

Police Superintendents’ Association and Police Superintendents’ Association of Northern Ireland Pay Survey 2017- Headline Findings January 2018

Produced on behalf of the Police Superintendents’ Association and the Police Superintendents’ Association of Northern Ireland by the Police Federation of England and Wales

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Executive Summary

Sample and respondents

- 962 respondents took part in the 2017 Pay Survey between September and November 2017; a response rate of approximately 71% of PSA and SANI members.
- The sample of respondents was broadly representative and was large enough that the percentages quoted in this report can be considered accurate within the normal bounds of academic rigour.

Pay and remuneration

- There has been a large increase in the proportion of respondents who said that they were dissatisfied with their pay and remuneration this year. 47% of respondents said that they were dissatisfied with their overall remuneration (pay and allowances), up from 35% in 2016.
- This year's survey also found a large increase in the proportion of respondents who did not feel fairly paid, with a majority of respondents saying that they felt less fairly paid in relation to the responsibilities of their job than they did 12 months ago.
- Dissatisfaction with pensions continues to rise and this year more than a third of respondents now say that they are dissatisfied with their pension.
- A large majority of respondents in receipt of London Weighting or a London or South East Allowance said that they were dissatisfied with the amount they received.
- 92% of respondents who performed an on-call function felt that they should be paid an allowance for being on-call. Respondents felt that the amount of this allowance should be an average of £55.

Morale and motivation

- Respondents were more likely to say that their personal morale was high than to say that it was low. However the proportion of respondents reporting low morale has increased this year to just under a quarter (up from 18% in 2016).
- The factor most likely to have a negative impact on respondents' morale was taxation policies; however there have been notable increases in the proportions of respondents who said that their pay and benefits, their work/life balance and their workload and responsibilities have had a negative impact upon their morale.
- There has been a 19 percentage point increase in the proportion of respondents who said that their pay and benefits had a negative impact upon their morale, from 21% in 2016 to 40% in 2017.
- The proportion of respondents who said that their personal motivation was high has actually increased since last year, with two thirds of respondents saying that their personal motivation was high.

- 11% of respondents said that they intended to leave the police either as soon as possible or within the next two years. The proportion of respondents intending to leave has not changed substantially since last year.
- A majority of respondents who said that they intended to leave the police reported that the impact of the job on their family and personal life and the fact that they had reached full pension age had a major impact on their intention to leave.
- There has been a 14 percentage point increase in the proportion of respondents who said that their pay and benefits had a major impact on their intention to leave, from 23% in 2016 to 37% in 2017.
- A large majority of respondents said they felt a strong personal attachment to the police, and were proud to be in the police. This proportion has increased since last year.
- At the same time the proportion who said that would recommend joining the police to others and who felt valued in the police has declined since last year; and a third of respondents said that they felt less valued now than they did 12 months ago.
- The proportion of respondents who said that they and their colleagues were treated fairly has declined since previous surveys; for instance whereas in both 2015 and 2016 71% of respondents said that they were treated fairly, this year the proportion had fallen to 66%.

Workload, responsibilities and working hours

- Over three quarters of respondents reported that their workload in the last 12 months has been too high, with 72% saying that their workload has increased in the last year.
- 76% said that their responsibilities have increased over the same period of time, with 32% of respondents saying that they have had additional responsibilities devolved to them from a person of a more senior grade during the last year.
- The proportion of respondents who said that they found it difficult to balance the demands of their job with what they wanted or needed to do in their non-work life has increased this year to 66%, with a majority saying that their work/life balance was worse than it was 12 months ago.
- Almost three quarters of respondents (73%) said that they make business calls whilst off duty and commuting to and from work either every day almost every day.
- More than two thirds of respondents (69%) said that they had not been able to take all of their annual leave entitlement during the last leave year, and 83% of respondents said that they had not been able to take all of their rest days in the last 12 months.

Promotion and development

- 79% of respondents said that they had not applied for promotion, a slightly higher proportion than in 2016.
- On the other hand, respondents were slightly more likely to be satisfied with their promotion prospects this year, and 47% of respondents said that they did intend to apply for further

promotion (up from 43% in 2016); although less than a quarter said that they planned to apply for chief officer rank.

- The reason most frequently given by respondents for not applying for promotion was that they had only recently been promoted. In addition, more than a quarter of respondents said that promotion would not be worth it due to changes in Annual and Lifetime Allowances and because it would have a negative impact upon their work/life balance.
- Respondents were more likely to be satisfied than dissatisfied with their training, however a majority of respondents were dissatisfied with the PDR process, maintaining a large negative swing in opinion first seen in last year's survey.

Introduction

The 2017 Pay Survey opened on 25th September and closed on 8th November 2017. During that time, 962 responses were received, representing a **response rate of approximately 71%** of PSA and SANI members, and the highest number of responses ever received for this survey.

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 rigour¹. The response rate obtained this year was also in excess of other public sector surveys including the NHS Staff Survey (44%), the Armed Forces Continuous Attitude Survey (45%), and the Civil Service People Survey (65%).

The following report highlights the key headline statistics from the survey, based on top-level analysis of the data. Some salient comparisons of responses from the PSA and SANI survey and the PFEW survey are also made within this report.

Demographics

73% of survey responses were received from Superintendents whilst 27% were received from Chief Superintendents. These proportions are in line with current rank distribution within the police service.

In addition, 25% of survey respondents were female and 3.4% were BME. Respondents had an average age of 47 and an average of 24 years' service. Respondents had, on average, been in their current rank for two years; although 37% of respondents said that they had been in their current rank for one year or less. Of the 37% who had been in their current rank for one year or less, over three quarters (78%) were Superintendents, and therefore would be unlikely to have completed the Pay Survey in previous years.

¹ Margin of error of $\pm 2\%$ with a 99% confidence level

Pay and Remuneration

Satisfaction

This year has seen a large increase in the proportion of respondents who were dissatisfied with their pay and remuneration. In particular, 47% of respondents said that they were dissatisfied with their overall remuneration, up from 35% in 2016; and this year a majority of respondents (51%) said that they were dissatisfied with their allowances, compared to 40% last year.

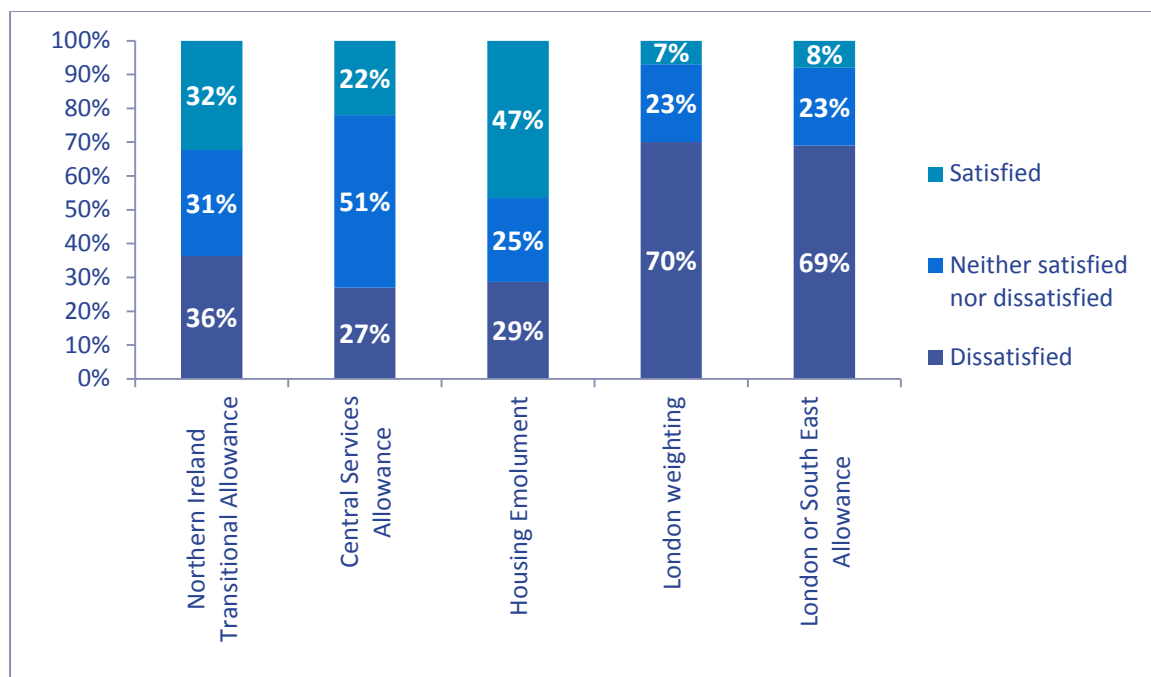
Respondents were still more likely to be satisfied than dissatisfied with their pension. However the proportion of respondents reporting dissatisfaction has increased each year since the Pay Survey started and **more than a third of respondents now say that they are dissatisfied with their pension.**

	<i>Dissatisfied</i>			<i>Satisfied</i>		
	2017	2016	2015	2017	2016	2015
Basic pay	39%	27%	38%	43%	53%	45%
Allowances	51%	40%	44%	27%	35%	33%
Overall remuneration (pay and allowances)	47%	35%	44%	31%	45%	39%
Pension	36%	31%	26%	52%	54%	61%

The survey also looked in more detail at respondents' satisfaction with the specific allowances that they received. There was often ambivalent views expressed towards these allowances, for instance with similar proportions of respondents saying that they were satisfied and dissatisfied with the amount of their Northern Ireland Transitional Allowance and Central Services Allowances. On the other hand, **a large majority of respondents in receipt of London Weighting or a London or South East Allowance said that they were dissatisfied with the amount they received.**

Respondents were additionally asked about "On-Call Allowance", an allowance not currently received by members of the Superintending ranks. **92% of respondents who performed an on-call function felt that they should be paid an allowance for being on-call.** Respondents were asked

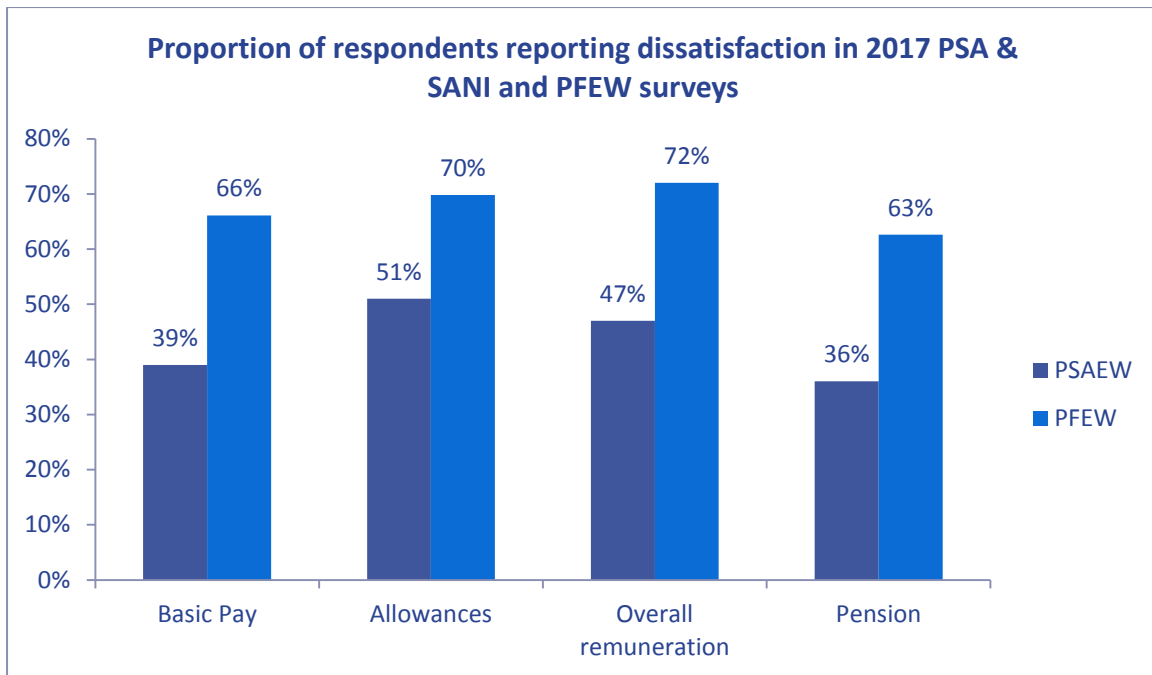
what they felt was an acceptable payment level for a 24-hour period of on-call; the average figure provided by respondents was £55².



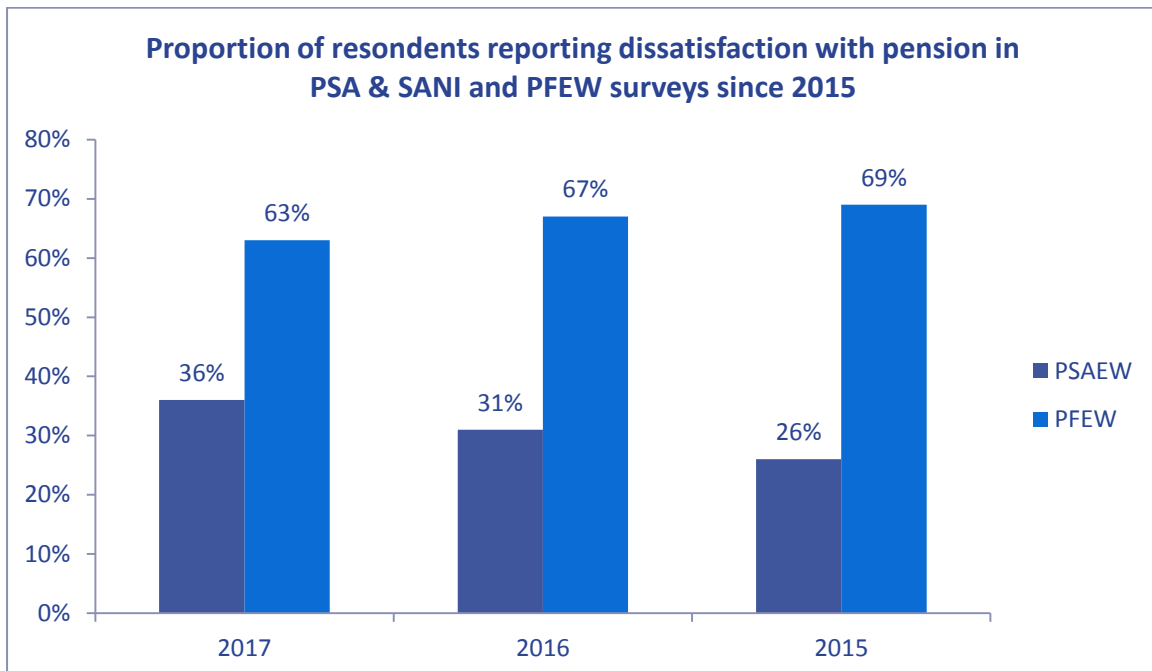
Although pay and remuneration dissatisfaction has become more prevalent over the last year, superintending ranks are still much less likely to be dissatisfied with their pay and remuneration than federated ranks. Furthermore the increase in dissatisfaction seen in this survey was also observed in this year's PFEW Pay and Morale survey.

On the other hand, **the increase in dissatisfaction amongst superintending ranks was more pronounced than amongst members of the federated ranks.** For instance, this year there has been a 12 percentage point increase in the proportion of PSA and SANI members reporting dissatisfaction with their overall remuneration, compared to a 5 percentage point increase amongst PFEW members.

² All averages are 5% trimmed means



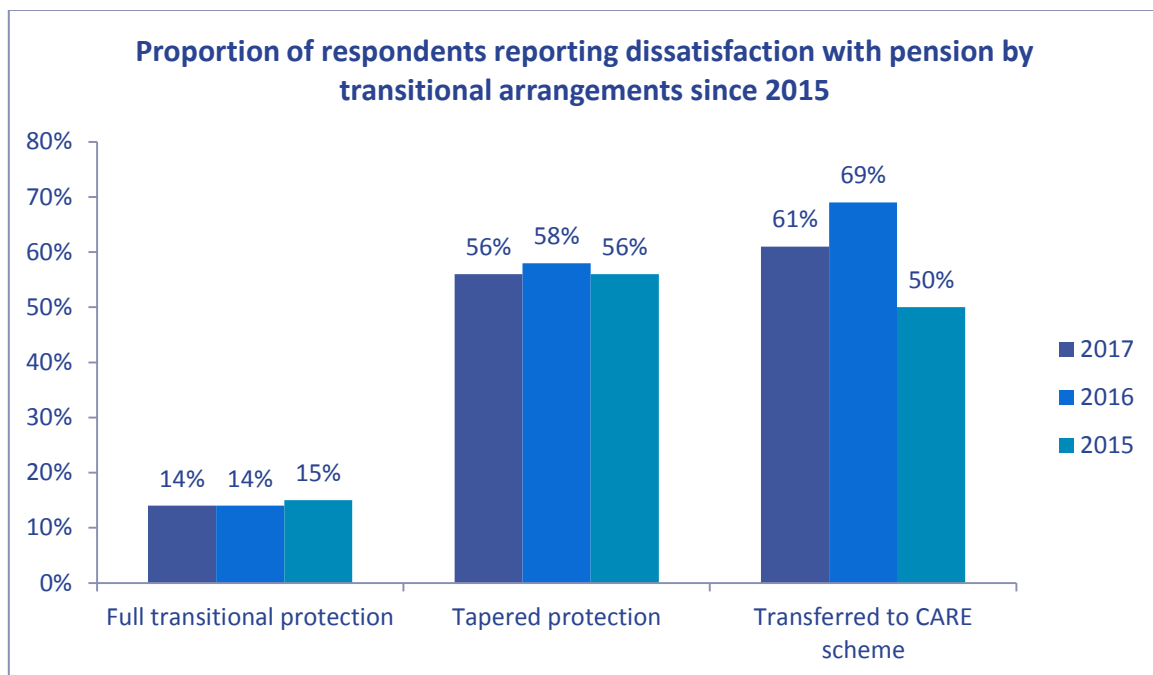
In addition whilst the proportion of federated rank members who reported dissatisfaction with their pension has decreased each year since dissatisfaction peaked in 2015 following the introduction of the CARE pension scheme; since 2015 the proportion of superintending rank members who are dissatisfied with their pension has increased.



One plausible explanation for this is that more members of the superintending ranks are now affected by the introduction of the CARE pension scheme. **The proportion of respondents who said that they had full transitional protection and would not be joining the CARE scheme has decreased from two thirds in 2015 to under half by this year's survey.** Over the same period the proportion of respondents who have either transferred into the CARE scheme or have tapered protection has increased

As seen below, respondents who have either transferred into the CARE scheme or have tapered protection were much more likely to report dissatisfaction with their pension compared to respondents with full transitional protection, and **a majority of respondents who do not have full transitional protection said that they were dissatisfied with their pension.**

	2017	2016	2015
I have full transitional protection and will not join the new CARE pension scheme	45%	57%	66%
I have tapered protection	28%	22%	18%
I have transferred into the CARE scheme	20%	14%	9%



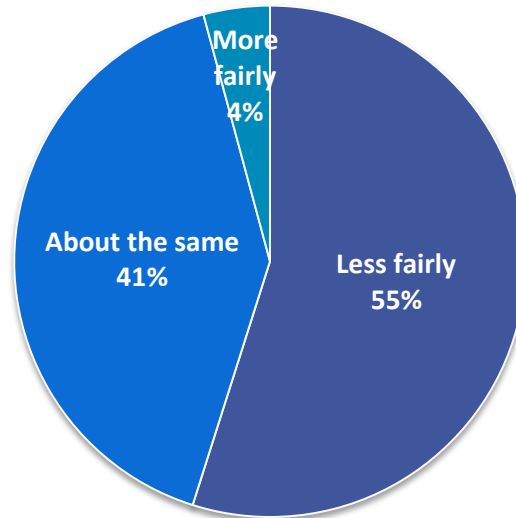
Fairness of pay

As well as an increase in dissatisfaction with pay and remuneration, **this year's survey also found a large increase in the proportion of respondents who did not feel fairly paid.** For instance, the proportion of respondents who did not feel fairly paid considering the stresses and strains of their job increased from 70% in last year's survey to 81% this year. Even more noticeably, the proportion of respondents who did not feel fairly paid considering their experience and training increased from 44% in 2016 to 60% in 2017.

Finally, and providing further support for the time-series data, **a majority of respondents (55%) said that they now felt less fairly paid in relation to the responsibilities of their job than they did 12 months ago.**

	<i>Disagree</i>			<i>Agree</i>		
	<i>2017</i>	<i>2016</i>	<i>2015</i>	<i>2017</i>	<i>2016</i>	<i>2015</i>
I am fairly paid considering...						
the stresses and strains of my job	81%	70%	74%	11%	18%	15%
the number of hours I work in order to do my job	78%	68%	73%	12%	17%	15%
the responsibilities I have within my job	76%	66%	68%	16%	23%	21%
the amount of experience and training I have	60%	44%	49%	25%	33%	33%

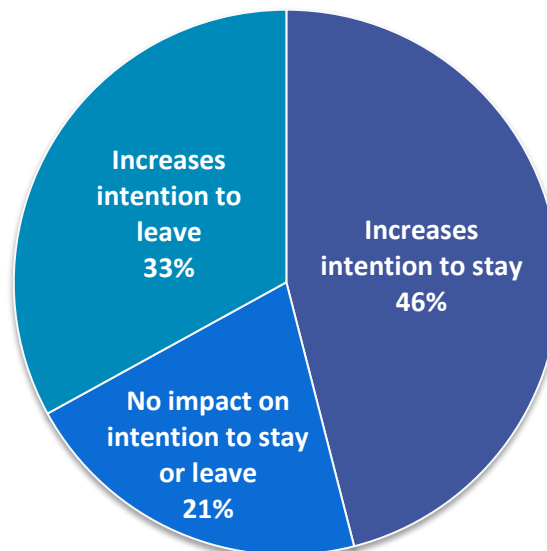
Compared to 12 months ago, and in relation to the responsibilities of your job, do you feel that you are now paid....



Pension

This year's survey asked respondents whether their pension increased their intention to stay in the police or increased their intention to leave. **46% said that their pension increased their intention to stay in the police, compared to 33% who said that their pension increased their intention to leave.**

Impact of pension on intention to stay in or leave the police



The 46% of respondents who said that their pension increased their intention to stay in the police were asked what it was about their pension that increased their intention to stay. **The most common reasons respondents gave for why their pension increased their intention to stay were that the level of the pension was good compared to other jobs and that, despite recent changes, they were still able to retire at an earlier date than most people.**

	Of the 46% of respondents who said that their pension increased their intention to stay...
The level of the pension is good compared to other jobs	64%
Despite recent changes, I am still able to retire at an earlier date than most people	55%
The benefits provided to my surviving dependents if I die are good	40%
My accrued pension is safe within a government sponsored scheme	41%
The benefits provided for me if I become ill are good	29%
I want to build a larger pension	23%
I can already retire with an immediate pension but if I stay longer I will have an even bigger pension	11%
Other reasons	15%

The 33% of respondents who said that their pension increased their intention to leave were asked what it was about their pension that increased their intention to leave. By far **the most commonly cited reason why respondents' pensions increased their intention to leave was that they did not trust the government not to change their pension for the worse again in the future.**

In addition, half of respondents who said that their pension increased their intention to leave said that this was influenced by the likelihood of breaching the Lifetime Allowance tax threshold.

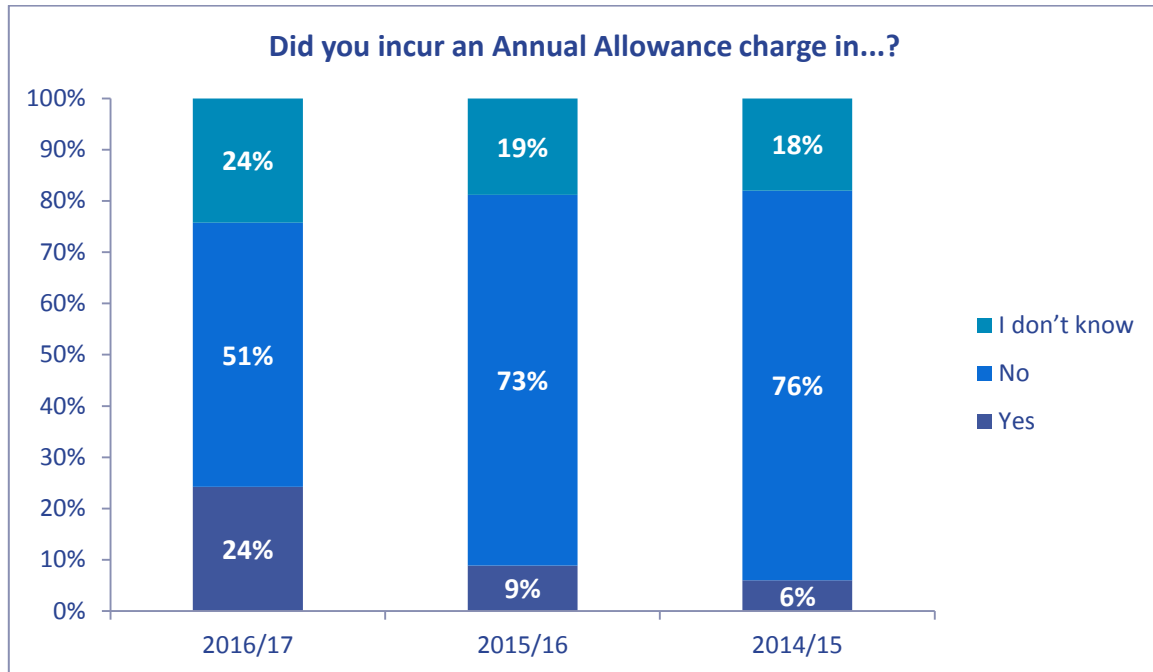
	Of the 33% of respondents who said that their pension increased their intention to leave...
I don't trust the government not to change our pensions for the worse again in the future	78%
The likelihood of breaching the Lifetime Allowance tax threshold	50%
Due to recent changes, the pension I will receive is different to what I was led to expect	45%
I have to pay too much Annual Allowance	29%
I have reached pension age so can leave with an immediate pension	24%
I can't get an accurate forecast of the pension I can expect to receive when I retire	21%
The contributions I have to pay are too high/unaffordable	15%
I can't access the money I pay into a pension if I need to before I retire	10%
The level of my pension is too low	6%
I believe I can get a better pension elsewhere	1%
Other reasons	8%

This year's survey also asked for more detail about whether or not respondents had incurred Annual Allowance charges in the previous three financial years³. Respondents were more likely to report that they incurred an Annual Allowance charge in the 2016/17 financial year than in either 2015/16 or 2014/15; **just under a quarter of respondents said they incurred an Annual Allowance charge in the last financial year.**

The most common reasons respondents gave for incurring an Annual Allowance charge were that they were promoted to Superintendent and that they were affected by the progression freeze between 2012 and 2014 and changes to the pay scale.

³ Please note that unlike other time-series based questions included within this report, this question relied on retrospective reporting of the past three years.

Of those respondents who breached the Annual Allowance threshold in the previous financial year, 50% said that they breached the threshold by less than £20,000; however 21% said that they breached the threshold by between £20,000 and £40,000, 16% said that they breached the threshold by between £40,000 and £60,000 and 13% said that they breached the threshold by more than £60,000.

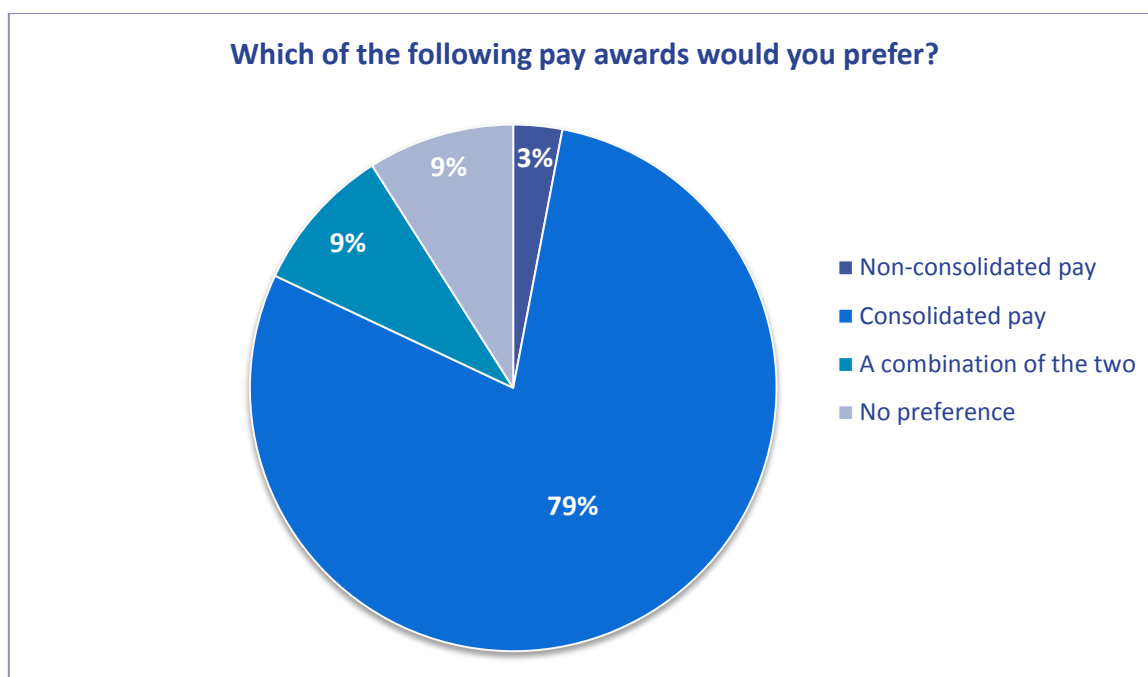


Of those respondents who said that they incurred an annual allowance charge...	2014/15	2015/16	2016/17
I was promoted to Superintendent	43%	36%	38%
I was promoted from Superintendent to Chief Superintendent	15%	19%	20%
I was promoted through more than one rank	0%	3%	4%
I was affected by the progression freeze between 2012 and 2014 and changes to the pay scale	46%	36%	33%

Consolidated and non-consolidated pay

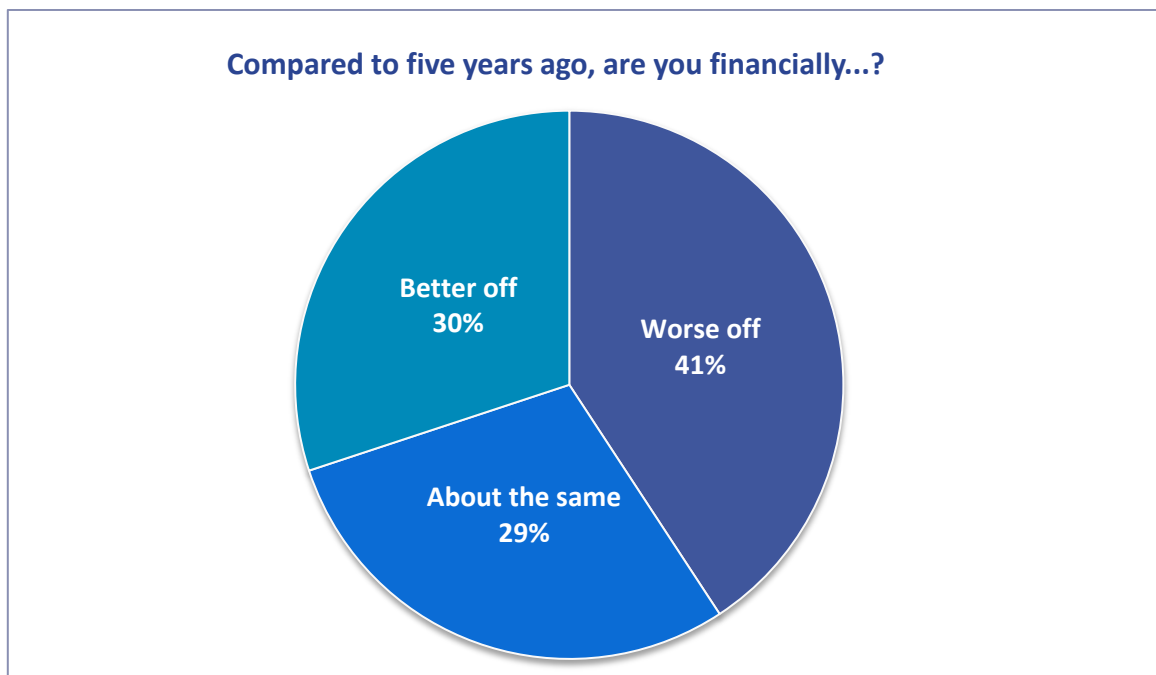
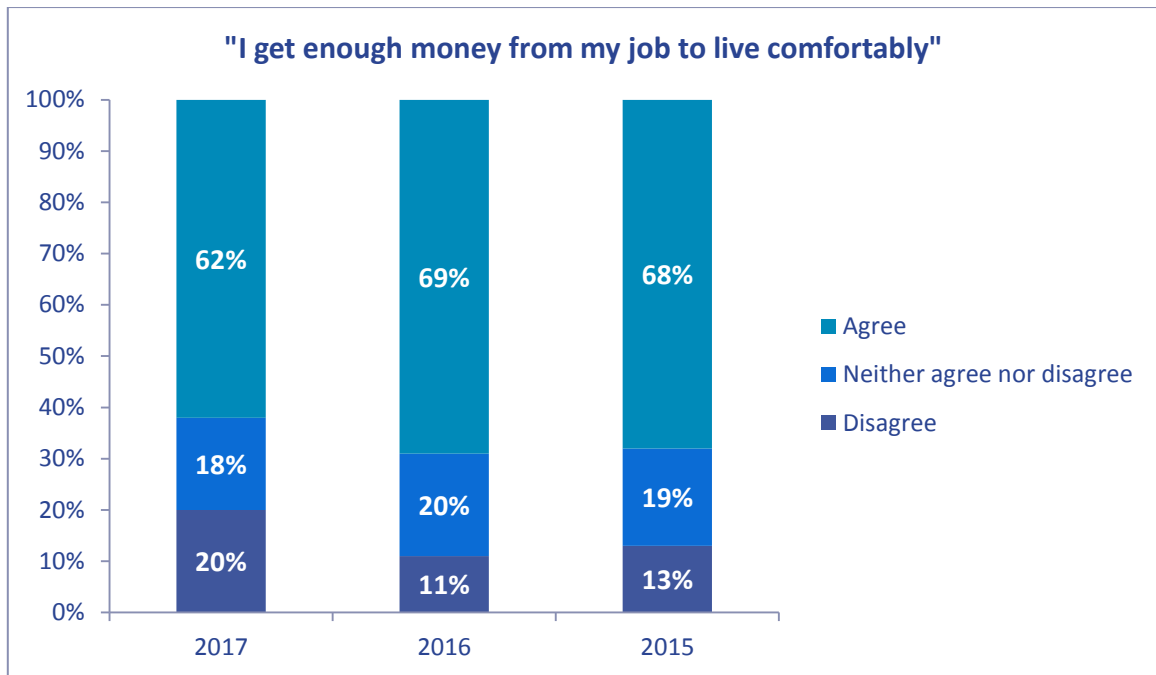
This year's Pay Survey was launched after the PRRB decided that the pay award for 2017/18 should be a combination of 1% consolidated and 1% non-consolidated pay. Respondents were therefore provided with a short explanation of consolidated and non-consolidated pay and were asked which of the two they preferred.

By far, respondents said that they preferred consolidated pay, with 79% preferring this pay award compared to just 3% who preferred non-consolidated pay, and 9% who preferred a combination of the two.



Cost of Living

Respondents were much more likely to agree than disagree that they get enough money from their job to live comfortably. However **the proportion who disagreed that they get enough money to live comfortably has almost doubled since last year**, from 11% in 2016 to 20% in 2017. Respondents were also more likely to say that they felt worse off than better off financially compared to five years ago; two fifths of respondents reported being worse off now than five years ago.



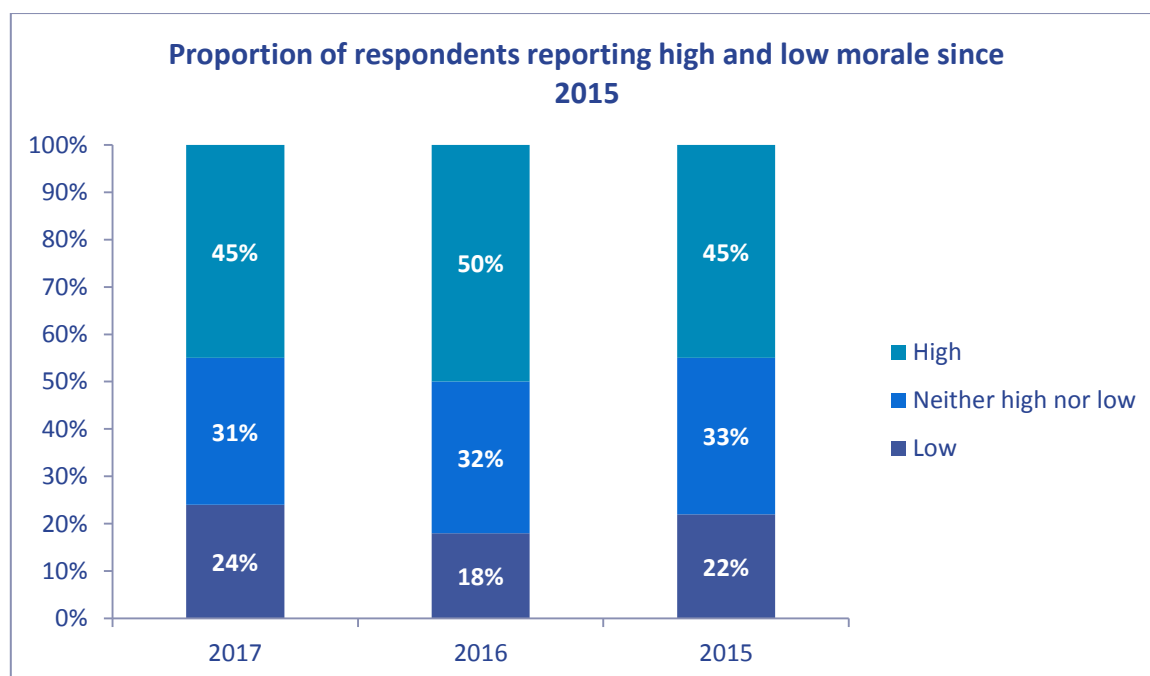
Morale and Motivation

Morale

Respondents were more likely to say that their personal morale was high than to say that their personal morale was low. This year 45% of respondents said that their personal morale was high compared to 24% of respondents who said that their personal morale was low.

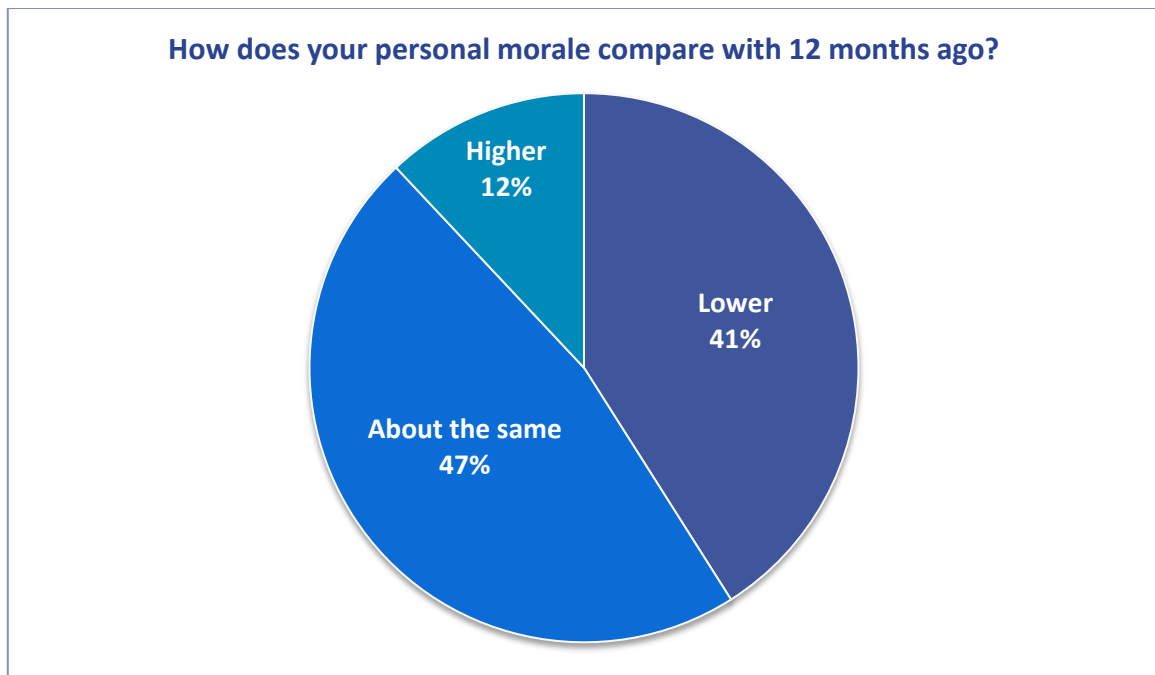
However the proportion of respondents who said that their personal morale was high has decreased since last year, down by five percentage points since 2016, when 50% of respondents said that their morale was high.

At the same time, **the proportion of respondents who reported that their personal morale was low has increased since 2016**, up from 18% last year to just under a quarter in this year's survey. In addition, 41% of respondents said that their personal morale was lower now than it was 12 months ago.

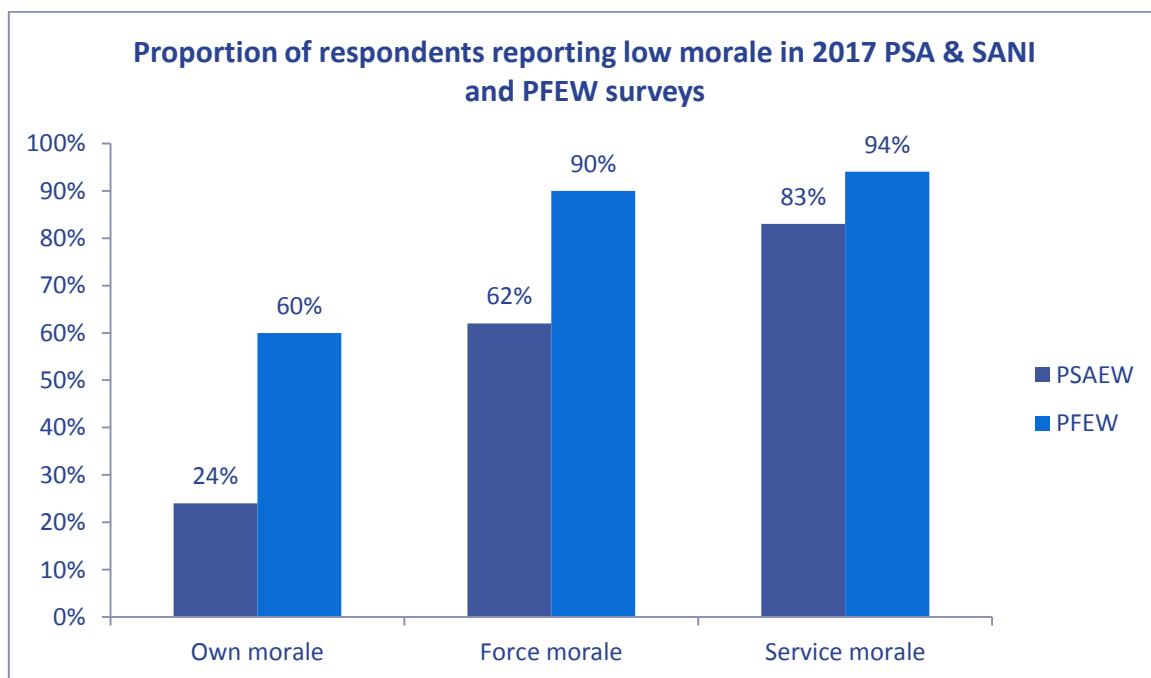


Similarly, the proportions of respondents reporting low morale in their department/command, in their force and in the service as a whole have all increased since 2016.

	<i>Low morale</i>			<i>High morale</i>		
	2017	2016	2015	2017	2016	2015
Department/command morale	33%	27%	33%	32%	31%	27%
Force morale	62%	59%	65%	6%	7%	5%
Police service morale	83%	76%	84%	1%	<1%	1%



Despite a decrease in morale amongst the superintending ranks, PSA and SANI members are still much less likely to report low morale compared to PFEW members. For instance, whereas 24% of superintending ranks reported low morale this year, this proportion was 60% amongst members of the federated ranks. Moreover whilst 62% of Superintendents and Chief Superintendents felt that morale in their force was low, amongst respondents of Chief Inspector rank or below this proportion was 90%.



The issue most likely to have a negative impact on respondents' morale was taxation policies, with three quarters of respondents saying that this negatively affected their morale. In addition, since 2016, there has been a notable increase in the proportion of respondents who said that their work/life balance and workload and responsibilities have had a negative impact upon their morale.

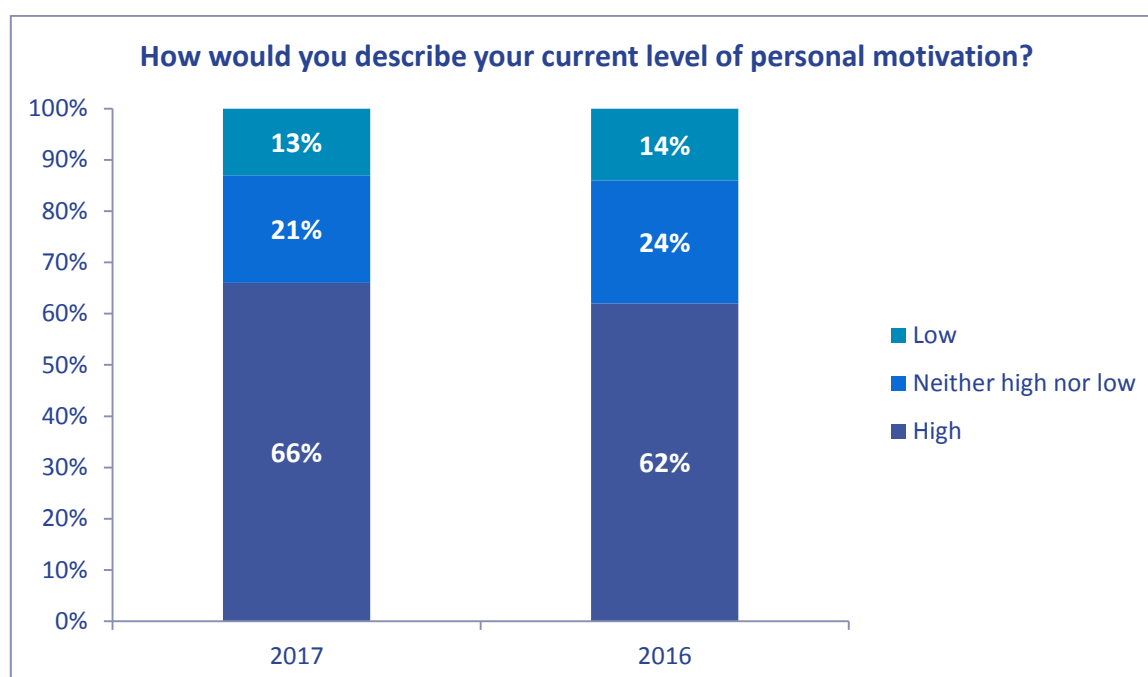
However **the most substantial difference since 2016 concerned the impact of pay and benefits on morale.** Whereas in 2016 21% of respondents said that their pay and benefits had a negative impact upon their morale, in 2017 this proportion was 40% - a difference of 19 percentage points across the two years.

	<i>Negative Impact</i>		<i>Positive Impact</i>	
	2017	2016	2017	2016
Taxation policies	75%	-	2%	-
Work/life balance	70%	63%	18%	20%
How the police as a whole are treated	65%	64%	13%	14%
Workload and responsibilities	55%	46%	29%	36%
Health and wellbeing	51%	45%	28%	29%
Pension	43%	38%	35%	44%
Pay and benefits	40%	21%	23%	36%
Development and promotion opportunities	34%	35%	30%	24%
Treatment by chief officers	25%	27%	53%	52%
Day-to-day job role	23%	19%	60%	65%
Treatment by line manager	13%	14%	65%	66%
Relationship with colleagues	10%	9%	65%	69%

Motivation

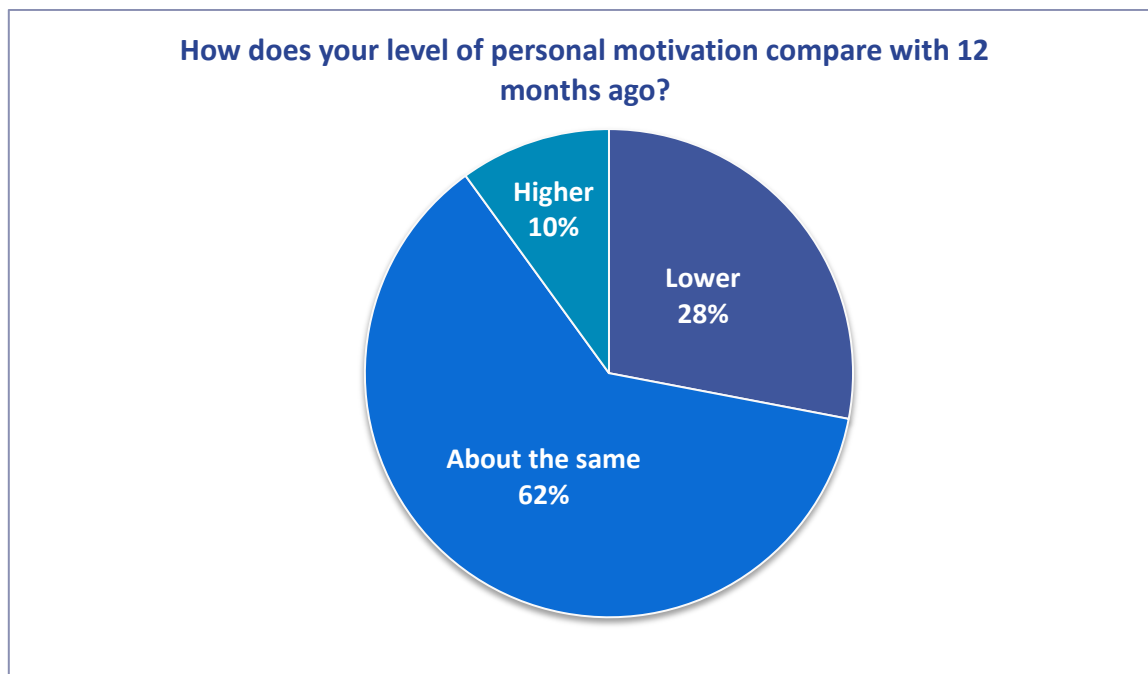
The proportion of respondents who said that their personal motivation was high has increased since 2016, with two thirds saying that their personal motivation this year was high. Therefore whilst the proportion of respondents reporting low morale has increased since 2016, the proportion of respondents reporting low personal motivation has decreased over the same period.

Whilst morale and motivation are associated concepts, it is possible for a person to experience one and not the other. A person with high morale will typically be seen as experiencing energy, enthusiasm, team spirit and pride whilst at work⁴. In comparison, a person with high motivation will demonstrate a strong drive towards achieving what is important to them. So a person may have a strong motivational drive at work without experiencing the positive emotions associated with high morale, and vice versa. Indeed, **more than one in five respondents (21%) who reported low morale said that their personal motivation was high.**



⁴ Hart, P. M., Wearing, A. J., Conn, M., & Carter, N. L. (2000, p.213). Development of the School Organisational Health Questionnaire: A Measure for Assessing Teacher Morale and School Organisational Climate. British Journal of Educational Psychology, 70(2), 211-228.

In addition, only one in ten actually reported an increase in their personal motivation compared to 12 months ago. Respondents were most likely to say that their motivation has not changed in the last 12 months, however more than quarter said that their motivation was now lower⁵.



Intention to stay in or leave the police service

The proportion of respondents intending to leave the police service has not changed substantially since previous years, and indeed between 2015 and 2017 there has only been a one percentage point variance in the proportion of respondents intending to leave either as soon as possible or within the next two years.

In addition, **more than two thirds of respondents said that their intentions with regards to staying in or leaving the police service have not changed in the last year**; whilst just over a quarter said that they were now more inclined to leave.

There has been a decrease in the proportion of respondents who said that they intended to stay up until, or beyond, pension age; from 77% in 2016 to 71% in 2017. Despite this, by far the most

⁵ It must be remembered that time-series and self-reported measurement of changes in motivation may not correspond directly because of the large number of respondents who will be completing the survey for the first time, as noted on Page 3.

common intention amongst respondents with regards to staying or leaving the police was to remain in the police until pension age.

	2017	2016	2015
I intend to stay beyond attaining maximum pensionable service	10%	11%	12%
I intend to stay until pension age	61%	66%	62%
I will stay for at least the next two years	8%	6%	7%
I am planning to leave within the next two years	9%	8%	8%
I am seeking alternative employment at the minute	2%	2%	3%
I don't know	10%	7%	9%



A majority of respondents who intended to leave said that the impact of the job on their family/personal life and the fact that they will have reached full pension age had a major impact on their intention to leave.

Although the proportion of respondents intending to leave has not changed substantially in the last year, there were some notable differences in the reasons given by respondents who were intending to leave. In particular, a much larger proportion of respondents said that their workload and responsibilities and the impact of the job on their family and personal life had a major impact on their intention to leave compared to 2016. There has also been a 14 percentage point increase since last year in the proportion of respondents who said that their pay and benefits had a major impact on their intention to leave.

Major impact on intention to leave...	2017	2016	2015
The impact of your job on your family/personal life	58%	44%	54%
Will have reached full pension age	54%	56%	49%
The impact of the job on your health and wellbeing	47%	47%	44%
Your morale	45%	40%	35%
Your workload and responsibilities	38%	23%	29%
Your pay and benefits	37%	23%	33%
How the police as a whole are treated	33%	33%	39%
Your opportunities for development and promotion	29%	30%	22%
Better job opportunities outside of the Police	29%	27%	25%
How you are treated by chief officers	22%	23%	19%
Dissatisfaction with your day-to-day job role	17%	16%	18%

How you are treated by your line manager	11%	16%	11%
Personal reasons not linked to the Police or your role	10%	6%	10%
Your relationship with your colleagues	5%	4%	2%

10% of respondents who said that they intended to stay in the police service said that they planned to leave their current force. Again this has not changed substantially since previous years, and was identical to the proportion who expressed this intention in last year's survey.

By far the most common reasons respondents gave for intending to leave their current force related to career development and promotion. This was followed by family commitments and a desire for a better work/life balance, and dissatisfaction with the leadership in their current force.

Senior Behaviour Work Life Balance NPCC
 Development New Challenge Force Support
 Promotion Family Opportunities
 Caring Responsibilities Experience Regional Role
 Leadership England Culture

Amongst respondents intending to stay in their current force, a large majority reported a strong sense of “affective commitment” to their force, in that they wanted (rather than needed) to stay: at least three quarters said that they felt a strong sense of belonging to their current force and would be happy to spend the rest of their career there.

In contrast, far fewer respondents reported a sense of “continuance commitment” insofar as they felt they needed (rather than wanted) to stay in their current force. For instance, only 37% of respondents felt that they had too few options to consider leaving their force.

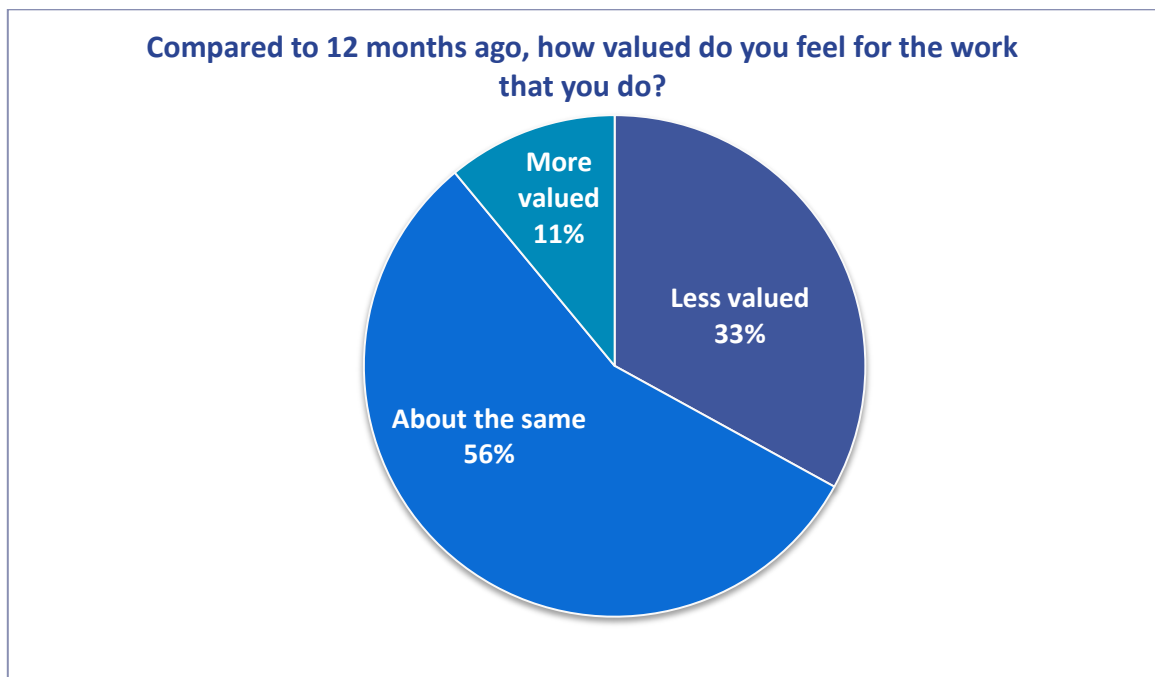
	<i>Disagree</i>		<i>Agree</i>	
	<i>2017</i>	<i>2016</i>	<i>2017</i>	<i>2016</i>
I would be very happy to spend the rest of my career in my current force	8%	8%	75%	74%
I feel a strong sense of belonging to my current force	10%	11%	78%	75%
My current force deserves my loyalty	19%	20%	60%	57%
I would not leave my current force now because I have a sense of obligation to the people in it	26%	29%	50%	46%
Right now, staying in my current force is a matter of necessity as much as desire	37%	30%	41%	43%
I feel that I have too few options to consider leaving my current force	37%	32%	37%	35%

Attitudes towards the police

A large majority of respondents said they felt a strong personal attachment to the police and were proud to be in the police; in fact the proportion of respondents who agreed with these indicators was higher than in any previous year.

On the other hand, the proportion of respondents who said that they would recommend joining the police to others and who felt valued in the police has declined since last year; and a third of respondents reported feeling less valued now than they did 12 months ago.

	<i>Disagree</i>			<i>Agree</i>		
	2017	2016	2015	2017	2016	2015
I would recommend joining the police to others	31%	25%	35%	49%	55%	47%
I feel that members of the police are respected by society at large	29%	24%	30%	51%	52%	51%
I feel a strong personal attachment to the police	7%	6%	8%	86%	84%	84%
I feel proud to be in the police	3%	3%	4%	93%	90%	91%
I feel valued in the police	31%	25%	33%	48%	52%	45%



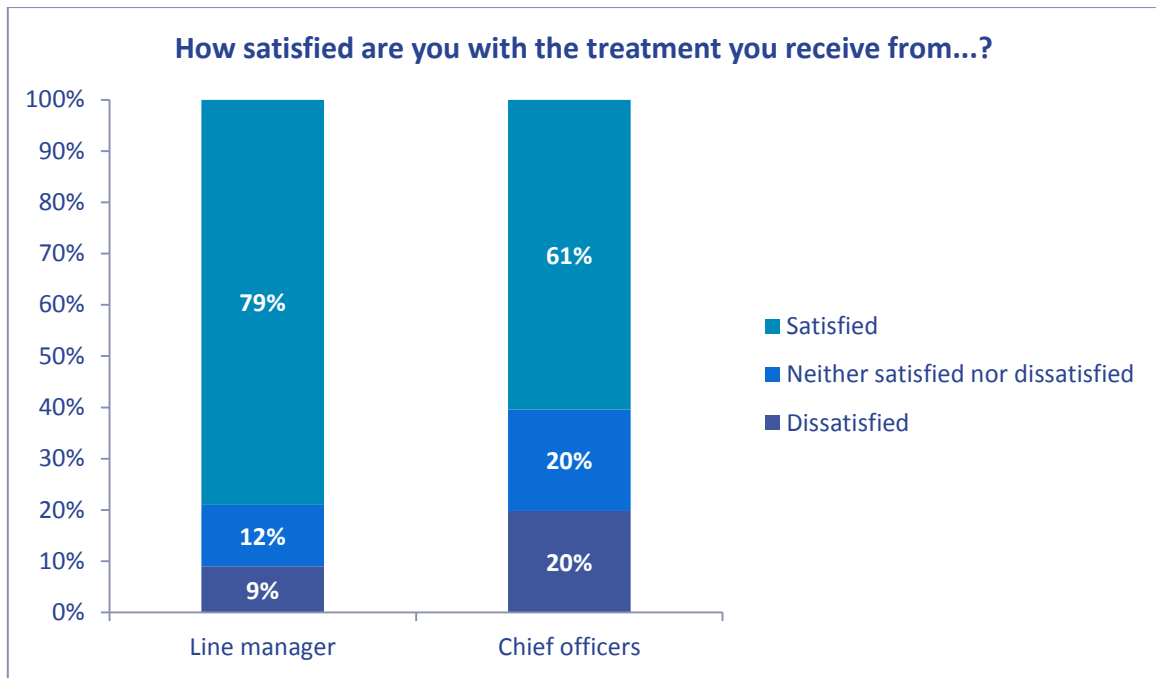
Fair treatment

Respondents were much more likely to say that they, and their colleagues, were treated fairly than to say that that they were treated unfairly. However **across all indicators of fair treatment, the proportion of respondents reporting fair treatment has declined since previous surveys**. The most noticeable decrease concerned respondents' perceptions of their own fair treatment. Whereas in 2015 and 2016 71% of respondents said that they were treated fairly, in this year's survey this proportion had fallen to 66%.

	<i>Disagree</i>			<i>Agree</i>		
	<i>2017</i>	<i>2016</i>	<i>2015</i>	<i>2017</i>	<i>2016</i>	<i>2015</i>
Decisions that affect me are usually made in a fair way	25%	21%	22%	54%	58%	59%
I am treated fairly	17%	14%	13%	66%	71%	71%
There is a general sense amongst the people I work with that things are handled in a fair way	29%	29%	23%	47%	49%	55%

A majority of respondents felt satisfied with the treatment they received from chief officers and their line manager, in particular more than three quarters of respondents were satisfied with the treatment they received from their line manager. **Respondents were also more likely to be satisfied with their treatment by managers this year than in 2016**, when 70% reported satisfaction with the treatment received from their line manager and 52% reported satisfaction with the treatment they received from chief officers.

Although satisfaction with treatment by managers was higher this year than in 2016, overall some of the most consistent findings from the Pay Survey since 2015 concerned respondents' relationship with chief officers, their line manager and their colleagues. For instance, across all three years, 78% of respondents said that their line manager took account of their views and opinions; whilst the proportion of respondents who said that chief officers took account of their views and opinions has only varied by one percentage point across the three years of the survey.



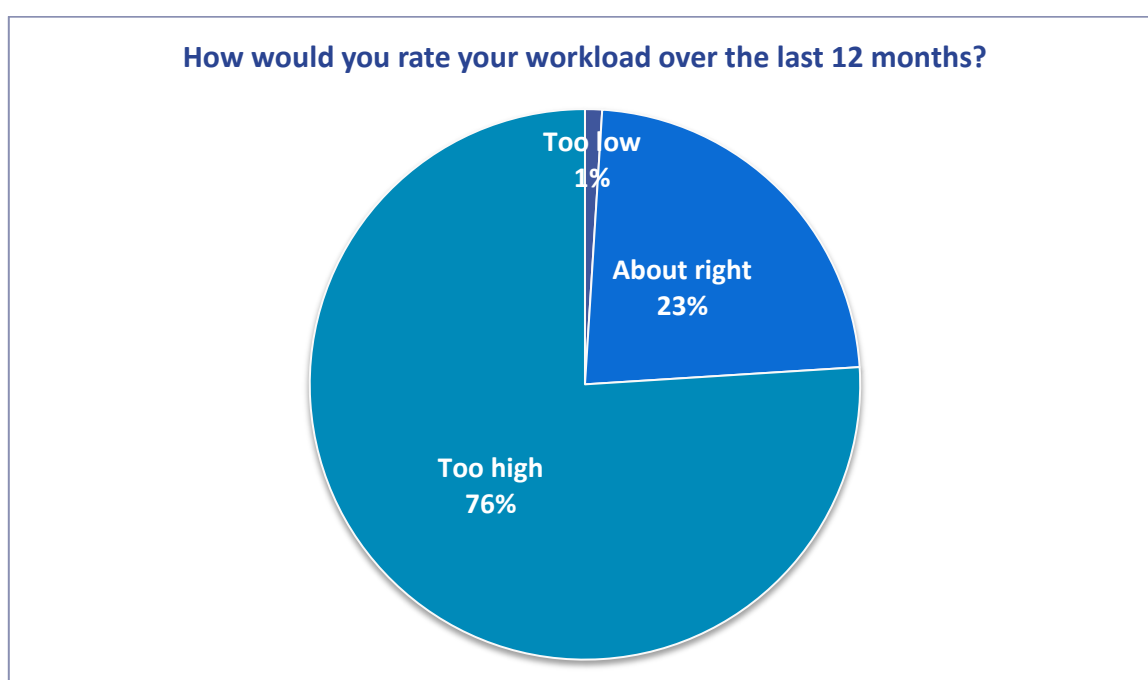
	<i>Disagree</i>			<i>Agree</i>		
	2017	2016	2015	2017	2016	2015
My line manager takes account of my views and opinions	10%	9%	9%	78%	78%	78%
Chief officers take account of my views and opinions	28%	25%	24%	53%	54%	53%
I can count on my colleagues for friendship and support when I need it	4%	4%	4%	84%	84%	85%

Workload, responsibilities and working hours

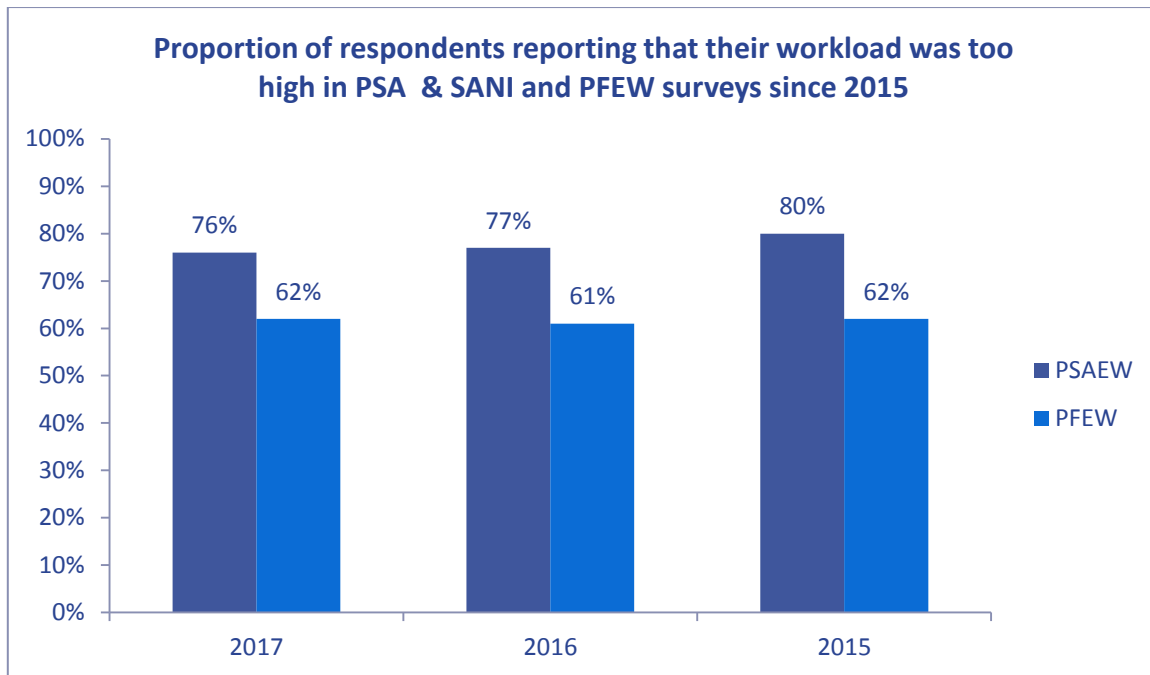
Workload

More than three quarters of respondents reported that their workload in the last 12 months has been too high. This is slightly smaller compared to the proportion of respondents who said their workload was too high in 2016 or 2015. Nevertheless this year's survey found that **72% of respondents had experienced an increase in their workload in the last year.**

In addition, the proportion of superintending ranks who reported that their workload is too high remains higher than amongst members of the federated ranks. This has been the case across all three iterations of the Pay Survey since 2015.



	Increased			Remained the same		
	2017	2016	2015	2017	2016	2015
In the last 12 months has your workload...?	72%	70%	83%	25%	27%	14%



Responsibilities

More than three quarters of respondents said that their responsibilities have increased over the last year, with 32% saying that they have had additional responsibilities devolved to them from a person of a more senior grade.

	<i>Increased</i>			<i>Remained the same</i>		
	<i>2017</i>	<i>2016</i>	<i>2015</i>	<i>2017</i>	<i>2016</i>	<i>2015</i>
In the last 12 months have your responsibilities...?	76%	76%	84%	21%	23%	13%

Amongst respondents who have had additional responsibilities devolved to them some of the most common additional responsibilities included strategic lead for areas previously held by chief officers, chairing and attending additional meetings, increased participation on safeguarding boards and partnership boards and project lead for both force-wide and nationwide projects.

Safeguarding Boards Size Groups Delivery
 Chief Supt Hearings Command UCPI Role
 Chief Superintendent **Cover** Partnership Boards
 Meetings Functions Responsibility
 Mental Health **Lead** TFC Gold Authorities
 Management Decision Portfolios Governance
 Ch Supt Support Day Job

Almost half of respondents (48%) said that they performed a Gold/Strategic command function, down slightly from 53% in 2016. 73% said that they undertook PACE authorising functions, whilst 61% said that they undertook RIPA authorising functions.

As in previous years, **the vast majority of respondents said that the Gold/Strategic command function in their force was performed by Chief Officers and Superintending ranks**; with the proportion very similar to previous years' surveys (83% in 2016 and 84% in 2015).

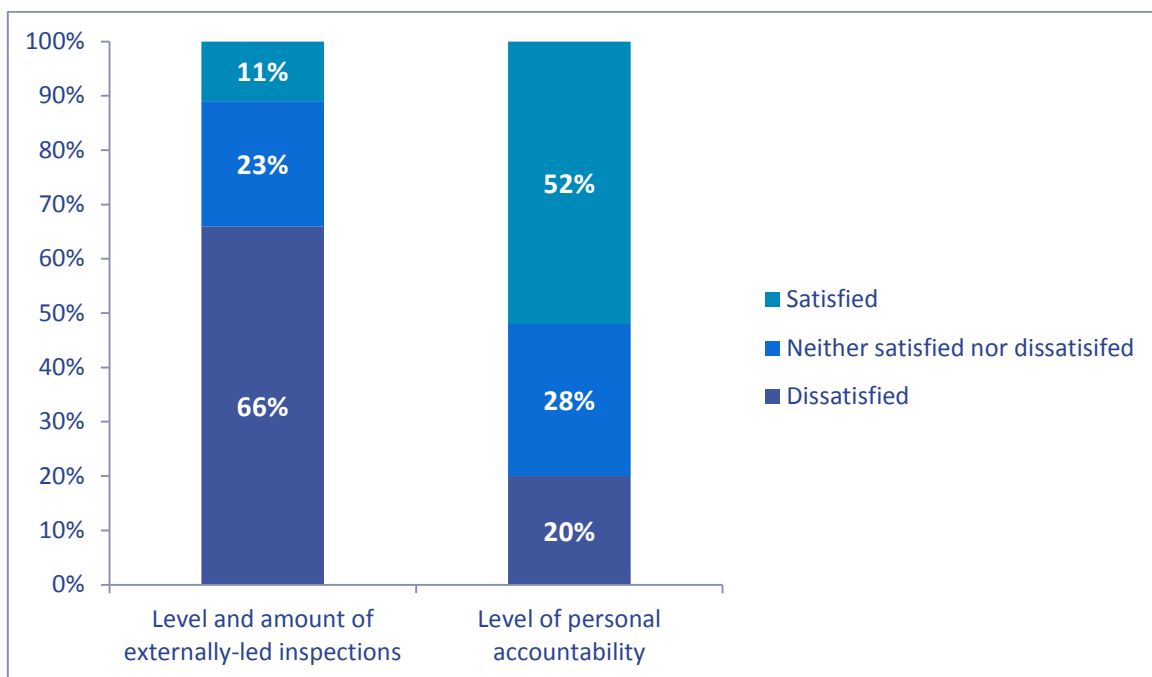
In contrast, very few respondents said that only Chief Officers in their force perform a Gold/Strategic command function. In 2017 only 14% said that a Gold/Strategic command function was only performed by Chief Officers. Again this showed very little change from previous years (13% in both 2016 and 2015)

Although the majority of respondents were trained and accredited for the command functions they undertook, **at least one in five said that they were not trained and accredited for these functions**, rising to 35% for PACE authorising functions.

	Yes	No
Only Chief Officers in my force perform a Gold/Strategic command function	14%	86%
The Gold/Strategic command function in my force is performed by Chief Officers and Superintending ranks	82%	18%
No Chief Officers in my force perform a Gold/Strategic command function	7%	93%

I am trained and accredited for the...	Yes	No
Silver/Gold Command functions that I undertake	80%	20%
PACE authorising functions that I undertake	65%	35%
RIPA authorising officer functions that I undertake	75%	25%

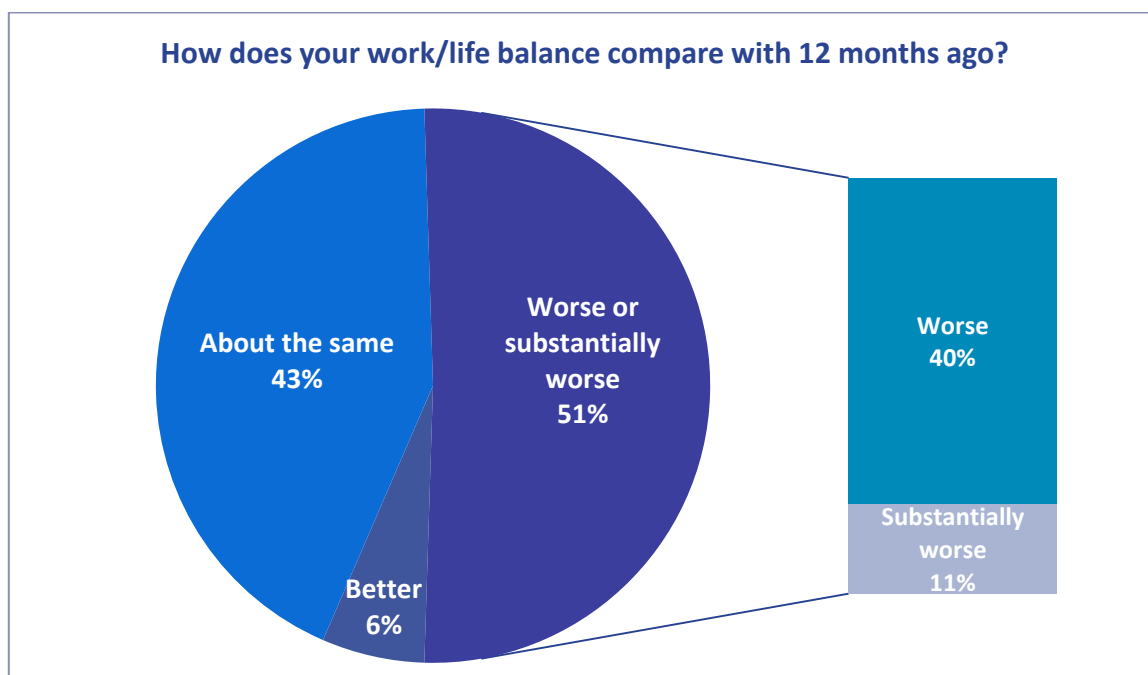
This year's survey also asked respondents about their satisfaction with their level of personal accountability and the levels of externally-led inspections (e.g. HMIC). **A small majority of respondents (52%) said that they were satisfied with their level of personal accountability**, compared to one in five who said that they were dissatisfied. On the other hand, **two thirds of respondents said that they were dissatisfied with the level and amount of externally-led inspections**, whereas only just over one in ten said that they were satisfied.



Working hours

A majority of respondents were dissatisfied with their working hours (52%) and felt that their working hours were unfair (53%). **Two thirds of respondents said that they found it difficult to balance the demands of their job with what they wanted or needed to do in their non-work life**, a proportion that has increased since last year's survey. In addition, **a majority of respondents said that their work/life balance was worse than it was 12 months ago**, with more than one in ten saying that it was substantially worse.

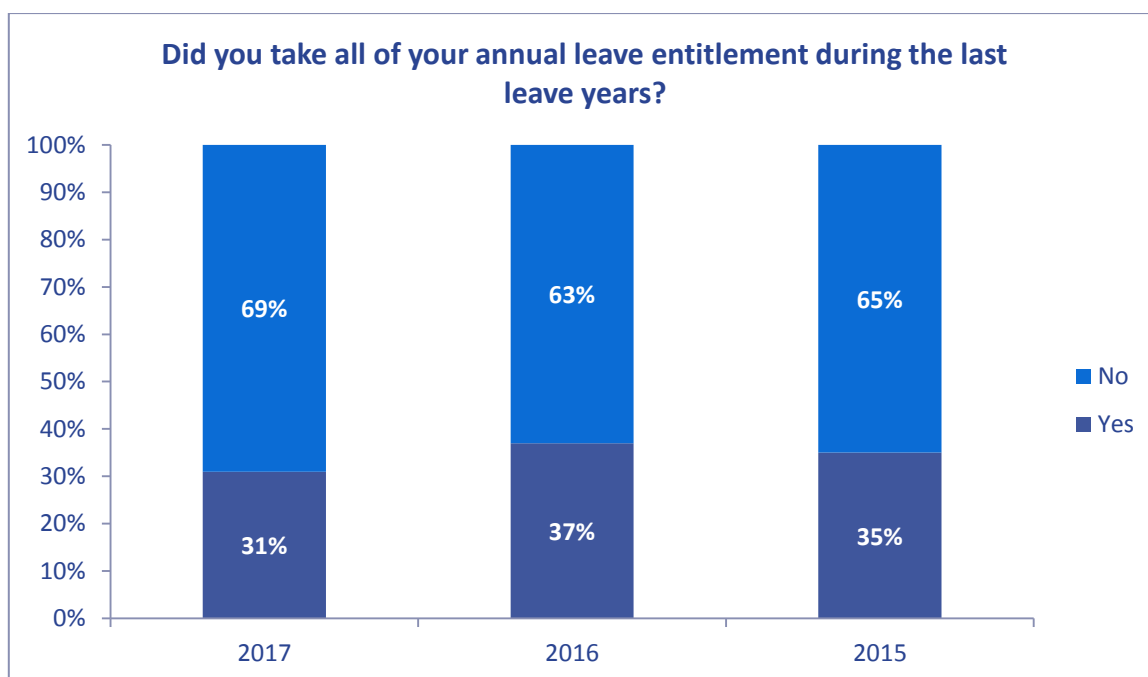
	Agree			Disagree		
	2017	2016	2015	2017	2016	2015
It is difficult to balance the demands of my job with what I want/need to do in my non-work life	66%	63%	66%	17%	19%	18%



Annual leave and rest days

This year respondents were also less likely than in either 2015 or 2016 to have taken all of their annual leave, with **less than a third saying that they have been able to take all of their annual leave entitlement during the last leave year**. On average, respondents who did not take all of their annual leave said that they had 7 days annual leave untaken at the end of the last leave year.

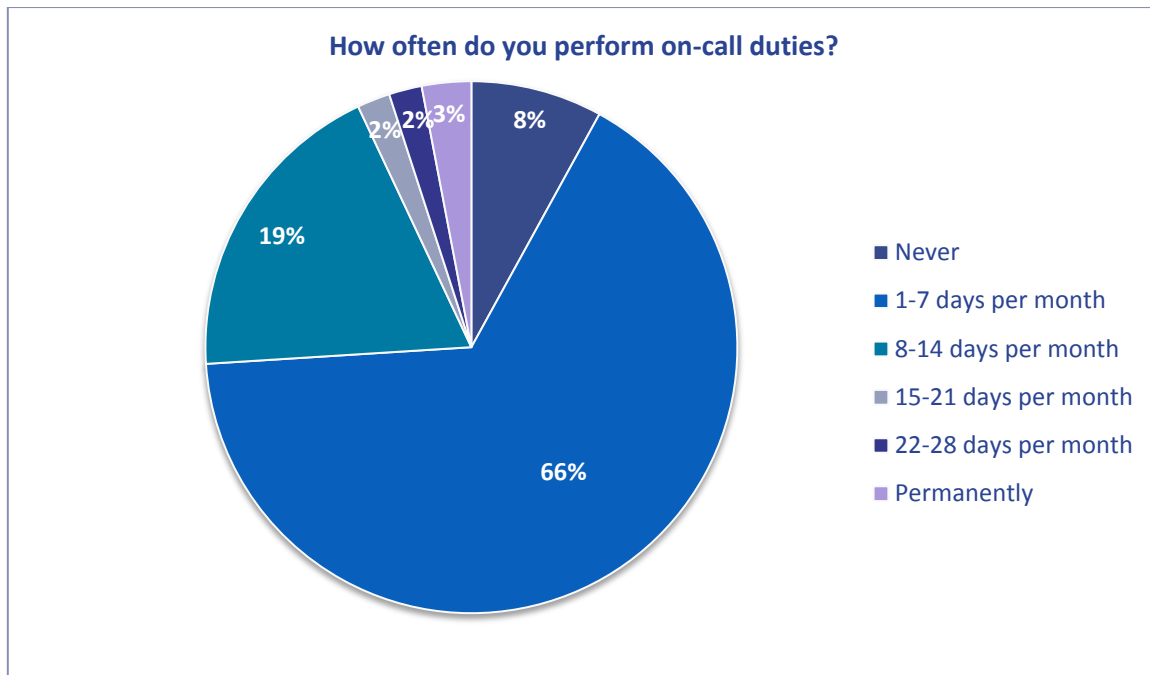
83% of respondents said that they had not taken all of their rest days in the last 12 months. The average number of rest days that respondents were owed was 14 days; with on average five of these rest days being in excess of twelve months old.



On-call

92% of respondents said that they performed an on-call function outside their normal hours of duty, with 63% saying that they performed on-call duties for more than one area of responsibility.

The majority of respondents who performed an on-call function said that they were on-call between 1 and 7 days per month; however **the proportion who said that they performed on-call duties more than 7 days per month has increased slightly since 2016**. Whilst in 2016 23% of respondents said that they performed on-call duties eight days or more per month, in 2017 this proportion was 26%.



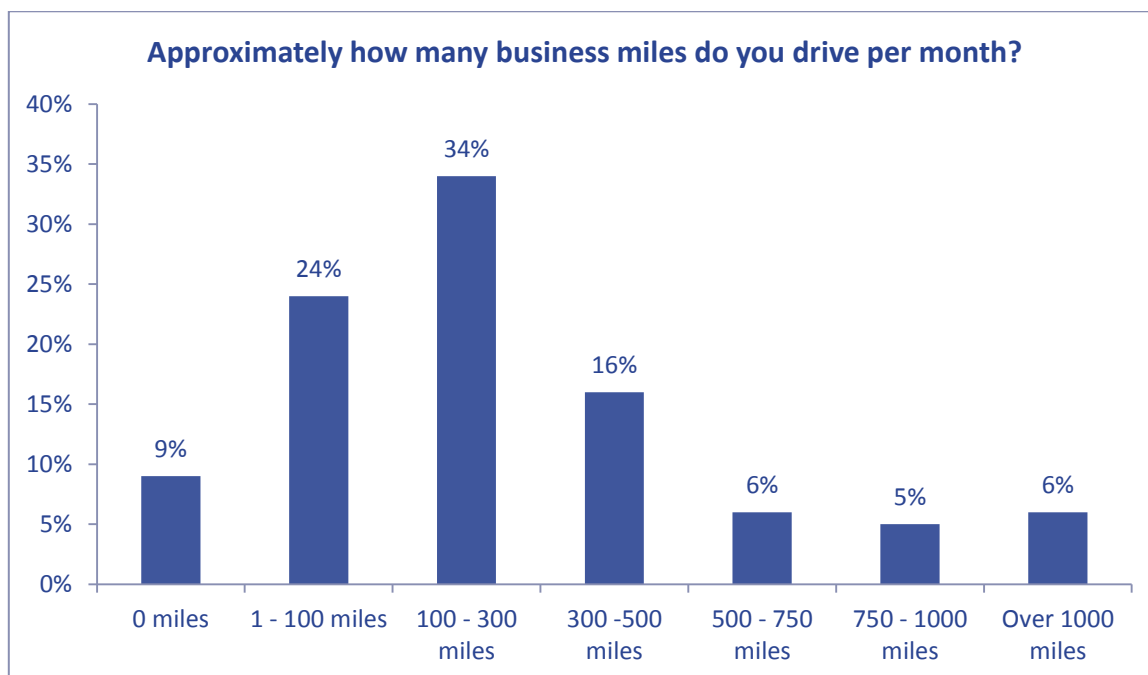
Amongst respondents who perform on-call duties, **77% said that they performed on-call duties on rest days, whilst 21% said that they were on-call on annual leave.** Although the majority of respondents who performed on-call said that they received compensatory days off in lieu; **more than a quarter of respondents who performed on-call duties said that they were on-call on rest days for which no compensatory day(s) off in lieu were then provided.**

	Do not perform on-call	Perform on-call and receive days(s) off in lieu	Perform on-call and do not receive day(s) off in lieu
Rest days	23%	48%	29%
Annual leave	79%	15%	6%

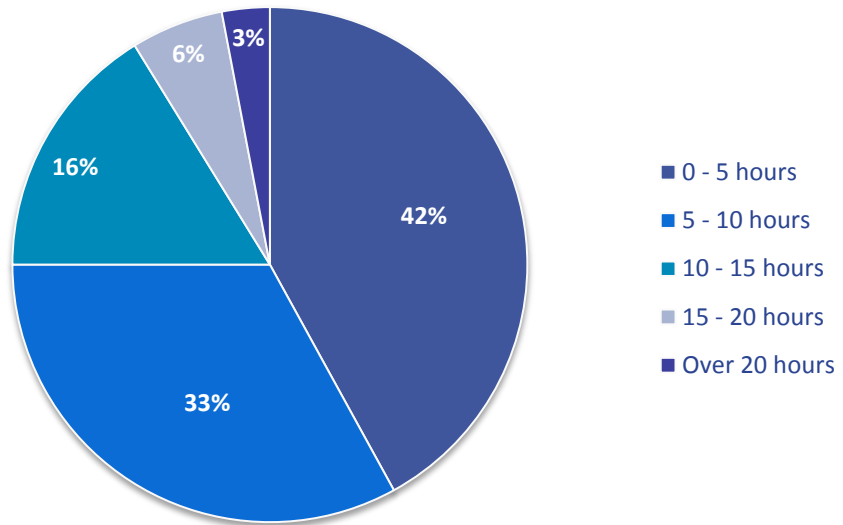
Business miles

A number of additional questions concerning the business miles respondents travelled were included within this year's survey. Two thirds of respondents said that they drove over 100 business miles per month; with 17% saying that they drove over 500 business miles per month. A majority (58%) said that they spent at least five hours per week on average driving whilst on duty; and a quarter spent at least five hours per week making business calls whilst driving on duty.

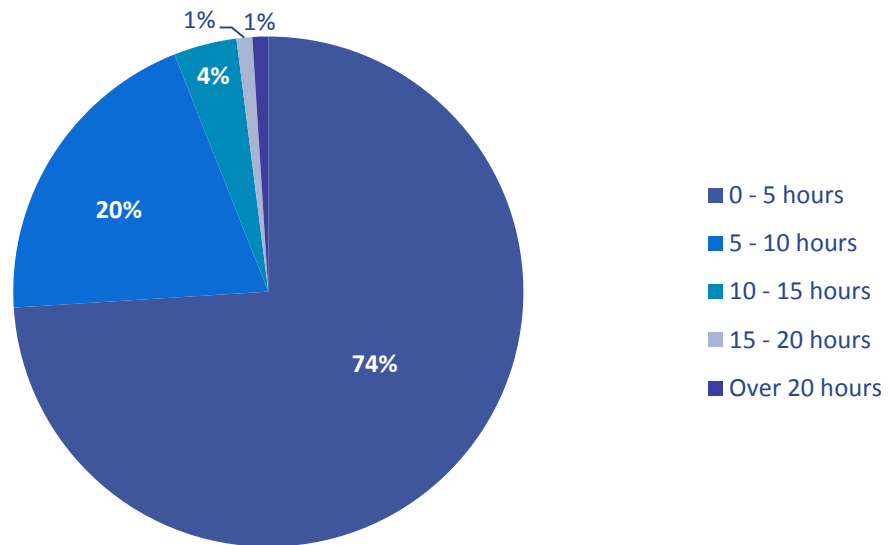
In addition, **almost three quarters of respondents (73%) said that they made business calls whilst off duty and commuting to and from work either every day almost every day.** Only 2% of respondents said that they either never or almost never made business calls whilst commuting.



How many hours per week do you drive whilst on duty?



How much time whilst on duty and driving do you spend making business calls?

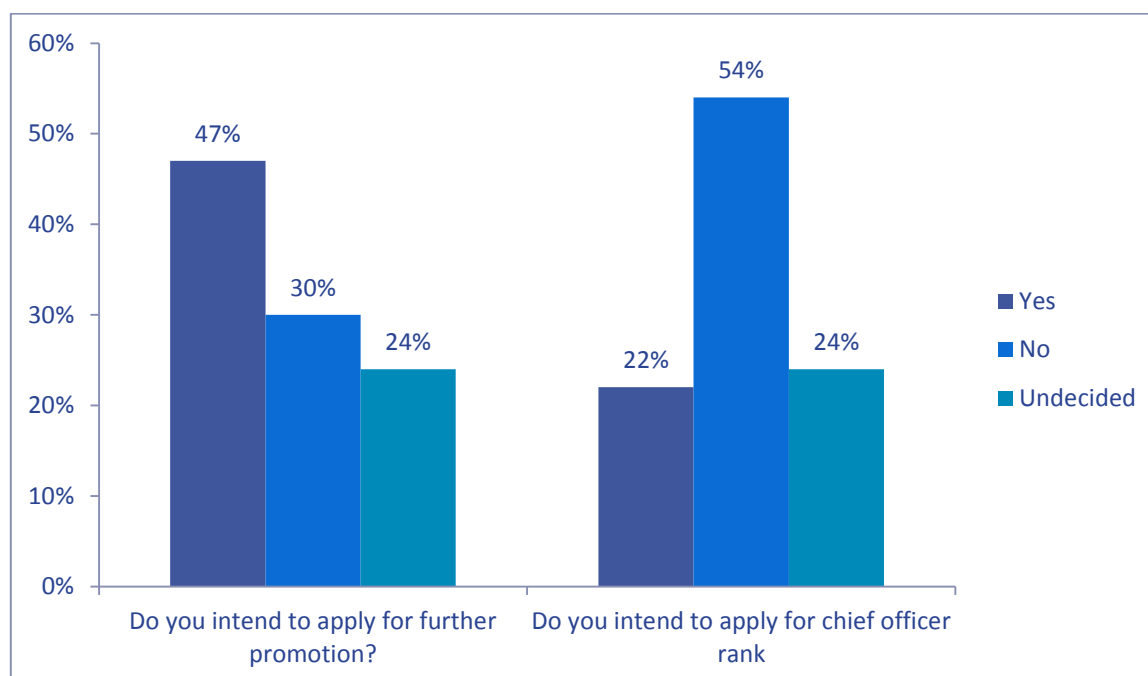


Promotion and Development

Promotion

79% of respondents said that they had not applied for promotion. This was slightly higher than in 2016 when 77% said that they had not applied for promotion, but identical to the proportion seen in 2015.

However **47% of respondents said that they did intend to apply for further promotion;** up from 43% of respondents in 2016 and 41% of respondents in 2015. **Less than a quarter of respondents (22%) said that they intended to apply for chief officer rank.** This proportion of respondents has not changed substantially since previous years. In 2016 and 2015 the proportions of respondents intending to apply for chief officer rank were 23% and 21% respectively.



Respondents were most likely to say that they had not applied for promotion because they had only recently been promoted. However in addition, **more than a quarter of respondents said that promotion would not be worth it due to changes in Annual and Lifetime Allowances and because it would have a negative impact upon their work/life balance.** The proportions of respondents providing these two reasons have both increased since 2016.

Reason for not applying for promotion	2017	2016	2015
I have only recently been promoted	34%	30%	-
It would not be worth it due to changes in Annual and Lifetime Allowances on pension benefits	27%	25%	26%
I believe that promotion would have a negative impact upon my work/life balance	27%	24%	-
I intend to apply within the next year	16%	13%	20%
I want to stay at my current rank	16%	17%	28%
I do not feel ready yet	15%	14%	20%
I plan on retiring or resigning soon	14%	16%	-
It would not be worth it for the salary on offer	14%	11%	10%
There are not enough positions at the next rank	12%	11%	13%
My career is now longer, so I am not yet considering promotion	12%		
I would not be able to perform effectively at a higher rank	3%	2%	2%
I do not have the support of my line manager/chief officers	3%	2%	1%

In-role development

As in previous years, almost three quarters of respondents said that they got a feeling of accomplishment from their work. In addition, **the proportion of respondents who said that they were encouraged to use their talents to the full has increased since previous years**, with 53% of respondents agreeing with this indicator.

The proportion of respondents who said that their work gave them the opportunity to achieve their full potential has also increased since last year's survey. However it must be noted that, despite this, **less than half of respondents felt that that their work gave them the opportunity to achieve their full potential.**

	<i>Disagree</i>			<i>Agree</i>		
	<i>2017</i>	<i>2016</i>	<i>2015</i>	<i>2017</i>	<i>2016</i>	<i>2015</i>
I am encouraged to use my talents to the full	28%	31%	28%	53%	46%	45%
My work gives me the opportunity to achieve my full potential	28%	32%	27%	48%	44%	50%
I get a feeling of accomplishment from my work	12%	12%	11%	74%	74%	74%

Satisfaction with training and development

Respondents were slightly more likely to be satisfied with their promotion prospects than in previous years, increasing from 36% in 2016 to 45% in 2017. This reflects a general trend with respondents more likely to be satisfied with their training and development than in previous years.

Despite this, it remains notable that a **majority of respondents were dissatisfied with the PDR process**, following on from a large negative swing in opinion in last year's survey. Moreover, as in previous years, around a third of respondents (31%) said that they have not had a PDR in the last 12 months.

	<i>Dissatisfied</i>			<i>Satisfied</i>		
	<i>2017</i>	<i>2016</i>	<i>2015</i>	<i>2017</i>	<i>2016</i>	<i>2015</i>
Promotion prospects	26%	31%	38%	45%	36%	31%
Training opportunities	23%	30%	30%	50%	43%	44%
The training given	26%	35%	33%	48%	41%	24%
The PDR process	56%	57%	22%	19%	15%	34%

Finally, and in light of proposition arising from the Police Education Qualification Framework (PEQF) that in future officers promoted to Superintendent will be required to complete a Level 7 qualification, respondents were asked whether they felt that they would have had the time and capacity to study for a Master's degree in addition to their work and personal commitments over the last 12 months. **84% of respondents said that they would not have had the time and capacity to study for a Master's degree over the last 12 months**, compared to just 8% who said that they would have been able to do this.

