

# Pay and Morale Survey 2020 - Professional Development Report November 2020

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<b>Security classification</b>	<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

- More than a third of respondents were dissatisfied with their training opportunities (39%) and with the training they have received (37%). These figures have improved slightly since last year, when the proportion of respondents reporting dissatisfaction with training opportunities and the training they received was 44%.
- This year 41% of respondents said that they had not been provided with support when wanting to learn new skills, again a slight improvement compared to 2019 when 47% of respondents said that they did not receive support to learn new skills.
- Respondents were also less likely than last year to say that they have not been provided with the necessary training to do their job well (40%; compared to 46% in 2019), or with up to date training and development (43%; compared to 48% in 2019).
- The large majority of respondents said that they had not applied for promotion to the next rank (81%); this proportion remains unchanged from 2019.
- Of those respondents who said that they had applied for promotion, only 10% said that they were satisfied with the process.
- Only 2% of respondents who had applied for promotion said that they had applied for promotion because the 20,000 uplift in officer numbers had given them an opportunity for promotion which they hadn't expected before, nor has there been any change in the proportion of respondents who said that they intended to apply for promotion in the next year.
- Respondents were most likely to say that they had not applied for promotion because it would not be worth it for the responsibilities and pressures of the job (44%) or for the salary on offer (40%).
- Respondents were asked about their attitudes towards roles classified as "hard to fill" (e.g. detectives, firearms and public protection). The majority of respondents said that they would never want to do a hard to fill role; for example 76% said that they would never want to do a public protection role and 64% said they never wanted to do a detective role).

# Introduction

The PFEW Pay and Morale Survey obtains members' views on their 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. To the best of our knowledge, it is the largest annual survey of police officers in the UK. This report provides a summary of key findings on respondents' attitudes towards professional development; for example, satisfaction with training, support with development and application for promotion. Survey respondents were also asked for views on Professional Development Reviews (PDR) and Assessment and Recognition of Competence (ARC) processes within their force, however, as these topics are linked to officers' pay these findings are discussed separately within the Pay Reform report (R078/2020).

## Respondents and response rate

The PFEW Pay and Morale Survey 2020 opened on 27<sup>th</sup> July 2020 and closed on 11<sup>th</sup> September 2020. During that time we had responses from 26,042 officers, which were reduced to 25,558 after data cleansing<sup>1</sup>. The response rate for the Pay and Morale Survey 2020 was therefore approximately 20% of all federated rank officers in England and Wales and in line with previous years.

In order to calculate whether the sample size is representative, margin of error is used to measure the maximum amount by which the results from the sample are expected to differ from those of the actual population<sup>2</sup>. The margin of error for this report is <1% meaning that 95% of the time the results will be within -1% and +1% of the numbers cited. To ensure that each force is proportionally represented within the national sample, data were weighted on the basis of respondents' force<sup>3</sup>. This is standard practice in survey reporting, and is used by industry leaders such as Ipsos Mori, and in government survey reporting such as the Armed Forces Continuous Attitude Survey (run by the Ministry of Defence). More information on weighting and representativeness can be found within the Technical Annex.

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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 for longer than they had been a police officer; length of time in role exceeded length of service etc.

<sup>2</sup> Unless every single person in the population is surveyed, then the results of any survey are estimates, and will vary to some extent from the actual population value. There are standard ways of ensuring the estimate given is accurate enough to be used (i.e. that it is representative enough). These require the researcher to calculate the margin of error and confidence level and ensure these are within certain limits.

<sup>3</sup> The weighting for each force was calculated by dividing the number of federated rank officers in the force relative to the federated rank population in England and Wales as a whole by the number of responses received from officers within the force relative to the sample as a whole.

This year, 28% of respondents to the survey were female, 72% were male, and the average age of respondents was 41 years. The majority of respondents were Constables (72%) with 20% of respondents at the rank of Sergeant, 7% at the rank of Inspector and 1% at the rank of Chief Inspector. This is broadly representative of the policing population as a whole. Again, further details on demographics can be found within the Technical Annex.

## Training and development

More than a third of respondents were dissatisfied with their opportunities for training (39%) and the training they have received (37%). Last year, the proportion of respondents reporting dissatisfaction with training opportunities and the training they received was 44%. There has therefore been a decrease in the proportion of respondents this year compared to last year who are dissatisfied with their training opportunities and the training they have been given. Similarly, 36% of respondents also said that they were dissatisfied with their opportunities for CPD compared to 41% in 2019.

**Figure 1. Respondents' satisfaction and dissatisfaction with training and development**



Respondents this year were less likely than last year to say that they had not been provided with support when wanting to learn new skills; this year 41% of respondents said that they had not been provided with support when wanting to learn new skills, compared to 47% in 2019. Similarly, respondents were less likely than last year to say that they have not been provided with the necessary training to do their job well (40%; compared to 46% in 2019), or

with up to date training and development (43%; compared to 48% in 2019). However, respondents were still more likely to disagree than to agree that they have been provided with necessary training to do their job well, up to date training and development, and support when wanting to learn new skills.

**Table 1. Proportion of respondents agreeing and disagreeing that they have been provided with training and development**

I have been provided with...	Disagree	Agree
Support when I want to learn new skills	41%	30%
Necessary training to do my job well	40%	34%
Up to date training and development	43%	29%

## Promotion

All survey respondents were asked whether they were satisfied or dissatisfied with their promotion prospects; respondents were slightly more likely to be dissatisfied (30%) than satisfied (25%) with their promotion prospects. The most common response was that respondents were neither satisfied nor dissatisfied with their promotion prospects (45%), which may be understandable, given it is likely that many respondents will not be wanting to apply for promotion.

This year, the proportion of respondents who were dissatisfied with their promotion prospects is 10 percentage points lower than in 2019 when 40% of respondents said that they were dissatisfied with their promotion prospects. It is unclear whether this is the result of greater opportunities for promotion as a result of the 20,000 officer uplift, particularly given that respondents this year were only slightly more likely in 2020 than 2019 to say that they were satisfied with their promotion prospects (last year 23% of respondents said that they were satisfied with the proportion prospects).

A large majority of respondents said that they had not applied for promotion to the next rank (81%); this proportion remains unchanged from 2019. There is also very little change since 2019 in the proportion of respondents who had applied for promotion but been unsuccessful in the promotion process; last year 11% of respondents said that they had applied for promotion but been unsuccessful compared to 10% in 2020.

Despite the 20,000 officer uplift and the increased need for line managers to supervise these new recruits, there has not been an increase in the proportion of respondents saying that they have applied for promotion. Nor has there been any change in the proportion of respondents who said that they intended to apply for promotion in the next year (as seen in Table 4). Additionally, only 2% of respondents who had applied for promotion said that this was because the uplift had given them an opportunity which they hadn't expected before.

**Table 2. Proportion of respondents applying for promotion to the next rank**

<b>Have you applied for promotion to the next rank?</b>	
<b>No</b>	81%
<b>Yes, I am in the process of completing the promotion process</b>	8%
<b>Yes, but I was unsuccessful in the promotion process</b>	10%
<b>Yes, I was successful in the promotion process and am awaiting promotion</b>	1%

Of those respondents who said that they had applied for promotion, only 10% said that they were satisfied with the promotion process, whilst 65% were dissatisfied with the process. This is comparable to 11% of respondents who said that they were satisfied and 61% dissatisfied with the promotion process last year.

Respondents who said that they had applied for promotion but had been unsuccessful in the process were most likely to be dissatisfied with the promotion process (82%). Just under half of respondents who were still in the process of completing the promotion process said that they were dissatisfied with the promotion process (48%).

Respondents who said that they had not applied for promotion were asked for their reasons for this. Respondents were most likely to say that they had not applied for promotion because it would not be worth it for the responsibilities and pressures of the job (44%) or for the salary on offer (40%). This was a slight increase from last year where 39% of respondents said that they had not applied for promotion because it would not be worth it for the responsibilities and pressures of the job, and where 36% of respondents said that they had not applied for promotion because it would not be worth it for the salary on offer.

**Table 4. Reasons respondents had not applied for promotion to the next rank**

<b>Factor</b>	<b>2020</b>	<b>2019</b>
<b>It would not be worth it for the responsibilities and pressures of the job</b>	44%	39%
<b>It would not be worth it for the salary on offer</b>	40%	36%
<b>The promotion process is too time-consuming</b>	32%	34%
<b>I have too many commitments in my family/personal life</b>	30%	24%
<b>I want to stay at the rank I am in</b>	22%	26%
<b>I plan on retiring or resigning soon</b>	13%	13%
<b>I intend to apply within the next year</b>	11%	11%
<b>I do not believe there is any point in applying, as there are not enough positions at the next rank</b>	8%	9%

## Lateral development

We asked respondents about their attitudes towards what have been classified by the National Police Chiefs Council as “hard to fill” roles. These roles were firearms, custody, public protection (including child sexual exploitation (CSE) and domestic violence), detectives and Tutor Constable<sup>4</sup>.

Respondents to the survey were asked to indicate whether they would ever like to be deployed to a hard to fill role. For each hard to fill role, the majority of respondents not currently in these roles said that they would never want to do a hard to fill role; for instance 76% of respondents said that they would never want to do a public protection role, 69% would never want to do a firearms role and 64% said that they would never want to be in a detective role.

These proportions have not seen any marked change compared to last year, when 74% of respondents said that they would never want to do a public protection role, 66% said they would never want to do a firearms role and 60% said that they would never want to do a detective role.

<sup>4</sup> Please note – this was the first year that respondents were asked whether they would like to fulfil a Tutor Constable role and so comparison cannot be made to previous years.



**Table 5. Respondents' attitudes towards fulfilling a 'hard to fill' role**

	Firearms	Custody	Public protection	Detectives	Tutor Constable <sup>5</sup>
<b>I would never want to do this role</b>	69%	74%	76%	64%	61%
<b>I might want to do this role in future</b>	26%	25%	22%	31%	35%
<b>I want to do this role now</b>	5%	1%	2%	5%	4%

For respondents already in these hard to fill roles we asked about attitudes towards redeployment away from the role. A large majority of respondents in firearms (85%) or detective roles (74%) said that they had no interest in being redeployed. The majority of respondents working in a Tutor Constable role (65%) or a public protection role (61%) also said that they have no desire to be redeployed away from these roles; whilst 50% of respondents in a custody role said that they have no interest in being redeployed.

Across all roles, there has been a small but consistent increase compared to last year in the proportion of respondents who said that they had no interest in being redeployed away from a hard to fill role. In the 2019 Pay and Morale Survey, 82% of respondents in a firearms role, 69% of respondents in a detective role, 54% of respondents in a public protection role, and 45% of respondents in a custody role said that they have no interest in being redeployed.

**Table 6. Respondents' attitudes towards being redeployed away from a 'hard to fill' role**

	Firearms	Custody	Public protection	Detectives	Tutor Constable
<b>I have no interest in being redeployed</b>	85%	50%	61%	74%	65%
<b>I would like to be redeployed in future</b>	12%	34%	27%	20%	25%
<b>I would like to be redeployed as soon as possible</b>	3%	17%	12%	7%	10%

<sup>5</sup> Please note – only Constables are included in the proportion of respondents who may want to perform a tutor constable role.

## Appendix A

Further information on this survey can be found in the Pay and Morale 2020 Technical Annex, specifically:

- Background to the 2020 Pay and Morale survey
- Key areas the 2020 Pay and Morale survey focused on
- Uses of the survey data
- Distribution of the survey
- Respondents and Representativeness
- Respondents and response rate
- Representativeness
- Demographics
- Analytical approach
- Weighting
- Grouping and aggregation of response options
- Benchmarking

The Technical Annex can be found here: <https://www.polfed.org/our-work/pay-and-morale/>.