fairly paid considering their experience and training.

As in previous years, **the differences between ranks were most substantial with regards to the fairness of pay in relation to the hazards faced within their job**, with the ranks most likely to be in frontline, public-facing roles most likely to disagree with this indicator. This is in keeping with the 2016 Welfare Survey where respondents in lower ranks were more likely to report violent victimisation and fear of future violence than respondents in higher ranks.

As such, whilst 80% of Constables and 73% of Sergeants disagreed that they were fairly paid considering the hazards they faced, 57% of Inspectors and 52% of Chief Inspectors said that they were fairly paid considering the hazards they faced.

Chart Fifty-Five: Proportion of respondents disagreeing with distributive justice indicators (by rank)

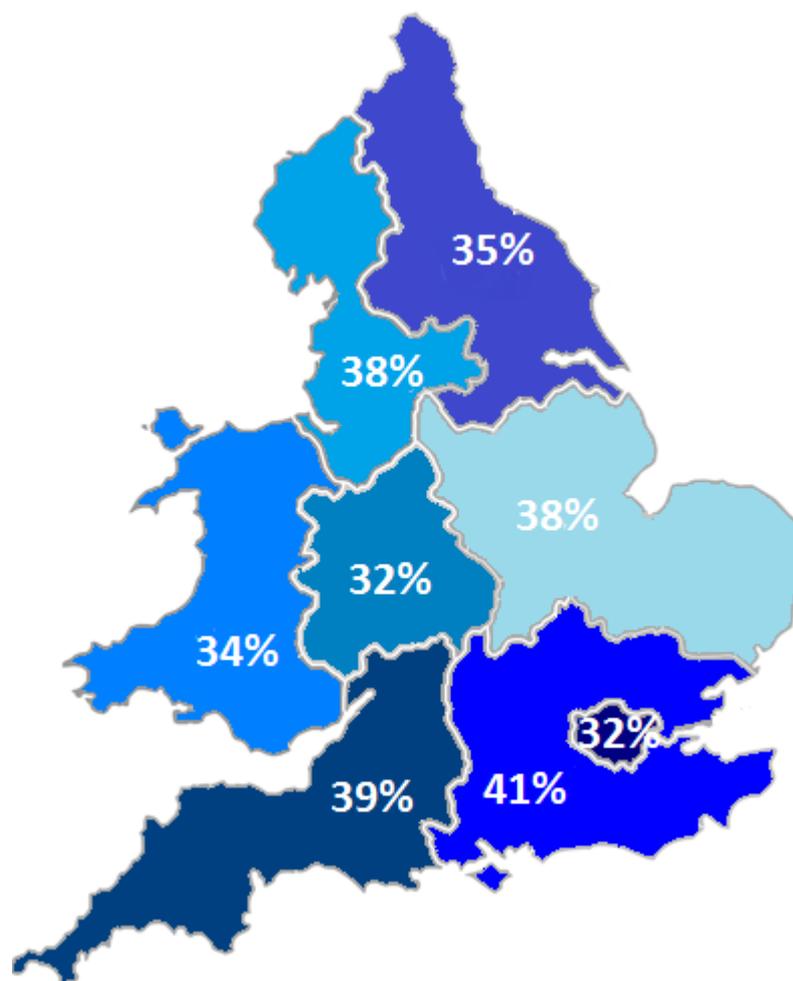


Region

There was only limited variation in perceptions of fair treatment across different regions; however respondents in the South East were most likely to feel fairly treated, whilst respondents in London and in the Midlands were most likely to disagree and least likely to agree that they were treated fairly.

Indeed, the largest drop in the proportion of respondents who felt fairly treated since last year was in the Midlands, whilst 45% of respondents in this region said that they were fairly treated last year, this year to proportion was 32%.

Figure Nine: Proportion of respondents agreeing that they were treated fairly (by region)



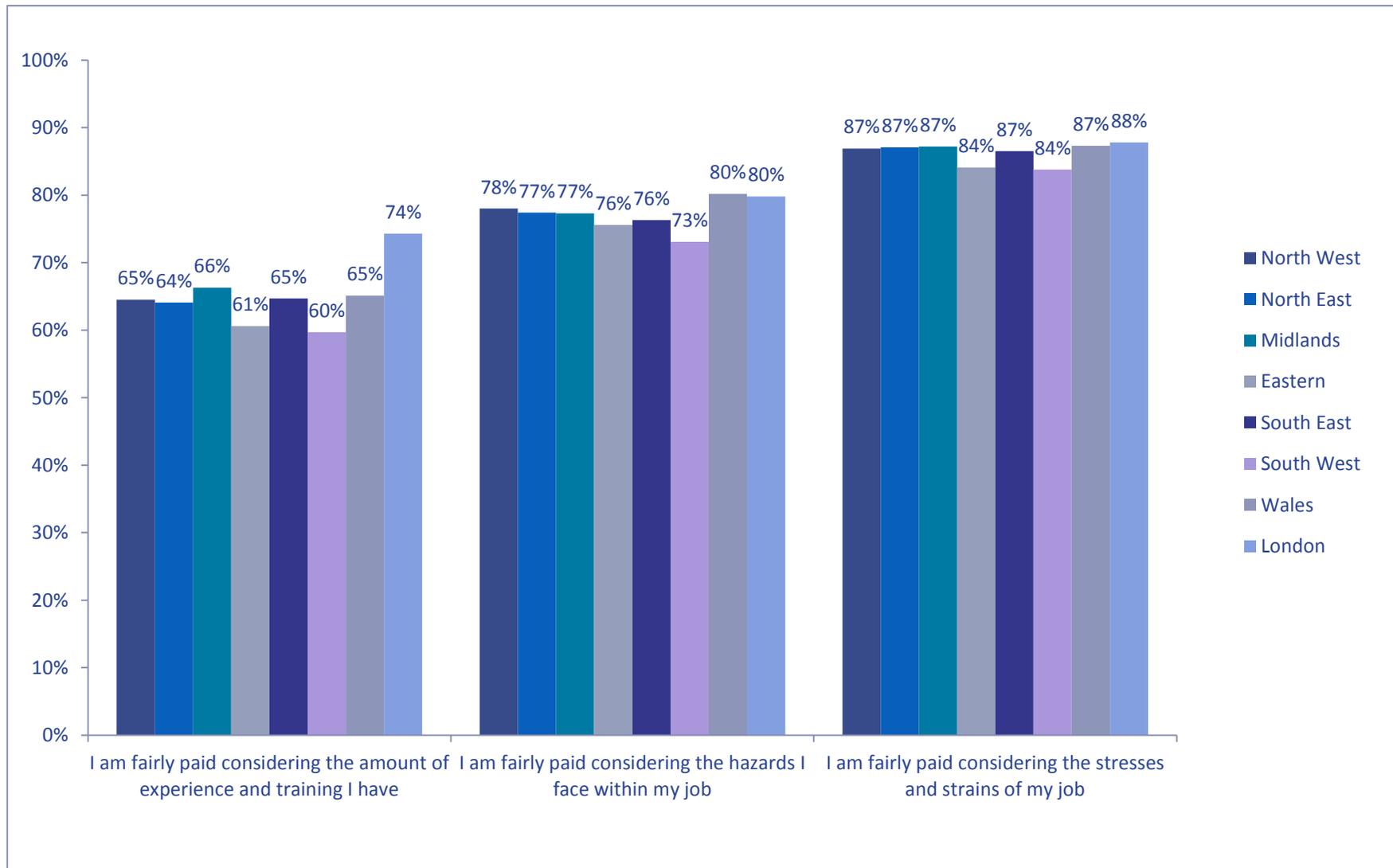
Perceptions of fair pay varied only slightly across different regions. For instance, the proportion of respondents who did not feel fairly paid for the hazards of their job ranged from 73% of respondents in the South West to 80% of respondents in Wales and in London. Similarly, the proportion of respondents who did not feel fairly paid for the stresses and strains of their job ranged from 84% of respondents in the Eastern and South West regions to 88% of respondents in London.

This findings is possibly more interesting when contrasted again the fact that respondents' in London were most likely to be dissatisfied with their basic pay and most likely to feel worse off compared to five years ago. Accordingly different metrics in relation to pay used within the survey were found to result in a different pattern of responses across different regions.

Indeed, the most substantial variation was observed regarding fair pay in relation to the amount of training and experience officers had, in particular when respondents in London were contrasted to respondents in other regions. The proportion of respondents in regions outside of London who said that they fairly paid considering their training and experience ranged from 60% of Respondents in the South West to 66% of respondents in the Midlands. However this compares with 74% of respondents in London.

Nonetheless it must be remembered that a large majority of respondents, regardless of region, did not feel fairly paid considering their experience and training.

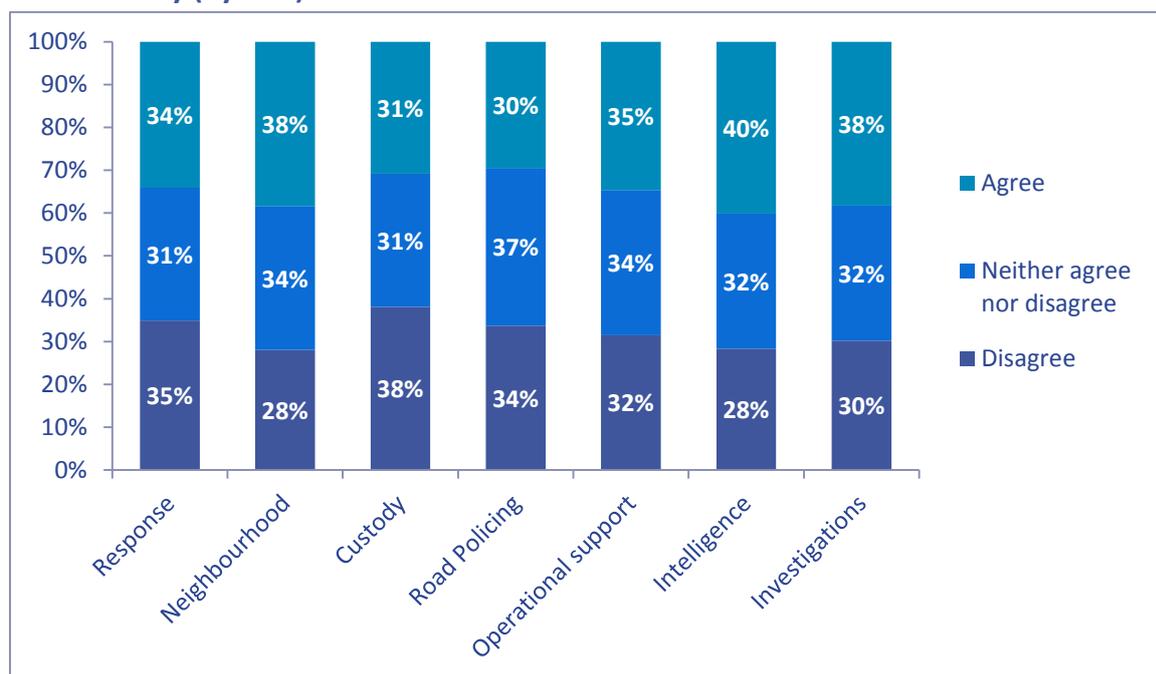
Chart Fifty-Six: Proportion of respondents disagreeing with distributive justice indicators (by region)



Role

Respondents in an Intelligence role were most likely to agree that they were fairly treated, whilst respondents in a Road Policing role were least likely to feel fairly treated. In addition, since 2016 there has been a 12 percentage point drop in the proportion of Road Policing respondents who felt fairly treated, and 11 percentage point drop in the proportion of Response policing respondents who felt fairly treated, as well as a 10 percentage point decrease in the proportion of respondents in Operational Support and in Investigations roles who felt fair treatment.

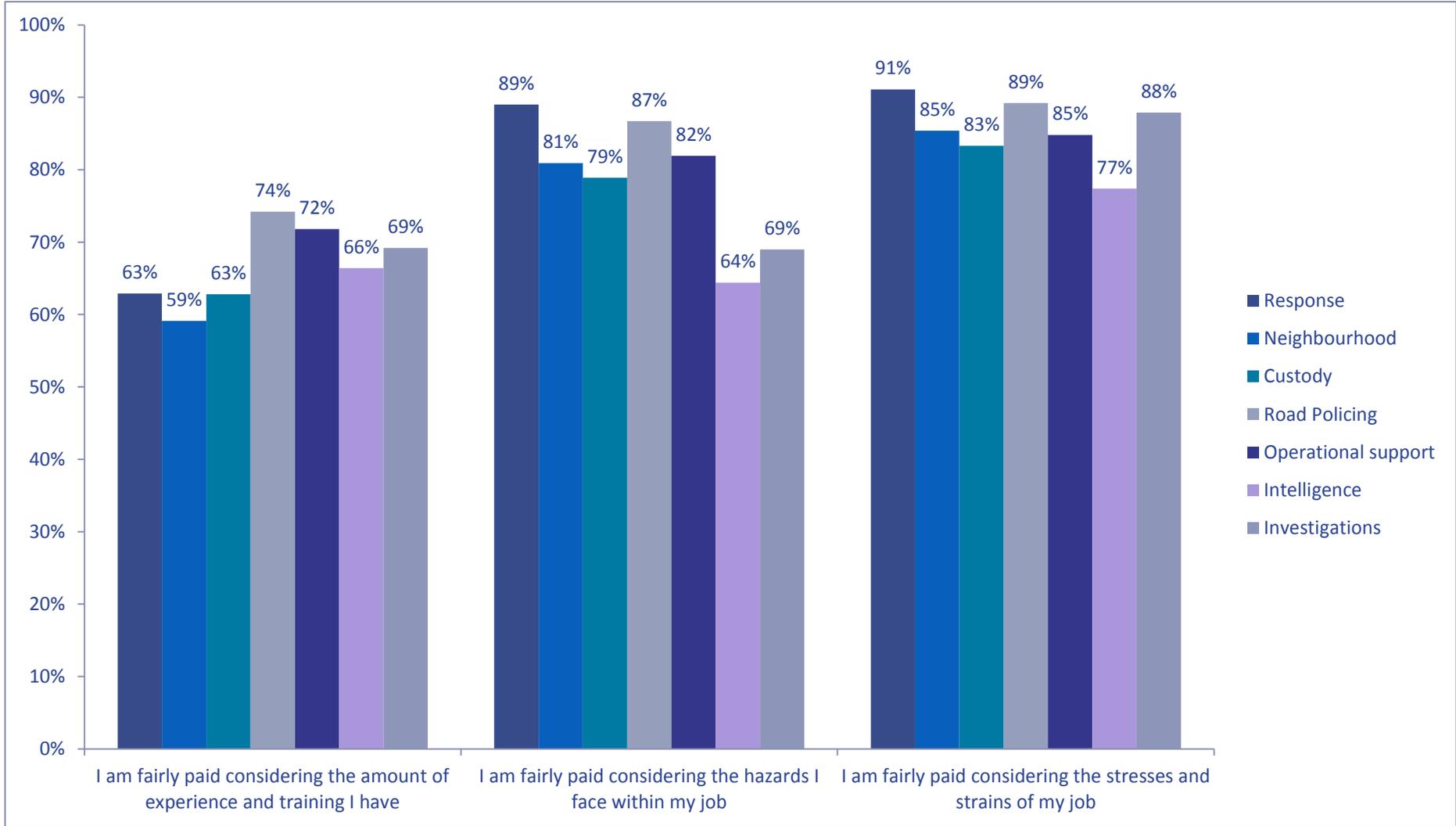
Chart Fifty-Seven: Proportion of respondents agreeing and disagreeing that they are treated fairly (by role)



Respondents in a Road Policing role were also most likely to disagree that they were fairly paid considering their experience and training, whereas respondents in Neighbourhood Policing were least likely to express this sentiment. Respondents in a Response role were most likely to disagree that they were fairly paid considering the hazards, stresses and strains of their job, whereas respondents in an Intelligence role were least likely to disagree.

Again, however, a large majority of respondents, regardless of role did not feel that their pay was fair based on their experience and training and the hazards, stresses and strains of their job.

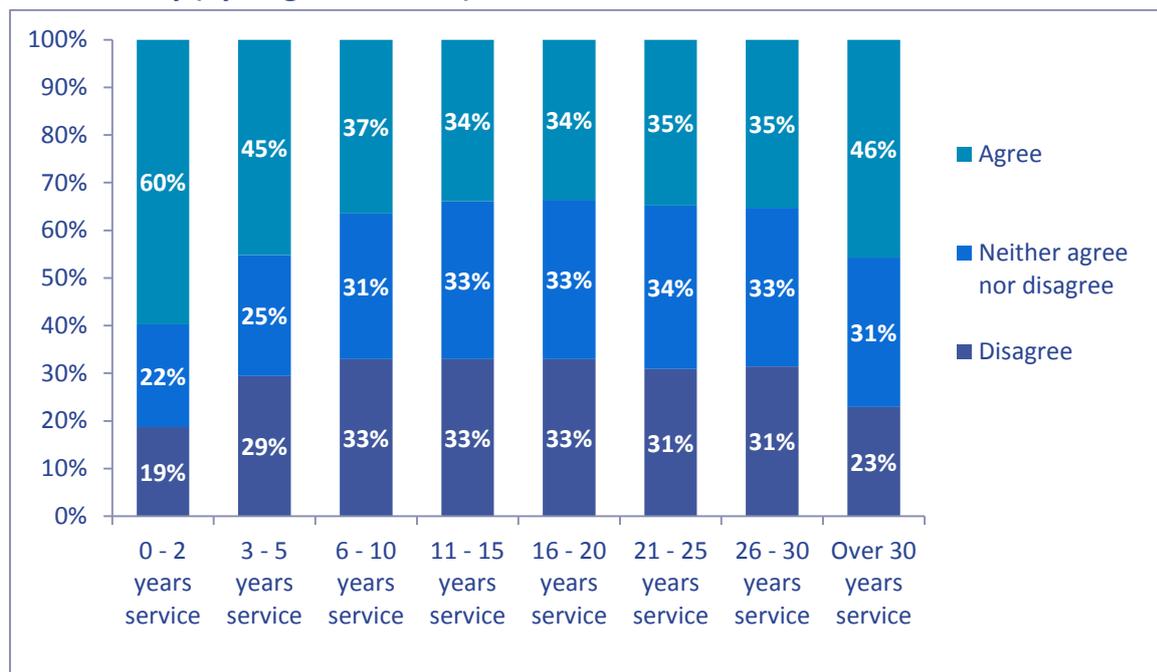
Chart Fifty-Eight: Proportion of respondents disagreeing with distributive justice indicators (by role)



Length of service

Respondents in their probationary period were most likely to feel fairly treated; this was the only service length category where a majority of respondents reported fair treatment. Mid-career respondents, and in particular those with between 11 and 20 years' service were least likely to feel that they were treated fairly: just 34% of respondents in this group reported fair treatment. In both instances these findings are in keeping with earlier findings, with probationers also more likely to have positive attitudes towards the police including morale and engagement.

Chart Fifty-Nine: Proportion of respondents agreeing and disagreeing that they are treated fairly (by length of service)



A majority of respondents, regardless of age disagreed that they were fairly paid given their experience and training. This sentiment was most common amongst respondents with between 21 and 25 years' service.

"In real terms, I would estimate my pay to be down at least £5 - £6,000 over the past few years. This takes into account loss of SPP, CRTP, Pay freezes, 1% increase and Pension increases. At the same time workload has increased due to less resources, Responsibility has increased massively due to more complex issues around CSE, Safeguarding etc. IPCC has made us more accountable. We are under increased scrutiny and there is increased risk of things going wrong and people finding themselves on the wrong end of misconduct. Less resources also has a huge impact on work life balance as there is less chance of time off to spend with family at key times. The workforce is getting older due to recruitment freezes and a huge amount of experience has retired. Simply put, we are not being paid fairly for the job we do."

Sergeant, 25 years' service

A notably different pattern was seen amongst perceived fairness of pay in relation to the hazards, stresses and strains of the job. **Respondents at the start of their careers were most likely to disagree that they were fairly paid according to the hazards, stresses and strains of the job;** with the proportion of respondents who disagreed that they were fairly treated decreasing steadily thereafter. However even amongst respondents with more than 30 years' service, who were least likely to disagree with these indicators, a majority of respondents still felt that their pay was not fair.

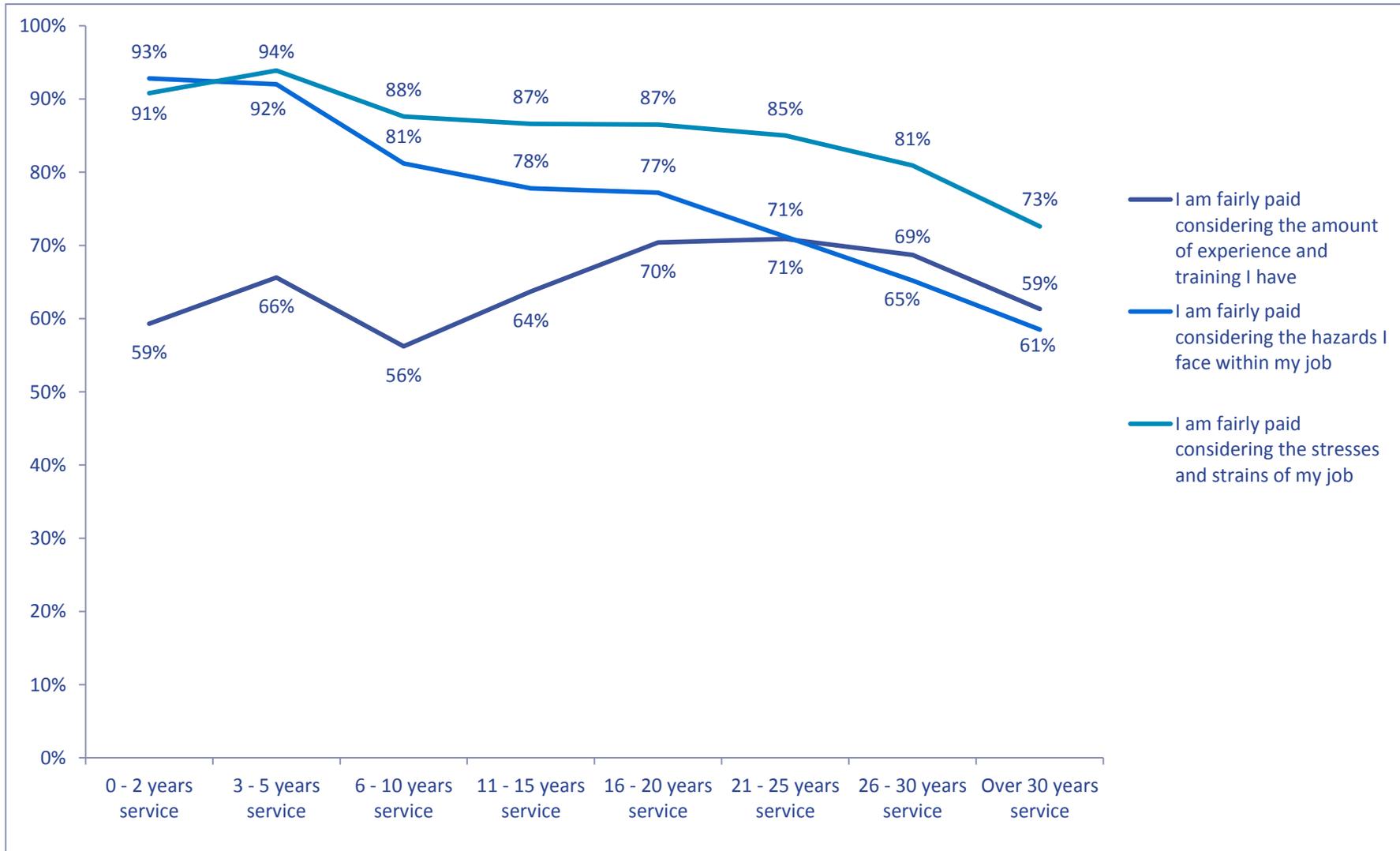
"I believe the pay is fair as long as it is in line with inflation at the higher end of the pay scale however the starting salary for a police officer is not truly representative of the risk younger, front line officers face."

Constable, 10 years' service

"I think we should be paid more than we are. At times my job can be dangerous and I could earn similar amounts by sitting in an office outside of the Police - this isn't right. We carry so much risk and stress as well, our salaries are not fair."

Constable, 4 years' service

Chart Sixty: Proportion of respondents disagreeing with distributive justice indicators (by length of service)



WORKLOAD AND RESPONSIBILITIES

Summary

- 72% of respondents in this year's survey said that their workload had increased in the last year; whilst 72% also said that their responsibilities have increased over the same period.
- 62% of respondents said that their workload had been too high in the last 12 months.
- 50% said that they would be willing to go the extra mile for the police, a decrease from 57% in 2016.
- Respondents in supervisory ranks, in particular Chief Inspectors, were more likely to say that their workload and responsibilities have increased compared to Constables, although a majority of all ranks reported an increase.
- Similarly, a majority of respondents in all ranks said that their workload has been too high over the last 12 months but Chief Inspectors were again most likely to say that their workload was too high.
- Differences across regions and different lengths of service in terms of workload and responsibilities were relatively small.
- Larger differences were seen across different roles, for instance whilst 73% of respondents Response policing role, and 69% of respondents in an Investigations role said that their workload was too high, in comparison, 43% of respondents in an Operational Support role and 44% of respondents in an Intelligence role said that their workload was too high

Overall Findings

72% of respondents in this year's survey said that their workload had increased in the last year. In addition, **72% of respondents said that their responsibilities have increased over the same period.** The proportion of respondents who have seen their workload increase is one of the most consistent findings across the four years that the Pay and Morale survey has been running, with only a one percentage point variation in responses seen during this timeframe.

This year **62% of respondents said that their workload had been too high in the last 12 months;** compared to 35% who said that their workload was about right. Although this proportion is slightly higher than seen in last year's survey again finding from each four years of the Pay and Morale survey have been relatively consistent for this indicator.

Table Thirteen: Proportion of respondents reporting an increased and too high workload since 2014

	2017	2016	2015	2014
Increase in workload in last 12 months	72%	71%	72%	72%
Workload too high in last 12 months	62%	61%	62%	57%

“There are not enough Police Officers compared to the workload we deal with. We are constantly on minimum staff and more is being required of us. We are given less time to deal with jobs therefore the level of service we offer to victims is getting worse. You are constantly having to battle with supervision and the control room just to be able to do your own work.”

Constable, 4 years’ service

“The one thing affecting police officer morale and capability is the lack of officers - numbers have been drastically reduced, so that expectations and workload of those remaining has been dramatically increased. And the senior staff offer no support, telling us "that's the way it is, get on with it."

Sergeant, 25 years’ service

“I am committed to my work however the home/work balance has tipped as I am working more hours (even though I'm part time) to get my work completed. Workload has increased, staffing has decreased in my team. I do not feel that I have time to 'think' or to come up with alternative/more productive ways of working - which would make life easier for the team and victims”

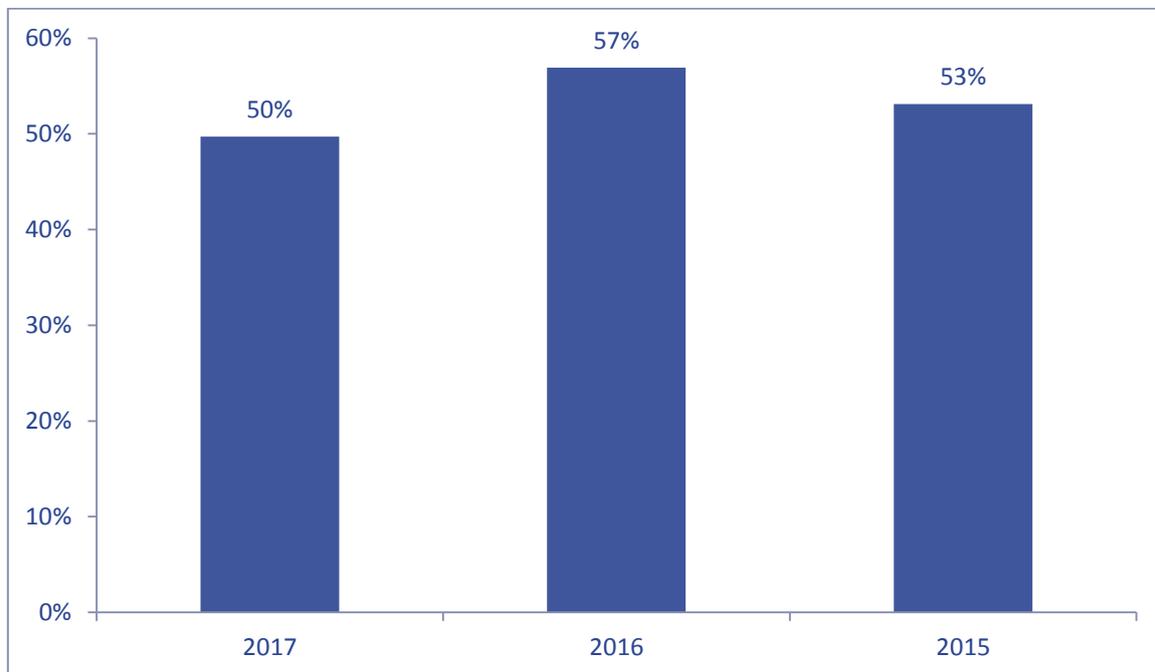
Sergeant, 23 years’ service

“In the last few years there has been rapid and unprecedented change to Policing, workloads and responsibilities have increased, numbers of officers have decreased and pay increases have been insulting as in real terms officers are receiving less for doing more.”

Constable, 10 years’ service

This year, **the proportion of respondents willing to go the extra mile for the police was 50%**. Although differences across years for this indicator are relatively small, this does reflect a decrease in the proportion of respondents who agreed that they were willing to go the extra mile since previous years.

Chart Sixty-One: Proportion of respondents willing to go the extra mile for the police since 2015



Comparisons

In the AFCAS 2017 survey, respondents are asked to rate their workload using the same question as the PFEW Pay and Morale survey. This year, 45% of AFCAS survey respondents said that their workload was too high, whereas 49% said that their workload was about right. As a result, respondents in the PFEW were much more likely to rate their workload as too high, with 62% of respondents this year saying that their workload was too high.

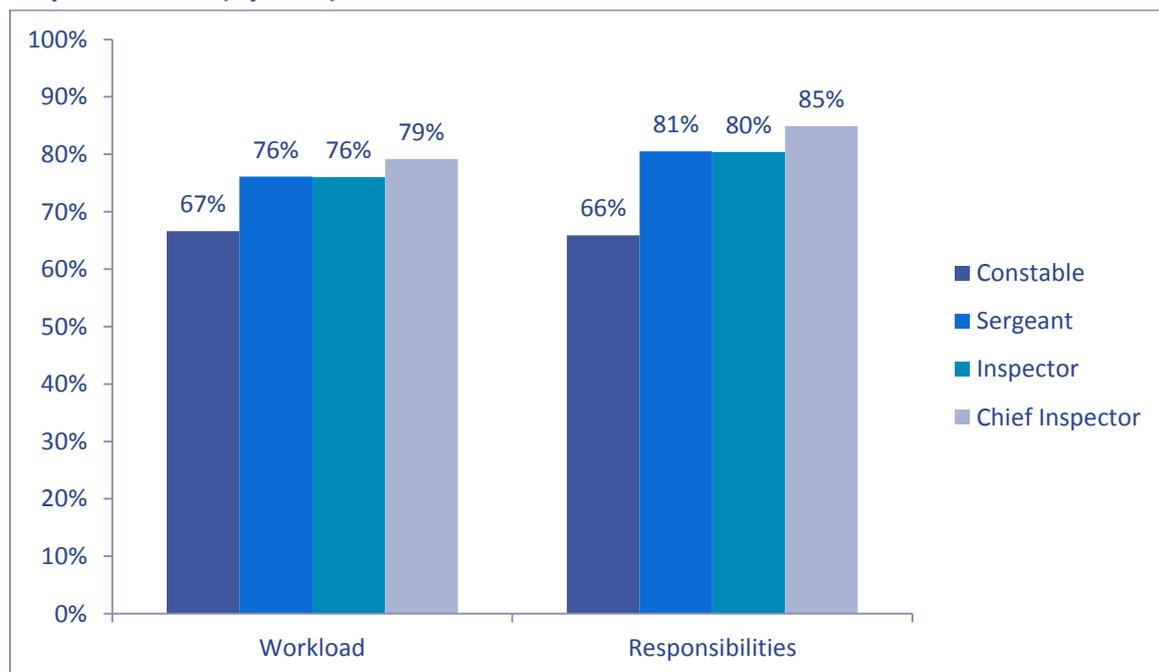
Although the Civil Service People Survey addresses workload using a slightly different way, by asking about whether respondents have an acceptable workload, this still provides a useful comparison. 58% of respondents in the Civil Service as a whole said that they had an acceptable workload, and for respondents from the NCA this proportion was also 58%. This year's PFEW Pay and Morale survey found that 35% of respondents said that their workload was about right; a much lower proportion than see in the Civil Service or NCA.

Differences between groups

Rank

At least two thirds of respondents, regardless of rank said that their workload and responsibilities had increased in the last year. However **respondents in supervisory ranks, and in particular respondents at Chief Inspector rank, were more likely to say that their workload and responsibilities have increased compared to Constables.**

Chart Sixty-Two: Proportion of respondents reporting an increase in workload and responsibilities (by rank)

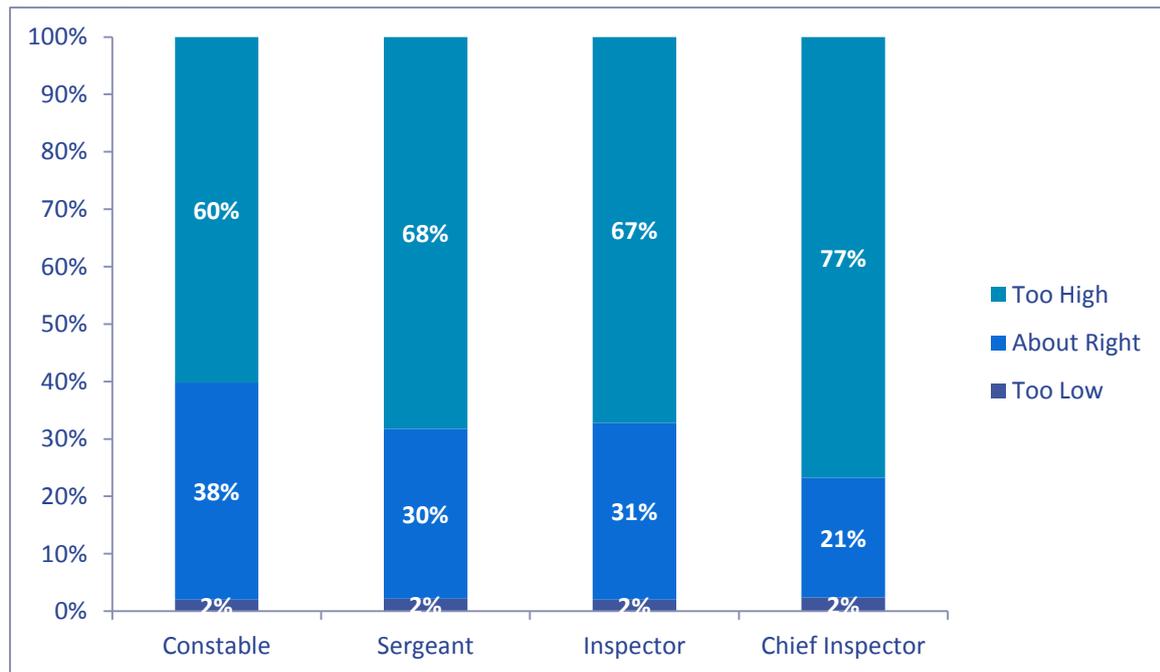


A majority of respondents in all ranks also said that their workload has been too high over the last 12 months; again **Constables were least likely to say that their workload was too high whilst Chief Inspectors were most likely to say that their workload was too high.**

For Constables, Sergeants and Inspectors the proportion of respondents who said that their workload was too high this year was within one percentage point of the proportion of

respondents in 2016 who reported too high a workload. The proportion of Chief Inspectors who said that their workload was too high has increased slightly more, with 77% of respondents this year compared to 74% of respondents last year reporting that their workload was too high.

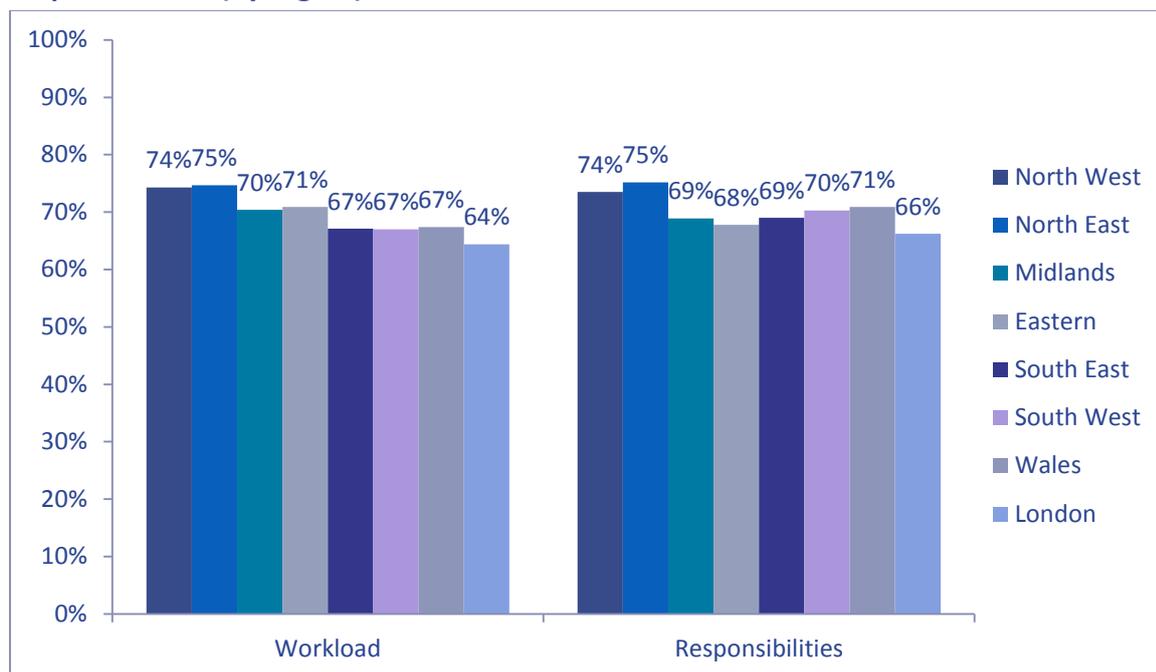
Chart Sixty-Three: Proportion of respondents reporting that their workload was too high (by rank)



Region

Differences across regions in terms of workload and responsibilities were relatively small. Respondents in London were least likely to report that their workload and responsibilities have increased in the last year, whilst respondents in the North East were most likely to have experienced an increase in their workload and responsibilities. However a large majority of respondents said that their workload and responsibilities have increased, regardless of where in the country they worked.

Chart Sixty-Four: Proportion of respondents reporting and increase in workload and responsibilities (by region)



Respondents in London were also least likely to say that their workload in the last 12 months had been too high, whilst respondents in the North East were most likely to say that their workload had been too high. Again, **a majority of respondents, regardless of region felt that their workload had been too high in the last year.**

The proportion of respondents who said that their workload has been too high in the last year has increased in most regions, most notably in the Eastern region where the proportion of respondents whose workload was too high increased from 59% in 2016 to 66% in 2017. On the other hand, the proportion of respondents in the South West whose workload was too high decreased from 64% in 2016 to 61% in 2017, and the proportion of respondents in London whose workload was too high decreased from 57% of respondents in 2016 to 55% in 2017; however even in these regions, a majority of respondents felt that their workload was too high.

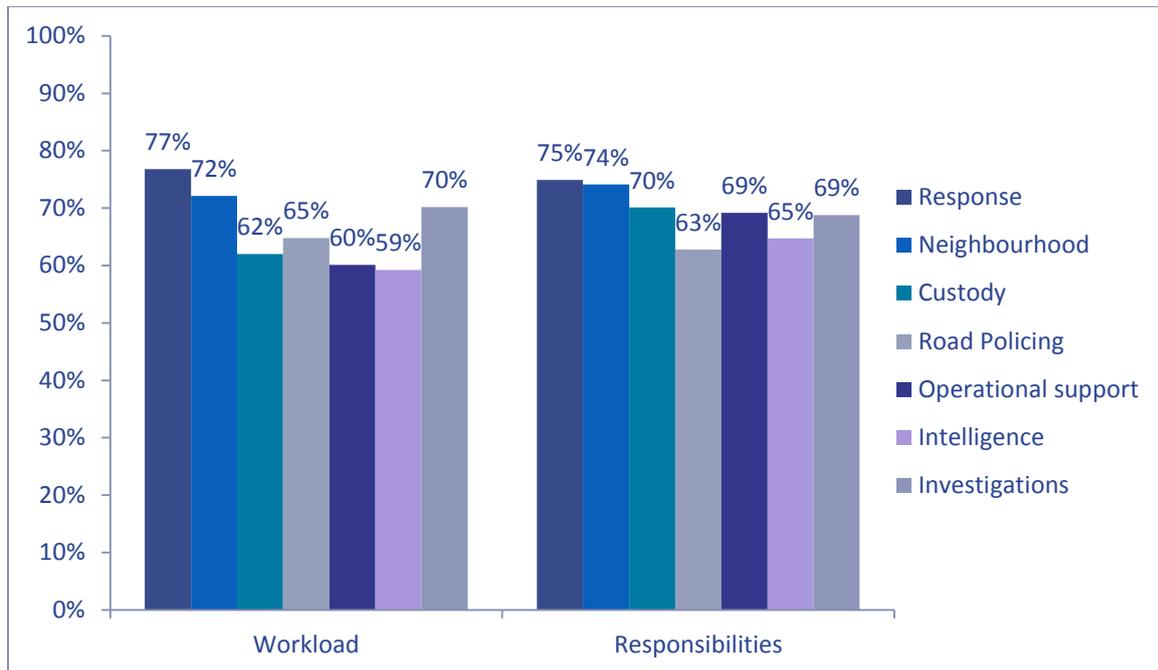
Chart Sixty-Five: Proportion of respondents reporting that their workload was too high (by region)



Role

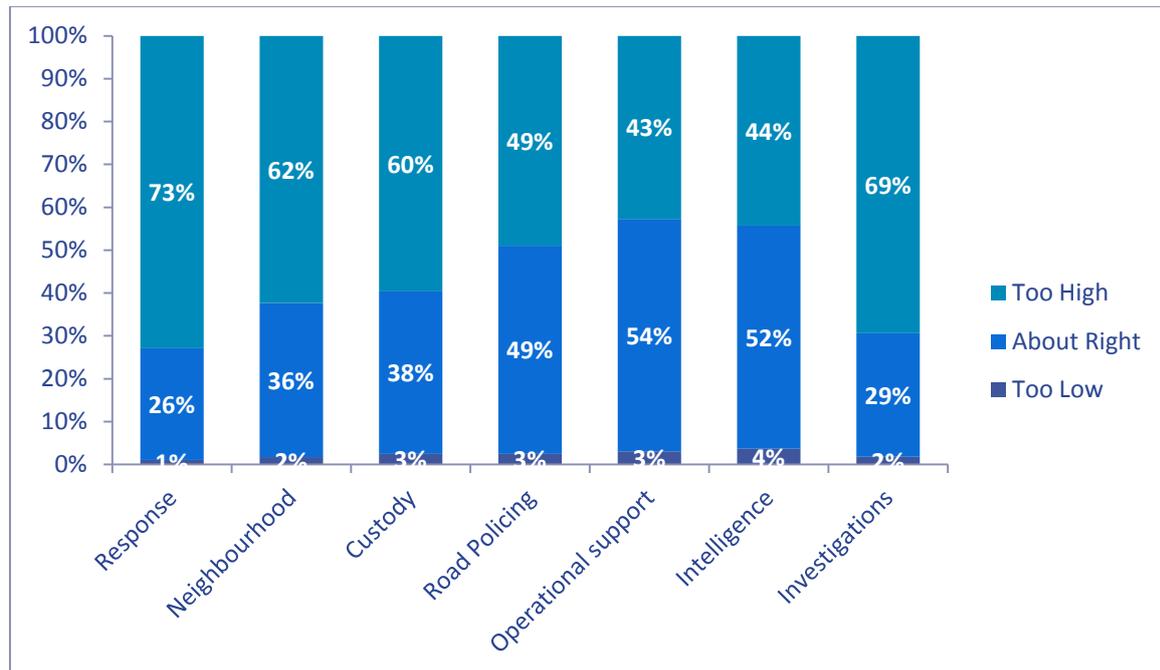
Respondents in a Response policing role were most likely to say that their workload and responsibilities have increased in the last year; at least three quarters of respondents in this role reported an increase in their workload and responsibilities. Respondents in an Intelligence role were least likely to say that their workload had increased, whilst respondents in a Road policing role were least likely to say that their responsibilities had increased; however even in these cases, a majority still reported an increase in workload and responsibilities.

Chart Sixty-Six: Proportion of respondents reporting an increase in workload and responsibilities (by role)



More substantial differences were seen in respondents' rating of their workload level across different roles. For instance, 73% of respondents in a Response policing role, and 69% of respondents in an Investigations role said that their workload was too high, in comparison to 43% of respondents in an Operational Support role and 44% of respondents in an Intelligence role.

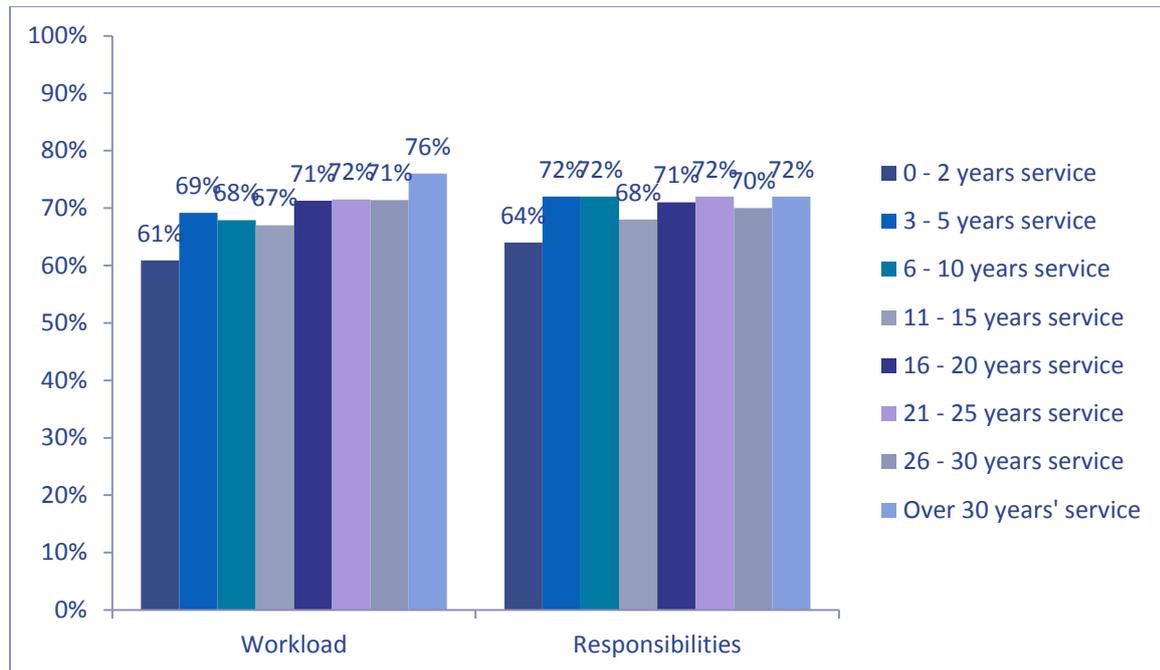
Chart Sixty-Seven: Proportion of respondents reporting that their workload was too high (by role)



Length of service

Respondents with two years' service or less were least likely to say that their workload and responsibilities had increased in the last year, although a large majority of probationers did say that their workload and responsibilities have increased. **Beyond two years' service, there were very few differences in the proportion of respondents who said that their workload and responsibilities have increased.**

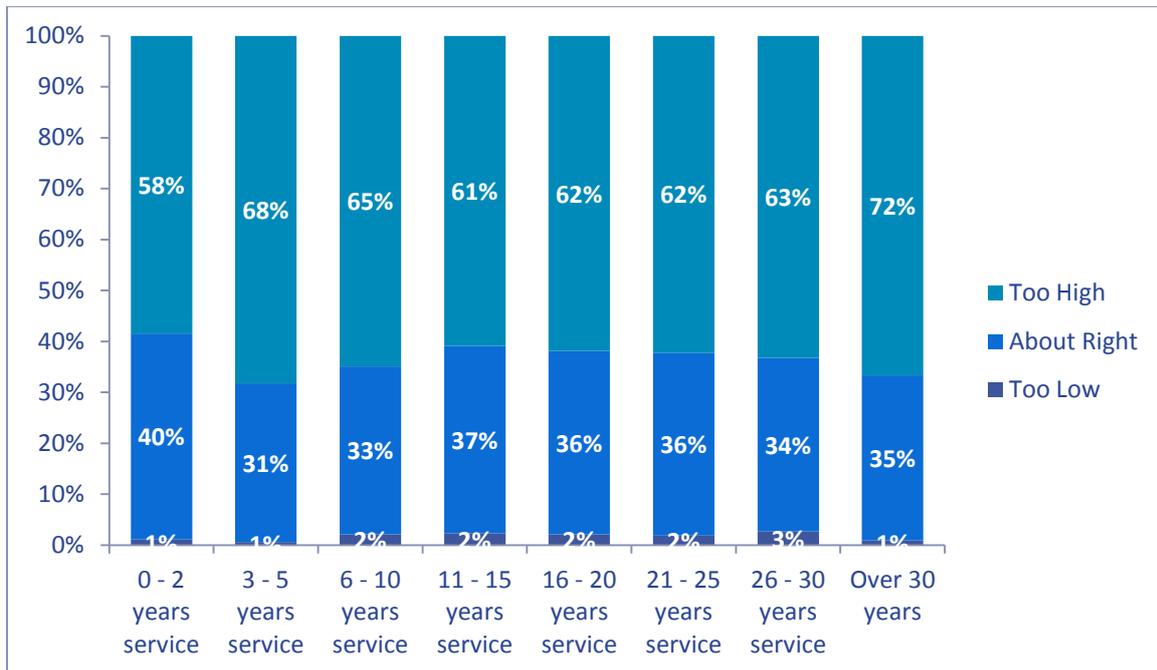
Chart Sixty-Eight: Proportion of respondents reporting an increase in workload and responsibilities (by length of service)



Respondents with two years' service or less were least likely to say that their workload was too high, whereas respondents with over 30 years' service were most likely to say that their workload was too high. However again **there was relatively little difference in the proportions of respondents whose workload was too high across different service length categories.**

Notably, the proportion of respondents with over 30 years' service who said that their workload was too high has increased substantially since 2016, when 55% of respondents in this service length category said that their workload was too high.

Chart Sixty-Nine: Proportion of respondents reporting that their workload was too high (by length of service)



ORGANISATIONAL COMMITMENT

Summary

- In terms of affective commitment, only 39% of respondents agreed that they felt a strong personal attachment to the police, although respondents were slightly more likely to agree with this statement this year than in 2016
- For normative commitment, a majority of respondents disagreed that the police deserved their loyalty and that they would not leave the service because of a sense of obligation to the people in it.
- In terms of continuance commitment, 75% of respondents said that staying in the police was a matter of necessity as much as desire and 64% felt that they had too few options to consider leaving the police.
- Differences in commitment were seen across different ranks, chief inspectors were most likely to agree with affective and normative commitment statements, whereas constables were least likely to agree; reporting of continuance commitment was less closely associated with respondents' rank.
- Differences in commitment across different regions and roles were generally small.
- Respondents' length of service was more closely associated with their reported commitment; respondents towards the beginning and end of their policing career were most likely to agree with affective and normative commitment statements, whereas respondents in the middle of their careers were least likely to agree
- In contrast mid-career respondents were amongst the most likely to agree with continuance commitment statements, whilst respondents at the beginning of their policing careers were least likely to agree.

What is organisational commitment and why is it important?

Organisational commitment is one aspect of the psychological bond between an individual and an organisation that results in “a) a belief in and acceptance of the organisation's goals and values; (b) a willingness to exert considerable effort on behalf of the organisation; (c) a definite desire to maintain organisational membership”^{lix}. Organisational commitment is thought to be an important predictor of work-related attitudes and behaviours, and research has repeatedly demonstrated that organisational commitment influences a range of positive outcomes including turnover intention, attendance, performance stress and organisational citizenship behaviour^{lx,lxi}. Organisational commitment has increasingly become a focus of attention in policing research over the last fifteen years^{lxii,lxiii,lxiv} and

officers' organisational commitment has also been found to influence a range of outcomes including motivation and intention to leave the police^{lxv, lxvi}.

Researchers typically differentiate between three types of commitment: *affective* commitment, *normative* commitment and *continuance* commitment^{lxvii, lxviii}. Affective commitment reflects a sense of wanting to remain in an organisation, normative commitment reflects a sense of obligation to remain in an organisation and continuance commitment reflects a sense of needing to stay in an organisation (either because of a lack of alternatives or because of the high sacrifice associated with leaving). Affective commitment in particular positively correlates with work outcomes, including organisational citizenship behaviour and performance, whilst continuance commitment often shows negative correlations with these outcomes^{lxix, lxx, lxxi}.

Organisational commitment was measured using 10 items taking from Meyer et al.'s (1993) Three Component measure of organisational commitment. Three items measured affective commitment, including "I feel a strong sense of 'belonging' to the police service", three items measured normative commitment, including the reverse coded item "I do not feel any obligation to stay in the police"; and four items measured continuance commitment, including "I feel that I have too few options to consider leaving the police service".

Overall findings

The proportion of respondents who agreed and disagree with affective commitment statement was relatively finely balanced, for instance 39% of respondents agreed that they felt a strong personal attachment to the police, whilst the same proportion disagreed with this statement.

On the other hand, **respondents were slightly more likely to agree with affective commitment statements this year than last year.** For example, 41% of respondents this year said that they felt a strong sense of belonging to the police service, in contrast to 35% of respondents in 2016.

Respondents were however slightly more likely to disagree than agree that they would be happy to spend the rest of their career within the police service, reflecting the same pattern seen in last year's survey.

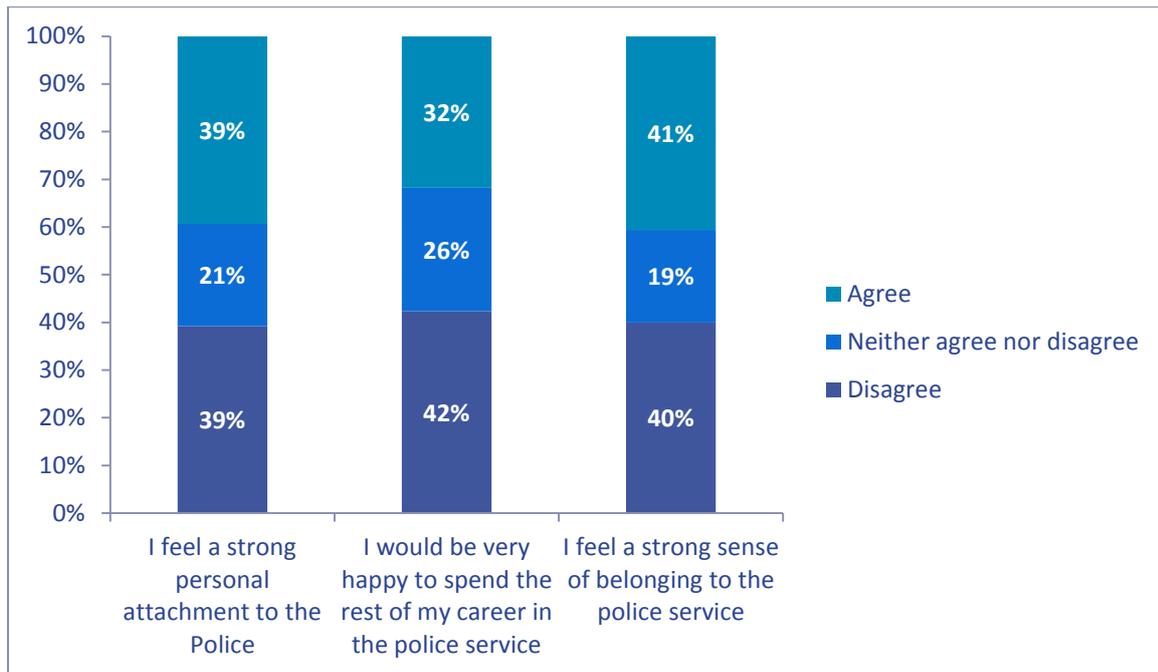
“I have served 22 years in the police and never have I seen morale as low as this and the commitment from individuals around that sense of belonging to a meaningful organisation and career have all but gone.”

Sergeant, 22 years’ service

“I love being a police officer - it is my dream job. I feel my employer does not love me back. I feel broken hearted but continue to do a good job due to my personal commitment and belief in the concept of law enforcement as a whole. What stops me leaving is that it would break my heart to give up my warrant card and I just can’t bring myself to do it.”

Constable, 14 years’ service

Chart Seventy: Proportion of respondents agreeing and disagreeing with affective commitment indicators



Respondents were much more likely to disagree than agree with normative commitment statements; with a majority of respondents disagreeing that the police deserved their

loyalty and that they would not leave the service because of a sense of obligation to the people in it.

Since 2016 there has been very little change in the proportion of respondents who said that they felt a sense of obligation to stay in the police. Respondents were however slightly more likely to feel that the police deserved their loyalty this year compared to last year (when 52% of respondents disagreed, and 17% of respondents agreed, that the police service deserved their loyalty).

Respondents' comments making reference to a sense of loyalty to the police often reflected a sense that officers sense of loyalty to the police was not reciprocated, for instance by the Government and because of changes to pay and conditions. This eroded the sense of obligation officers felt towards the service.

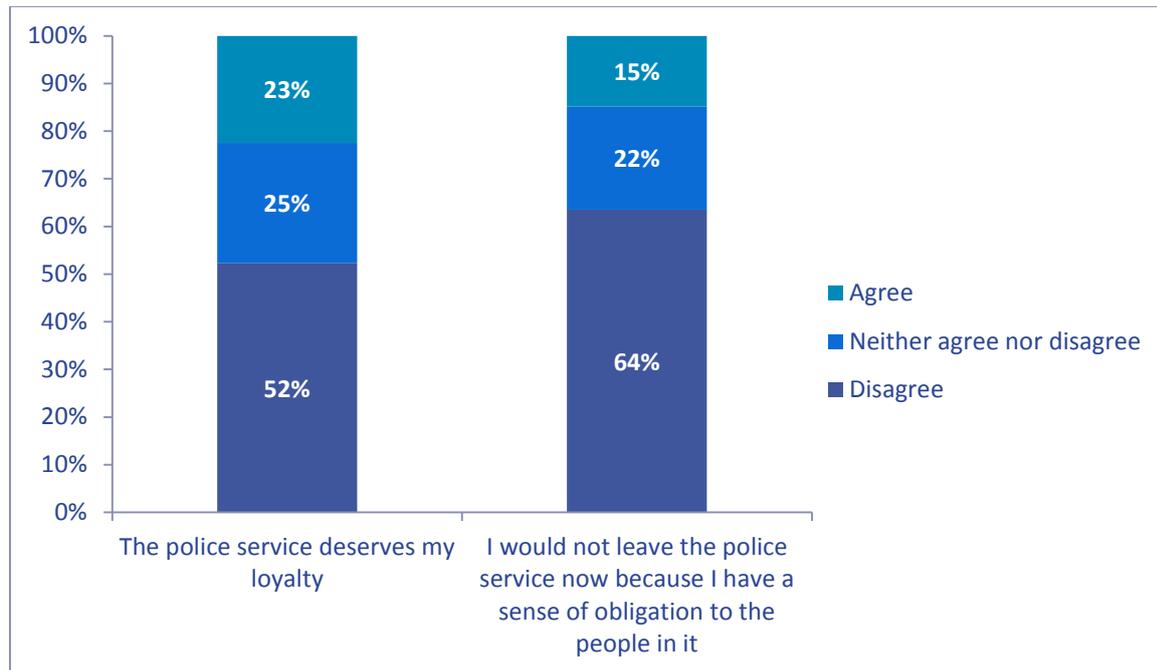
“About 10 years ago, just prior to the recession, I was happy with "my lot". I earned a reasonable salary, there was some scope for some overtime and I earned CRTP and I felt my career was interesting and varied. Now, after years of wage-freezes followed by 1[per cent] pay rises combined with no overtime, loss of CRTP, increased pension contributions and ever-rising inflation, I feel as though I'm approx. £500 per month worse off. Consequently I am dissatisfied with my situation and any feelings of loyalty towards my organisation have long-since evaporated.”

Constable, 22 years' service

“Over the last few years our pay and conditions have been continuously eroded, whilst the cost of living increases. Whilst I like my role, and my colleagues, and feel valued and supported by both, I do not feel valued by the police service as a whole, or feel any loyalty towards the organisation, only to colleagues and the public.”

Sergeant, 24 years' service

Chart Seventy-One: Proportion of respondents agreeing and disagreeing with normative commitment indicators



In contrast to responses to affective and normative commitment statements, a large majority of respondents agreed with statements relating to their continuance commitment. For example, **75% of respondents said that staying in the police was a matter of necessity as much as desire and 64% felt that they had too few options to consider leaving the police.**

Again there has been little change since last year’s survey in the proportion of respondents agreeing with continuance commitment statements. In 2016, 73% agreed that staying in the police was a matter of necessity, compared to 75% this year, in addition, 65% of respondents in 2016 said that if they hadn’t already put so much of themselves into the police service they might consider working elsewhere, in contrast to 66% of respondents in 2017.

Findings relating to continuance commitment from previous Pay and Morale surveys have been interpreted by external analysts as relating to officers’ pensions^{lxxii}. It is important to note that whilst pay and conditions do play a part in binding officers to the service, respondents’ comments highlight a more nuanced picture. For instance, for many respondents, policing was seen as a vocation; however the vocational element of being a

police officer was seen as being eroded and as a result financial incentives were becoming more important in keeping officers within the police.

“Being in the police is now a job, it is not a career. If I had age on my side I would leave. Alas I am too old and have too much invested within this role to leave. It’s just the way it is.”

Sergeant, 18 years’ service

“Officers are leaving in droves, for those left morale is very low. The younger ones often leave and seek alternative employment. The mid-service and older officers only stay because they are stuck in the pension trap. “

Constable, 24 years’ service

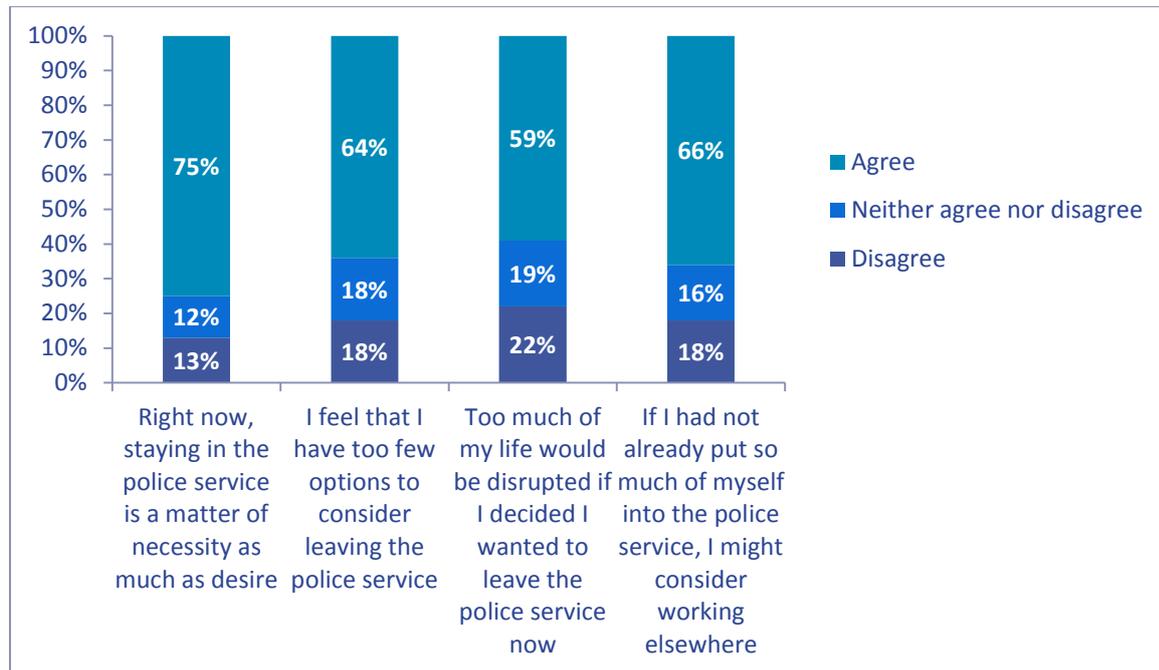
“Policing is a vocation not a business - take away the desire to serve the public, arrest criminals and you take away the fundamentals of why people join. We serve the public of which we are all part of.”

Inspector, 21 years’ service

“I used to love this job and I knew I would never be rich doing this job but it had a vocational aspect as well. At the moment I would leave if I could but it would mean I would loss too much financially. I have always been proud to be a police officer but I think the way it is being run with all the cost cutting it makes it almost impossible to do the job in a professional manner.”

Constable, 27 years’ service

Chart Seventy-Two: Proportion of respondents agreeing and disagreeing with continuance commitment indicators



Comparisons

Both the AFCAS and Civil Service surveys include one question, relating the respondents' affective commitment to the service. In the 2017 AFCAS survey 51% of respondents agreed that they felt a strong personal attachment to the service, whereas 26% disagreed with this statement. In the 2016 Civil Service People Survey, 48% of respondents across the Civil Service as a whole, and 44% of respondents within the NCA said that they felt a strong personal attachment to the service. The Armed Forces, Civil Service and NCA therefore all have a higher proportion of respondents agreed with this statement than seen in the PFEW survey in 2017.

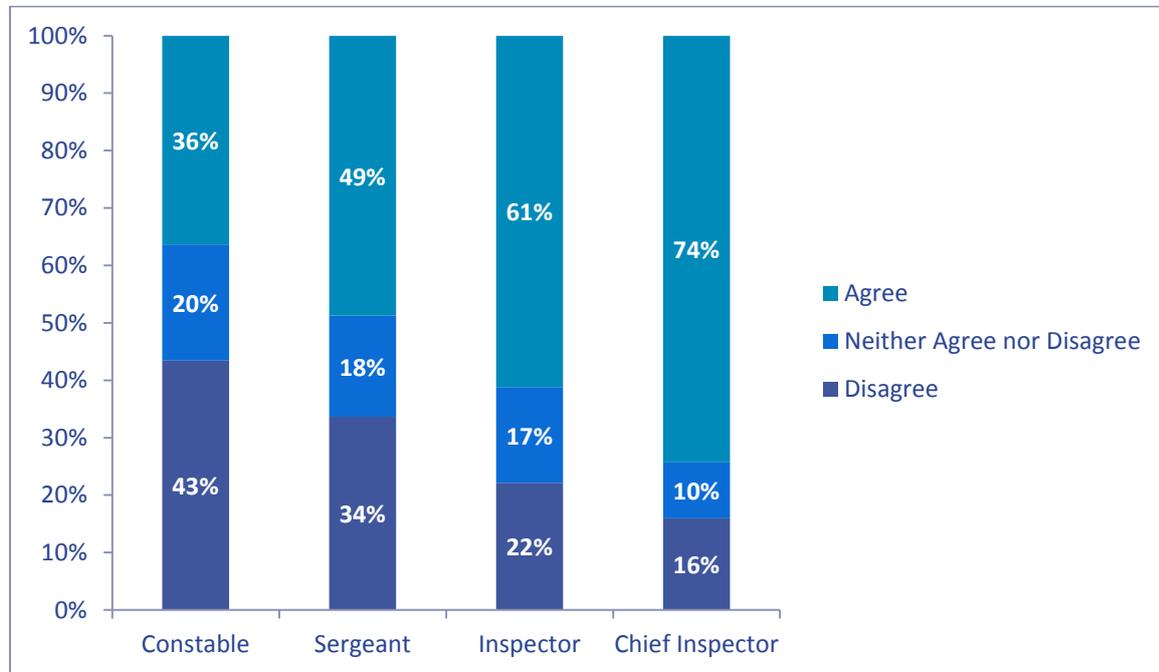
Differences between groups

Rank

Chief inspectors were most likely to agree with affective commitment statements, whereas constables were least likely to agree. Notable differences were seen across ranks, for instance, whilst only around a third of constables said that they felt a strong sense of belonging to the police, around three quarters of chief inspectors agreed with this

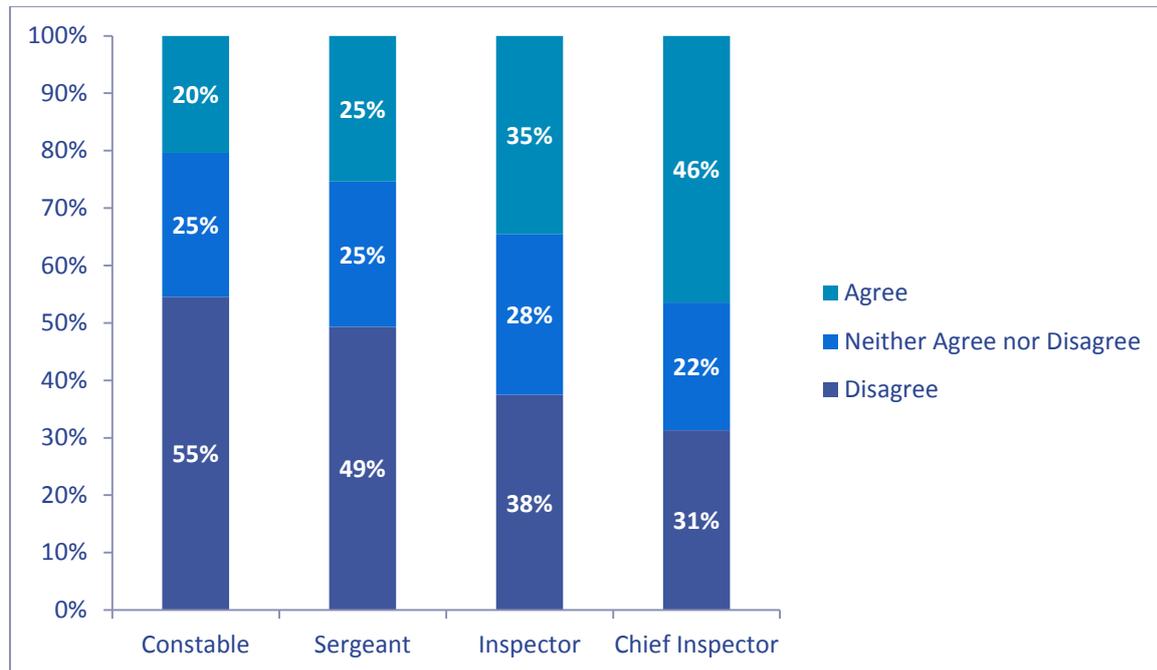
statement. These findings are in keeping with other results in the Pay and Morale survey, for instance with constables also most likely to report low morale and low engagement, which may contribute to lower affective commitment to the police.

Chart Seventy-Three: Proportion of respondents agreeing and disagreeing that that they feel a strong sense of belonging to the police (by rank)



Normative commitment also became more likely as respondents’ rank increased, although differences for this form of commitment were smaller compared to affective commitment. For example, whilst 20% of constables and 25% of sergeants said that the police deserved their loyalty, amongst inspectors and chief inspectors this proportion was 35% and 46% respectively. As such, whilst members of the inspecting ranks were more likely to report normative commitment, this still did not reach a majority of respondents at these ranks.

Chart Seventy-Four: Proportion of respondents agreeing and disagreeing that they police deserved their loyalty (by rank)



Reporting of continuance commitment was less closely associated with respondents' rank compared to other forms of commitment; for example the proportion of respondents who felt that staying in the police service was a matter of necessity as much as desire ranged from 70% of chief inspectors to 77% of sergeants. The most substantial differences were seen in beliefs that there were too few opportunities to consider leaving the police, 49% of Chief Inspectors agreed with this statement compared to 65% of constables and sergeants. On the other hand, fewer than one in three Chief inspectors disagreed with this statement, suggesting that even amongst the most senior federated ranks, there was broad perception that they did not have enough options to consider leaving.

Chart Seventy-Five: Proportion of respondents agreeing and disagreeing that staying in the police was a matter of necessity as much as desire (by rank)

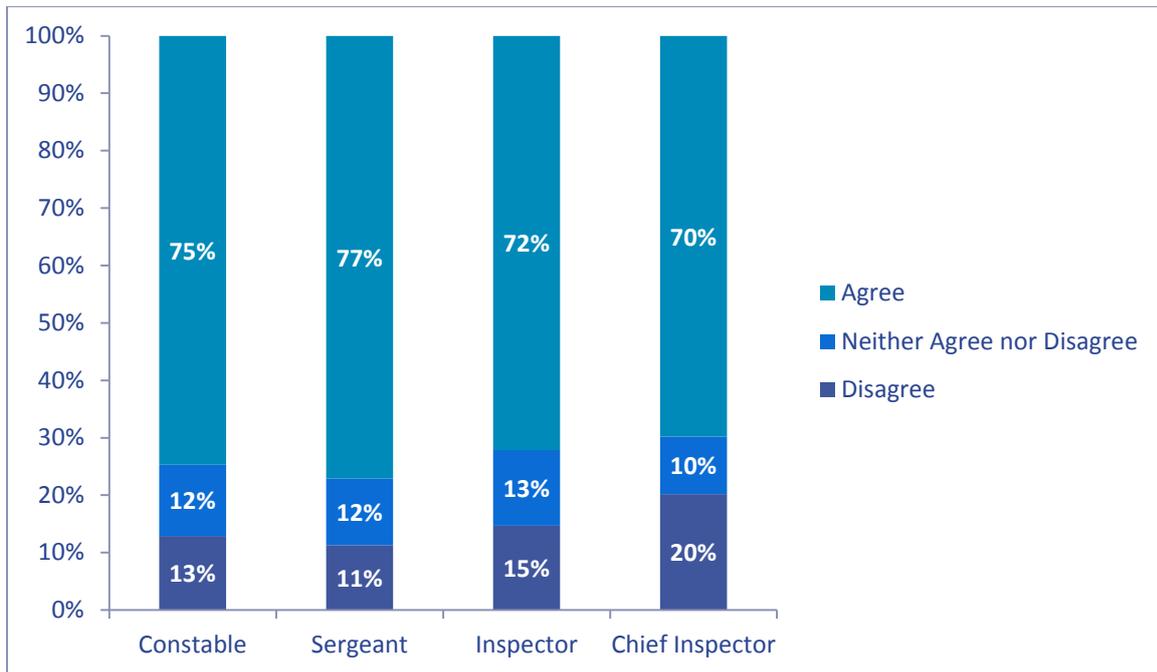
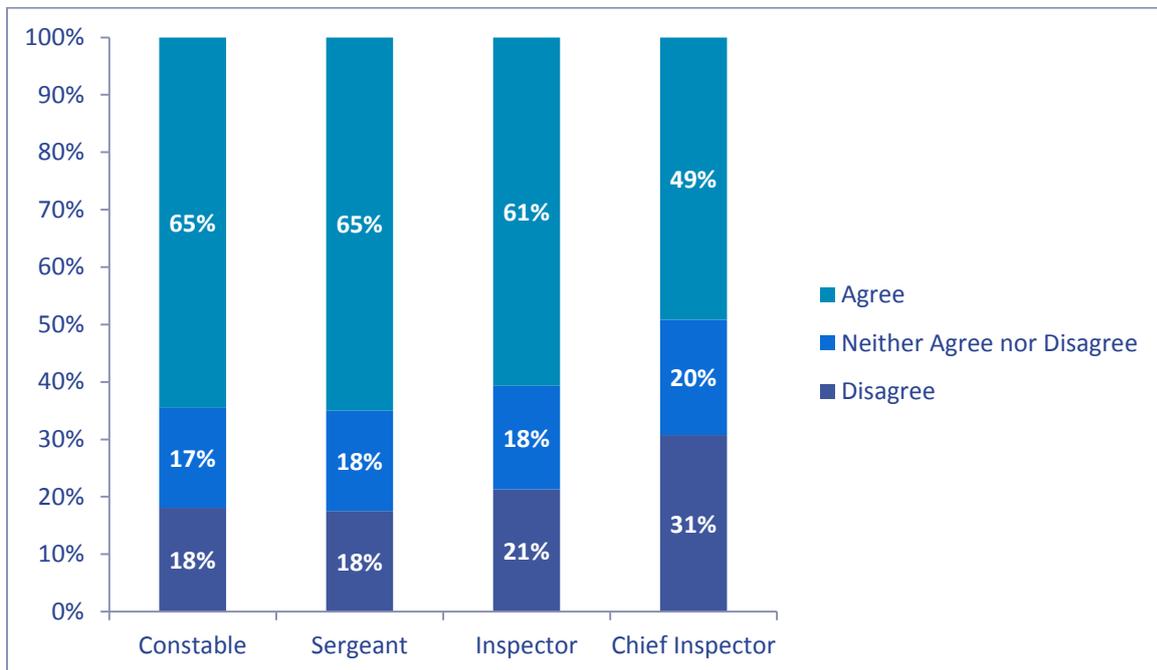


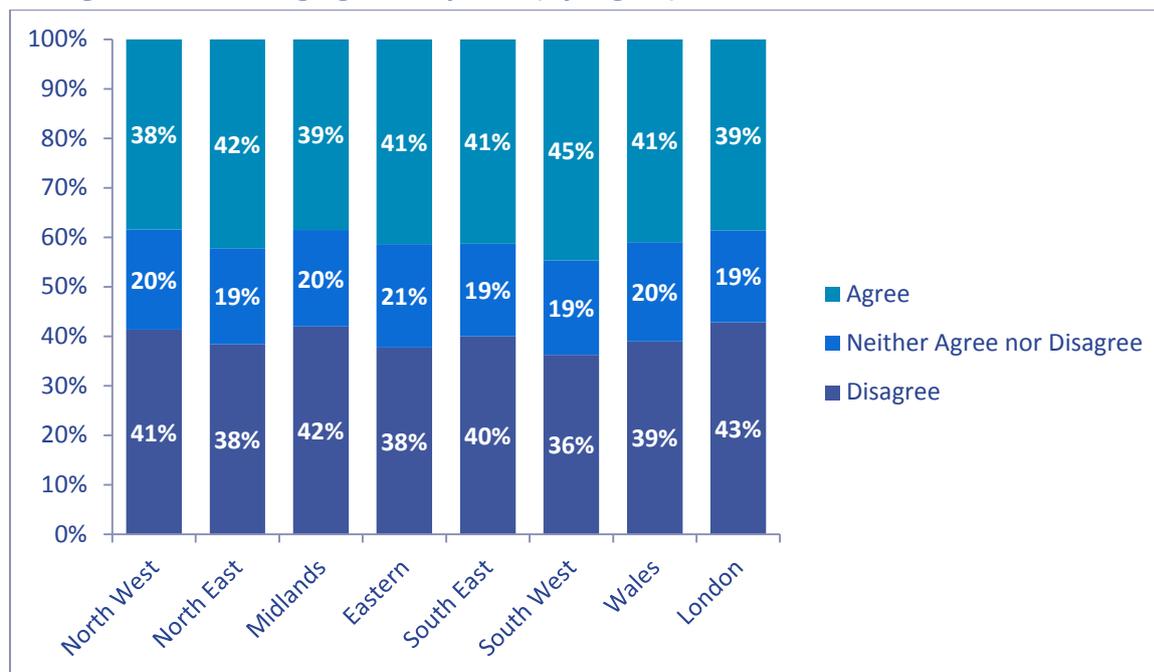
Chart Seventy-Six: Proportion of respondents agreeing and disagreeing that they have too few options to consider leaving the police (by rank)



Region

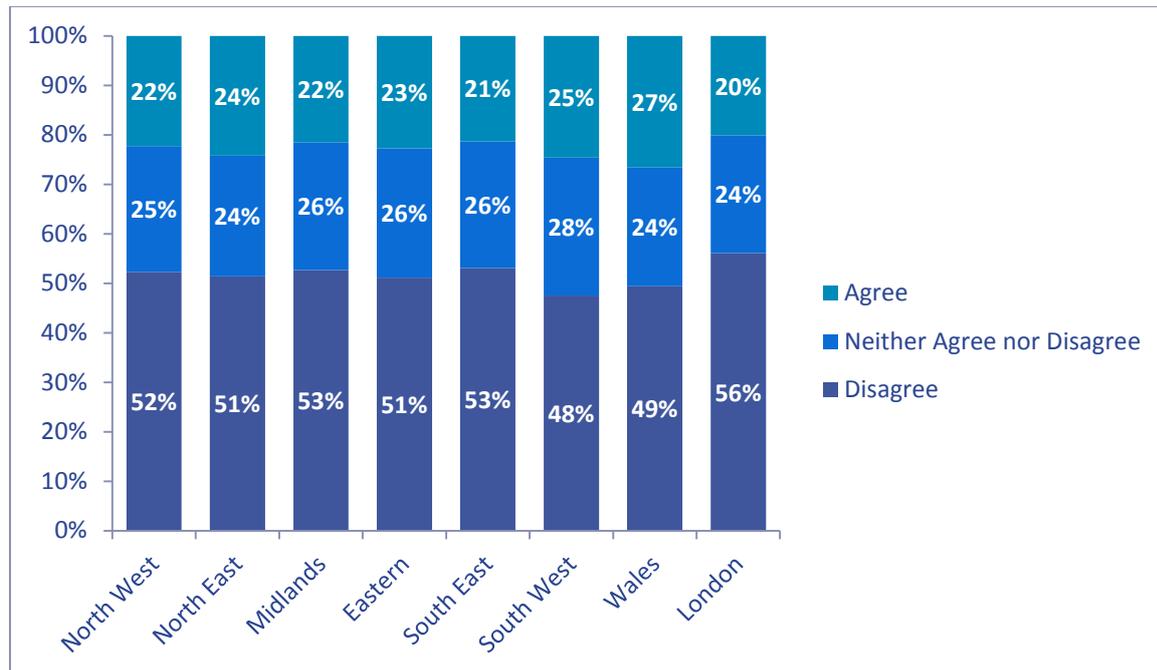
Differences in affective commitment across different regions were relatively small, with only a seven percentage point difference between the South West region, where respondents were most likely to report a strong sense of belonging to the police, and the North West, where respondents were least likely to report a strong sense of belonging.

Chart Seventy-Seven: Proportion of respondents agreeing and disagreeing that they felt a strong sense of belonging to the police (by region)



Similarly, there was relatively little variation across different regions with regard to respondents' normative commitment. For example, respondents in the South West were least likely to disagree that that the police service deserved their loyalty, whereas respondents in London were most likely to disagree; however these regions were separated by a range of only eight percentage points.

Chart Seventy-Eight: Proportion of respondents agreeing and disagreeing that the police service deserves their loyalty (by region)



In terms of continuance commitment, **a large majority of respondents, regardless of region said that staying in the police service was a matter of necessity as much as desire, with at least 73% of respondents agreeing with this indicator.** Respondents in London were slightly less likely to feel that they had too few options to consider leaving the police service, however once again this was only ten percentage points higher than the South West region, where respondents were most likely to feel that they had too few options to consider leaving the police service. As such, a lack of suitable alternatives may be seen as an important factor behind the decision to remain in the police for a majority of officers, even in regions such as London that notionally have a more active labour market

Chart Seventy-Nine: Proportion of respondents agreeing and disagreeing that staying in the police was a matter of necessity as much as desire (by region)

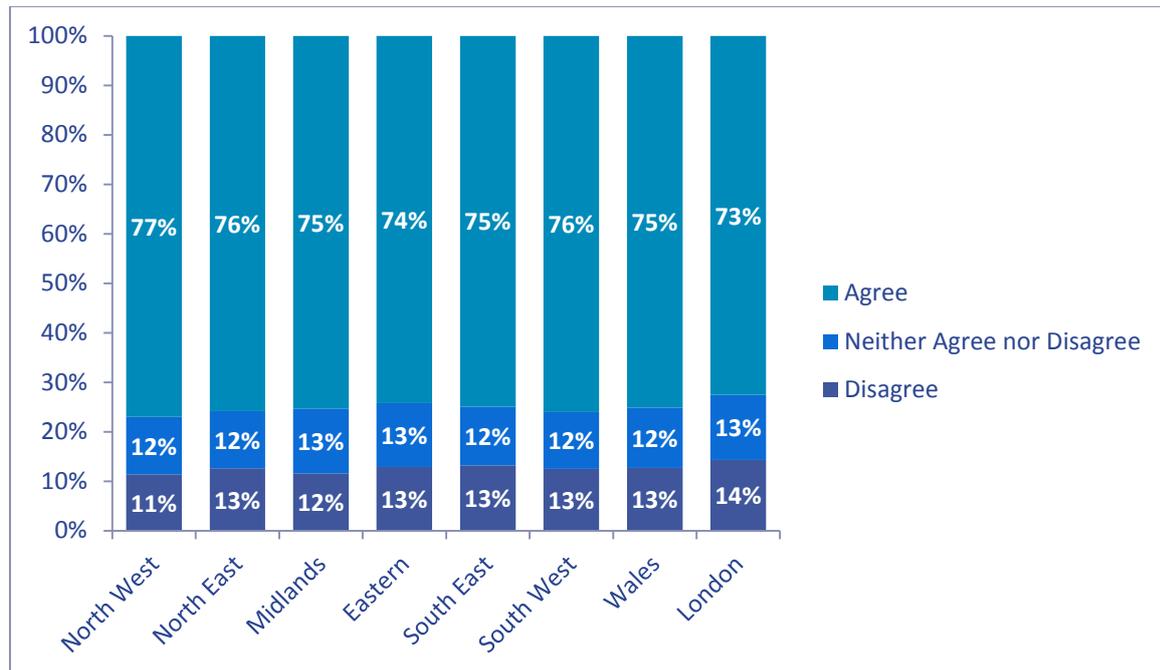
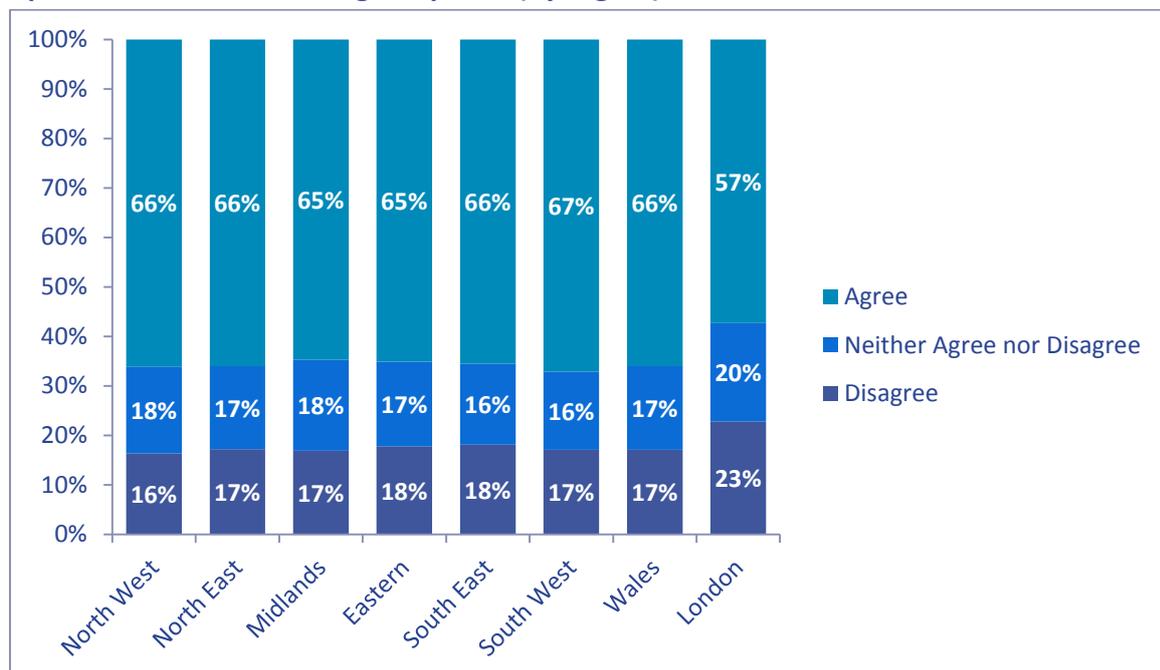


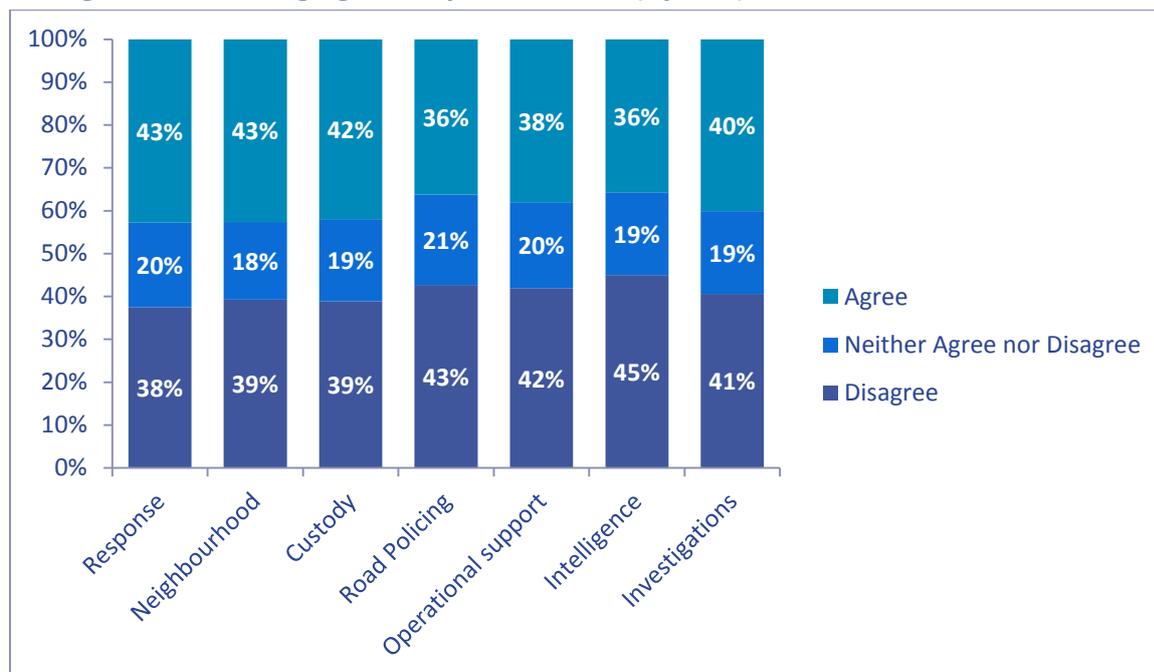
Chart Eighty: Proportion of respondents agreeing and disagreeing that they have too few options to consider leaving the police (by region)



Role

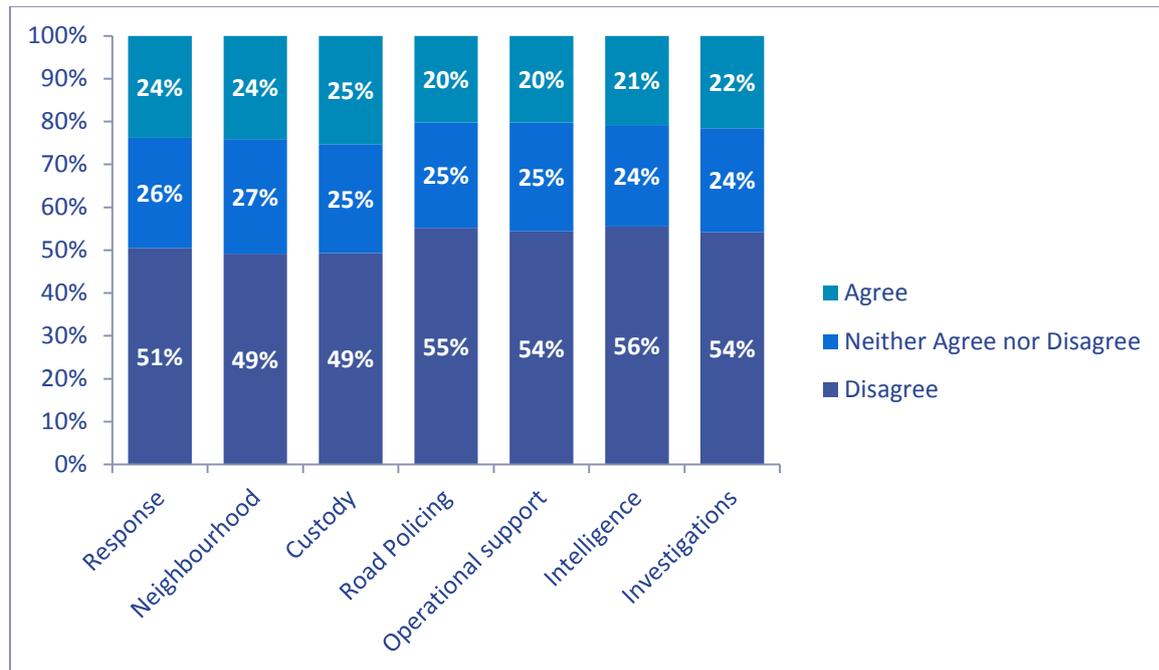
Few differences were seen in respondents' affective commitment on the basis of their role; for instance with agreement with the statement "I feel a strong sense of belonging to the police service" ranging from 36% of respondents in an Intelligence role, to 43% of respondents in a Response or Neighbourhood role.

Chart Eighty-One: Proportion of respondents agreeing and disagreeing that they felt a strong sense of belonging to the police service (by role)



Differences in responses to normative commitment statements were also small. No role had more than a quarter of respondents say that they felt that the police service deserved their loyalty, whilst the proportion of respondents who disagreed with this statement ranged from 49% of respondents in a Neighbourhood or Custody role to 56% of respondents in an Intelligence role.

Chart Eighty-Two: Proportion of respondents agreeing and disagreeing that the police service deserves their loyalty (by role)



Differences in respondents' continuance commitment across different roles were equally, if not more, limited. For example the proportion of respondents who said that staying in the police service was a matter of necessity as much as desire ranged from 72% of respondents in a response role, to 78% of respondents in a Custody role. In addition, at least 61% of respondents, regardless of role, felt that they had too few options to consider leaving the police.

Chart Eighty-Three: Proportion of respondents agreeing and disagreeing that staying in the police was a matter of necessity as much as desire (by role)

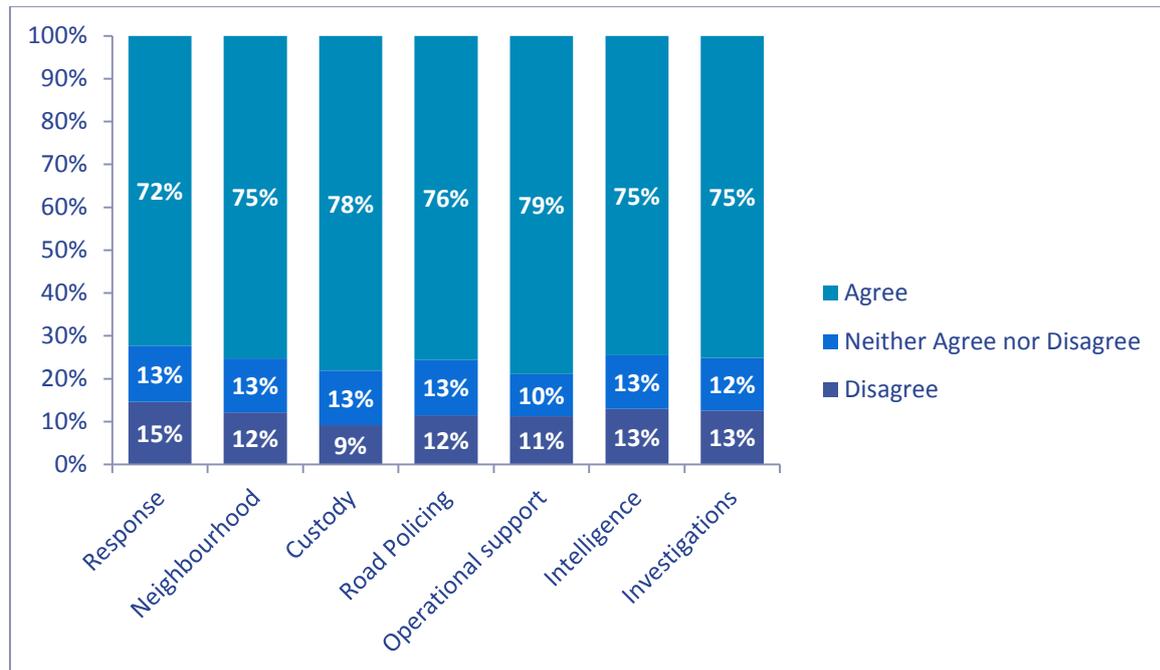
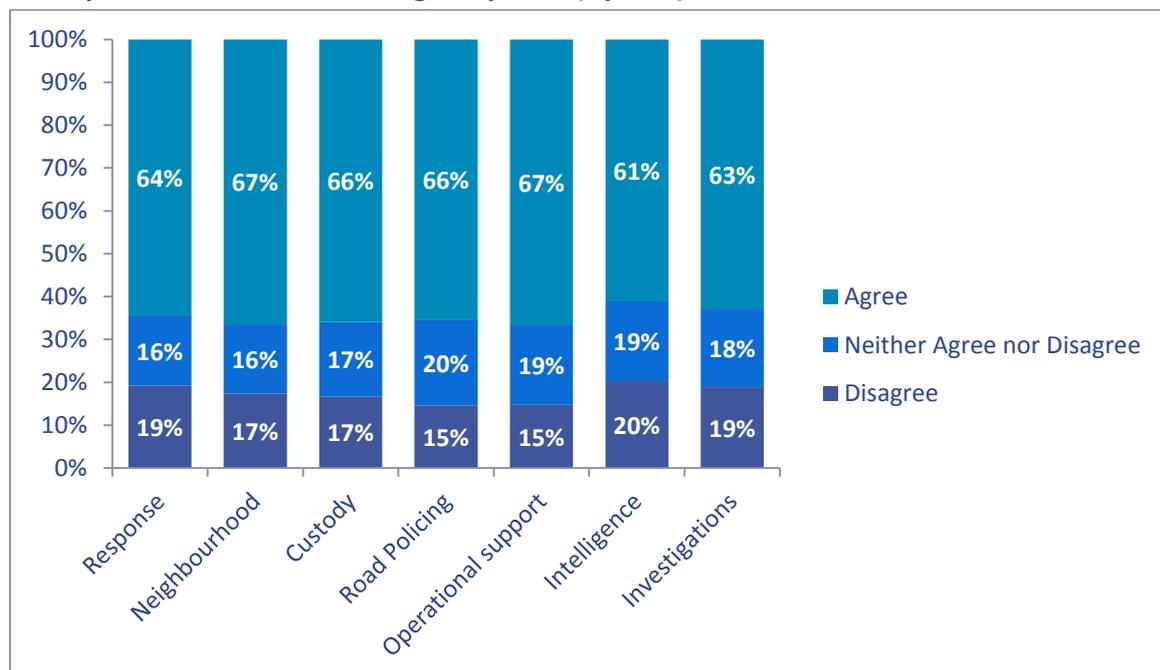


Chart Eighty-Four: Proportion of respondents agreeing and disagreeing that they have too few options to consider leaving the police (by role)

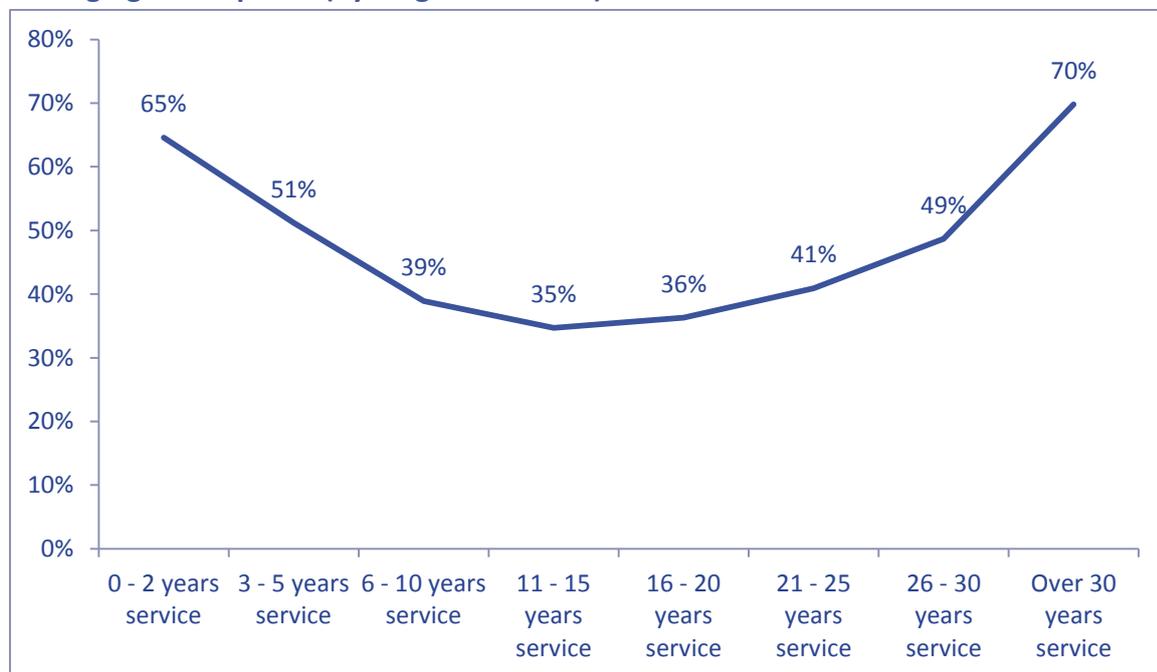


Length of service

A large range of responses was seen on the basis of respondents' length of service. **Respondents towards the beginning and end of their policing career were most likely to agree with affective commitment statements, whereas respondents in the middle of their careers were least likely to agree.** For instance whilst 65% of respondents with two years' service or less and 70% of respondents with 30 years' service or more said that they felt a strong sense of belonging to the police, only 35% of respondents with between 11 and 15 years' service, and 36% of respondents with between 16 and 20 years' service said that they felt a strong sense of belonging.

Mid-career respondents were found to have lower organisational commitment in academic studies that were conducted prior to recent changes to pay and conditions^{lxxiii}. As such, changes such as transfer to the CARE scheme, removal of CRTP and so on cannot by themselves explain the lower affective commitment seen amongst officers during the middle of their careers. However, it must be noted that mid-career officers were most likely to be affected by such changes. Moreover, we also see the pattern of responses here that was seen above concerning officers' engagement and their morale, and these factors are also likely to be linked to the extent to which officers' feel a strong emotional bond with the police service.

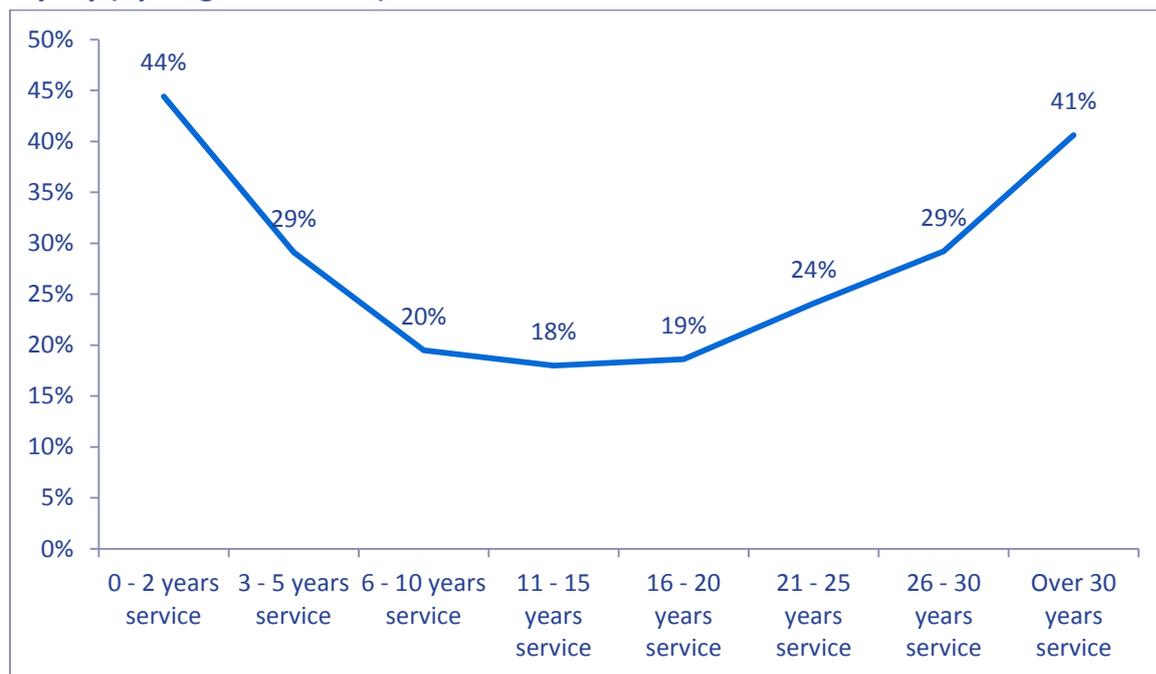
Chart Eighty-Five: Proportion of respondents agreeing that they felt a strong sense of belonging to the police (by length of service)



The same pattern seen for affective commitment was also seen regarding respondents' normative commitment. Respondents with two years' service or less and 30 years' service or more were most likely to agree with normative commitment indicators whilst mid-career respondents were least likely to agree; in particular, fewer than one in five respondents with between 11 and 20 years' service felt that the police service deserved their loyalty. However even amongst early- and late-career respondents less than half felt the police deserved their loyalty.

Notably, there has however been a 10 percentage point increase since last year in the proportion of respondents with two years' service or less who said that the police deserved their loyalty (from 34% in 2016 to 44% in 2017). There has also been a 14 point increase in the proportion of respondents with over 30 years' service who said that the police service deserved their loyalty (from 27% in 2016 to 41% in 2017). In contrast, the corresponding increase amongst respondents with between 11 and 20 years' was only 5 percentage points.

Chart Eighty-Six: Proportion of respondents agreeing that the police service deserves their loyalty (by length of service)



Whereas mid-career respondents were least likely to agree with affective commitment and normative commitment statements, conversely they were amongst the most likely to agree with continuance commitment statements. At least three quarters of respondents

with between six and 30 years' service said that staying in the police service was a matter of necessity as much as desire, whilst at least two thirds of respondents with between six and 25 years' service felt that they had too few options to consider leaving the police.

Again, reflecting the opposite of other forms of commitment, respondents at the beginning and end of their policing careers were least likely to agree with continuance commitment statements. For instance, 44% of respondents in their probationary period said that staying in the police service was a matter of necessity as much as desire, and only 35% of probationers felt that they had too few options to consider leaving the police.

This finding is perhaps to be expected, given that respondents at the start of their careers are likely to have fewer "sunk costs" in terms of skills development, as well as financial costs such as pensions, compared to respondents with longer service. Similarly respondents at the end of their careers are less likely to feel that they have to stay in the police, because they will have reached full pensionable service.

Chart Eighty-Seven: Proportion of respondents agreeing that staying in the police was a matter of necessity as much as desire (by length of service)

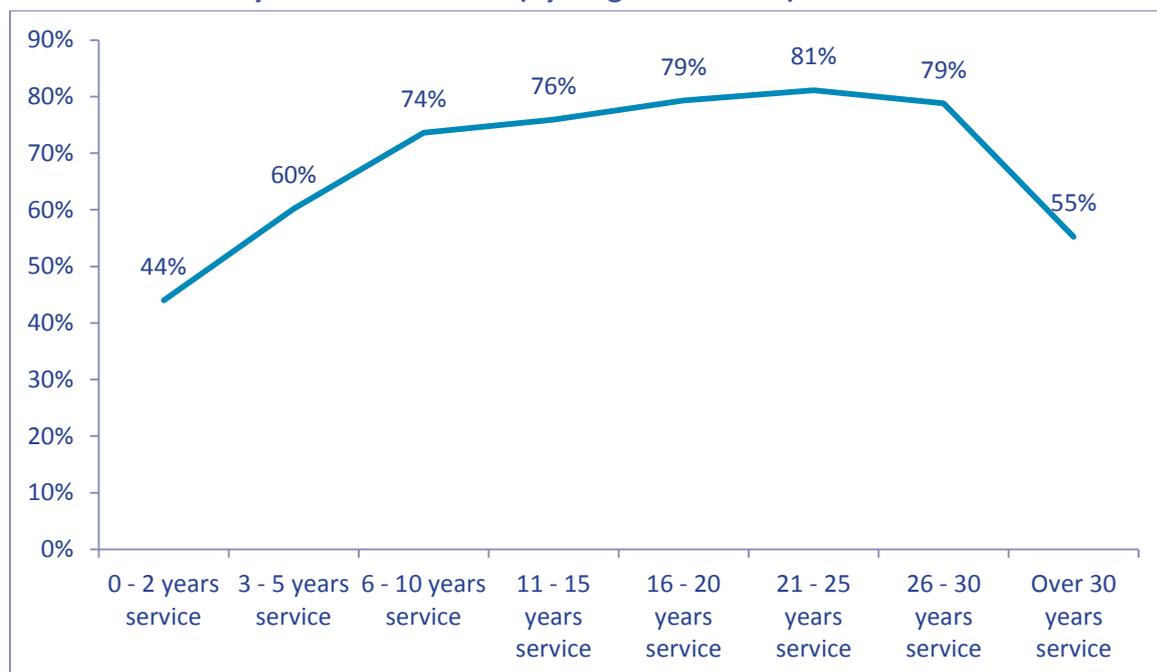
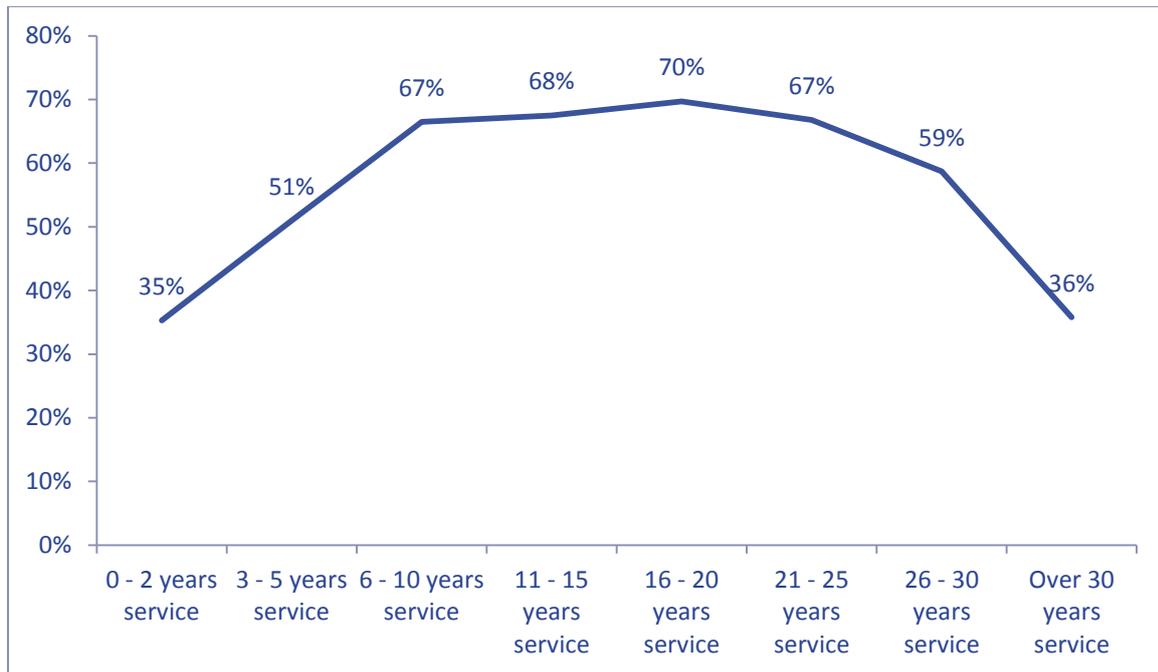


Chart Eighty-Seven: Proportion of respondents agreeing that they have too few options to consider leaving the police (by length of service)



PROMOTION AND PROGRESSION

Summary

- Four out of five respondents said that they have not applied for promotion to a higher rank; 14% of respondents said that they had applied for promotion but been unsuccessful, whilst 6% were currently in the process of apply for promotion
- 68% of respondents who had gone through the promotion process said that they were dissatisfied with the process.
- The most common reason for not applying for promotion was that it would not be worth it for the responsibilities and pressures of the role, however compared to 2016 respondents were more likely to say that promotion would not be worth it for the salary and for the responsibilities and pressure of the job.
- This years' survey also asked about the new Assessment and Recognition of Competence (ARC) assessment. Just under a quarter of respondents who were due to move to Pay Point 4 in the next 12 months said that they were very aware that they would be required to complete the ARC assessment in order to reach the next pay point.
- 45% of respondents who had completed the ARC assessment since January said that they were dissatisfied with the time taken to complete the ARC assessment; half said that they were dissatisfied with the amount of guidance and support they received and 41% said that the ARC process was either unfair or very unfair.
- Constables were least likely to have applied for promotion to a rank higher than the one they were currently in, whilst Chief Inspectors were most likely to have applied.
- There were some in the reasons for not applying for promotion in different ranks, for instance, constables were more likely to say that they had not applied for promotion because they wanted to pursue other roles at their current rank, whereas chief Inspectors were more likely than other ranks to say that they had not applied for promotion because they intended to apply in the next year.
- Differences in applications for promotion within different regions were small, and overall, the reasons for not apply for promotion were similar across different regions
- Respondents' role had limited bearing on whether or not they had applied for promotion, however there were some differences in reasons for not applying for promotion across different roles.
- Respondents with between six and 10 years' service were most likely to say that they were in the process of applying for promotion, however for the most part, and in particular after around 10 years' service, the reasons respondents gave for not applying for promotion did not vary substantially on the basis of their length of service.

Overall findings

Four out of five respondents said that they have not applied for promotion to a higher rank. This is a slight increase on previous years, when around three quarters of respondents said that they had not applied for promotion.

A further 14% of respondents said that they had applied for promotion but had been unsuccessful; whilst 6% were currently in the process of apply for promotion.

“The promotion process opens next week. I am already overloaded with work, yet if I want to get promoted I am now going to have to do the following:- - Register my interest - Write an expression of interest with evidence - Get through the paper sift - Have my application recommended by SMT - Be successful at the Interview process of 2 panels of 3 on a carousel basis. If successful, I will then be offered a posting, to fill a gap somewhere, even if it does not match my skillset or current work life balance situation with travel and family. I love the role I am in now, which is a specialist role. I'm really good at it. Yet, despite successfully acting up and the current Sergeant post being vacant, if I am successful at the promotion process I've been told that I will be given the opportunity to apply for the post I am currently doing, but that I will probably not get it and therefore will be posted elsewhere.”

Constable, 11 years' service

Amongst the 6% of respondents who were in the process of applying for promotion, **68% said that they were dissatisfied with the promotion process**, compared to just 9% of respondents who were satisfied.

One in three respondents who had not applied for promotion said that this was because they enjoyed their current role; however **the most common reason for not applying for promotion was that it would not be worth it for the responsibilities and pressures of the role.** In addition 32% of respondents felt that the promotion process was too time-consuming and 31% of respondents said that promotion would not be worth it for the salary on offer.

Table Fourteen: Reasons given for not applying for promotion

Factor	
It would not be worth it for the responsibilities and pressures of the job	37%
I enjoy my current role	33%
The promotion process is too time-consuming	32%
It would not be worth it for the salary on offer	31%
I want to stay at the rank I am in	28%
Promotion would mean being posted somewhere else within the force area	24%
I have too many commitments in my family/personal life	23%
I am more interested in pursuing other roles at my current rank	22%
I do not believe there is any point in applying, as there are not enough positions at the next rank	19%
I would have to leave my current specialism if I were promoted	17%
I plan on retiring or resigning soon	16%
I intend to apply within the next year	8%

“I have recently been promoted to Sergeant. The pay rise after promotion really wasn't worth all the stress and anxiety I had to go through to obtain this rank. Including the extra responsibility on promotion . On top of that I have had to complete the NPPF process which again is a ridiculous and pointless exercise which not only abstracts me from my day to day role but has caused me even more stress as all officers in the same position as me have been threatened with demotion if we don't complete this process.”

Sergeant, 18 years' service

“I joined the police with certain expectations and hopes. Some have those have already been crushed. I feel there is little or no room for promotion at present with a lot of specialist roles seemingly being handed out to civilians and promotion pools being chocked full of candidates with no roles to fulfil.”

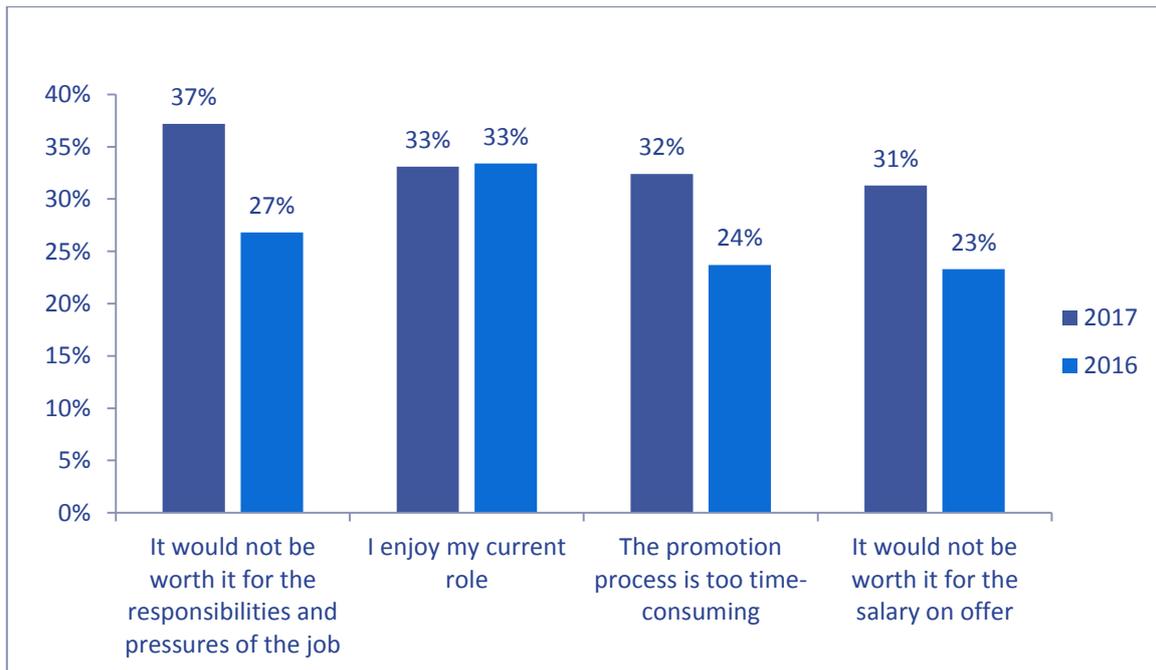
Constable, 13 years' service

“There is a general lack of support to improve officer's knowledge and skills in order for them to specialise or be promoted . You could join up and stay in the job role you join in for your whole service quite easily. I cannot say I have ever had much interest/help from supervisors with regards to career progression. There is also no training on how to write application forms and how to sit boards, which makes it all the more difficult.”

Sergeant, 25 years' service

The proportion of respondents who had not applied for promotion because they enjoyed their current role has remained relatively stable since 2016. In contrast, **compared to last year respondents were more likely to say that promotion would not be worth it for the salary and for the responsibilities and pressure of the job.** They were also more likely to cite the time taken to complete the promotion process as a barrier to applying for promotion.

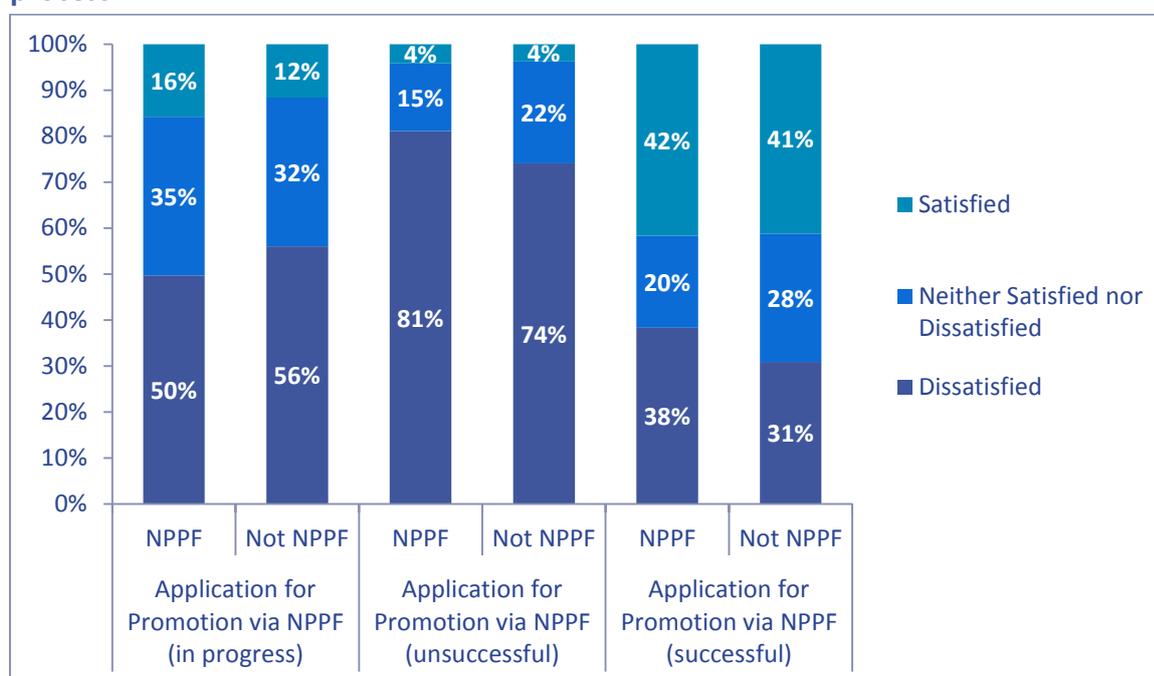
Chart Eighty-Eight: Reasons given for not applying for promotion in 2016 and 2017



63% of respondents who were currently applying for promotion said that they were applying via the National Police Promotion Framework; as did 40% of respondents who said that they had unsuccessfully applied for promotion and 65% who successfully applied for promotion.

Respondents who had applied for promotion via the NPPF who had either been successful or unsuccessful within the process were somewhat more likely to be dissatisfied with the promotion process than respondents who had not applied via the NPPF. On the other hand, respondents who said that their application for promotion was currently in progress via the NPPF were slightly less likely to be dissatisfied with the promotion process than respondents who had not applied via the NPPF.

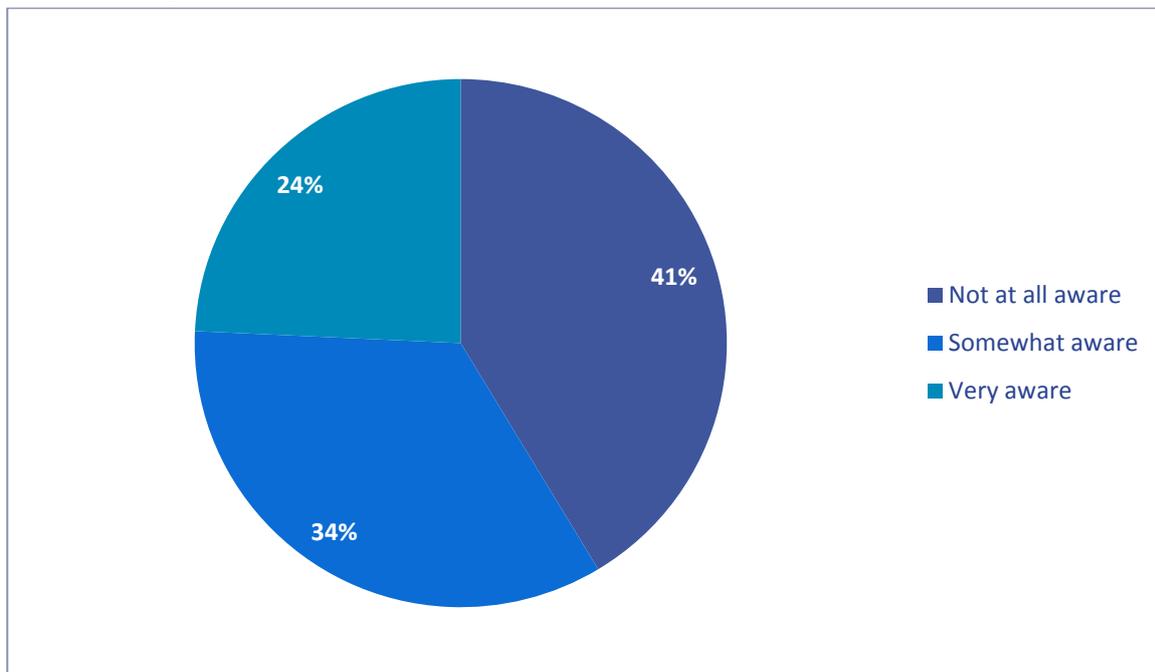
Chart Eighty-Nine: Proportion of respondents satisfied and dissatisfied with the promotion process



This year's survey also asked eligible respondents about the new Assessment and Recognition of Competence assessment introduced in January. Completion of the ARC assessment is now required for officers to progress from Pay Point 3 to Pay Point 4 on the Constables pay scale.

Just under a quarter of respondents who were due to move to Pay Point 4 in the next 12 months said that they were very aware that they would be required to complete the ARC assessment in order to reach the next pay point. This compares to 41% of respondents who said that they were not at all aware that they would be required to complete the ARC assessment to reach Pay Point 4.

Chart Ninety: Proportion of respondents at Pay Point Three who were aware that they would be required to undertake the ARC assessment in the next 12 months

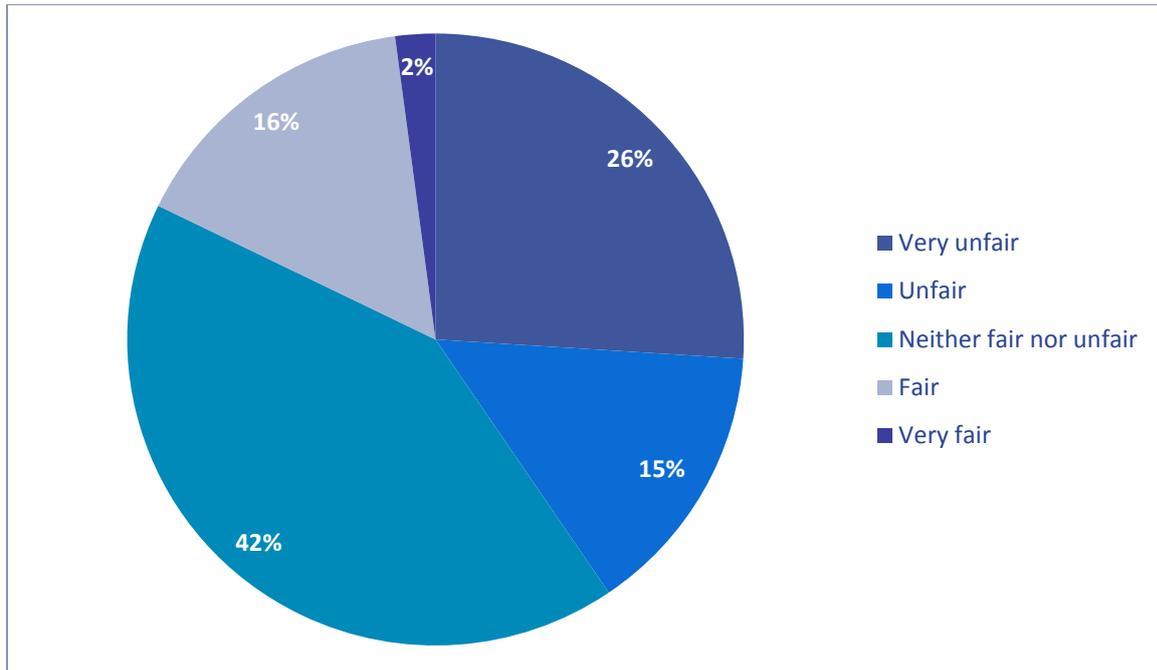


Of the respondents who have completed the ARC assessment since January, 45% said that they were dissatisfied with the time taken to complete the ARC assessment. This compares to 16% who said that they were satisfied.

In addition half of respondents said that they were dissatisfied with the amount of guidance and support they received regarding the ARC assessment. This compares to 16% of respondents who said that they were satisfied.

Respondents were also asked how they would rate the overall fairness of the ARC process. 41% of respondents said that the ARC process was either unfair or very unfair. This compares to 18% of respondents who said that the process was fair.

Chart Ninety-One: Proportion of respondents completing the ARC assessment since January who felt that the process was fair and unfair

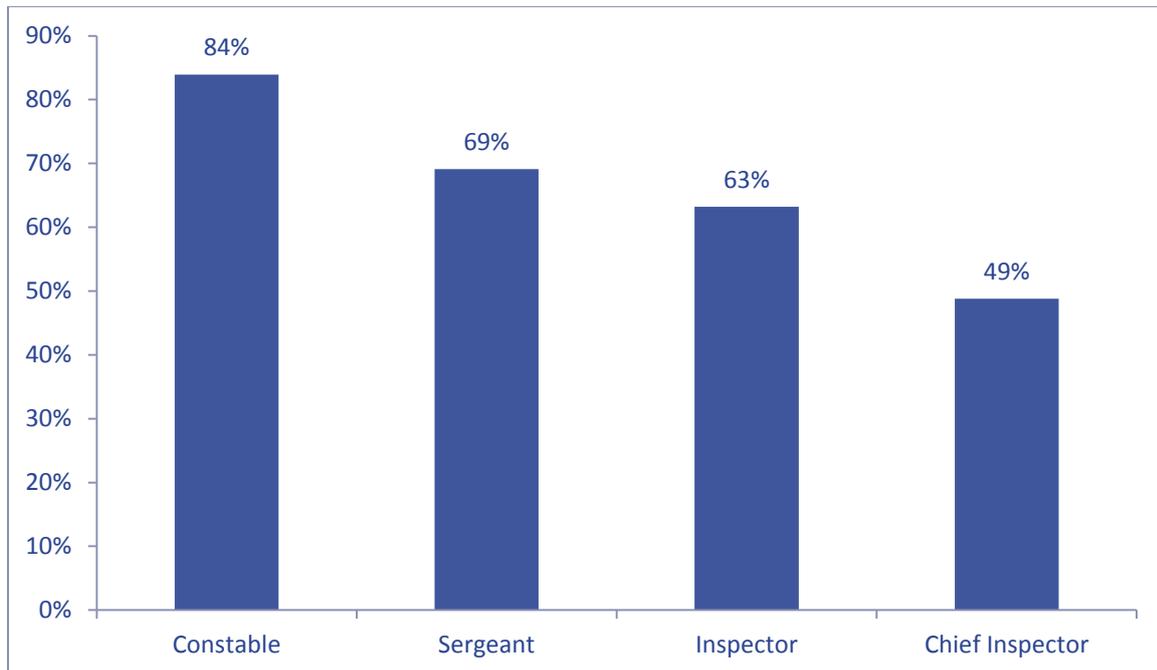


Differences between groups

Rank

Constables were least likely to have applied for promotion to a rank higher than the one they were currently in, whilst Chief Inspectors were most likely to have applied. Conversely, 38% of Chief Inspectors said that they were unsuccessful in the promotion process, in contrast to 11% of Constables, 18% of Sergeants and 27% of Inspectors. Notable, just over one in ten sergeants said that they were currently in the process of completing the promotion process, compared to less than 5% of constables.

Chart Ninety-Two: Proportion of respondents who have not applied for promotion to the next rank (by rank)



There were some differences amongst respondents of different ranks as to why respondents had not applied for promotion. For example, **Constables were more likely than respondents at other ranks to say that they had not applied for promotion because they wanted to pursue other roles at their current rank.** 25% of Constables expressed this view, compared to 12% of sergeants, 11% of inspectors and just 5% of chief inspectors

In contrast, **Chief Inspectors were more likely than other ranks to say that they had not applied for promotion because they intended to apply in the next year (28%),** and because they were not ready yet (23%) compared to other ranks (where these proportions were 12% or less and 11% or less respectively).

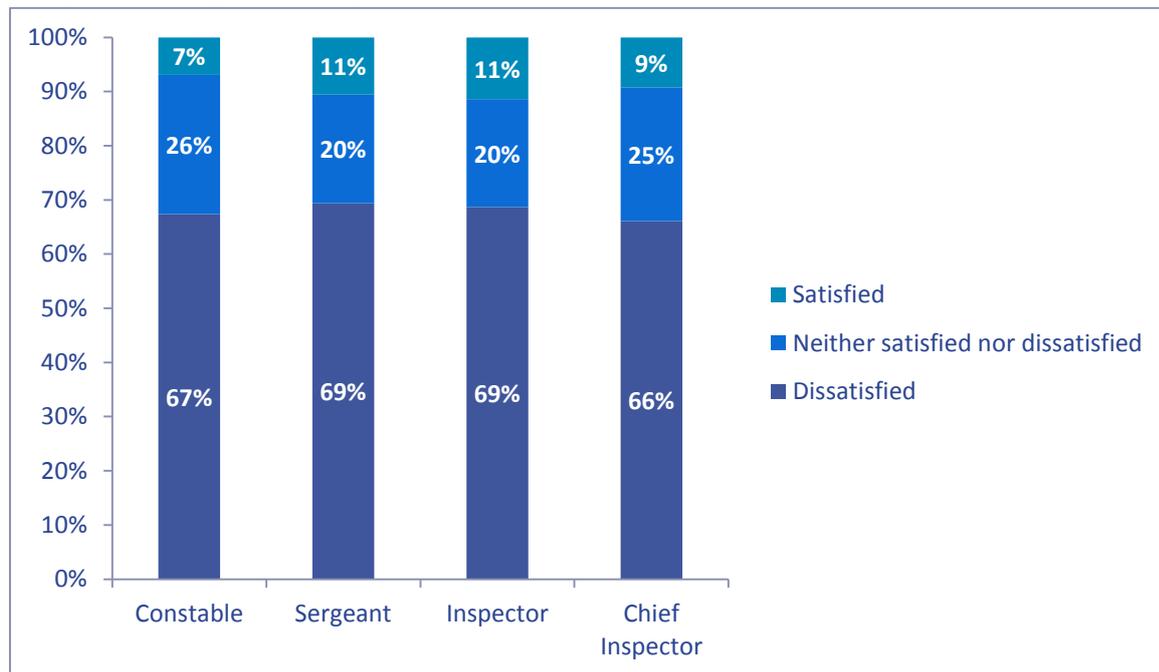
Chief Inspectors were less likely than other ranks to say that promotion was not worth it for the responsibilities. 11% of Chief Inspectors felt that promotion would not be worth it for this reason, whereas 39% of Constables and Inspectors and 28% of Sergeants expressed this view.

Chief Inspectors were also much less likely to say that promotion was not worth it for the salary. 45% of Inspectors felt that that promotion would not be worth for the salary,

followed by Constables (33%) and Sergeants (20%); this contrasts with less than four percent of Chief Inspectors.

Finally, ranks who were required to apply for promotion via the NPPF were slightly more likely to say that the process was too time consuming (Constables 31%; Sergeants 40%) than ranks who did not have to apply via the NPPF process (27% Inspectors; 17% Chief Inspectors). However, on the other hand, there was very little difference in satisfaction with the promotion process between ranks who did and did not need to apply via the NPPF process.

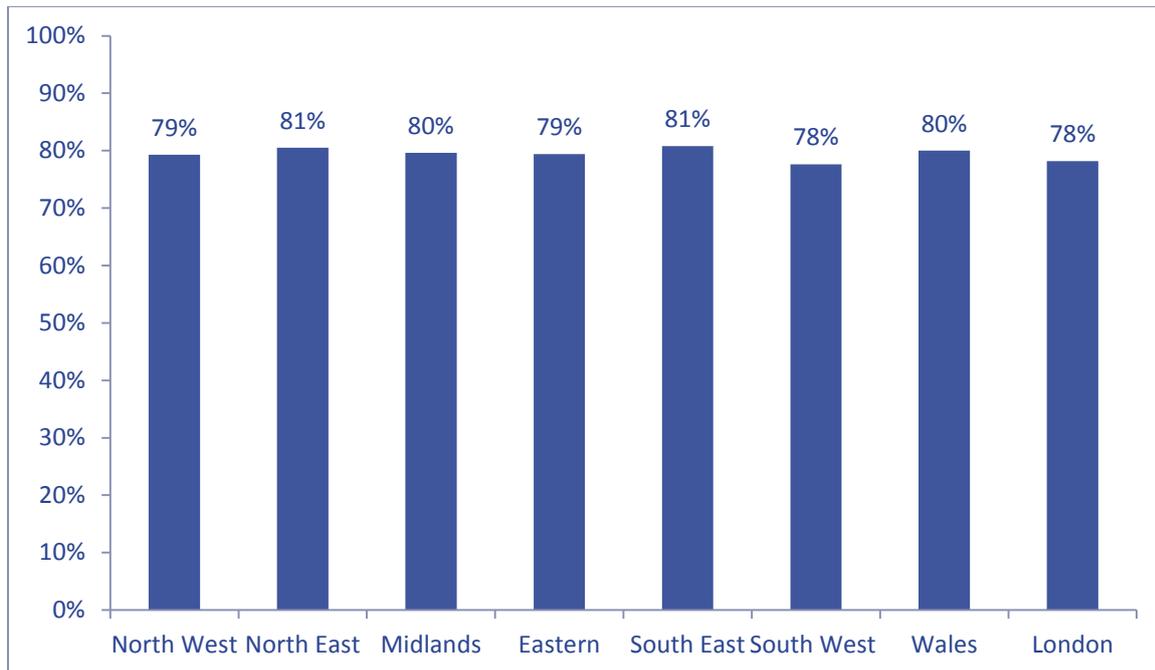
Chart Ninety-Three: Proportion of respondents who were satisfied and dissatisfied with the promotion process (by rank)



Region

Differences in the proportions of respondents who had applied for promotion within different regions were small, ranging from 78% of respondents in the South West n London to 81% of respondents in the North East and South East.

Chart Ninety-Four: Proportion of respondents who have not applied for promotion to the next rank (by region)



Overall, the reasons for not apply for promotion were also similar across different regions. For example, the proportion of respondents who said that it would not be worth it for the salary ranged from 29% of respondents in the North East to 33% of respondents in South East and Eastern regions. Similarly, the proportion of respondents who said that promotion would not be worth it for the responsibilities ranged from 35% of respondents in London to 39% of respondents in the North West.

One of largest differences between different regions was seen in the proportion of respondents who had not applied for promotion because there were no suitable positions available. 24% of respondents in London and the North West provided this as a reason for not applying for promotion, in contrast to 10% of respondents in the North East and 12% of respondents in Wales.

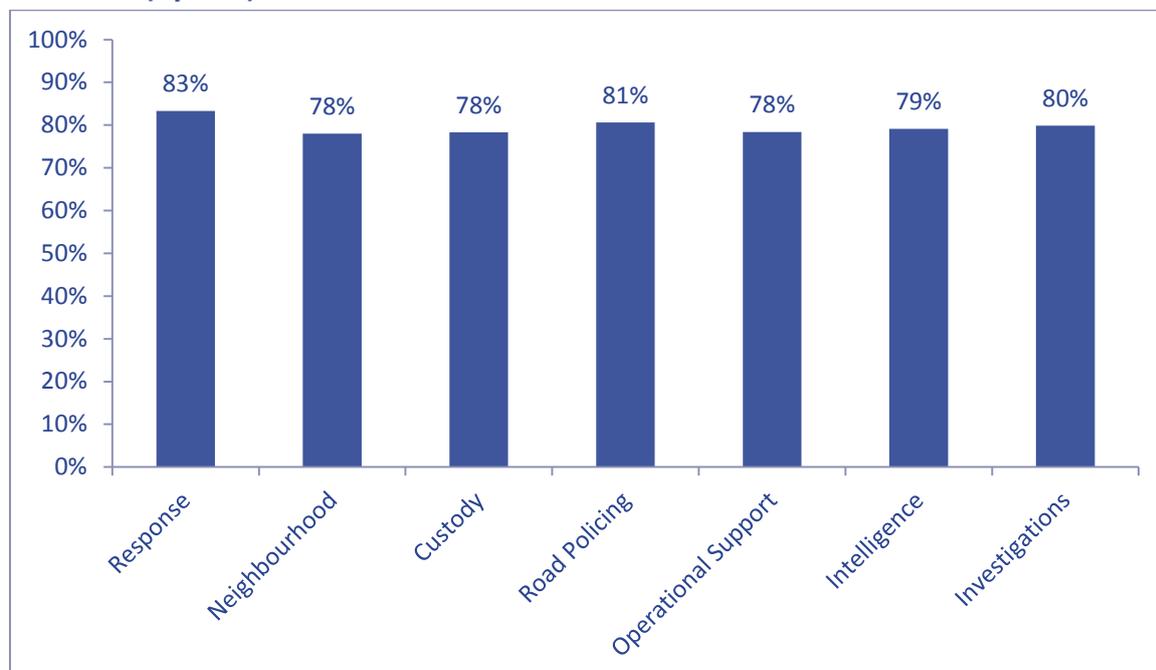
In addition, there was some variation in the proportion of respondents who had not applied for promotion because it would mean being posted elsewhere in their force area. In particular, 30% of respondents in Wales provided this a reason for not applying for promotion, compared to 20% of respondents in the North East and 21% of respondents in London and the South West.

Role

Respondents' role also appeared to have limited relationship on whether or not they had applied for promotion. Respondents in a response role were least likely to apply for promotion. Again, it may be noted that respondents in Response roles were found to have shorter service, therefore this, as opposed anything intrinsic within the Response role may account for this slight difference. In addition, at least three in four respondents in all other roles reported that they had not applied for promotion.

In addition, **there was little difference in the proportion of respondents in most roles who said that they had been unsuccessful in the promotion process**, with between 14% and 16% of respondents across different roles saying that they had applied for promotion but been unsuccessful. The only exception to this was respondents in a Response role where 10% said that they had been unsuccessful in the promotion process.

Chart Ninety-Five: Proportion of respondents who have not applied for promotion to the next rank (by role)



More substantial differences were seen the reasons given by respondents in different roles for not applying for promotion. For instance, 25% of respondents in a Custody role, 22% of respondents in an Intelligence role and 19% of respondents in an Operational Support role said that they had not applied for promotion because they would either be retiring or

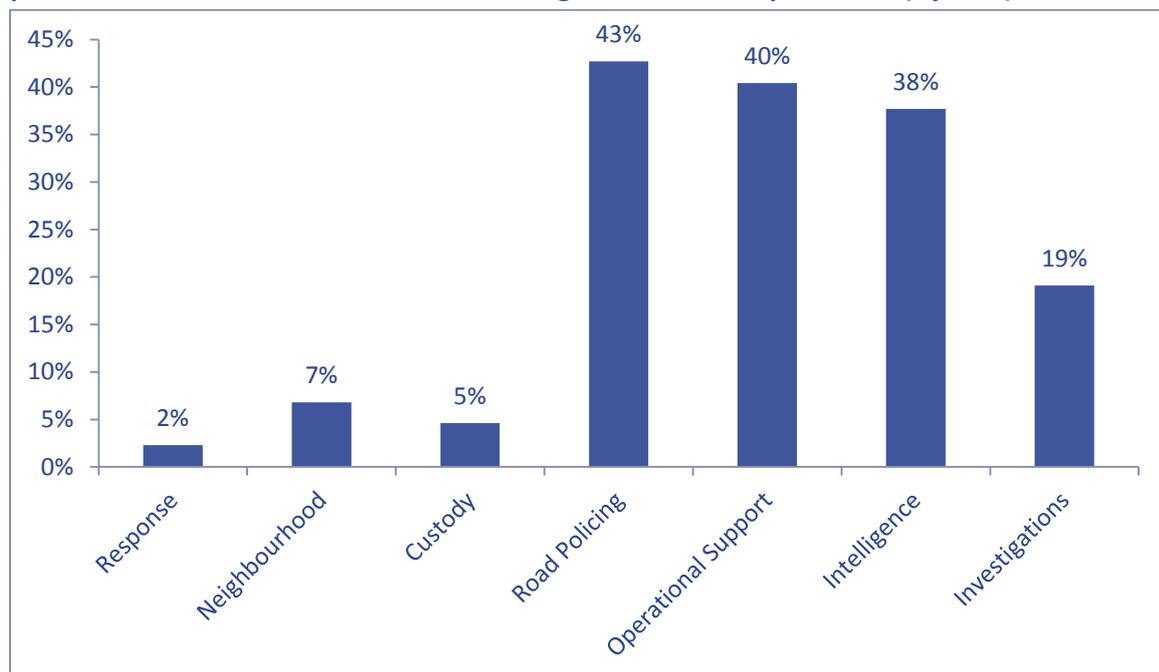
resigning soon; compared to 10% of respondents in a Response role and 15% of respondents in a Neighbourhood role.

In addition, **51% of respondents in an Operational Support role and 44% of respondents in either a Road Policing or Intelligence role said that they had not applied for promotion because they enjoyed their current role, whereas this proportion was 28% of respondents in a Response role and just 21% of respondents in a Custody role.**

Respondents in a Custody role were also least likely to say that promotion would not be worth it for the salary (24%) or for the responsibilities of the role (29%). At the other end of the scale 37% of Road Policing respondents said that promotion would not be worth it for the salary, whilst 41% of respondents in this role said it would not be worth it for the responsibilities of the role.

The most substantial differences however concerned the belief that promotion would mean leaving respondents' current specialism. 43% of Road Policing respondents cited this as reason for not applying for promotion, compared to 19% of respondents in an Investigations role, and 5% of respondents in a Custody role.

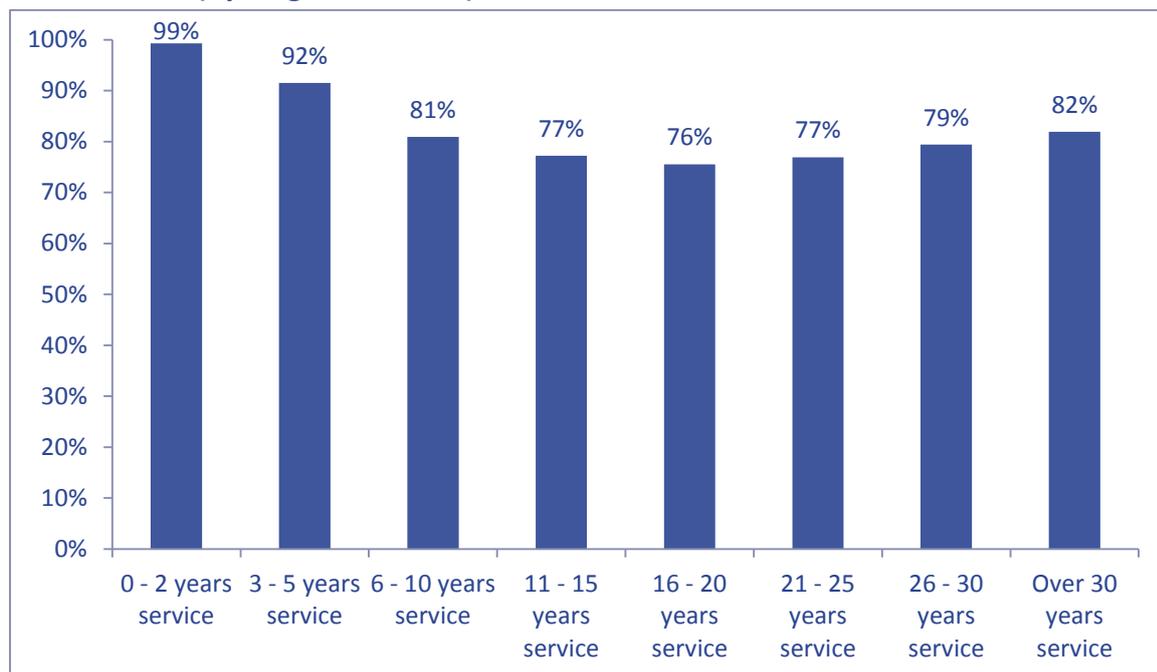
Chart Ninety-Six: Proportion of respondents who said that they had not applied for promotion because it would mean leaving their current specialism (by role)



Length of service

Understandably, respondents at the beginning of their career were least likely to have applied for promotion. **Respondents with between six and 10 years' service were most likely to say that they were in the process of applying for promotion** (9% of respondents in this group said that they were in the process of applying), whilst **respondents with between 21 and 30 years' service were most likely to say that they have applied for promotion but were unsuccessful** in the process (18% of respondents in this group said that they had been unsuccessful at promotion).

Chart Ninety-Seven: Proportion of respondents who have not applied for promotion to the next rank (by length of service)



For the most part, and in particular after around 10 years' service, the reasons respondents gave for not applying for promotion did not vary substantially on the basis of their length of service. However a desire to pursue other roles at their current rank was cited by 51% of respondents with between 3 and 5 years' service and 34% of respondents with between 6 and 10 years' service as reason for not applying for promotion, compared to less than one in eight respondents with more than 20 years' service.

In addition, 40% of respondents with between 3 and 5 years' service said that they were not yet ready for promotion, compared to just 15% of respondents with between 6 and 10 years' service, and less than 8% of respondents with more than 10 years' service.

Respondents with less than 5 years' service were also less likely to say that promotion would not be worth it for the salary or responsibilities compared to respondents with more than 5 years' service. For instance, whereas 17% of respondents with between 3 and 5 years' service said that promotion would not be worth it for the salary, 31% of respondents with between 6 and 10 years' service, 36% of respondents with between 11 and 15 years' service and 37% of respondents with between 16 and 20 years' service expressed this view.

INTENTION TO LEAVE

Summary

- 13% of respondents said that they planned to leave the police either as soon as possible or within the next two years, compared to 11% of respondents in 2016.
- 79% of respondents intending to leave the police said that their morale had a major effect on their intention to leave; whilst more than two thirds cited the impact of the job on their health and wellbeing and how the police as a whole are treated
- Overall there has been limited change in the last year in the factors most likely to affect respondents' intention to leave the police, and the most common reasons for leaving remain unchanged since 2016.
- Constables were most likely to intend to leave the police either as soon as possible, whilst members of the Inspecting ranks were least likely to intend to leave, however differences in intention to leave were relatively small and many of same reasons for leaving were cited by respondents regardless of rank
- Larger differences were seen in the proportion of respondents who said that they intended to stay in the police until retirement. Only 48% of Constables said that they intended to stay until retirement, compared to 71% of members of the Inspecting ranks.
- Respondents in London were more likely to leave the police, with 19% saying that they intended to leave either as soon as possible or within the next two years; outside of London differences in intention to leave were relatively small and the reasons for leaving were mainly similar across all regions.
- Differences in intention to leave across different roles were also small and the reasons for leaving were also consistent across roles.
- However it was noted that the proportion of respondents in a Custody role intending to stay until pension age was at least ten percentage points higher than respondents in any other role.
- Mid-career respondents, in particular respondents with between six and 20 years' service were most likely to intend to leave, and were also least likely to intend to stay until retirement – for instance just 35% of respondents with between six and 10 years' service said that they intended to stay until pension age.
- The factors most likely to be cited by respondents as having a major impact upon their intention to leave the police were again similar regardless of respondents' length of service.

Overall findings

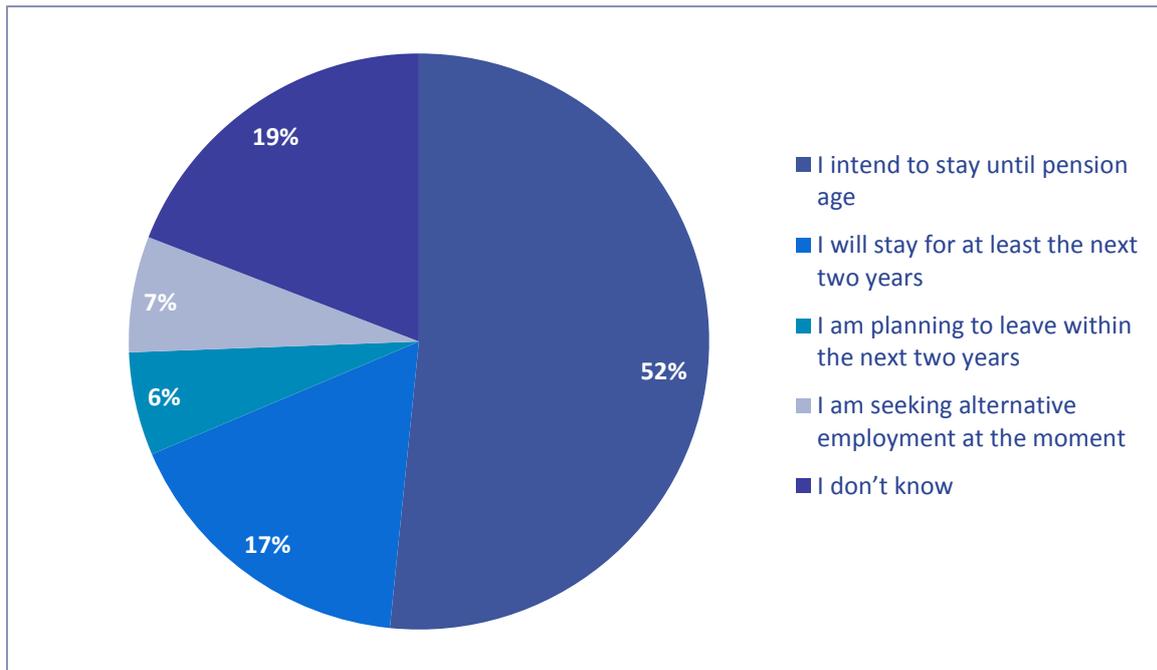
One in eight respondents said that they planned to leave the police either as soon as possible or within the next two years. This is a very similar figure to seen in 2016. Respondents this year were slightly less likely to intend to stay in the police service until pension age compared to last year; however the differences between 2016 and 2017 were small.

6% of respondents who planned to stay in the police for at least the next two years said that they intended to move forces. This proportion was identical to the proportion seen 2016.

Table Fifteen: Proportion of respondents intending to stay in and leave the police since 2014

Intention	2017	2016	2015	2014
I intend to stay until pension age	52%	53%	50%	51%
I will stay for at least the next two years	17%	15%	13%	12%
I am planning to leave within the next two years	6%	5%	7%	6%
I am seeking alternative employment at the moment	7%	6%	9%	8%
I don't know	19%	20%	23%	23%

Chart Ninety-Eight: Proportion of respondents intending to stay in and leave the police



“I am so saddened that police officers I have had the honour and pleasure to work with over the years, are leaving or wanting to leave . We never say no, we are easily criticised from all angles, yet, our budgets are being cut year on year. The public do not deserve this and my colleagues do not deserve this.”

Inspector, 27 years’ service

“I would love to leave the Police - I'm gutted to say that... I still want to do my best for victims of crime but the Government have crushed morale. I can't wait to leave.”

Constable, 13 years’ service

“This is an awful time for the Police Service in general. Morale is at an all-time low and experienced police officers are leaving the service due to the level of demand faced by them on a daily basis with little or no support from the Force.”

Inspector, 14 years’ service

Amongst respondents who intended to leave the police either as soon as possible or within the next two years, morale was the most commonly cited factor affecting intention to leave. **79% of respondents intending to leave the police said that their morale had a major effect on their intention to leave.**

More than two thirds of respondents also cited the impact of the job on their health and wellbeing and how the police as a whole are treated as having a major impact on their intention to leave, whilst a majority also said that their pay and benefits, the impact of the job on their personal life and how change was managed in the police had a major effect.

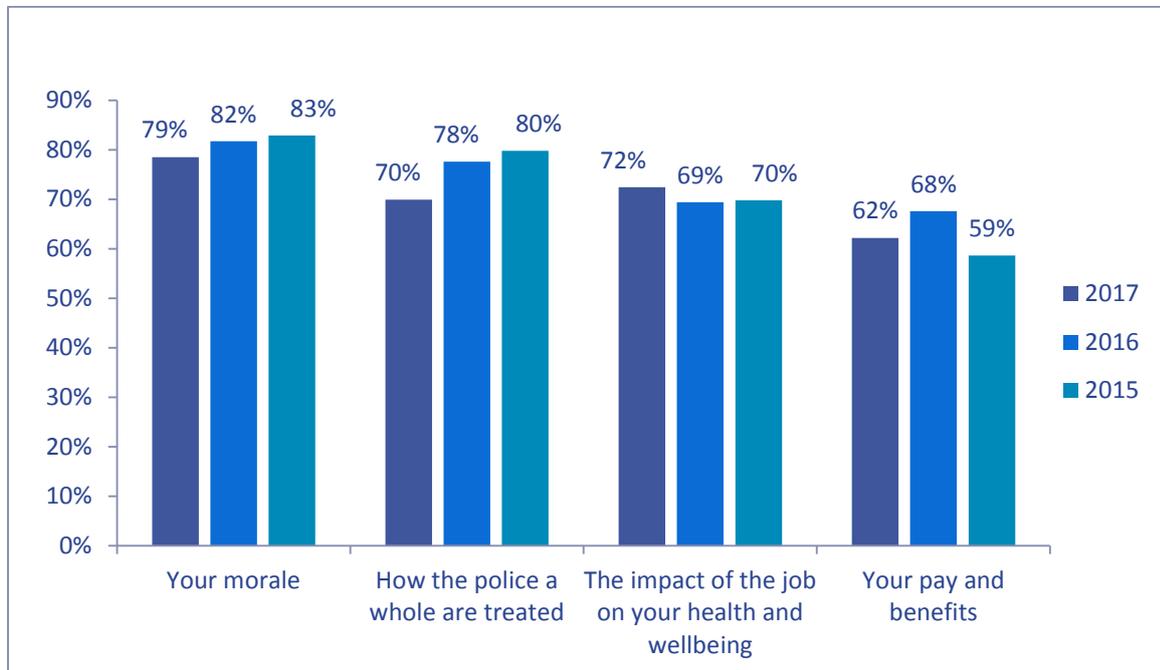
Table Sixteen: Reasons for intending to leave the police

Factor	No effect on intention to leave	Some effect on intention to leave	Major effect on intention to leave
Your morale	3%	18%	79%
The impact of the job on your health and wellbeing	6%	21%	72%
How the police as a whole are treated	7%	23%	70%
Your pay and benefits	10%	28%	62%
The impact of your job on your family/personal life	10%	29%	61%
Management of change within the police	12%	35%	53%
Better job opportunities outside of the Police	20%	31%	49%

Your workload and responsibilities	20%	33%	47%
Your opportunities for development and promotion	26%	29%	45%
Dissatisfaction with your day-to-day job role	21%	35%	44%
Your treatment by senior managers	24%	35%	41%
Your treatment by your line manager	59%	25%	16%
Your relationship with your colleagues	67%	24%	9%

Respondents were slightly less likely to say that their morale, the treatment of the police as a whole and their pay and benefits had a major effect on their intention to leave in this year's survey. However, **overall there has been limited change in the last year in the factors most likely to affect respondents' intention to leave the police, and the four most common reasons for leaving are unchanged since 2016.**

Chart Ninety-Nine: Factors with a major impact on intention to leave since 2015



Comparisons

Comparison of intention to stay in or leave the police with intention to leave in other public sector surveys is problematic. The AFCAS survey does ask respondents to provide this information; however there are sufficient differences between the nature of policing service and military service that the two cannot be seen as directly comparable. Taking this into account it is still useful to note that 13% of non-officer ranks respondents in the 2017 AFCAS survey said that they had either put in their notice to leave or planned to leave the service as a soon as they could. Amongst respondents in the PFEW Pay and Morale survey 7% said that they were currently seeking alternative employment.

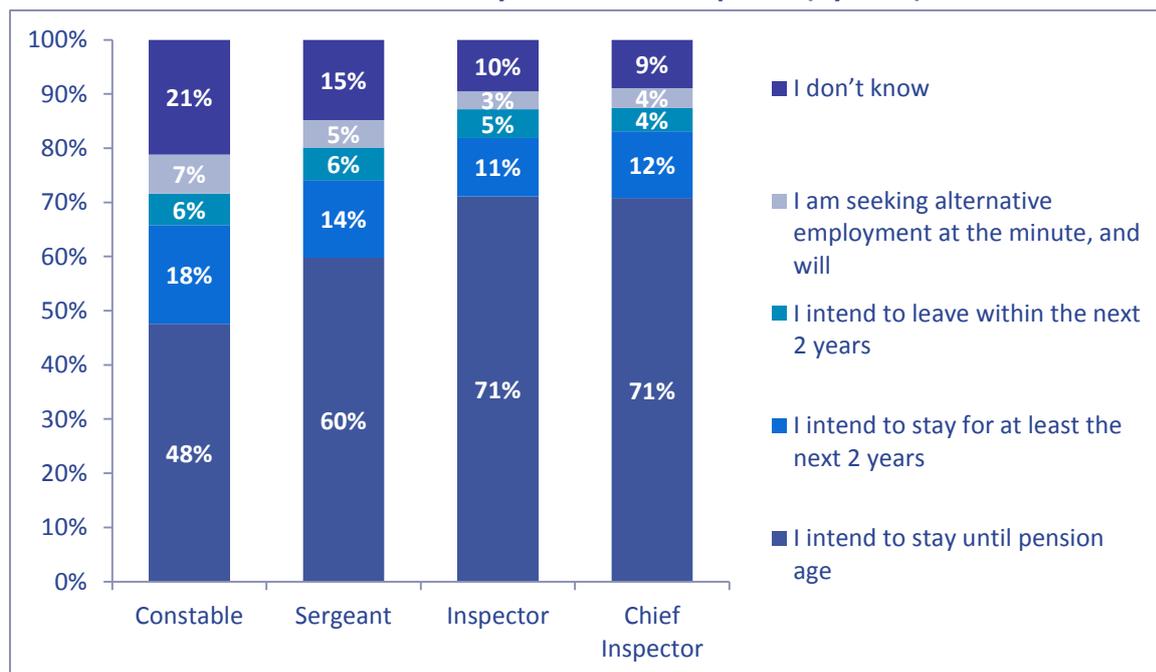
Differences between groups

Rank

Constables were most likely to intend to leave the police either as soon as possible, whilst members of the Inspecting ranks were least likely to intend to leave. This finding aligns to other results within the report, for instance with respondents' morale and engagement increasing along with their rank.

Notably, although differences in the proportion of respondents at different ranks intending to leave were relatively small, **larger differences were seen in the proportion of respondents who said that they intended to stay in the police until retirement. Fewer than half of Constables said that they intended to stay until retirement, compared to 71% of members of the Inspecting ranks.** In addition, around more than one in five Constables did not know whether or not they intended to stay in the police, compared to around one in ten inspectors and chief inspectors. Thus constables appeared to have more uncertainty about their future within the police compared to more senior ranks.

Chart One-Hundred: Intention to stay in or leave the police (by rank)



There has been little change in any ranks' intention to leave since last year's survey. Compared to 2016, the proportions of Constables, Sergeants and Chief Inspectors who intended to leave the police have all increased by one percentage point, whilst the proportion of Inspectors has not changed.

There were more similarities than differences in the reasons why respondents of different ranks said that they intend to leave the police with morale, how the police as a whole are treated, and pay and benefits amongst the most common reasons given by Constables, Sergeants and Inspectors for why they intended to leave the police.

A majority of chief inspectors who intended to leave the police also said that their morale and their pay and benefits influenced their decision to leave. However 59% of respondents also said that opportunities for development and promotion had an impact on their intention to leave. Notably, whereas in 2016 69% of Chief Inspectors said that opportunities outside the police increased their intention to leave, this proportion had reduced to 40% in 2017. This may reflect the fact that Chief Inspectors who say better opportunities outside the police in 2016 have now left to pursue those opportunities.

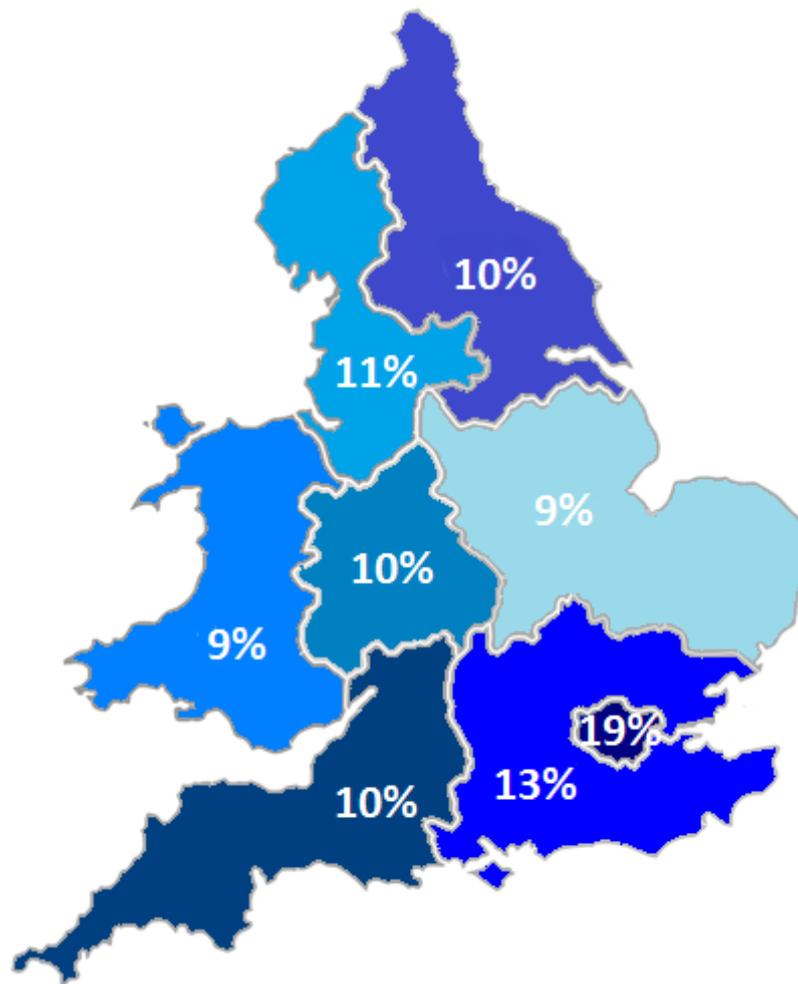
Table Seventeen: Reasons for intending to leave the police (by rank)

Constable		Sergeant		Inspector		Chief Inspector	
Morale	81%	Morale	71%	Morale	65%	Morale	63%
Impact of the job on health and wellbeing	74%	Impact of the job on health and wellbeing	68%	Impact of the job on health and wellbeing	65%	Development and promotion opportunities	59%
How the police as a whole are treated	72%	How the police as a whole are treated	64%	Pay and benefits	62%	Pay and benefits	52%
Pay and benefits	62%	Pay and benefits	62%	How the police as a whole are treated	59%	Workload and responsibilities /how change in managed within the police	48%

Region

Generally differences in intention to leave across different regions outside of London were relatively small; ranging from 9% of respondents in Wales and the Easter region to 13% of respondents in the South East. **Respondents in London were more likely to leave the police, with 19% saying that they intended to leave either as soon as possible or within the next two years. This proportion has increased by three percentage points since 2016, when 16% of respondents in London said that they intended to leave.** The higher intention to leave in London might in part be attributable to the perception of suitable opportunities outside the police. For instance, as noted above, respondents in London were less likely than respondents in other regions to feel that they had too few options to consider leaving the police.

Figure Ten: Proportion of respondents intending to leave either as soon as possible or within two years (by region)



Respondents in all regions were all most likely to cite morale, the impact of the job on health and wellbeing and the treatment of the police as a whole as reasons for leaving the police. Respondents in London were slightly more likely to say that their pay and benefits influenced their intention to leave, with 74% saying that this factor had a major impact upon their intention to leave.

Table Eighteen: Reasons for intending to leave the police (by region)

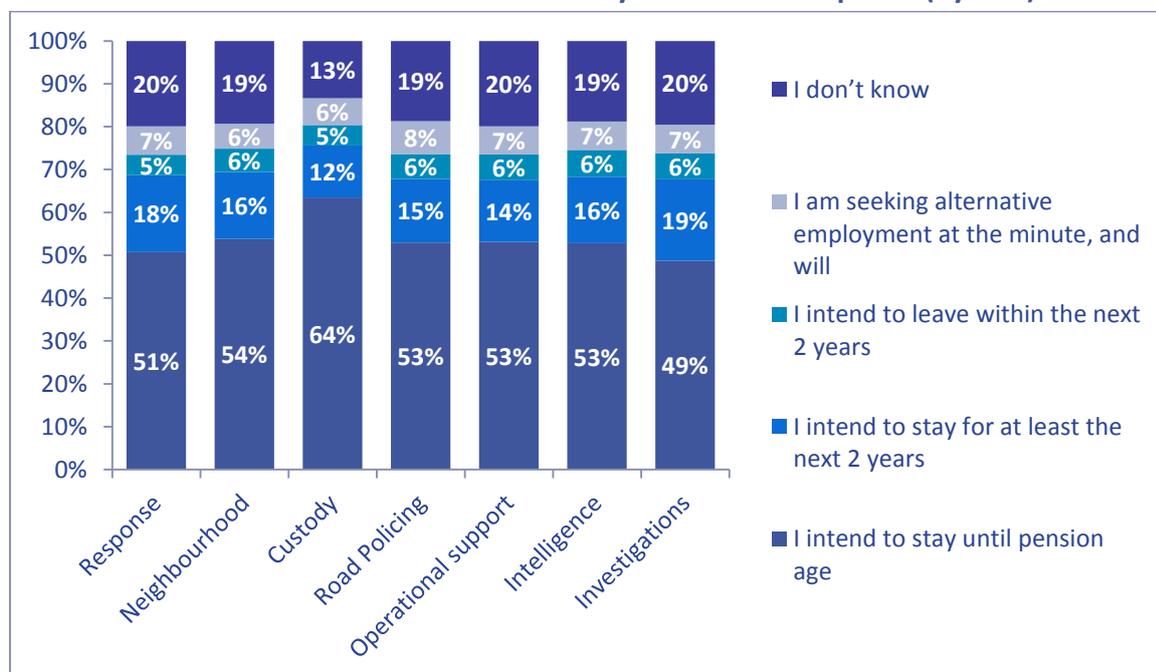
North West		North East		Midlands		Eastern	
Morale	80%	Morale	86%	Morale	82%	Morale	76%
Impact of the job on health and wellbeing	77%	Impact of the job on health and wellbeing	77%	Impact of the job on health and wellbeing	68%	Impact of the job on health and wellbeing	76%
Treatment of the police as a whole	69%	Treatment of the police as a whole	73%	Treatment of the police as a whole	70%	Treatment of the police as a whole	66%
Impact of the job on family and personal life	66%	Impact of the job on family and the personal life	65%	Impact of the job on family and personal life	61%	Impact of the job on family and personal life	64%
South East		South West		Wales		London	
Morale	76%	Morale	76%	Morale	81%	Morale	77%
Impact of the job on health and wellbeing	76%	Impact of the job on health and wellbeing	72%	Impact of the job on health and wellbeing	78%	Pay and benefits	74%
Treatment of the police as a whole	66%	Treatment of the police as a whole	64%	Treatment of the police as a whole	74%	Treatment of the police as a whole	74%
Impact on the job on family and personal life	65%	Impact of the job on family and personal life	58%	Impact of the job on family and personal life	66%	Impact of the job on health and wellbeing	65%

Role

Differences in intention to leave across different roles were also small, ranging from 11% of respondents in a Custody role to 14% of respondents in a Roads Policing role. Overall these proportions were very similar to last year, with no role seeing more than a two percentage point swing in the proportion of respondents intending to leave.

Of some note is the proportion of respondents in a Custody role intending to stay until pension age, which was at least ten percentage points higher than respondents in any other role. The most plausible explanation for this finding is the fact that respondents in a Custody role were on average older, and had a longer length of service, compared to respondents in other roles. As noted below, these factors also associated with an increased likelihood of intending to stay in the police until pension age.

Chart One-Hundred and One: Intention to stay in or leave the police (by role)



A similar set of factors was again raised by respondents, regardless of role, as having a major impact on intention to leave. In particular, morale, the impact of the job on health and wellbeing, the treatment of the police as a whole and pay and benefits, were amongst the factors most likely to influence respondents' intention to leave.

The reasons given by respondents for intending to leave in this years' survey were generally also similar to those given by respondents in 2016. The **most substantial difference across the two surveys was in the proportions of respondents in a Response policing role or Neighbourhood role who said that the impact of the job on health and wellbeing had a major impact on intention to leave.** For respondents in a Response policing role this increased from 75% in 2016 to 82% in 2017, whilst for respondents in a Neighbourhood policing role this increased from 66% of respondents in 2016 to 74% of respondents in 2017.

Table Nineteen: Reasons for intending to leave the police (by role)

Response		Neighbourhood		Custody		Road Policing	
Morale	87%	Morale	79%	Morale	68%	Treatment of the police as a whole	79%
Impact of the job on health and wellbeing	82%	Impact of the job on health and wellbeing	74%	Impact of the job on health and wellbeing	64%	Morale	78%
Treatment of the police as a whole	74%	Treatment of the police as a whole	71%	Treatment of the police as a whole	62%	Impact of the job on health and wellbeing	72%
Impact of the job on family and personal life	70%	Impact of the job on family and personal life	64%	Impact of the job on family and personal life	59%	Pay and benefits	63%

Table Nineteen (continued).

Operational support		Intelligence		Investigations	
Morale	75%	Morale	68%	Morale	78%
Treatment of the police as a whole	70%	Pay and benefits	66%	Impact of the job on health and wellbeing	71%
Pay and benefits	66%	Treatment of the police as a whole	62%	Treatment of the police as a whole	68%
Impact on health and wellbeing	64%	Impact on health and wellbeing	61%	Pay and benefits	64%

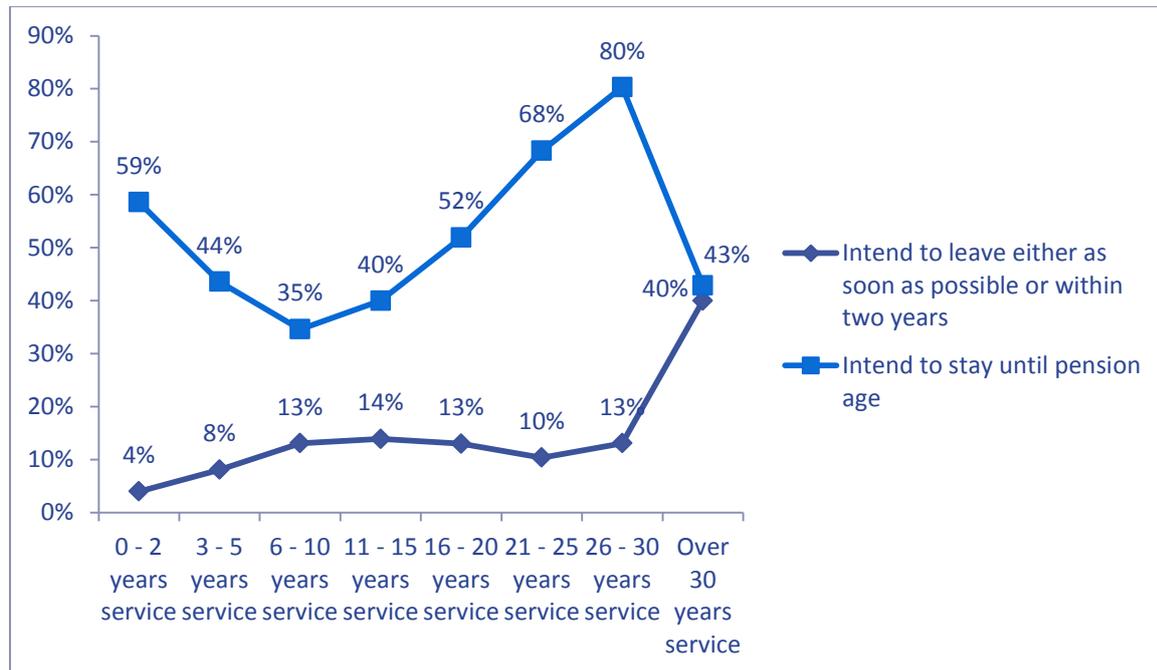
Length of service

As would be expected, respondents with more than 30 years' service were most likely to intend to leave the police either as soon as possible or within the next two years. In addition, respondents with less than two years were least likely to intend to leave.

Mid-career respondents, in particular respondents with between six and 20 years' service were most likely to intend to leave, although the proportion of mid-career respondents who said that they intended to leave the police has not changed by more than one percentage point since 2016.

Whereas mid-career respondents were slightly more likely to intend to leave the police than respondents towards the beginning and end of their career, they were also least likely to actively plan to stay in the police until retirement. For instance, **just 35% of respondents with between six and 10 years' service said that they intended to stay until pension age.**

Chart One-Hundred and Two: Intention to leave stay in or leave the police (by length of service)



The factors most likely to be cited by respondents as having a major impact upon their intention to leave the police did not appear to have a strong association with respondents' length of service, with morale, pay and benefits, the treatment of the police and the impact of the job on their health and wellbeing, again most likely to influence intention to leave.

Although for the most part there was limited change in the reasons for leaving since last year's survey, compared to 2016 this year respondents with two years' service or less were more likely to cite their workload and responsibilities as having a major impact on intention to leave (this year, 68% of probationers this year cited this, compared to 47% of probationer in 2016). In addition, this year respondents with between 26 and 30 years' service were more likely to say that reaching pension age had a major impact on intention to leave compared to 2016, when 61% of respondents said that this had a major impact on their intention.

Table Twenty: Reasons for intending to leave the police (by length of service)

0-2 years		3-5 years		6-10 years		11-15 years	
Morale	72%	Morale	86%	Morale	87%	Morale	81%
Pay and benefits	70%	Impact of the job on health and wellbeing	82%	Impact of the job on health and wellbeing	80%	Impact of the job on health and wellbeing	74%
Workload and responsibilities	68%	Treatment of the police as a whole	78%	Treatment of the police as a whole	75%	Treatment of the police as a whole	72%
Impact of the job on health and wellbeing/family and personal life	64%	Pay and benefits	72%	Impact of the job on family and personal life	70%	Pay and benefits	64%
16-20 years		21-25 years		26-30 years		Over 30 years	
Morale	79%	Morale	79%	Reached pension age	67%	Reached pension age	60%
Impact of the job on health and wellbeing	73%	Treatment of the police as a whole	70%	Impact of the job on health and wellbeing	63%	Impact of the job on family and personal life	49%
Treatment of the police as a whole	71%	Impact of the job on health and wellbeing	69%	Morale	60%	Impact of the job on health and wellbeing	30%
Pay and benefits	70%	Pay and benefits	72%	Treatment of the police as a whole	57%	Treatment of the police as a whole	29%

CONCLUSION

This is the fourth year the Pay and Morale survey has been running and whilst many findings from the 2017 survey show close parallels to previous years, there are some findings that require particular recognition. Firstly, this year's survey found a larger proportion of officers reporting low morale compared to last year. Indeed, since the Pay and Morale survey started, there has only been one year where the proportion of respondents with low morale was large; that was in 2015: the year in which the CARE pension scheme was introduced.

Since last year there has also been an increase in the proportion of respondents who said that factors linked to demand and capacity within the police service, including work-life balance, health and wellbeing and workload and responsibilities; with a vast majority of respondents saying that their workload and responsibilities have increased in the last. Other surveys such as the 2016 Demand, Capacity and Welfare survey have previously highlighted the challenging working environment faced by officers. The finding from this year's Pay and Morale Survey that more respondents say that these factors are having a negative impact on their morale and that low morale has increased in prevalence therefore reemphasises findings from other previous research carried out by the PFEW.

Another notable finding from this year's survey is that the proportion of respondents who were dissatisfied with their pay and remuneration is higher than at any time since the Pay and Morale survey was established. For the first time the Pay and Morale survey asked respondents questions about affordability and cost of living. Almost three quarters of respondents felt financially worse off now than five years ago, and perhaps most worryingly, more than one in ten respondents said that they either never or almost never had enough money to cover all of their essentials (rising to around one in six probationers). Such findings provide a clear demonstration of the impact that below inflation pay rises have had on officers. However they also illustrate the effect that earlier changes introduced following the Winsor review, including the removal of CRTP and SPP and the lower starting salary or new entrants, continue to have on officers.

What is clear from the Pay and Morale survey this (and indeed every) year is that a large number of officers are proud to be in the police. Moreover, for a majority of officers the relationships they have with their colleagues and line managers can help bolster their morale. However the decrease in morale and living standards seen in this survey presents a worrying pattern that must be addressed as a matter of urgency to ensure that this trend does not continue.

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