

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP17/35

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL -
16 JUNE 2016**

SUBJECT: VALUING YOUR VOICE – EMPLOYEE ENGAGEMENT SURVEY

SUMMARY:

1. As part of both the Constabularies' work around engagement with their staff, an Employee Survey (Valuing Your Voice) was held; Part A December 2016 and Part B January 2017.
2. The survey was seen as another platform for officers and staff to share their views on several areas that can affect (positively and negatively) levels of employee engagement, including leadership within each of the Constabularies, job satisfaction, organisational pride, public service and the Code of Ethics.
3. The results of the survey were recently presented to Chief Officers by Durham University and are outlined in this paper.
4. The large question set allowed for 27 key measures to be rated on a scale from one to seven, with four and above rated as a positive response and scores of less than four rated as more of a negative response.
5. The survey revealed people have relatively high job satisfaction, they are motivated to serve the public, they know the vision and believe in the mission and they have confidence in their job skills. The findings also revealed that employees do think they make a difference, that they work for an ethical organisation and, in particular, they work for ethical line-mangers and are treated in a polite manner with respect and dignity.
6. There are four areas identified as being those that should be targeted to have the biggest positive impact on staff.
7. Whilst there are some actions that can be taken quickly, some of which are already in train (particularly around access to resources), it is important that the Constabulary

communicates the results of the survey fully and does not rush into problem solving and action planning without engaging staff further and drilling down into this high level data.

8. This will be done utilising the Sounding Board and Challenge Panel structures to explore the areas for improvement and an Action Plan will be developed through this work.

RECOMMENDATION:

1. The Accountability and Performance Panel is asked to note the contents of this report.

1. KEY ISSUES FOR CONSIDERATION

- 1.1 As part of both the Constabularies' work around engagement with their staff, an Employee Survey (Valuing Your Voice) was held; Part A December 2016 and Part B January 2017.
- 1.2 The survey was seen as another platform for officers and staff to share their views on several areas that can affect (positively and negatively) levels of employee engagement, including leadership within each of the constabularies, job satisfaction, organisational pride, public service and the Code of Ethics.
- 1.3 It was open to all officers and staff; the Constabularies asked for honest feedback and guaranteed that all responses were anonymous.
- 1.4 The survey was also supported by the Police Federation, UNISON and the Superintendent's Association.
- 1.5 Completion rates are shown below, and are in line with the level of completion rates seen across the forces that have completed this survey with Durham University:

	Part A:	Part B:
Suffolk	569 responses (40.3%) (382 police officers) (178 police staff)	427 responses (30.2%)
Norfolk	779 responses (39.4%) (498 police officers) (269 police staff)	556 responses (28.1%)
Joint Space	891 responses (45.4%) (263 police officers) (622 police staff)	616 responses (31.4%)

Table One: Survey Response Rates

- 1.6 The large question set allows for 27 key measures to be rated on a scale from one to seven, with four and above rated as a positive response and scores of less than four rated as more of a negative response.
- 1.7 The survey revealed people have relatively high job satisfaction, they are motivated to serve the public, they know the vision and believe in the mission and they have confidence in their job skills. The findings also revealed that employees do think they make a difference, that they work for an ethical organisation and, in particular, they work for ethical line-mangers and are treated in a polite manner with respect and dignity.
- 1.8 In addition, people felt engaged with a measure of pride for the organisation, enabling them to go the extra mile. They also felt able to contribute ideas and safe to challenge where they believe people were acting without integrity or behaving unethically.

Key Measure	Suffolk Part A (569 responses, 40.3%) Part B (427 responses, 30.2%)	Joint Part A (891 responses, 45.4%) Part B (616 responses, 31.4%)
Job Satisfaction	4.57	4.97
Public Service Motivation	5.76	5.69
Vision Clarity	4.16	4.34

Mission Importance	5.15	5.80
Community Focused Climate	5.13	5.52
Confidence in Job Skills	5.41	5.72
Perceived Social impact	4.96	4.98
Individual – Code of Ethics Alignment	5.56	5.64
Ethical Leadership	5.20	5.10
Organisational Pride	4.15	4.72
Collective Identity	5.55	5.55
Procedural Justice	3.17	3.55
Interpersonal Justice	5.95	5.83
Perceived Organisational Support	3.17	3.79
Uncertainty	5.51	5.18
Access to Resources	3.18	3.89
Challenge Stressors (1-5 Scale)	4.12	4.03
Hindrance Stressors (1-5 Scale)	3.14	2.97
Emotional Energy	4.26	4.76
Engagement	5.45	5.64
Voice Behaviour	5.43	5.52
Extra-Mile Behaviour (Public) (Police Officers)	5.54	5.67
Extra-Mile Behaviour (Organisation)	4.97	5.19
Extra-Mile Behaviour (Co-Worker) (Police Staff)	5.71	5.81
Felt Responsibility for Making Changes	4.69	5.06
Improvement Behaviour	4.96	5.43
Ethical Voice Behaviour	5.92	5.79

Table Two: Key Measures and Ratings – Suffolk Constabulary and the Joint Space

- 1.9 Whilst there were some minor differences in the rating across Suffolk, Norfolk and the Joint Space the ratings were consistent across all three areas. Inevitably, there were differences between the responses given by police officers and police staff, although again these were minor, and further work will take place to explore and fully understand any issues raised.
- 1.10 The Constabulary will seek to incorporate the analysis from the survey into decision making to ensure positive measures are maintained or improved and less positive measures are addressed.
- 1.11 The Constabulary will seek to improve in the following areas, identified through the survey as being those that should be targeted to have the biggest positive impact on staff.
1. **Procedural Justice** – this concerns perceptions of the fairness of the ways and processes used to determine the distribution of outcomes among individuals
 2. **Perceived Organisational Support** – this refers to individuals' beliefs regarding the degree to which the organisation values their contributions and cares about their well-being and it also refers to a feeling of assurance that the organisation will provide support when individuals face particularly difficult or challenging circumstances when carrying out their duties
 3. **Access to Resources** – this is the extent to which individuals feel they have the necessary resources available to them, and can obtain additional resources when needed, in order for them to perform their work roles effectively

4. **Hindrane Stressors** – these are work-related demands that are viewed by individuals as constraints that hinder their performance and achievements at work - this impacts strongly on their well-being and reduces their engagement in discretionary behaviours (*such as role ambiguity, red tape, systems and workplace politics*).
- 1.12 The survey demonstrated that individuals were prepared to engage and take responsibility for improvements and had a strong public service motivation – it is imperative therefore that they get the chance to contribute and engage with any actions designed to address the above areas.
- 1.13 The Constabulary is currently communicating to staff the results of the survey which involves briefings at SMTs and Team Meetings and utilising the Sounding Board and Challenge Panel structures to explore the areas for improvement. An infographic with the key measures and messages is being produced.
- 1.14 These four key areas will need to be explored at a local and organisational level with actions agreed and captured in an action plan. Actions and outcomes will aim to address the concerns of staff and a ‘you said, we did’ approach will be utilised in reporting back. Once the action plan is complete Organisational Board will monitor progress on a monthly basis. The objectives for this period of communication with staff are:
- To be honest, open and transparent about the outcomes of the survey;
 - To reassure staff that Chief Officers are aware of their issues and concerns and are listening;
 - To involve staff in ‘problem solving’ the areas identified as needing to be improved;
 - To provide staff with information on what actions are being taken to address these areas;
 - To raise awareness of the work being done across the Constabularies.
- 1.15 Some of the key messages delivered through the communications to staff are shown below:
- Thank you for your time in completing the survey and sharing your thoughts and opinions;
 - The Constabularies asked for honest feedback and are committed to being open and transparent about the outcomes of the survey;
 - The data was processed in accordance with the Data Protection Act and individuals are not identifiable from their responses;
 - The survey forms part of an on-going engagement process with officers and staff from both forces – we value your voice throughout the year;
 - We will keep listening and responding to how you are feeling about your roles and your workplaces and the challenges we face;
 - We want to continue to develop a working environment that allows everyone to be themselves and to be the best they can be;
 - We will take some time to analyse and consider the large amount of information the survey has generated;
 - It is important people to continue to voice their views on how we can improve our workplace and we will involve everyone in ‘problem solving’ the areas where we can improve;

- There are no instant solutions or answers to many of the issues raised but we can promise we will work together to identify actions at a local and organisational level;
- The survey will be repeated again in 18/24 months' time.

1.16 A date is being arranged for a workshop with Dr Graham from Durham University for Senior Managers, Employee Survey Leads, Survey Champions and HR Business Partners to plan further focus work that needs to be undertaken and review the results of early focus work being undertaken through Challenge Panels and Sounding Boards with the outcome of the workshop to be the creation of an Action Plan.

2. FINANCIAL IMPLICATIONS

2.1 The cost for Suffolk Constabulary for the survey was £7,500.

2.2 This was significantly cheaper than conducting a survey with an external commercial company. A costing exercise was undertaken with a number of commercial survey providers and the costs varied between suppliers, within a range from £15,000 to £25,000.

2.3 There are no additional costs associated with this communication phase of the Staff Survey, described within this report.

3. OTHER IMPLICATIONS AND RISKS

3.1 There are no implications or risks associated with the contents of this report.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	No
Has the PCC's Chief Finance Officer been consulted?	No
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	Yes
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes

In relation to the above, please ensure that all relevant issues have been highlighted in the 'other implications and risks' section of the submission.