

ORIGINATOR: CHIEF CONSTABLE

PAPER NO:

AP19/16

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL -
24 MAY 2019**

SUBJECT: EMPLOYEE ENGAGEMENT SURVEY

SUMMARY:

1. As part of both Constabularies' work around engagement with their staff, an Employee Survey was held in November and December 2018 with results presented to Chief Officers in the spring of 2019.
2. The survey was an opportunity to report on the impact of improvement activity within the Constabularies since the previous survey which was held in December 2016 and allowed 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 large question set allowed for 22 key measures to be rated on a scale from one to seven, with four and above generally rated as a positive response and scores of less than four generally rated as more of a negative response.
4. The survey showed a number of improvements in the scores of the measures that the constabulary was focused upon from the previous survey, as well as in a number of other areas. The survey also showed, however, that levels of emotional energy within the Constabulary have declined.
5. The survey revealed a more mixed picture in the Joint Space, which is being investigated through further analysis of the data at Durham University and a further visit from representatives of the university to the Constabularies in May 2019.

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 Constabularies' work around engagement with their staff, an Employee Engagement Survey was held in November and December 2018. The previous survey had been undertaken two years earlier, and therefore this represented an opportunity for the constabularies to understand the impact of improvement activity in the intervening period.
- 1.2 As previously, the Constabularies worked in partnership with Durham University Business School for the provision of the survey. The University now work with 35 police forces nationally, and therefore the partnership also represents an opportunity to learn of best practice from other forces.
- 1.3 The survey was a further opportunity 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.
- 1.4 As with the previous survey, it was open to all officers and staff. The Constabularies asked for honest feedback, guaranteed that all responses were anonymous and asked supervisors to ensure that individuals had protected time to take part.
- 1.5 The survey was supported by the Police Federation, UNISON and other staff associations.
- 1.6 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:

Suffolk	458 responses (33.3%)
Joint Space	742 responses (36.4%)

Table One: Survey Response Rates

- 1.7 The question set for the 2018 survey allowed for 22 key measures to be rated on a scale from one to seven (with the exception of two measures which were rated out of five), with in most cases four and above being rated as a positive response and scores of less than four rated as more of a negative response. A number of these were repeated from the 2016 survey which allows the constabularies to monitor changes over time.
- 1.8 The 2016 survey identified four key areas for the Constabulary to target in order to have the biggest positive impact upon the engagement of officers and staff. These were as follows:

Measure	Description
Procedural Justice	This concerns the fairness of ways and processes used to determine outcomes for individuals.
Perceived Organisational Support	This refers to individuals' beliefs that the organisation values their contributions and cares about their wellbeing. 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.
Access to Resources	This is a measure to see to what extent individuals feel that they have the necessary resources (equipment, time, personnel, funding) available to them and whether they feel that they can obtain additional resources if required.
Hindrance Stressors	Hindrance stressors also refer to work based demands, but individuals view these as a constraint that hinder their performance at work. These would include role ambiguity, red tape and workplace politics

Table Two: Key repeat measures from the 2016 Survey

- 1.9 The 2018 survey showed an improvement across all four of these areas within Suffolk Constabulary only departments. Perceived Organisational Support improved from 3.17 to 4.10, Procedural Justice from 3.17 to 3.68, Access to Resources from 3.18 to 3.65 and Hindrance Stressors declined from 3.14 to 3.01 (a decline in this case being positive).
- 1.10 In addition there were positive scores recorded for the pride that individuals have in working for the organisation, the similarity between personal values held by the individual and the value system as promoted by the Code of Ethics, job satisfaction and there was also a slight decline in the feeling of uncertainty within the constabulary. A summary table is provided below:

Changes in Key Measures Suffolk Only (All Respondents)	2016	2018
Perceived Organisational Support	3.17	4.10
Procedural Justice	3.17	3.68
Organisational Pride	4.15	4.71
Public Service Motivation	5.76	5.63
Individual -Code of Ethics Values Alignment	5.56	5.92
Job Satisfaction	4.57	4.90
Uncertainty	5.51	5.07
Access to Resources	3.18	3.65
Feeling Responsible for Improvements	4.69	4.94
Engagement	5.45	5.62
Challenge Stressors (1-5 scale)	4.12	4.15
Hindrance Stressors (1-5 scale)	3.14	3.01
Emotional Energy	4.26	3.54

Table Three: Key Measures and Ratings – Suffolk Constabulary 2016 Average and 2018 Average

- 1.11 The results do show, however, that there has been a decline in levels of emotional energy within the Constabulary. Whilst this is a national trend, wellbeing of officers and staff will continue to be a significant area of focus for the Chief Officers.
- 1.12 Within the Joint Space, a more mixed picture was revealed with organisational pride, public service motivation, job satisfaction and emotional energy among the key measures that revealed a decrease. The Constabularies are continuing to work with

the researchers at Durham University to further analyse the data, particularly within the joint space, to ensure that future action plans drive further improvement activity for relevant officers and staff. A summary table is provided below:

Changes in Key Measures Joint Space (All Respondents)	2016	2018
Perceived Organisational Support	3.79	3.88
Procedural Justice	3.55	3.41
Organisational Pride	4.72	4.25
Public Service Motivation	5.69	5.49
Individual -Code of Ethics Values Alignment	5.64	5.67
Job Satisfaction	4.97	4.79
Uncertainty	5.18	5.21
Access to Resources	3.89	3.29
Feeling Responsible for Improvements	5.06	4.97
Engagement	3.89	3.29
Challenge Stressors (1-5 scale)	4.03	4.02
Hindrance Stressors (1-5 scale)	2.97	3.15
Emotional Energy	4.76	3.46

Table Four: Key Measures and Ratings – Joint Space 2016 Average and 2018 Average

- 1.13 Chief Officers continue to value the voice of officers and staff. The results and the feedback will allow the force to continue to understand trends, support future work and help improve our service to the public and increase the levels of engagement for officers and staff. These complement the existing work undertaken by the Challenge Panel meeting structures to explore areas for improvement.
- 1.14 The Constabularies are currently communicating to staff the results of the survey via the Intranet. In May, Chief Officers, Heads of Department, Police Federation, UNISON and other staff associations will meet with representatives from Durham University Business School to develop a more detailed understanding to help inform the Constabularies' next steps encompassing the joint space.

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 in 2016 with a number of commercial survey providers and the costs varied between suppliers, within a range from £15,000 to £25,000. The ability to show change over time as well Durham University Business School's experience of working with other police forces means that there are significant advantages in continuing to work in partnership with our current provider.
- 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