



# PFEW Pay and Morale Survey 2016 Headline Statistics July 2016

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# Contents

Introduction .....	3
Findings Summary.....	3
Demographics .....	3
Morale.....	4
Pay and Remuneration .....	13
Promotion and Development .....	16

# Introduction

The PFEW Pay and Morale Survey 2016 opened on 1<sup>st</sup> June 2016, and closed on 8<sup>th</sup> July 2016. During that time we had responses from 45,036 officers, which were reduced to 43,022 after data cleansing.<sup>1</sup> The response rate for the Pay and Morale Survey 2016 was therefore 35% of all federated rank officers in England and Wales.

The response rate attained this year is reasonably similar to response rates attained in employer-led surveys such as the Armed Forces Continuous Attitude Survey (AFCAS) and the NHS staff survey. In 2015 the response rate for AFCAS was 45% and for the NHS staff survey was 41%.

The following are some key headline findings. Data are still being analysed for the Police Remuneration Review Body (PRRB) in 2017. More detailed analysis will be provided with the full report to the PRRB, and will include comparisons of groups such by rank and role; as well as more complex analysis to determine the factors that best predict officers' morale and intention to stay in or leave the police service.

## Findings Summary

### Demographics

Comparison of survey respondents against the police service as a whole in terms of characteristics including rank, role, gender, ethnicity and region (using Home Office and HMIC data) indicated that the survey sample was broadly representative of federated ranks in England and Wales<sup>2</sup>.

The survey also provides an insight into other characteristics for which data are either not collected or have not been routinely published by the Home Office. For example, respondents' average length of service was 15.0 years. Only 29.2% of respondents had been in the police for 10 years' or less. Respondents' average age was 40.5 years; the average age of new recruits (with less than one year's service) was 26.9.

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<sup>1</sup> Data were removed where the respondent gave implausible answers: e.g. said they had been at the top of their pay scale since 1980; said they were on the top of the pay scale but had only been in service 1-2 years, and so on.

<sup>2</sup> No statistically significant differences were observed between the survey sample and the federated ranks population for any of these characteristics. Consequently data were not weighted prior to analysis.

61.2% of respondents said that they had some form of carer responsibilities (including caring for children, a spouse or relatives); just 5.0% of respondents said that they worked part-time.

29.2% of respondents were educated to degree level or above, this increased to 47.9% of respondents who joined the police within the last two years.

## Morale

55.9% of respondents said that their morale was low. The proportion of respondents reporting low morale in this year's survey was somewhat lower than last year, and more in keeping with the proportion who reported low morale in 2014.

A similar pattern is seen for the proportion of respondents reporting low force morale and low service morale. In both instances, these proportions were closer to those observed in 2014 than those observed last year.

Please be aware that it is not possible to identify directional trends based on differences between findings from 2014, 2015 and 2016. Previous years' data are provided for comparison purposes only.

	Low Morale in 2016 (%)	Low Morale in 2015 (%)	Low Morale in 2014 (%)
<b>Own morale</b>	55.9	70.2	59.1
<b>Force morale</b>	89.5	94.6	90.2
<b>Police Service</b>	93.5	96.6	94.0

## Factors affecting morale

Although the proportion of respondents who said that their morale was low this year was smaller than last year, the 2016 survey still found that over half of respondents felt that their own morale was low. We therefore looked at the factors that affected respondents' morale.

As seen below, the two factors most likely to have had a negative impact upon respondents' morale were how the police as a whole are treated and their pay and benefits. The two factors most likely to have had a positive impact upon respondents' morale were their relationship with colleagues and how they are treated by their line manager.

<b>Factor</b>	<b>Negative effect on morale (%)</b>	<b>Positive effect on morale (%)</b>
<b>How the police as a whole are treated</b>	84.2	3.5
<b>Pay and benefits (including pension)</b>	70.9	5.6
<b>Work-life balance</b>	58.2	15.6
<b>Workload and responsibilities</b>	52.4	15.0
<b>Health and wellbeing</b>	54.3	15.0
<b>Opportunities for development and promotion</b>	49.9	6.4
<b>Treatment by senior managers</b>	42.1	19.9
<b>Day-to-day job role</b>	39.9	25.6
<b>Treatment by line manager</b>	14.9	49.3
<b>Relationship with colleagues</b>	13.9	50.3

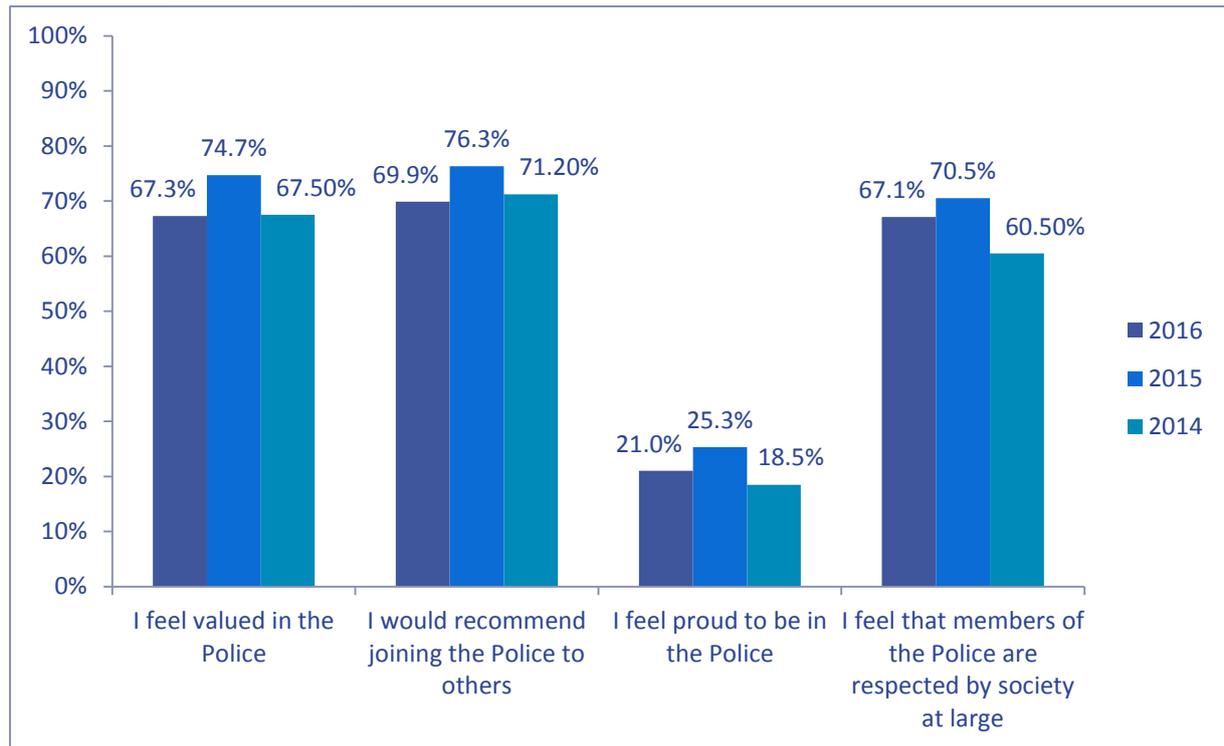
## Attitudes towards the police

A majority of respondents said that they felt proud to be in the police; however more than two thirds of respondents did not feel valued in the police. A similar proportion did not feel that the police were respected by society at large, whilst 69.9% of respondents would not recommend joining the police to others.

Following a similar pattern to those seen for respondents' morale, the proportion of respondents in 2016 who did not feel valued in the police and would not recommend joining the police to others was smaller than in 2015; this year's results were instead more in keeping with the findings from 2014's survey. The proportion of respondents who felt that the police are respected was also smaller than last year, but still larger than the proportion seen in 2014.

Factor	Disagree (%)	Agree (%)
I feel valued in the Police	67.3	11.2
I would recommend joining the Police to others	69.9	13.1
I feel proud to be in the Police	21.0	61.0
I feel that members of the Police are respected by society at large	67.1	16.9

**Chart One: Disagreement with attitudinal statements in 2014, 2015, and 2016**



### Fairness

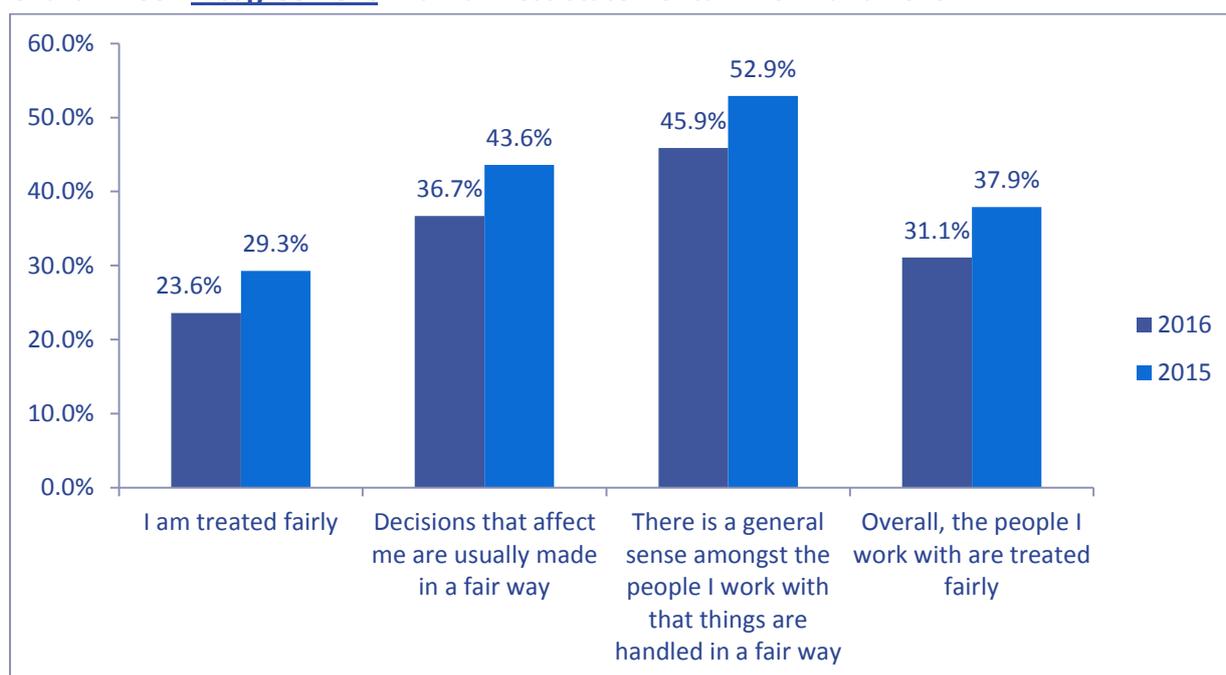
Respondents were more likely to agree than disagree that they were treated fairly; they were also slightly more likely to agree than disagree that the people they worked with were treated fairly.

In line with the results reported above for respondents' morale and attitudes towards the police, the proportion of respondents who did not feel that they or their colleagues were fairly treated in 2016 was somewhat lower than the proportion of respondents who did not feel fairly treated in 2015.

Factor	Disagree (%)	Agree (%)
<b>I am treated fairly</b>	23.6	45.4
<b>Decisions that affect me are usually made in a fair way</b>	36.7	31.5

There is a general sense amongst the people I work with that things are handled in a fair way	45.9	24.3
Overall, the people I work with are treated fairly	31.1	37.3

Chart Three: Disagreement with fairness statements in 2014 and 2015<sup>3</sup>



### Intention to stay in the police

This year, 11.8% of respondents said that they intended to leave the police either as soon as possible or within the next two years. This is a smaller proportion compared to previous years; 14.6% of respondents in 2014 and 15.6% of respondents in 2015 said that they intended to leave the police.

<sup>3</sup> Data on fairness judgement were not collected in 2014

Intention	2016 (%)	2015 (%)	2014 (%)
<b>I intend to stay until pension age</b>	53.1	49.5	51.1
<b>I will stay for at least the next two years</b>	15.4	13.0	11.8
<b>I am planning to leave within the next two years</b>	5.4	7.0	6.4
<b>I am seeking alternative employment at the moment</b>	6.4	8.6	8.2
<b>I don't know</b>	19.7	21.9	22.5

### Reasons for Staying

The Pay and Morale Survey 2016 looked in more detail at the reasons why respondents stayed in the police. Around a third of respondents said that they felt a strong sense of belonging and attachment to the police. However 73.2% said that staying in the police was a matter of necessity as much as desire and 61.5% said that they felt they had a lack of options to consider leaving.

Factor	Disagree (%)	Agree (%)
<b>I feel a strong sense of "belonging" to the police</b>	44.6	34.0
<b>I would be very happy to spend the rest of my career in the police</b>	43.8	31.4
<b>I feel a strong personal attachment to the police</b>	40.9	35.3
<b>I feel I have too few options to consider leaving the police</b>	18.3	61.5
<b>If I had not already put so</b>	17.9	64.7

<b>much of myself into the police, I might consider working elsewhere</b>		
<b>Right now, staying in the police is a matter of necessity as much as desire</b>	12.6	73.2

### Reasons for leaving

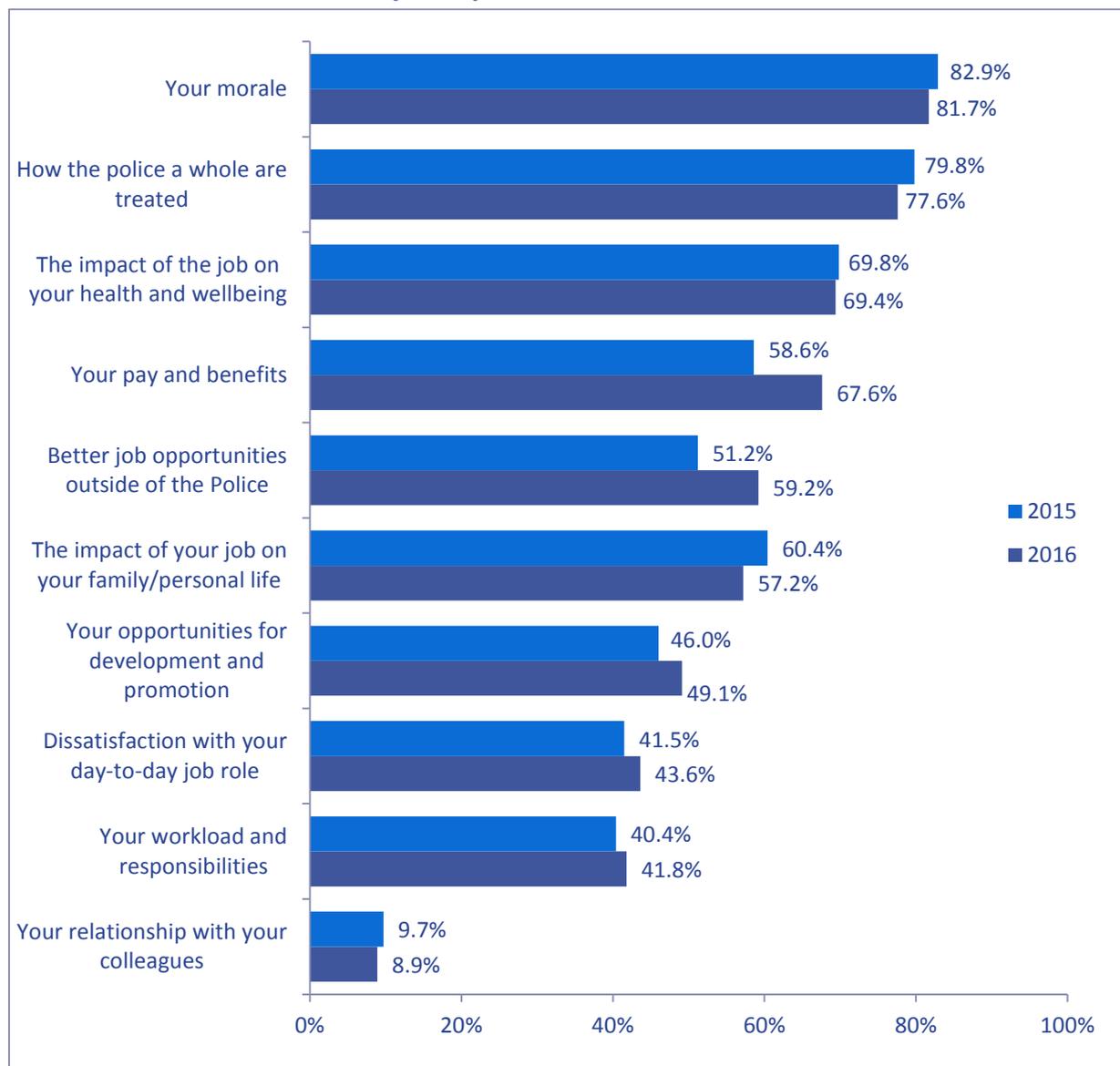
Respondents who said that they planned to leave the police were asked to indicate the factors that affected this decision. The three factors most commonly cited as having a major effect on intention to leave were morale, how the police as a whole are treated and the impact of the job on health and wellbeing. These were the same three factors cited by respondents in the 2015 survey.

Comparison of data from 2015 and 2016 indicates that several factors had a major effect on intention to leave for a larger proportion of respondents this year compared to last year. In particular, 67.6% respondents said that their pay and benefits had a major effect on their intention to leave in 2016, compared to 58.6% in 2015. In addition, better opportunities outside the police had a major effect on intention to leave for 59.2% of respondents this year, compared to 51.2% of respondents in last year's survey.

<b>Factor</b>	<b>No effect on intention to leave (%)</b>	<b>Some effect on intention to leave (%)</b>	<b>Major effect on intention to leave (%)</b>
<b>Your morale</b>	2.3	16.0	81.7
<b>The impact of the job on your health and wellbeing</b>	7.3	23.3	69.4
<b>The impact of your job on your family/personal life</b>	12.0	30.8	57.2
<b>How the police a</b>	4.6	17.8	77.6

<b>whole are treated</b>			
<b>Your relationship with your colleagues</b>	63.4	27.7	8.9
<b>Your treatment by your line manager</b>	58.6	27.5	13.9
<b>Your treatment by senior managers</b>	22.9	33.4	43.7
<b>Your opportunities for development and promotion</b>	19.5	31.4	49.1
<b>Your pay and benefits</b>	7.4	25.0	67.6
<b>Better job opportunities outside of the Police</b>	11.8	28.9	59.2
<b>Dissatisfaction with your day-to-day job role</b>	19.4	37.0	43.6
<b>Your workload and responsibilities</b>	20.9	37.2	41.8

**Chart Two: Factors with a major impact on intention to leave in 2015 and 2016<sup>4</sup>**



<sup>4</sup> Data on reasons for leaving were not collected in 2014

## Pay and Remuneration

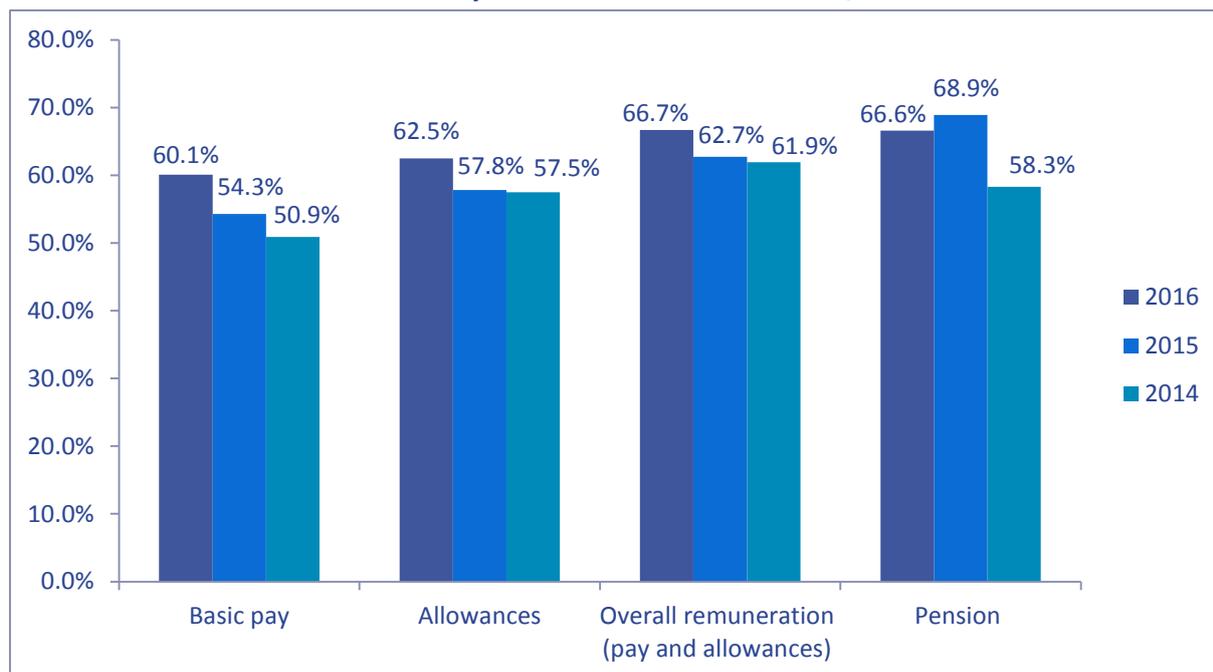
### Satisfaction with Pay

60.1% of respondents said that they were dissatisfied with their basic pay, with just 21.0% saying that they were satisfied. More than two thirds of respondents said that they were dissatisfied with their overall remuneration and with their pension.

A larger proportion of respondents said that they were dissatisfied with their pay, their allowances and their overall remuneration this year compared to either 2015 or 2014. The most substantial difference across the three years is seen in respondents' dissatisfaction with their basic pay; this was 50.9% in 2014 and 54.3% in 2015, compared to 60.1% in 2016.

Factor	Dissatisfied (%)	Satisfied (%)
Basic pay	60.1	22.1
Allowances	62.5	14.5
Overall remuneration (pay and allowances)	66.7	13.9
Pension	66.6	20.5

**Chart Four: Dissatisfaction with Pay and Remuneration in 2014, 2015 and 2016**



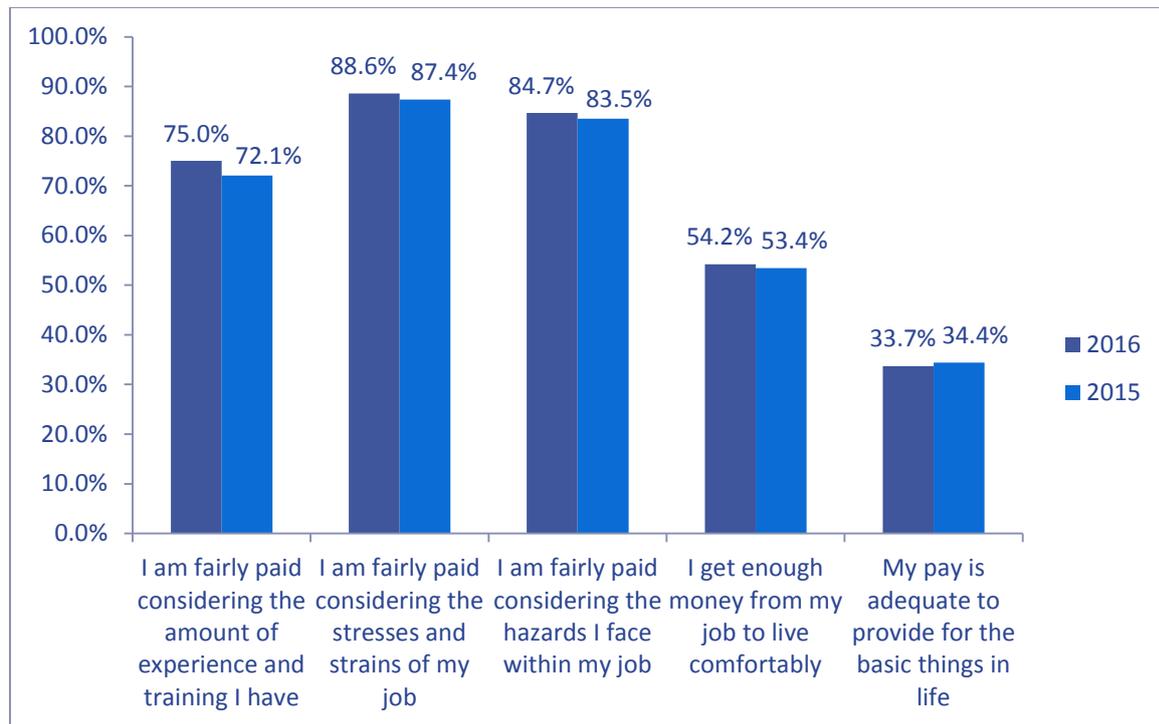
### Fairness of Pay

Respondents were asked whether they felt that they were fairly paid. A large majority of respondents disagreed with statements relating to the fairness of their pay. In particular, 84.7% of respondents did not agree that they were fairly paid considering the hazards they faced and 88.6% disagreed that they were fairly paid considering the stresses and strains of their job. A slightly larger proportion of respondents disagreed that they were fairly paid this year compared to 2015.

Factor	Disagree (%)	Agree (%)
<b>I am fairly paid considering the amount of experience and training I have</b>	75.0	9.6
<b>I am fairly paid considering the stresses and strains of my job</b>	88.6	4.2
<b>I am fairly paid considering the hazards I face within my</b>	84.7	6.2

<b>job</b>		
<b>I get enough money from my job to live comfortably</b>	54.2	22.0
<b>My pay is adequate to provide for the basic things in life</b>	33.7	46.6

**Chart Five: Disagreement with fairness of pay statements in 2014 and 2015<sup>5</sup>**



<sup>5</sup> Data on fairness judgement were not collected in 2014

## Promotion and Development

51.5% of respondents were dissatisfied with their promotion prospects, compared to 11.3% who said that they were satisfied. 75.8% of respondents said that they had chosen not to apply for promotion. Respondents were asked to indicate their reasons for not applying. The reason most frequently given for not applying for promotion was that respondents enjoyed their current role.

In last year's Pay and Morale Survey, 17.9% of respondents who had not applied for promotion said that it would not be worth it for the salary on offer. This year the proportion was 23.3%. Salary at the next rank therefore appeared to be an issue for a larger proportion of respondents in 2016 than in 2015.

Factor	(%)
I enjoy my current role	33.4
I want to stay at the rank I am in	27.9
It would not be worth it for the responsibilities and pressures of the job	26.8
I do not believe there is any point in applying, as there are not enough positions at the next rank	26.7
The promotion process is too time-consuming	23.7
It would not be worth it for the salary on offer	23.3
I am more interested in pursuing other roles at my current rank	22.0
I have too many commitments in my family/personal life	19.9
Promotion would mean being posted somewhere else within the force area	18.3
I would have to leave my current specialism if I were promoted	14.6
I plan on retiring or resigning soon	9.5
I intend to apply within the next year	9.5

With regards to training and development, 46.8% of respondents were dissatisfied with their opportunities for training; whilst 42.6% of respondents were dissatisfied with the training they were given. Both of these proportions are lower than seen in either 2014 or 2015.

In comparison, the proportion of respondents who were dissatisfied with the Performance and Development Review (PDR) process was slightly higher in this year's survey compared to 2015. This year, 51.5% of respondents said that they were dissatisfied with the PDR process, compared to 48.3% in 2015. Although relatively small, this difference is pertinent given that from 1 April 2016, progression through pay scales for all federated ranks has been linked to attaining a satisfactory grade or above in their PDR.

Factor	Dissatisfied in 2016 (%)	Dissatisfied in 2015 (%)	Dissatisfied in 2014 (%)
<b>Your opportunities for training</b>	46.8	53.0	53.6
<b>The training you are given</b>	42.6	50.0	46.7
<b>Performance and Development Review (PDR) process</b>	51.1	48.3	- <sup>6</sup>

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<sup>6</sup> Data on satisfaction with PDR process were not collected in 2014