

# Pay and Morale Survey 2020 - Officer Uplift Report November 2020

Author: Nicola Chandler

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# Contents

Executive Summary.....	3
Introduction .....	4
Recruitment and retention of new officers .....	5
Line management and supervision .....	7
Availability of tutors.....	7
Impact of 20,000 uplift on morale .....	8
Experiences and attitudes of recent recruits.....	8
Appendix A.....	10

## Executive Summary

- A quarter (25%) of respondents did not feel that their force would be able to recruit the number of officers allocated for uplift, compared to 33% of officers who said that their force would be able to recruit the number of officers.
- Respondents were more likely to say that they would not recommend joining the police to others (59%) than to say that they would recommend joining the police to others (20%).
- Respondents were more likely to say that their force will not have enough Tutor Constables to train new recruits (62%), than to say that their force will have enough Tutor Constables to train new recruits (7%).
- Whilst 65% of respondents who were already in a Tutor Constable role said that they had no interest in being redeployed away from this role, a majority of respondents said that they would never want to do a Tutor Constable role.
- The vast majority of new recruits felt proud to be in the police (92%), however only just over half (54%) said that they felt valued in the police.

# 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 of forces' preparedness for the 20,000 officer uplift. Specifically, whether respondents feel that the uplift targets forces have are likely to be met, and importantly whether they feel there are sufficient Sergeants/line managers, and Tutor Constables to support these new recruits. We also look at the survey responses of those new recruits who have joined the police service within the last year.

## 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.

The findings of the PFEW survey discussed within this report are also compared with other large-scale public sector surveys; the Armed Forces Continuous Attitude Survey (AFCAS)<sup>4</sup>, The NHS Staff Survey<sup>5</sup> and the Civil Service People Survey<sup>6</sup> which includes data from the National Crime Agency (NCA).

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.

## Recruitment and retention of new officers

Respondents were overall somewhat ambivalent about whether their force would be able to recruit the number of officers they have been allocated for the uplift; 25% of respondents did not feel that their force would be able to recruit the number of officers allocated for uplift, compared to 33% of officers who said that their force would be able to recruit the number of officers.

In particular, respondents in London were more likely to say that their force would not be able to recruit the number of officers for uplift (36%) than to say that their force would be able to recruit the number of officers for uplift (26%).

**Table 1. Proportion of respondents agreeing or disagreeing that their force will be able to recruit the number of officers allocated for the uplift**

	Disagree	Neither Agree nor Disagree	Agree
<b>My force will be able to recruit the number of officers they have been allocated for the uplift</b>	25%	42%	33%

The majority of respondents would not recommend joining the police service to others (59%), and respondents were more likely to say that they would not recommend joining the police to others, than to say that they would recommend joining the police to others (20%). A similar

<sup>4</sup> Ministry of Defence (2020, May). UK Regular Armed Forces Continuous Attitude Survey Results 2020. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/885863/Annex\\_B\\_to\\_AFCAS\\_Main\\_Report\\_2020\\_Reference\\_Tables\\_PDF.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/885863/Annex_B_to_AFCAS_Main_Report_2020_Reference_Tables_PDF.pdf)

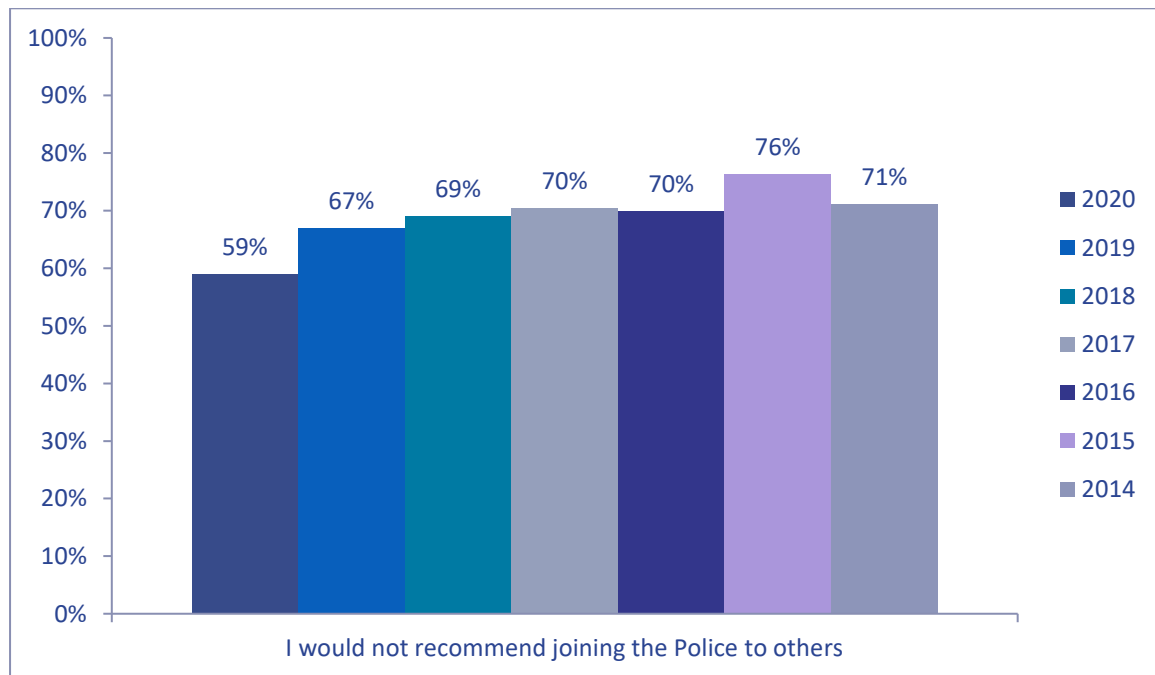
<sup>5</sup> NHS (2020). NHS Staff Survey Results. <http://www.nhsstaffsurveyresults.com/homepage/national-results-2019/trends-questions-2019/>

<sup>6</sup> Cabinet Office (2020, March). Civil Service People Survey: 2019 results. <https://www.gov.uk/government/publications/civil-service-people-survey-2019-results>

question is also asked in other public sector staff surveys (including the Armed Forces Continuous Attitude Survey, the Civil Service People Survey and the NHS Staff Survey). When we compare results from the PFEW Pay and Morale survey to other surveys from 2019/20, we see that PFEW respondents were much less likely than respondents in other organisations to recommend joining their organisation to others; 46% of armed forces personnel of non-officer rank<sup>7</sup>, 43% of National Crime Agency workers<sup>8</sup> and 63% of NHS Staff<sup>9</sup> said that they would recommend their organisation to others.

Despite this, the proportion of respondents to the PFEW who said that they would not recommend joining the police to others is the lowest it has been since the Pay and Morale survey began in 2014.

**Figure 1. Proportion of respondents since 2014 who would not recommend joining the police service to others**



<sup>7</sup> Ministry of Defence (2020, May). UK Regular Armed Forces Continuous Attitude Survey Results 2020. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/885863/Annex\\_B\\_to\\_AFCAS\\_Main\\_Report\\_2020\\_Reference\\_Tables\\_PDF.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/885863/Annex_B_to_AFCAS_Main_Report_2020_Reference_Tables_PDF.pdf)

<sup>8</sup> Cabinet Office (2020, March). Civil Service People Survey: 2019 results. <https://www.gov.uk/government/publications/civil-service-people-survey-2019-results>

<sup>9</sup> NHS (2020). NHS Staff Survey Results. <http://www.nhsstaffsurveyresults.com/homepage/national-results-2019/trends-questions-2019/>

## Line management and supervision

The survey findings highlight concerns about the availability of line managers to supervise new officers recruited as part of the uplift programme. Almost half of respondents felt that their force would not have enough Sergeants and line managers to supervise all the new officers it recruits under the uplift (45%), and respondents were much more likely to say that their force *will not* have enough Sergeants and line managers to supervise all of the new officers it recruits under the uplift than to say that their force *will* have enough Sergeants and line managers (16%).

We have also not seen any change in the proportion of respondents who said that they intended to apply for promotion this year compared to last year before the uplift was announced (11%), further raising concerns about the number of line managers to supervise new recruits.

**Table 2. Proportion of respondents who do and do not believe that their force will have enough line managers and Sergeants to supervise new officers**

	Disagree	Neither Agree nor Disagree	Agree
<b>My force will have enough Sergeants and line managers to supervise all of the new officers it recruits</b>	45%	39%	16%

## Availability of tutors

A majority of respondents also felt that their force will not have enough Tutor Constables to train new recruits (62%), with only 7% feeling that their force will have enough Tutor Constables. Moreover, only 4% of Constables not currently in a tutor role said that they would want to do this role at this point in time, with a further 35% of Constables saying that they might want to do this role in future. However, the majority of Constables said that they would never want to do a Tutor Constable role (61%).

**Table 3. Proportion of respondents who felt that their force will have enough Tutor Constables to train the new officers it recruits**

	Disagree	Neither Agree nor Disagree	Agree
<b>My force will have enough Tutor Constables to train all the new officers it recruits</b>	62%	31%	7%

Whilst a majority of Constables said that they would never want to do a Tutor Constable role, the majority of Constables who were already in a Tutor Constable role said that they had no interest in being redeployed away from this role (65%). This was compared to the proportion of respondents in a Tutor Constable role who said that they would like to be redeployed in future (25%) or as soon as possible (10%).

## Impact of 20,000 uplift on morale

There was little difference between the proportion of respondents who said that the 20,000 officer uplift had a negative or positive impact on their morale. The majority of respondents were indifferent about the impact the officer uplift has had on their morale; 64% of respondents said that the officer uplift had not had a positive nor negative impact on their morale. However, a quarter (25%) of respondents said that the officer uplift has had a positive impact on their morale with 12% of respondents saying that the officer uplift has had a negative impact on their morale. Respondents who said that the officer uplift has had a negative impact on their morale were not asked their reasons for this, however, concerns highlighted elsewhere within this report regarding the availability of Sergeants and tutors may provide one explanation.

**Table 4. Proportion of respondents who said that the 20,000 officer uplift has had a negative or positive impact on their morale**

Factor	Negative impact on morale	No impact on morale	Positive impact on morale
The 20,000 officer uplift	12%	64%	25%

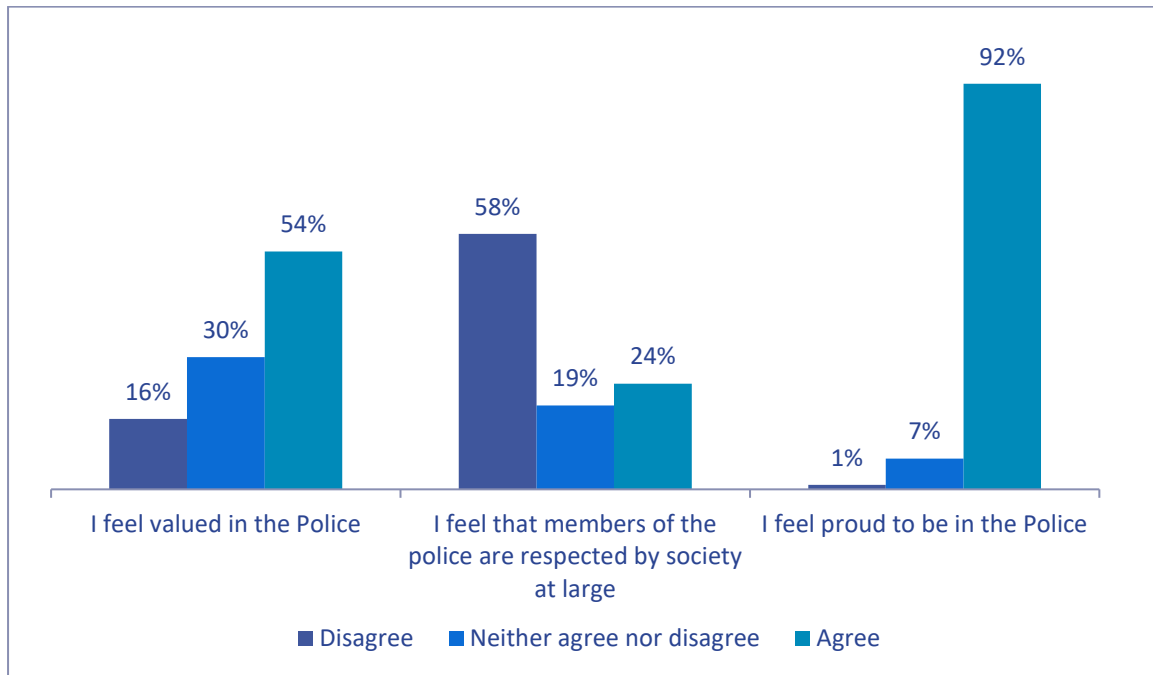
## Experiences and attitudes of recent recruits<sup>10</sup>

The Pay and Morale Survey allows us to break down the data to look at the responses of specific groups. We therefore also looked at the attitudes of respondents who joined the service in the last year, most of whom will have joined since the uplift programme was launched in October 2019. The vast majority of respondents who have been in the police for less than one year said that they were proud to be in the police (92%), however only just over half (54%) said that they felt valued in the police. Moreover, although relatively new to the service, the majority of recent recruits (58%) did *not* feel that the police were respected by society at large.

<sup>10</sup> Please note – this section only contains responses from those with less than 1 years' service



**Figure 2. Proportion of recent recruits who feel engaged with the police service (less than 1 years' service)**



## 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/>.