

# **POLICE FEDERATION OF NORTHERN IRELAND WORKFORCE SURVEY 2015**

---

Prepared for the Police Federation of Northern Ireland by Dr Fran Boag-Munroe and Dr Joan Donnelly of the Police Federation of England and Wales

## Contents

---

<b>EXECUTIVE SUMMARY .....</b>	<b>5</b>
Background .....	5
Overall Findings .....	5
Differences Between Groups .....	6
Comparisons With Other Workforce Surveys.....	7
<b>BACKGROUND TO THE PFNI WORKFORCE SURVEY.....</b>	<b>9</b>
<b>OVERVIEW OF THE REPORT .....</b>	<b>9</b>
Findings.....	9
Officers' Comments .....	10
Comparisons .....	10
<b>MORALE .....</b>	<b>12</b>
Summary.....	12
What Is Morale And Why Is It Important? .....	12
Overall Findings .....	13
Comparisons .....	18
Police Service Of England And Wales .....	18
Other Organisations.....	18
Differences Between Groups.....	18
Rank .....	18
Length Of Service .....	21
Role .....	23
<b>ENGAGEMENT .....</b>	<b>25</b>
Summary.....	25
What Is Engagement And Why Is It Important? .....	25
Overall Findings .....	26
Comparisons .....	28
Police Service Of England And Wales .....	28
Other Organisations.....	28
Differences Between Groups.....	30
Rank .....	30
Length Of Service .....	33
Role .....	37
<b>JOB SATISFACTION .....</b>	<b>42</b>

Summary.....	42
What Is Job Satisfaction And Why Is It Important? .....	42
Overall Findings .....	43
Comparisons .....	48
Police Service Of England And Wales .....	48
Other Organisations.....	48
Differences Between Groups.....	49
Rank .....	49
Length Of Service .....	52
Role .....	56
<b>WORKLOAD AND WORKING TIME.....</b>	<b>60</b>
Summary.....	60
Overall Findings .....	60
Comparisons .....	63
Police Service Of England And Wales .....	63
Other Organisations.....	64
Differences Between Groups.....	64
Rank .....	64
Length Of Service .....	67
Role .....	73
<b>PSYCHOLOGICAL CONTRACT .....</b>	<b>78</b>
Summary.....	78
What Is The Psychological Contract And Why Is It Important? .....	78
Overall Findings .....	79
Comparisons .....	82
Police Service Of England And Wales .....	82
Other Organisations.....	82
Differences Between Groups.....	83
Rank .....	83
Length Of Service .....	85
Role .....	89
<b>FAIR TREATMENT AND ORGANISATIONAL JUSTICE.....</b>	<b>93</b>
Summary.....	93
What Is Organistional Justice And Why Is It Important? .....	93
Overall Findings .....	94
Comparisons .....	98

Police Service Of England And Wales .....	98
Other Organisations .....	98
Differences Between Groups .....	99
Rank .....	99
Length Of Service .....	104
Role .....	109
<b>INTENTION TO STAY IN OR LEAVE THE POLICE SERVICE .....</b>	<b>115</b>
Summary .....	115
Overall Findings .....	115
Comparisons .....	118
Police Service Of England And Wales .....	118
Other Organisations .....	118
Differences Between Groups .....	119
Rank .....	119
Length Of Service .....	122
Role .....	125
<b>ATTITUDES TOWARDS METHODS OF DETERMINING PAY .....</b>	<b>127</b>
Summary .....	127
Overall Findings .....	127
Differences Between Groups .....	132
Rank .....	132
Length Of Service .....	138
Role .....	144
<b>CONCLUSION.....</b>	<b>152</b>
<b>REFERENCES .....</b>	<b>154</b>

## EXECUTIVE SUMMARY

---

### Background

- The Police Federation of Northern Ireland (PFNI) Workforce Survey 2015 was conducted during May and June 2015. The survey gathered officers' views on a range of topics including current pay and conditions, attitudes towards their work and towards the police service in general. Demographic information including rank, role and length of service was also captured to better understand the attitudes of different groups of officers within the police service.
- Responses were received from 2,527 officers, representing a response rate of approximately 37% of federated rank members in Northern Ireland. The responses received were broadly representative of the workforce composition of the Police Service of Northern Ireland (PSNI), based on the PSNI's Workforce Composition Figures for August 2015.

### Overall Findings

- 73% of survey respondents say that their personal morale is currently low, with 96% saying that morale in the service as a whole is low. The factors most commonly associated with a reduction in morale are the pension age increase, changes to rest day payments and the introduction of the CARE pension scheme.
- Respondents also highlighted the negative effect that the amount of change within the police has had on their morale. More than nine out of ten respondents say that there has been a great deal of change in the police recently and that their morale has reduced as a result of this.
- A majority of respondents are proud to be in the police and would go the extra mile for the police. This is despite the fact that only 8% of respondents feel valued in the police, more than 90% disagree that their needs and interests are very important to the police service, and 85% do not feel that the police service is very concerned about their welfare.
- 83% of respondents are dissatisfied with the Individual Performance Review process, 66% are dissatisfied with their pension and 40% are dissatisfied with their overall remuneration.
- More than half of respondents say that their workload is too high and that it has increased over the last year. Around six out of ten respondents have had a request for annual leave turned down at least once in the last year and around a quarter have not been able to protect rest days during this time.
- A majority of respondents also disagree that the police service has fulfilled its obligations to provide pay increases that maintain their standards of living, to provide support for learning new skills or to provide fair pay for the responsibilities within their job. Respondents are also more likely to disagree than agree with other

“psychological contract” indicators, including the provision up-to-date and necessary training to do their job well.

- Only three out of ten respondents feel that they are treated fairly, and just over one in ten agree that there is a general sense amongst their colleagues that things are handled in a fair way.
- More than three quarters of respondents do not believe that they are fairly paid considering the hazards, stresses and strains of their job and 50% disagree that they are fairly paid considering their experience and training.
- 13% of respondents say that they plan to leave the police service within two years or as soon as possible. The factors most likely to have a major effect on intention to leave are morale, the impact of the job on health and wellbeing and the way the police as a whole are treated.
- 58% of respondents intend to stay in the police until pension age, and 12% plan to stay for at least two years. 10% of respondents who say that they plan to stay in the police say that they do not intend to stay in the PSNI.
- Respondents were also asked what they considered to be fair ways of determine police officers’ pay. Respondents are most likely to feel that incremental pay based on length of service is fair, more than three quarters say that this is fair, compared to fewer than one in ten who say that it is unfair.
- A majority of respondents also believe it is fair for pay to be determined by workload, competence and being fully deployable, although more than one in five believe that these methods are unfair. Performance-related pay and regional pay are most commonly seen as unfair by respondents.

### **Differences between Groups**

- Constables are most likely to report low morale, most likely to be report dissatisfaction (in particular with pension and promotion prospects) and least likely to agree with engagement and fairness indicators.
- Inspectors and chief inspectors are least likely to report low morale, least likely to be dissatisfied and most likely to feel engaged and fairly treated. However members of the inspecting ranks are most likely to be intending to leave the police service within two years. Compared to constables, sergeants and the inspecting ranks are also more likely to have seen an increase in their workload and rate their workload as too high in the last year.
- Low morale, perceived unfair treatment and dissatisfaction with training and transfer opportunities are most common amongst respondents with between three and five years’ service. Mid-career respondents appear most likely to be dissatisfied with their

remuneration and pensions and intention to leave is most common amongst respondents with between six and 10 years' service (when respondents who have reached or are approaching full pension age are excluded from the analysis).

- Probationers and respondents who have reached or are approaching full pension age are most likely to report positive attitudes towards the police and their pay and conditions.
- Respondents in Response Policing and Neighbourhood Policing are most likely to say that their personal morale is low and most likely to be intending to leave the police service within the next two years. Respondents in these roles are also least likely to respond positively with regards to perceived fairness: a lower proportion of Response Policing respondents agree that they are fairly paid on the basis of the hazards, stresses and strains of their job than any other group, and respondents in a Neighbourhood Policing role are most likely to disagree that they are fairly treated.
- Respondents in a Training or “middle office” role, such as Custody or Criminal Justice, are most likely to say that their workload has been too high in the last year.
- Incremental pay is most likely to be seen as fair by respondents irrespective of rank, role and length of service. Inspectors and chief inspectors are more likely to agree than other ranks that workload-related pay is fair. Respondents in Crime Operations are most likely to believe that pay based on workload, competence and specialism is fair whilst respondents in Neighbourhood Policing and Response Policing are least likely to agree.

### **Comparisons with other Workforce Surveys**

- The proportion of respondents reporting low personal morale in the PFNI Workforce Survey is slightly larger than the proportion of respondents who say that their morale is low in the comparable PFEW survey. Respondents in Northern Ireland are also less likely to be motivated within the service than respondents in England and Wales.
- Respondents Northern Ireland are less likely to say that they are fairly treated than respondents in England and Wales, although respondents in England and Wales are slightly more likely to believe that their pay is unfair.
- Higher levels of dissatisfaction with the IPR process and treatment by managers are reported by respondents in Northern Ireland compared to respondents in England and Wales; however respondents in the PFNI survey are less likely to be dissatisfied with their remuneration.
- Compared to England and Wales, a slightly smaller proportion of respondents in Northern Ireland say that they intend to leave the police. The top three reasons for leaving are the same across both surveys.

- Respondents in the PFNI survey are more likely to report low morale and less likely to have an acceptable workload level compared to armed forces personnel, civil servants, and members of the National Crime Agency. PFNI survey respondents are also less likely to feel fairly treated and less likely to agree with engagement indicators than respondents in other public sector workforce surveys.



## BACKGROUND TO THE PFNI WORKFORCE SURVEY

---

The PFNI Workforce Survey was developed to obtain federated rank members' views on their current pay and conditions, as well as their attitudes to their work and the police service in general. This survey was designed in conjunction with the Police Federation of England and Wales (PFEW) and used many of the same measures as the PFEW survey to allow comparisons to be drawn between the responses of officers in Northern Ireland and officers in England and Wales. This report was prepared by PFEW's Research and Policy department.

The survey was publicised by email to members and was hosted securely on the PFNI website. In total, 2,527 responses were received, representing a response rate of 37%. 23% of respondents were female and 77% of respondents were male. 77% of respondents were constables, 16% of respondents were sergeants and 7% of respondents were inspectors or chief inspectors. Excluding those who stated they had no religion or declined to provide this information, 66% identified their religion as Protestant and 30% identified their religion as Roman Catholic and 3% said they practiced another religion. These proportions are broadly representative of the workforce composition of the PSNI, based on the PSNI's Workforce Composition Figures as of 1<sup>st</sup> August 2015.

## OVERVIEW OF THE REPORT

---

### FINDINGS

The findings from this survey can be split into seven areas:

<b>Morale</b>	Findings cover officers' own morale and their perceptions of morale in general across service as a whole. Findings also address how various changes to pay and conditions have impacted on officers' morale.
<b>Engagement</b>	Findings cover officers' pride in the police, the extent to which they are motivated and inspired to work towards the objectives of the police service, as well as their attachment to the Service.
<b>Job satisfaction</b>	Findings cover officers' satisfaction with various aspects of their job including basic pay, allowances and pensions and treatment by the service in respect of management, promotion and training.
<b>Workload and Working Time</b>	Two questions were asked as to whether officers felt their working hours and shift patterns were fair. In addition questions were asked about officers' rating of their workload over the last 12 months and whether or not their workload and responsibilities have increased during that time. Questions were also asked about officers' ability to apply for annual leave and protect rest days.

**Psychological contract** Findings cover officers' views on whether the police service had met its obligations with regards to various components of their psychological contract with the police, including in terms of fair pay and fair treatment and support for training and promotion.

**Fair Treatment and Organisational Justice** Findings cover officers' perceptions of procedural justice, relating to their feeling that they and their colleagues are treated fairly within the police service. They also covered officers' perception of distributive justice, in particular whether they believe that they are fairly paid given the hazards and stresses they faced as well as the level of effort and experience required in their job.

Findings in this area also cover officers' views on what are fair and unfair methods for determining the level of pay officers received, including their attitude towards incremental pay, competence-related pay, regional pay and specialist pay.

**Intention to stay in or leave the police service** Officers were asked what their intentions were with regards to staying in or leaving the police service, and were provided with four options: "I intend to stay until pension age"; "I will stay for at least the next 2 years"; "I am planning to leave within the next 2 years"; and "I am currently seeking alternative employment".

Officers who said that they intended to leave the service were also asked what factors had affected their decision. This covered a number of areas including satisfaction with their day-to-day role, the impact of the job on their family and wellbeing, opportunities outside the police and their treatment within the police.

---

## OFFICERS' COMMENTS

Survey respondents were asked to provide further information on their opinions and experiences using open text response boxes at three points during the survey. In addition to summarising the statistical data gathered from the workforce survey, this report also present a selection of these responses. Please be aware that in order to avoid identification of respondents, inspectors and chief inspectors have been grouped together, and either role or rank and length of service are provided.

## COMPARISONS

To provide further context for the findings presented in this report, each section also compares the findings of the PFNI survey with other large scale public sector surveys. These include the equivalent survey carried out by the Police Federation of England and Wales (PFEW). Contrasts are also drawn with the 2015 Armed Forces Continuous Attitude Survey (AFCAS), which measures attitudes of armed forces personnel, and the

2014 Civil Service People Survey. Two comparisons are used within this latter survey: firstly the Civil Service as a whole and secondly the National Crime Agency (NCA).

## MORALE

---

### SUMMARY

- 73% of respondents say that their personal morale is low, 96% say that morale in the service as a whole is low.
- More than nine out of ten respondents say that there has been a great deal of change in the police recently and that this has reduced their morale.
- The three factors respondents most commonly associate with a reduction in morale are the pension age increase, changes to rest day payments and the introduction of the CARE pension scheme.
- The proportion of respondents reporting low morale is slightly larger in Northern Ireland than in England and Wales; 70% of respondents in the PFEW survey said that their morale is low.
- Constables, respondents with between three and five years' service and respondents in Response Policing and Neighbourhood Policing are most likely to say that their personal morale is low.

### WHAT IS MORALE AND WHY IS IT IMPORTANT?

Morale reflects the “energy, enthusiasm, team spirit and pride” that people experience within their organisation<sup>i</sup>. Researchers see morale as an emotion-based part of psychological well-being at work, which is separate to other aspects of psychological well-being such as job satisfaction<sup>ii,iii</sup>. Researchers also distinguish workgroup/organisational morale from individual morale, and argue that organisational morale refers to workers' experience of the overall emotional well-being of their workgroup or organisation<sup>iv,v</sup>.

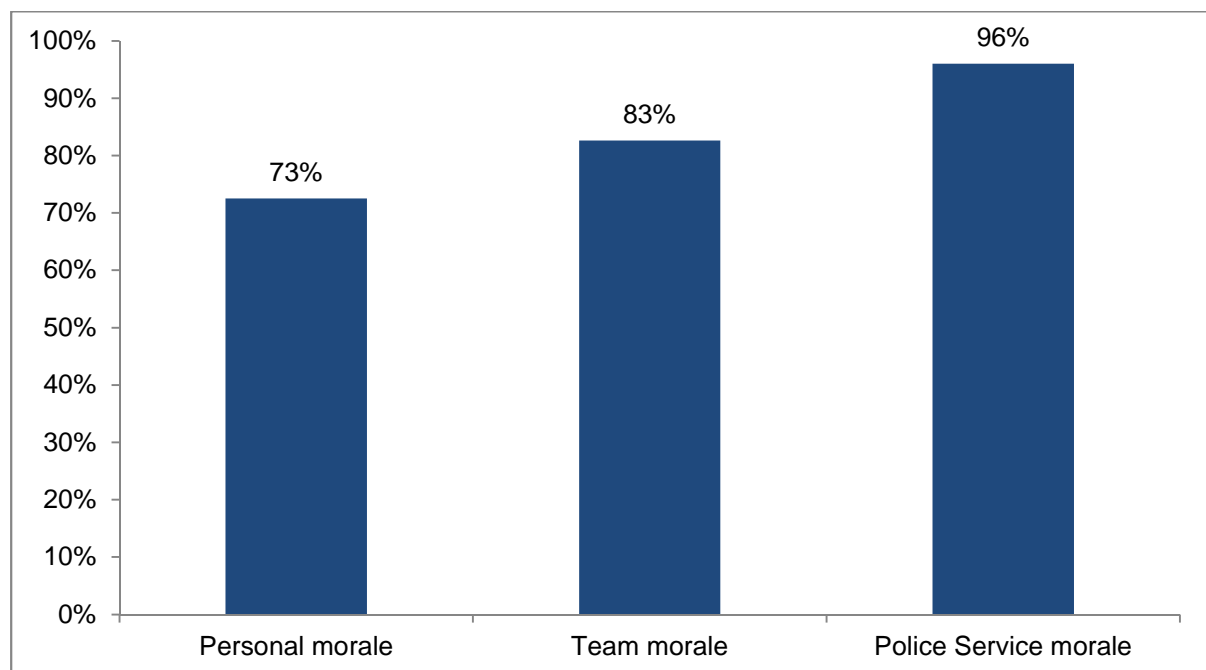
Studies have indicated that organisational morale and individual morale tend to go along with a number of important work outcomes. For instance, perceptions of organisational morale significantly predict turnover intention, work-related stress, motivation, going the extra mile and workplace productivity<sup>vi,vii</sup>. Individual morale has been shown to be a significant predictor of intention to leave, as well as workers' evaluations of the importance of their work, going the extra mile and performance<sup>viii,ix,x</sup>. Research into the specific consequences of police morale has found officers' morale to be a better predictor of withdrawal behaviours (including stress-related absence) than other factors typically associated with withdrawal, such as psychological distress at work<sup>xi</sup>.

Morale was measured using three items, asking officers to rate their own morale, the morale of their team and the morale of the police service as a whole. It is worth noting that items to measure morale were designed to mirror items contained in the Armed Forces Continuous Attitude Survey, (AFCAS), to allow comparison against the Armed Forces.

## OVERALL FINDINGS

A large proportion of respondents report low morale both personally and in the service as a whole. 73% of respondents say that their personal morale is low (categorised as either low or very low). The proportion of respondents who say that their team morale is low is 83%, whilst 96% say that morale is low within the police service. Surveys typically show that individuals are more likely to report low morale for others rather than themselves. However, the numbers reported here are high across all three levels of measurement.

**Chart One: Proportion of respondents reporting low morale**



The changes that respondents have experienced over recent years appear to have had a considerable impact upon morale. 93% of respondents say that there has been a great deal of change in the police service in recent years. Of those respondents who say that there has been a great deal of change, 97% say that this has led to a reduction in their morale.

*“Recent changes within the organisation I feel as a Response Officer have left morale at rock bottom. Hard work is rarely rewarded and more and more work is being put onto Constable's shoulders greatly increasing stress levels.”*

**Constable, 3 – 5 Years' Service**

*“The recent spate of change has left me specifically not able to plan any aspect of my home life due to the constant upheaval and change of posts.”*

**Constable, 11 – 15 Years' Service**

We also asked respondents to indicate the specific changes that were responsible for increasing or reducing their morale. The change most commonly associated with a reduction in morale is the pension age increase, which 83% of respondents say has reduced their morale. In addition, 78% of respondents say that the introduction of the CARE scheme has reduced their morale.

*“The increase in pension age means that I have to work a further 8 years to achieve my retirement age, this has increased from 52 to 60 years. This includes a further 8 years of monthly pension contributions which equates to approximately a further £60,000 in contributions. The harm this has done to my morale for policing cannot be understated.”*

**Inspecting Rank, 11 – 15 Years' Service**

Changes to rest day payment and overtime were also found to have reduced the morale of the majority of respondents. 82% say that their morale has reduced because of changes to rest day payments, whilst 71% say that their morale has reduced because of changes to the amount of overtime available. A majority of respondents additionally feel that their morale has reduced because of the availability of transfer opportunities (57%) and because of the removal of SPP (65%).

*“Reduction in overtime and increased use of modified rest days has greatly decreased morale especially as officers now have no say over when modified rest days are applied.”*

**Constable, 6 – 10 Years’ Service**

*“No pay rises in years, lack of lateral development and promotion, morale is at the lowest point that I have seen in 30 years.”*

**Sergeant, 26 – 30 Years’ Service**

Several comments from respondents do however highlight that SPP could be divisive. This sentiment is not demonstrated comprehensively in the data collected. However differences in the negative impact of SPP on morale between different roles may lend some weight to these comments (for example 38% of respondents in Call Management, CTC, Custody and Criminal Justice say that their morale has reduced because of the removal of SPP compared to 85% of respondents in Response Policing).

Only one of the recent changes that respondents were asked about in the survey is more likely to be associated with an increase, rather than a decrease, in morale. This is the introduction of the on-call allowance; 26% of respondents say that this had improved their morale. However, this is still only around one in four respondents who associate the change with an increase in morale. Respondents’ comments provide an indication as to why the introduction of this allowance has not had a more positive impact upon morale.

*“The recent increase of on call allowance was a good thing, but it still isn't enough to justify the interruption into your life and the stress caused by waiting for a phone call.”*

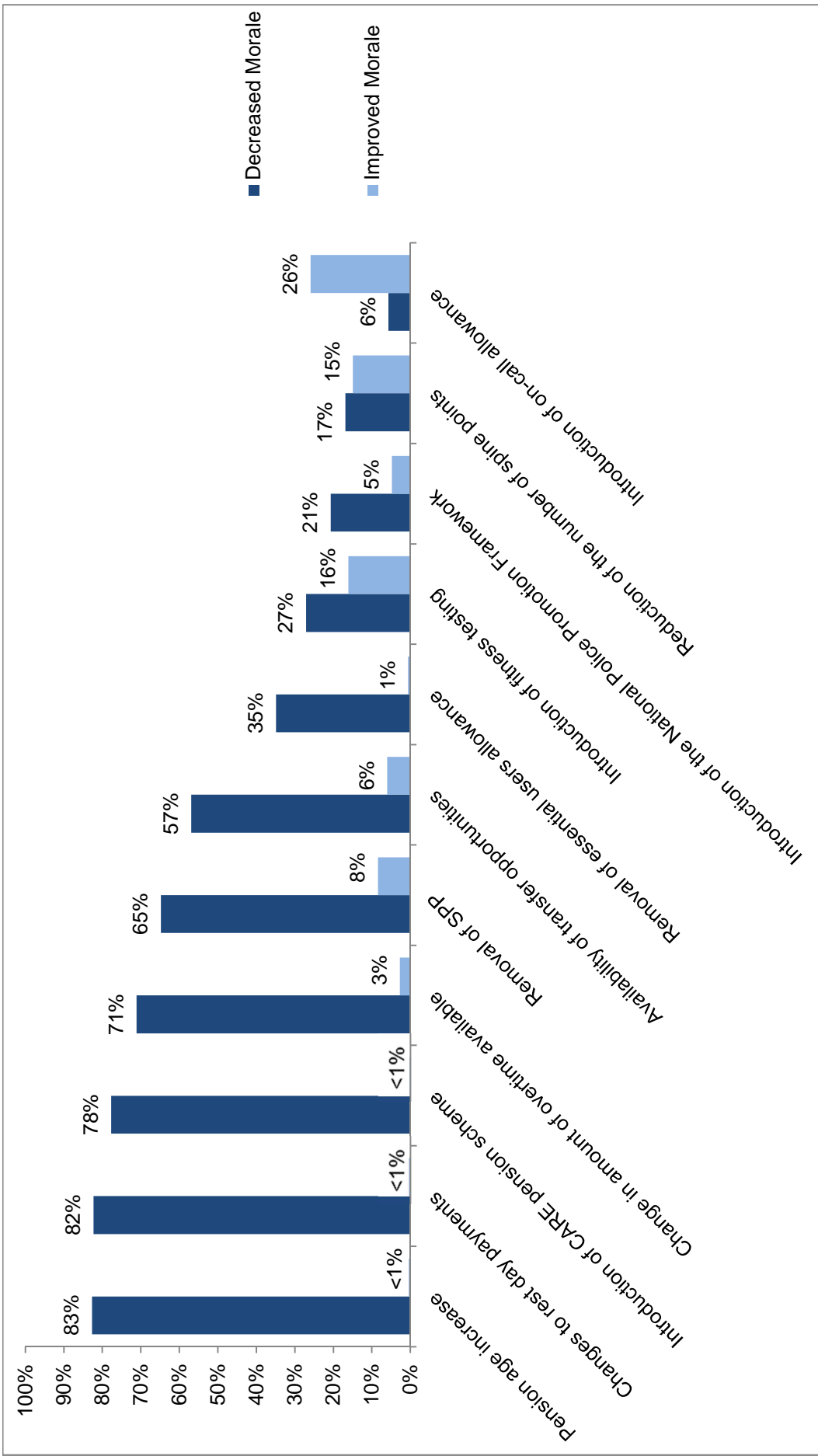
**Constable, 21 - 25 Years' Service**

*“I have been 'on- call' for the best part of my 12 years as an Inspector with little or no reward for giving up my personal and family time including weekends and holidays...as soon as the allowance was increased to a realistic level I found that I was no longer required to perform 'on- call' duty. How coincidental!”*

**Inspecting Rank, 26 – 30 Years' Service**



**Chart Two: Changes affecting respondents' personal morale**



## **COMPARISONS**

### **Police Service of England and Wales**

The proportion of respondents in Northern Ireland who say that their personal morale is low is slightly larger than in England and Wales. In the 2015 PFEW survey, 70% of respondents reported low personal morale, compared to 73% in the PFNI survey. Differences in the reporting of low service morale in the two surveys are even smaller; 97% of respondents in England and Wales and 96% of respondents in Northern Ireland say that the morale of the service as a whole is low. This is unlikely to represent a meaningful difference in the level of morale between Northern Ireland and England and Wales.

Examination of comparable changes that have taken place in both Northern Ireland and England and Wales suggests that the impact of pension reform on morale is similar across the two services. In England and Wales, 86% said that the pension age increase had reduced their morale (compared to 83% in Northern Ireland) whilst 82% said that the introduction of the CARE scheme had reduced their morale (compared to 78% in Northern Ireland).

On the other hand, the removal of SPP was less likely to have reduced the morale of respondents in Northern Ireland in comparison to England and Wales. Whilst just under two thirds of respondents in Northern Ireland say that this has reduced their morale, this proportion was 82% in England and Wales. This may be because the removal of SPP had a more consistently negative impact on morale in England and Wales compared to Northern Ireland where, as noted earlier, the impact of this change varies considerably across different roles.

### **Other Organisations**

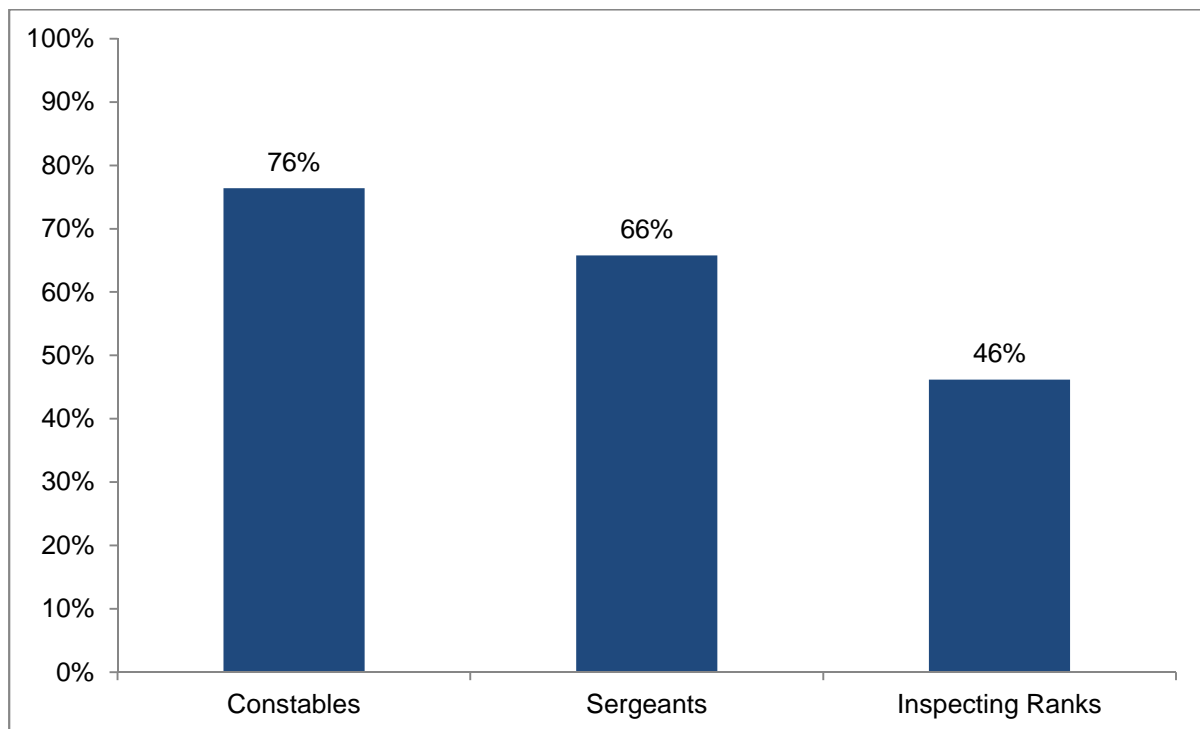
The only other national staff survey to specifically ask questions regarding morale is the Armed Forces Continuous Attitude Survey (AFCAS). In the 2015 AFCAS survey, 29% of non-officer ranks said that their own morale was low, whilst 49% said that the morale of the service as a whole was low. Both of these proportions are substantially smaller than the proportions reporting low personal morale and low service morale in the PFNI survey.

## **DIFFERENCES BETWEEN GROUPS**

### **Rank**

Constables are more likely to say that their morale is low than any other rank, with over three quarters of constables reporting low morale. At the other end of the scale, the inspecting ranks are least likely to report low personal morale; fewer than half of all respondents in these ranks say that their morale is low.

**Chart Three: Proportion of respondents reporting low morale (by rank)**



Differences in morale could be attributable to in-role differences between the ranks however it is also worth noting that a number of the recent changes to pay and conditions, such as changes to overtime and rest day payments, are also likely to have affected the lower ranks more than the inspecting ranks.

*“In the past seven years in this job it just seems that the service just keeps taking things away from us. I started this job because I believed it would be a great career, getting paid a good salary with the chance of earning extra money by working overtime and being able to retire with a decent pension. Now I have been left with working in a job that is trying to cut out paying its employees overtime, increasing their workload, making them work to a later age and cutting down on the amount of payable pension that I should have received”.*

**Constable, 6 – 10 Years’ Service**

In addition, 56% of inspectors and chief inspectors say that they have full transitional protection and therefore will not be transferring into the new CARE scheme, in contrast to 48% of sergeants and just 24% of constables. In light of this, it is perhaps understandable that 57% of inspecting ranks members say that their morale has reduced due to the CARE scheme, in comparison to 69% of sergeants and 81% of constables.

*“Change to the pension is the single biggest detrimental effect on my morale. I accepted the role of a Police Officer and all it entails and as far as I was concerned signed up to an agreed level of pay and pension. For them to then change it is beyond reproach and leaves me and others feeling somewhat betrayed.”*

**Constable, 11 – 15 Years’ Service**

*“Although the pension reforms have no direct impact on me personally, I feel strongly that a large number of ‘mid-term’ officers have been badly treated by the changes in their pension arrangements. I know from environmental scanning and talking to affected officers that morale among this cohort is very poor, and understandably so.”*

**Inspecting Rank, 26 – 30 Years’ Service**

Yet whilst specific changes might have had a more negative effect on some ranks than others, the overall amount of change within the service seems to have had similar impact on officers regardless of their rank. 92% of constables, 96% of sergeants and 94% of inspecting ranks say that there has been a great deal of change within the police service in recent years. In addition, 98% of constables, 97% of sergeants and 93% of inspectors and chief inspectors who say that they have experienced a great deal of change also say that this change has reduced their morale.

## Length of Service

Low morale is most common amongst respondents with between three and five years' service, with 84% of respondents in this category reporting low morale. The comment below is typical of respondents in this category, and shows that a range of factors are likely to have negatively influenced their morale. Examination of specific changes also highlights that changes to overtime (86%) and the removal of SPP (94%) are more likely to have negatively affected the morale of this group of respondents than any other.

*"There are many de-moralising features - less officers with ever increasing workload and responsibilities, the saga surrounding pensions, it seems more likely to win the lottery than to get moved to a different station for family reasons, virtually no training opportunities to improve your skill set etc. etc."*

**Constable, 3-5 Years' Service**

On the other hand, more than three quarters of early-to-mid career officers with between three and 15 years' service also say that their morale is low. In addition (with the exception of probationers) a majority of respondents in all service length categories say that their morale is currently low. As such, whilst there are differences in morale on the basis of length of service, low morale appears to be a relatively pervasive issue regardless of service length.

Moreover, when the effect on morale of the overall amount of change is examined, rather than the impact of specific changes, differences between service length categories are much smaller. At least 96% of respondents with more than three years' who have recently experienced a great deal of change in the police service say that this change has reduced their morale. This could go some way to help explain why a majority of respondents with three or more years' service report low personal morale.

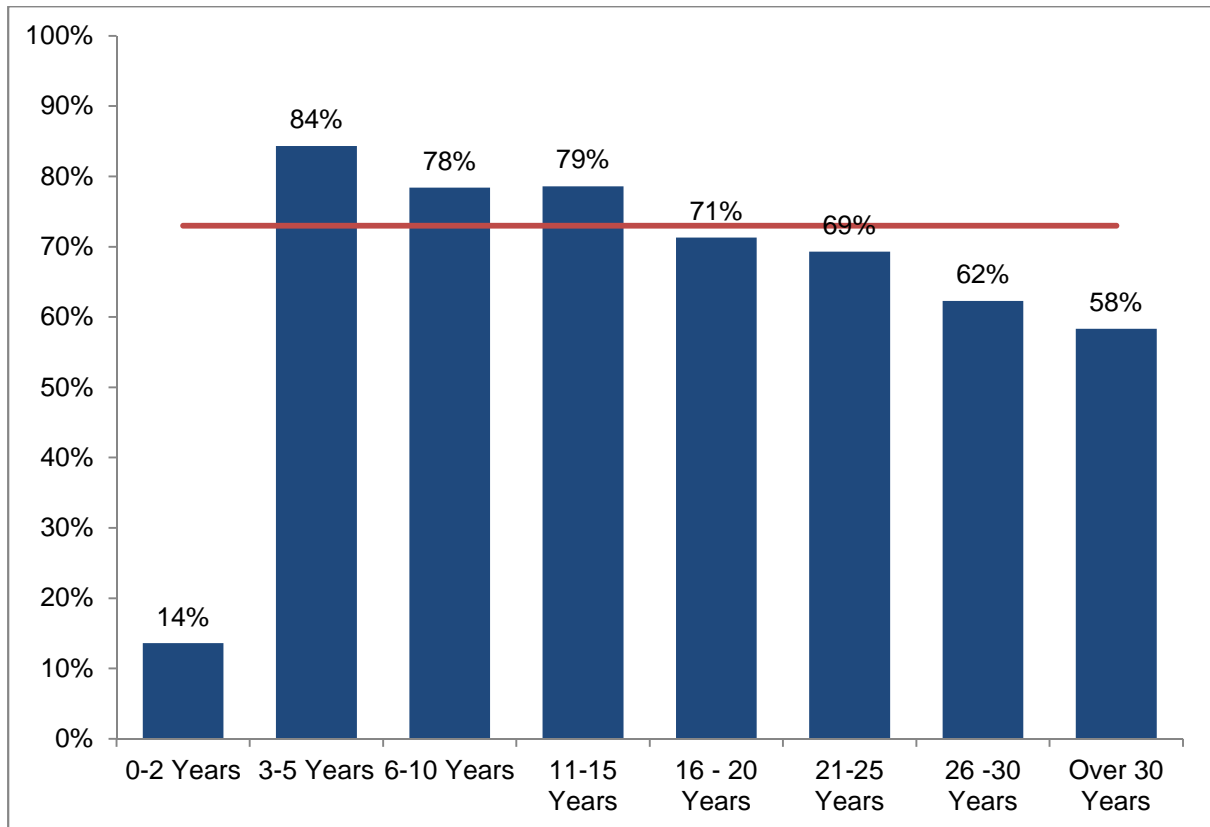
*“Even in my short career within the PSNI, I have noticed a massive change in morale over the last 12 months. So many changes have been implemented at once without any regard for the officers who would be performing the roles.”*

**Constable, 6-10 Years’ Service**

*“Morale is being undermined by continual change much of which appears to be an unnecessary waste of effort, appearing to be a smoke and mirrors approach to create an illusion of progress. Very few of the changes I have seen over the last couple of years and those coming in the near future do not to my mind improve service delivery to the people of Northern Ireland”.*

**Sergeant, 16 – 20 Years’ Service**

**Chart Four: Proportion of respondents reporting low morale (by length of service)<sup>1</sup>**



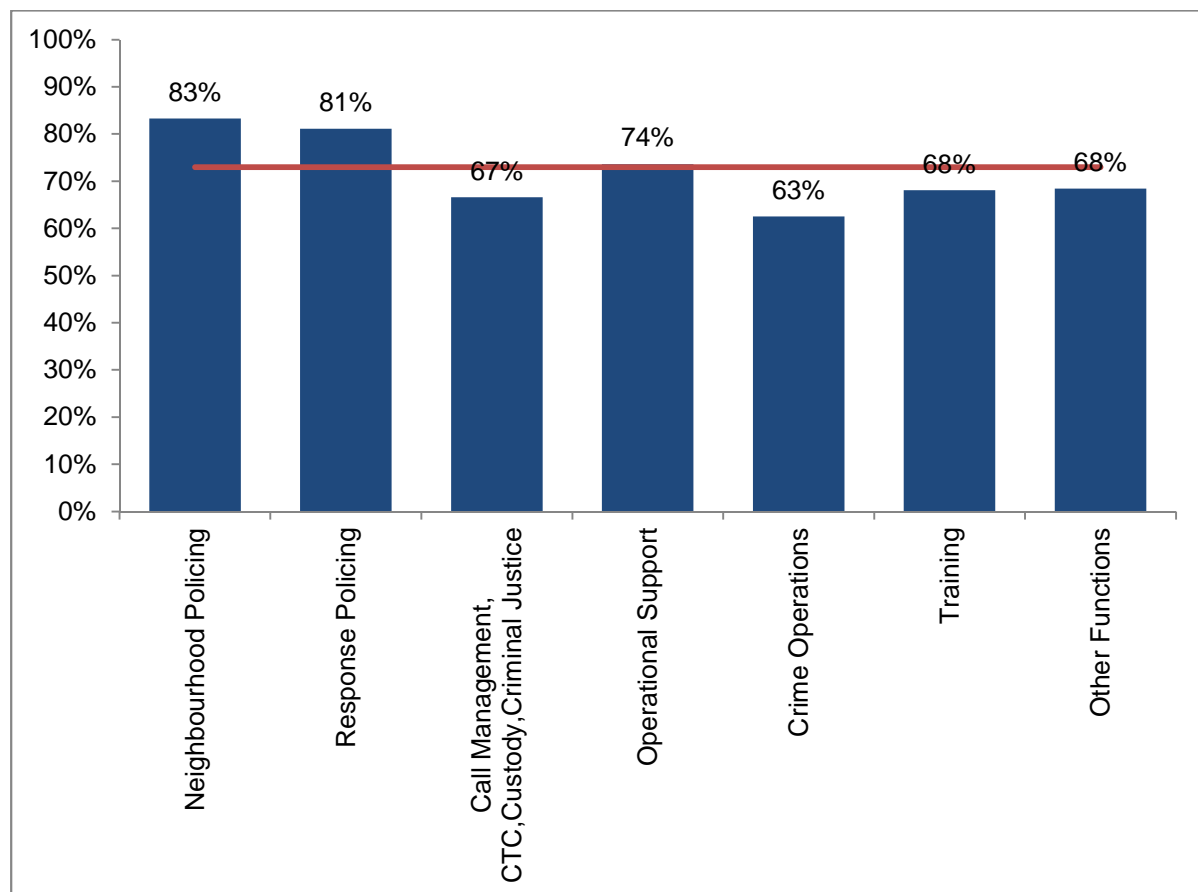
<sup>1</sup> Red line depicts average response across service as a whole

## Role

Please note that rank and length of service are not provided for comments in this section to prevent the identification of respondents.

A majority of respondents in all roles say that their morale is low. Low morale is least likely within Crime Operations; however 63% of respondents in this role still say that their morale is low. Low morale is most common within Neighbourhood Policing, followed by Response Policing. In these roles, more than eight out of ten respondents report low morale, a larger proportion than the average for the service as a whole.

**Chart Five: Proportion of respondents reporting low morale (by role)**



In looking to explain this finding, a number of respondents who identify themselves as occupying a Neighbourhood Policing role highlight the impact of the recent change programme on their morale. Additionally a large proportion of respondents in Response Policing and Neighbourhood Policing say that they have experienced a reduction in morale as a result of many of the recent changes within the police service. For instance, 80% of Neighbourhood Policing respondents, and 85% of Response Policing

respondents say that the removal of SPP has reduced their morale. Similarly, 80% of Neighbourhood Policing respondents and 84% of Response Policing respondents say that the introduction of the CARE scheme has reduced their morale.

*“Morale appears to be at an all-time low in Response and the force in general. The lack of secondments & transfers within the organisation are making officers feel trapped. Workloads and responsibility is ever increasing greatly increasing stress levels effecting work and home life. IPR is target based increasing stress of getting these met, which is unfair to officers and the public”*

**Response Policing**

*“Morale has never been so low in my time of service. A lot of officers are being very unfairly treated with respect to the elimination of neighbourhood policing, many officers are being taken away from critical work that they are competent and capable at, then being redeployed to work they are less suited to.”*

**Neighbourhood Policing**

However although the negative effects of specific changes appear more common in some roles than others, the overall amount of change again has a more consistent impact on morale across all roles. At least 95% of respondents in all roles who feel that there had been a great deal of change in recent years say that this change has led to a reduction in their morale.

*“I have enjoyed my police career and in truth I am reluctant to be critical. However recent changes and uncertainty about where I will work, being fed little from SMT, yet an expectation to accept 'my lot' has a negative on morale. I do not believe that the SMT are cognisant of the impact on officer's lives that unwanted change brings, this will then negatively impact morale and hence how an officer works. It appears there is change for change sake”*

**Crime Operations**



## ENGAGEMENT

---

### SUMMARY

- A majority of respondents are proud to be in the police and would go the extra mile for the police.
- Only 8% of respondents feel valued in the police.
- Seven out of ten respondents say that the police service does not motivate them to achieve its objectives.
- A smaller proportion of respondents in Northern Ireland say that the police service motivates and inspires them compared to England and Wales.
- Respondents in Northern Ireland are less likely to report engagement across a range of indicators compared to respondents in other public sector surveys in 2014/15.
- Overall engagement increases with rank. Length of service and role appear to be less effective predictors of engagement with fewer clear trends seen in responses across different indicators of engagement.

### WHAT IS ENGAGEMENT AND WHY IS IT IMPORTANT?

Employee engagement is a complex concept, but one that has become increasingly used by HR practitioners<sup>xii</sup>. There are many different definitions and components of engagement, we use one similar to the Civil Service People Survey focusing on feelings of commitment, involvement, empowerment and positive emotion at work<sup>xiii</sup>.

Engagement in an organisational context has been linked to increased citizenship behaviour, higher job satisfaction, improved performance and lower intentions to leave<sup>xiv,xv</sup>. Research addressing police officers' engagement has also observed similar findings, in particular in relation to their intention to leave the police<sup>xvi</sup>, as well as a clearer understanding of the service's strategic priorities<sup>xvii</sup>.

To measure engagement we used the same five items as the Civil Service People Survey. These included *"I feel a strong personal attachment to the Police"* and *"the Police inspires me to do the best in my job"*. We also included several other items within this section to understand whether respondents also felt valued and respected in the police and were willing to go the extra mile for the police.

## OVERALL FINDINGS

Some differences are seen across separate indicators of respondents' engagement within the police service. A majority of respondents say that they are proud to be in the police and that they are willing to go the extra mile for the police. However fewer than one in four respondents agree that they have a strong personal attachment to police, the same proportion that disagree with this statement.

Agreement is even lower for statements regarding respondents' motivation and the sense that they are valued and respected within the police. For example, 55% of respondents do not feel that the police service inspires them to do the best in their job and 70% disagree that the police motivates them to help it achieve its objectives.

*"I am very proud to be a Police Officer and serve my country. I always go the extra mile. I do feel, however, that my way of thinking is taken advantage of by the service as it is not rewarded or even recognised."*

**Constable, 3 - 5 Years' Service**

*"This is a job that I am very proud to do however due the changes that have been forced upon me and my colleagues it is becoming more and more difficult to remain motivated and proud of what I do."*

**Constable, 11 – 15 Years' Service**

Just under two thirds of respondents would not recommend joining the police to others, more than two thirds do not believe that members of the police are respected by society at large, and over three quarters do not feel valued in the police. Indeed only 8% of respondents say that they feel valued. A key theme identified in respondents' comments in relation to this is a lack of effective communication within the service, which can contribute to a lack of engagement and connection with senior management.

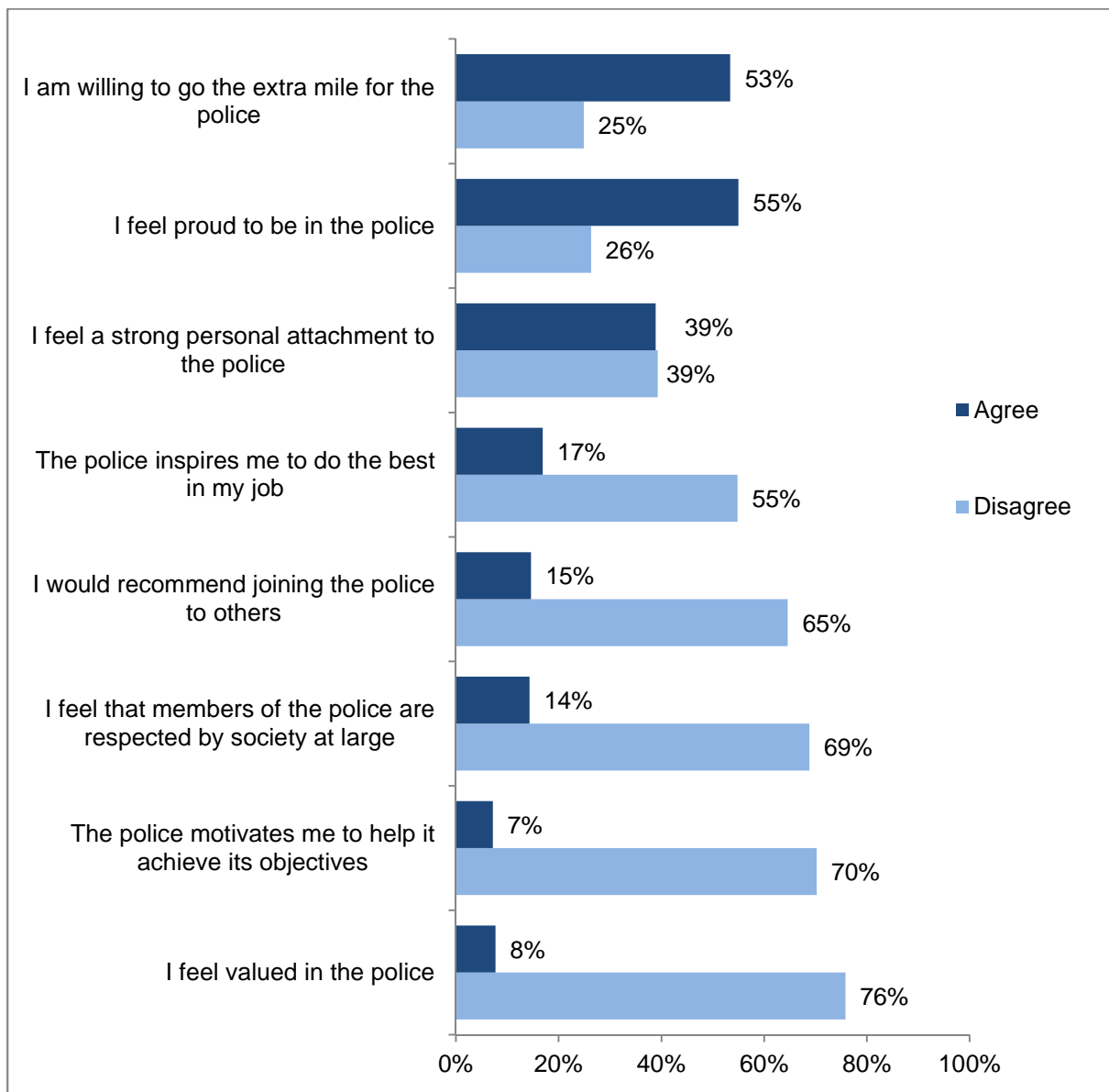
*"The feeling amongst my colleagues is that senior ranks see us only as a number and make important decisions which affect our personal and professional lives without any communication about the matter."*

**Constable, 6 – 10 Years' Service**

*"[I] believe the Senior Management Team have attempted to communicate more with all in the organisation but the content of these messages are very exaggerated and it appears to be a competition who can use the most 'buzz words'. These messages sometimes leave you deflated and have the opposite effect of what they are designed to do."*

**Sergeant, 26 – 30 Years' Service**

**Chart Six: Proportion of respondents agreeing and disagreeing with engagement statements**



## COMPARISONS

### Police Service of England and Wales

On the whole, the proportions of respondents in Northern Ireland who feel valued in the police service are relatively similar to those seen in England and Wales. For example, 9% of respondents in England and Wales said that they felt valued in the police, whilst 75% of respondents did not feel valued. This compares to 8% and 76% of respondents respectively in Northern Ireland. Similarly, 71% of respondents in the PFEW survey said that they did not feel that members of the police are respected by society at large, in contrast to 69% of respondents in Northern Ireland.

Few differences are also seen in the levels of pride in the police reported in the two surveys; 58% of England and Wales respondents said that they were proud to be in the police, whilst this figure is 55% in Northern Ireland.

However respondents in Northern Ireland appear less likely to be motivated within the service than respondents in England and Wales. For example 60% of respondents in England and Wales said that the police service does not motivate them to achieve its objectives, in comparison to 70% of respondents in Northern Ireland. In addition, 46% of PFEW survey respondents did not agree that the police service inspires them to do the best in their job, whilst 55% of PFNI survey respondents say that the police service does not inspire them.

### Other Organisations

Comparisons between the findings from the PFNI survey and other public sector surveys in 2014 and 2015 are provided in Table One. As can be seen in this table, on the whole a smaller proportion of respondents agree with the engagement statements in the PFNI survey than in the other public sector surveys. The only exception to this is seen in the National Crime Agency, where a slightly smaller proportion of respondents felt proud to be in the service and had a strong personal attachment to the service.

The most consistent difference between engagement responses in the PFNI survey and other public sector surveys is in the extent to which respondents feel valued within the service. For example, 44% of respondents in the NCA felt valued and 65% of respondents in the Civil Service as a whole, in contrast to just 8% of respondents in the PFNI survey.

**Table One: Proportion of respondents agreeing with engagement statement in other public sector surveys in comparison to 2015 PFNI Survey**

	PFNI Survey 2015	Civil Service People Survey 2014 (National Crime Agency)	Civil Service People Survey 2014 (all departments)	AFCAS 2015
The service motivates me to help it achieve its objectives	7%	27%	43%	37%
I feel valued in the service <sup>2</sup>	8%	44%	65%	34%
I would recommend joining the service to others	15%	27%	49%	44%
The service inspires me to do the best in my job	17%	31%	45%	42%
I feel a strong personal attachment to the service	39%	34%	48%	53%
I feel proud to be in the service	55%	54%	59%	74%

<sup>2</sup> Item is phrased "I feel valued for the work I do" in the Civil Service People Survey

## DIFFERENCES BETWEEN GROUPS

### Rank

On the whole engagement appears to increase with rank. Constables are generally least likely to agree with engagement indicators, whilst members of the inspecting ranks are most likely to agree. For example, 36% of constable, 46% of sergeants and 55% of inspectors and chief inspectors say that they have a strong personal attachment to the police. Following the same trend, 12% of constables, 18% of sergeants and 29% of inspectors and chief inspectors would recommend joining the police to others. The pattern of results for engagement echoes the pattern seen earlier in relation to morale; therefore lower ranks appear both to be less engaged and to have lower morale than their more senior colleagues.

*"I used to encourage people to join the job but now I would advise anyone to stay away from it."*

**Constable, 6 - 10 Years' Service**

In contrast, relatively low levels of agreement are seen across all ranks for the engagement indicators that relate to feeling valued and motivated. 6% of constables, 10% of sergeants and 18% of the inspecting ranks feel valued in the police, whilst 6% of constables, 9% of sergeants and 18% of inspectors and chief inspectors say that the police motivates them to help it achieve its objectives. As such, even amongst the more "engaged" inspecting ranks, fewer than one in five respondents report feeling valued and motivated.

*"Significant disconnect between HQ SMT and grassroots officers...little appreciation for what goes on at the frontline and the challenges facing officers and little effort to defend our corner."*

**Inspecting Rank, 21 - 25 Years' Service**

*"Police officers get little thanks from both within the service and outside. I do not think top management really understand how things are 'on the ground'."*

**Sergeant, 11 – 15 Years' Service**

*"I would do anything for my colleagues and the public and it would be nice to be valued and respected by higher ranking officers."*

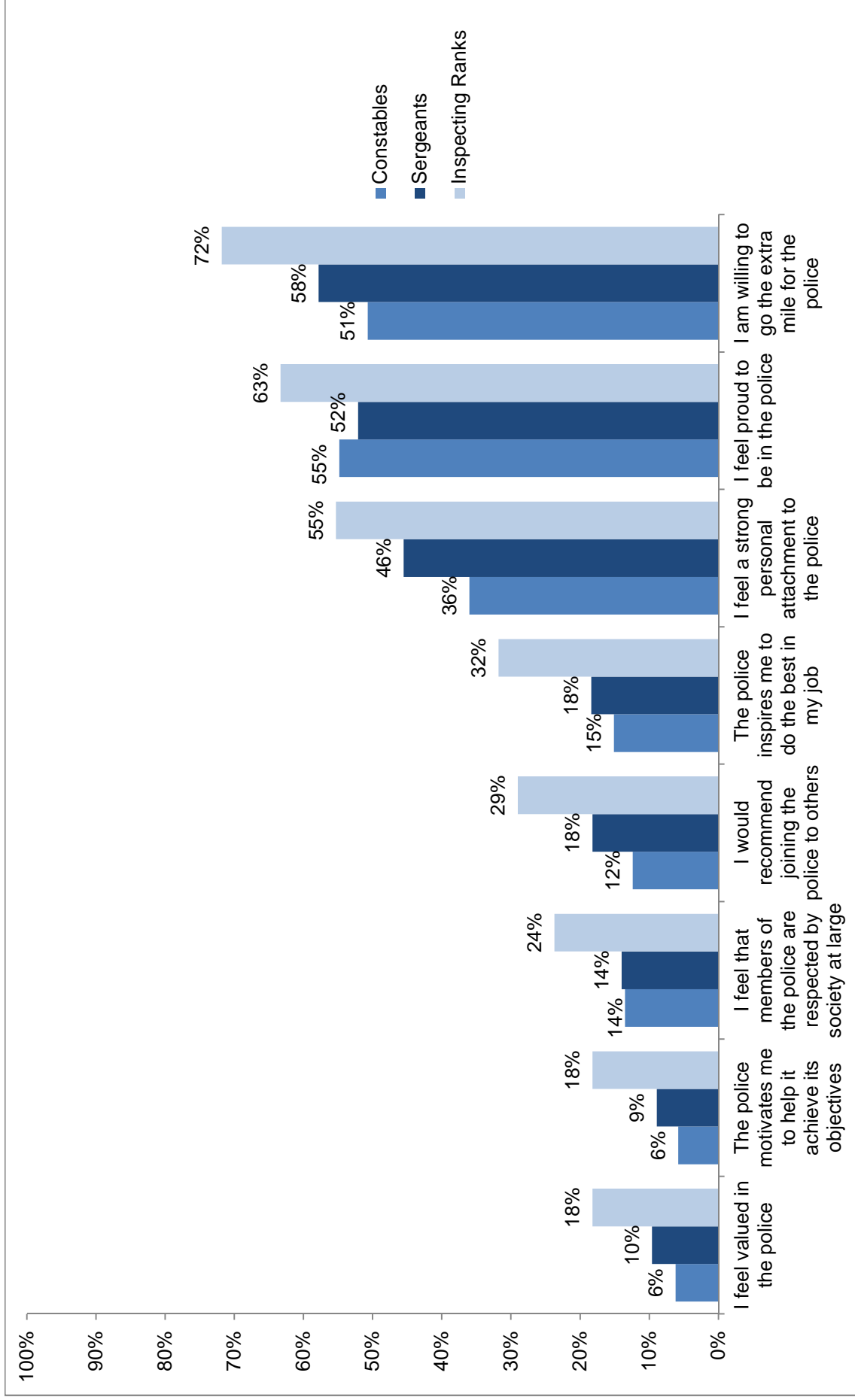
**Constable, 6 -10 Years' Service**

The majority of respondents at all ranks do however say that they are willing to go the extra mile for the police, ranging from 51% of constables to 72% of the inspecting ranks. At each rank a majority of respondents are also proud to be in the police. Sergeants are least likely to report pride in the police, with 52% saying that they are proud to be in the police. This is in contrast to 55% of constables and 63% of inspectors and chief inspectors.

*"I used to love my job but every year I can feel morale and motivation being sucked away. I am still proud to be a police officer but have nowhere near the motivation and enthusiasm I once had."*

**Constable, 16 – 20 Years' Service**

**Chart Seven: Proportion of respondents agreeing with engagement statements (by rank)**





## Length of Service

Respondents with between zero and two years' service are considerably more likely to agree with engagement indicators than any other rank and, compared to the service as a whole, have an above average level of agreement for all indicators. For example, 64% feel a strong personal attachment to the police, 50% are motivated by the police, 72% would recommend joining the police to others and 100% are proud to be in the police. It is usual to see more positive attitudes towards an organisation at the start of a career, however as noted above, the small number of respondents who fall into this category means that these findings should be interpreted with some caution.

Excluding probationers, differences in engagement on the basis of length of service are smaller than were seen in the previous analysis of rank. However there are still some trends that may be worthy of note. For instance, later career officers are typically more likely to respond positively to engagement indicators and, like probationers, have an above average level of agreement for the majority of indicators. The comments received from respondents who are later on their careers reflect this observation, and in particular the sense that certain changes have affected them less than some of their younger colleagues.

*“For younger colleagues, I see them earning less, paying more and working for longer in an increasingly demanding environment. I am reminded on a daily basis how lucky I am to be in my position. I have been proud to serve and the police has generally been good to me. However, I have seen a steady drift over recent years towards treating colleagues with less respect and devaluing the work they do, with reward and compensation continually attacked.”*

**Inspecting Rank, 26 – 30 Years' Service**

On the other hand, respondents with between 21 and 25 years' service are least likely to be proud to be in the police, least likely to recommend the police to others and least likely to feel that the police are respected by society. In addition, when compared to the service as a whole, this category has a below average level of agreement for all engagement indicators.

*"I feel undervalued and dispensable with the constant changes. The saying "you are only a number" rings very true. I've been a dedicated officer with immense pride for the majority of my service but now I'm tired of all the bureaucracy."*

**Constable, 21 – 25 Years' Service**

*"I am aware that a lot of officers similar in service to myself would quite gladly accept our full pension and leave now to make way for younger officers to progress through the ranks. The Police Service that I joined is barely recognisable."*

**Inspecting Rank, 21 – 25 Years' Service**

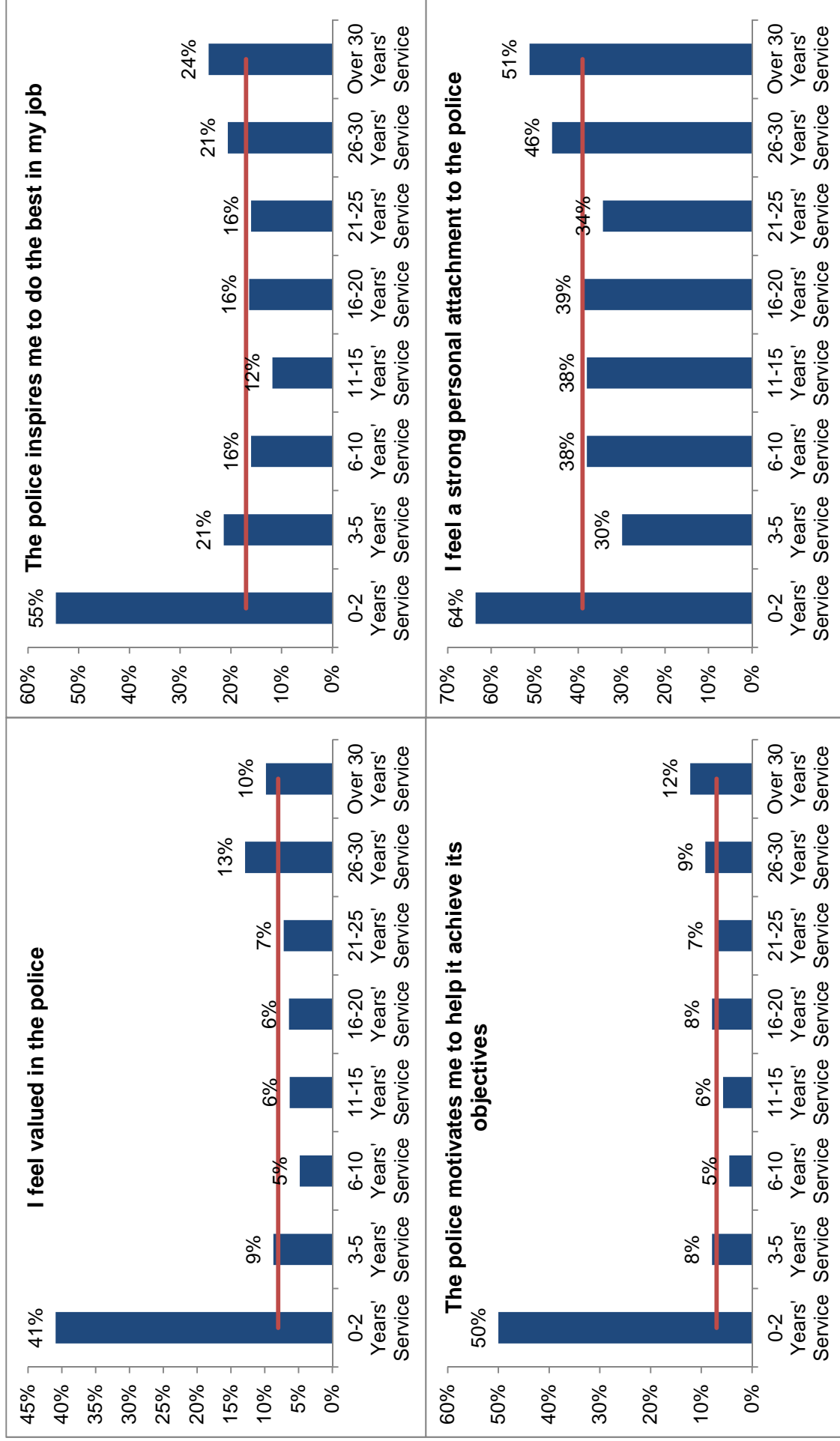
There is also some indication that early-to-mid career respondents have lower levels of engagement than other respondents. This is most notable amongst respondents with six to 10 years' service who are least likely to feel motivated or valued by the police; just 5% of respondents in this category agree with these statements. However this can also be seen in respondents with between three and five years' service, for instance fewer than one in three respondents with between three and five years' service say that they have a strong personal attachment to the police.

*"I used to be enthusiastic, eager and would have gone the extra mile without a second thought - now I just want to get the day through as quickly as possible."*

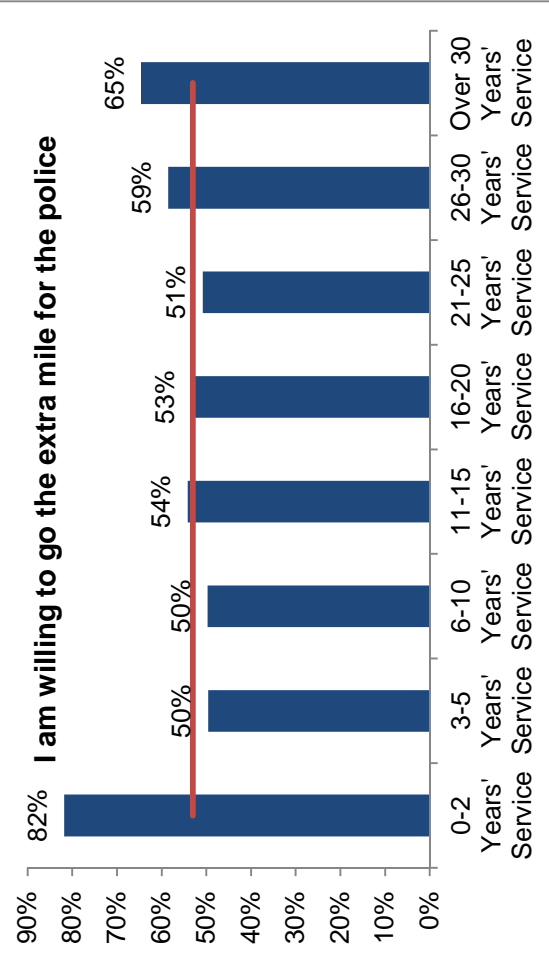
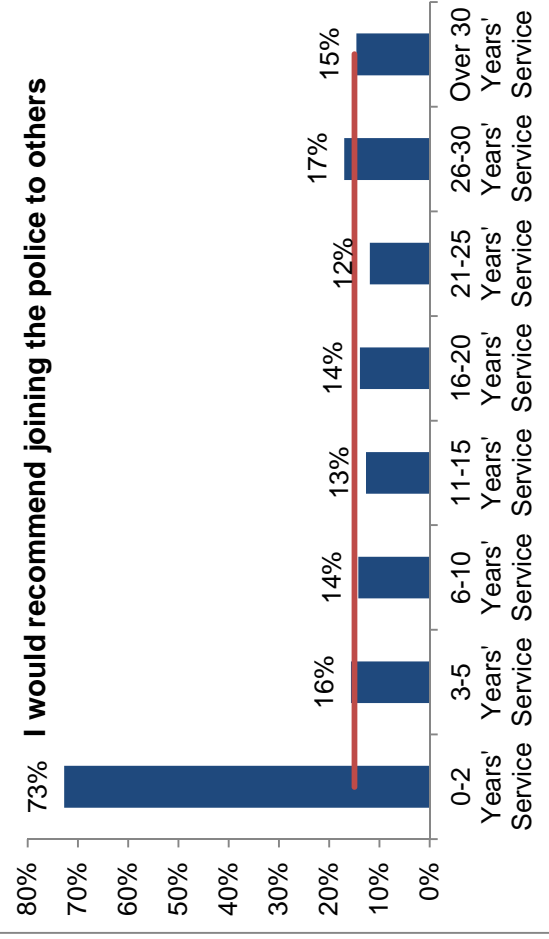
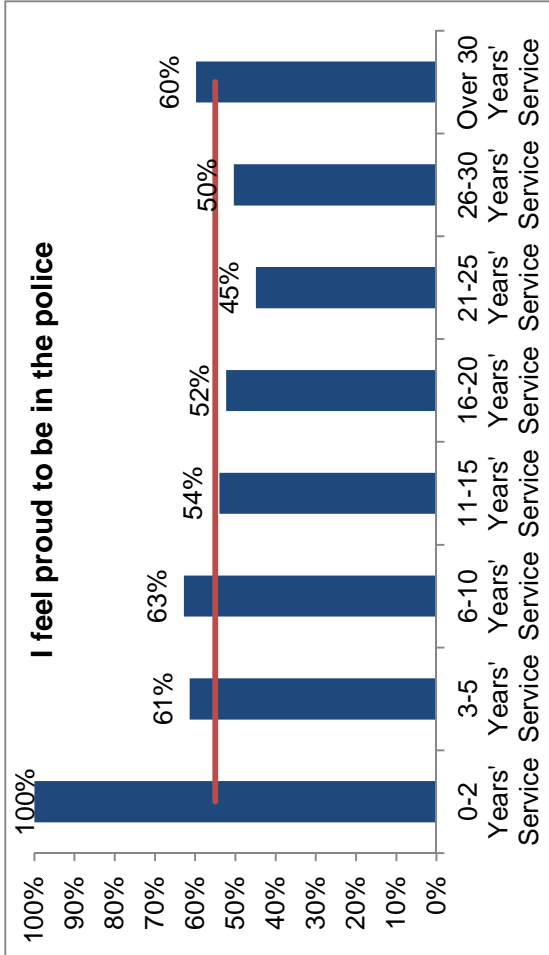
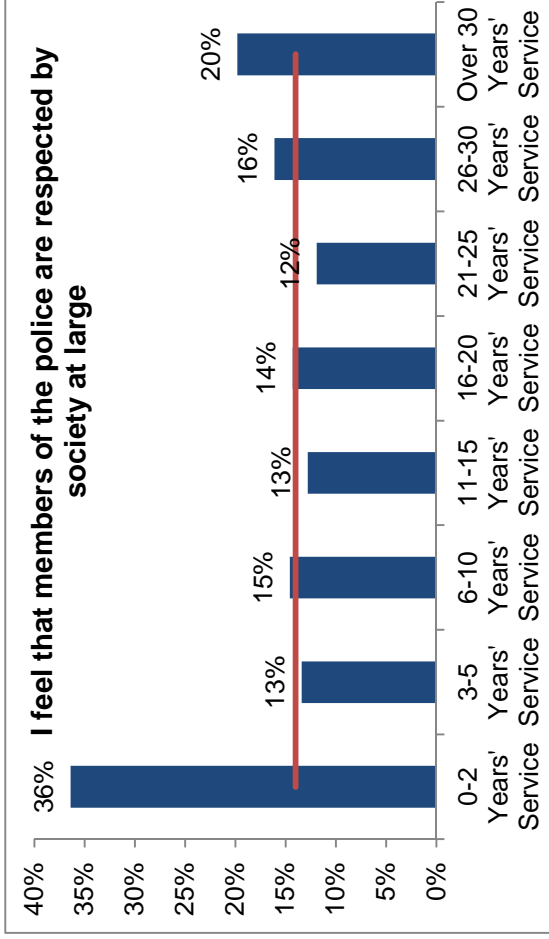
**Constable, 6 – 10 Years' Service**

Taken together these findings could suggest slightly lower engagement amongst early-mid career respondents but also amongst respondents approaching the later stages of their career, in particular those respondents with between 21 and 25 years' service. Despite this, length of service overall seems to be a less useful predictor of engagement compared to rank.

**Chart Eight: Proportion of respondents agreeing with engagement statements (by length of service)**



**Chart Eight Continued**



## Role

There are some differences between respondents' engagement on the basis of their role, however as with the preceding analysis of length of service, these differences are on the whole relatively limited. There are also fewer discernible trends in responses, and as such, it may be unhelpful to presume that respondents are considerably more engaged or disengaged in some roles than in others. Nonetheless key findings in relation to role are provided below.

Respondents who say that they have an Operational Support role are slightly less likely to agree with engagement indicators in comparison to the average level within the service, for seven out of the eight indicators we assessed. Respondents in this category are least likely to be willing to go the extra mile for the police and least likely to feel that the police inspires them to do the best in their job. Seen together with morale results discussed earlier, this indicates comparatively lower levels of both engagement and morale within this category.

*"I had always considered policing a vocation but now I have little to no motivation. I will no longer go the extra mile for Policing as this is not appreciated and I am not rewarded."*

**Operational Support**

Compared to the service as a whole, respondents in Neighbourhood Policing also have a below average level of agreement for the majority of engagement indicators. This observation is again in keeping with the previous morale findings, given that Neighbourhood Policing respondents are most likely to say that their morale is low. Many of the comments from respondents in relation to feeling valued and motivated within the police again make reference to their treatment during recent changes.

Respondents in this category are also least likely to recommend joining the police to others. Interestingly, Neighbourhood Policing respondents are most likely to feel that the police are respected by society at large. However it is worth recognising that although 20% is a larger proportion than seen in other roles, this still in fact means that only one in five respondents in a Neighbourhood Policing role feels that the police are respected by society.

*“Given the ongoing changes within the organisation and how the changes are being managed by senior management, I have never felt so undervalued and have never had so low self-esteem regarding my role.”*

**Neighbourhood Policing**

Response Policing respondents are most likely to be proud to be in the police, with 63% of respondents in this category expressing pride in the police. Despite this, they are slightly less likely to feel valued or motivated compared to the service as a whole. Although this reflects only a small deviation from the average, these findings once more shows parallels with the comparatively large proportion of respondents in this group that also reported low morale. In addition, a range of comments from Response Policing respondents reflect a sense that they are not valued compared to other functions.

*“I think that the police need to value their response officers a lot more than what they currently do. Response Policing is the cold (sic) face of policing and is the worst treated department in the service.”*

**Response Policing**

*“As a Response Officer, despite being the face of PSNI and the majority of the public's interaction with Police, we still are treated as lowest of the low in every respect. We have the biggest workload, we have the least time and resources to progress investigations, and yet we still deal with the majority of calls. We are not treated like adults, or given the respect that other officers of the same rank are given. All being said, I actually really enjoy response, I like the variety and the interaction with the public however due to how I am treated by management, OPs planning, HR I find myself submitting job vacancy applications in a bid to get a different post.”*

**Response Policing**

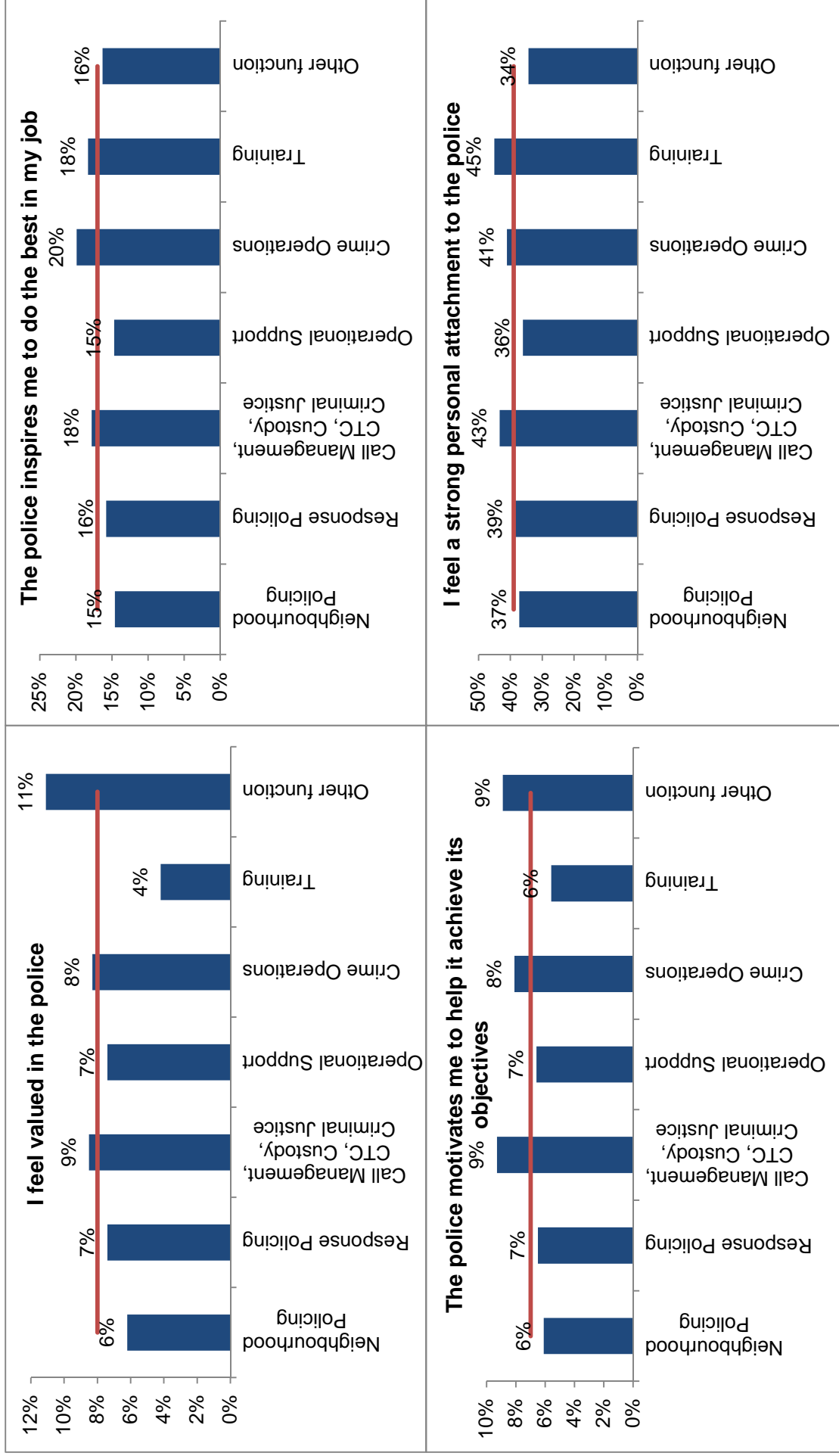
Respondents who say they have a Training role are most likely to have a strong personal attachment to the police. In addition, more than two thirds say that they would go the extra mile for the police. However responses again vary across different engagement indicators; just 4% of respondents in this category say that they feel valued in the police, fewer than in any other category. Furthermore only around one in eight would recommend joining the service to others.

*“The PSNI is a good job, but if I was approached by anyone considering joining I would have to be honest and say the opportunities for any continued personal development are very poor.”*

**Training**

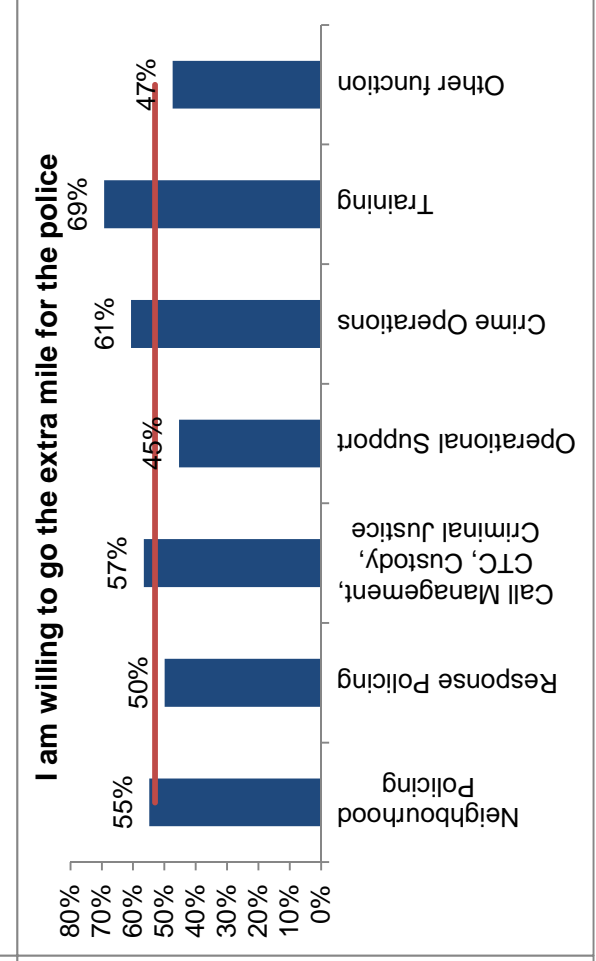
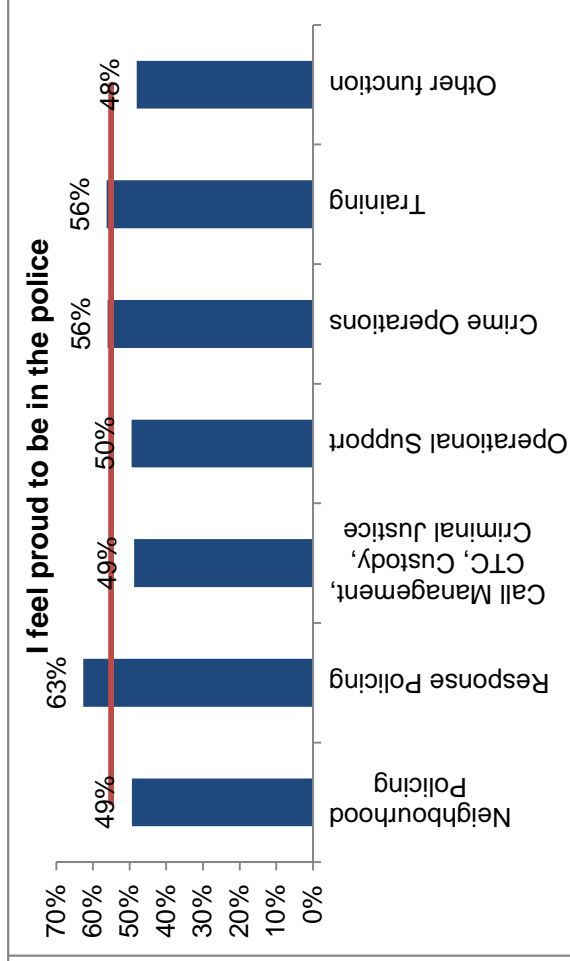
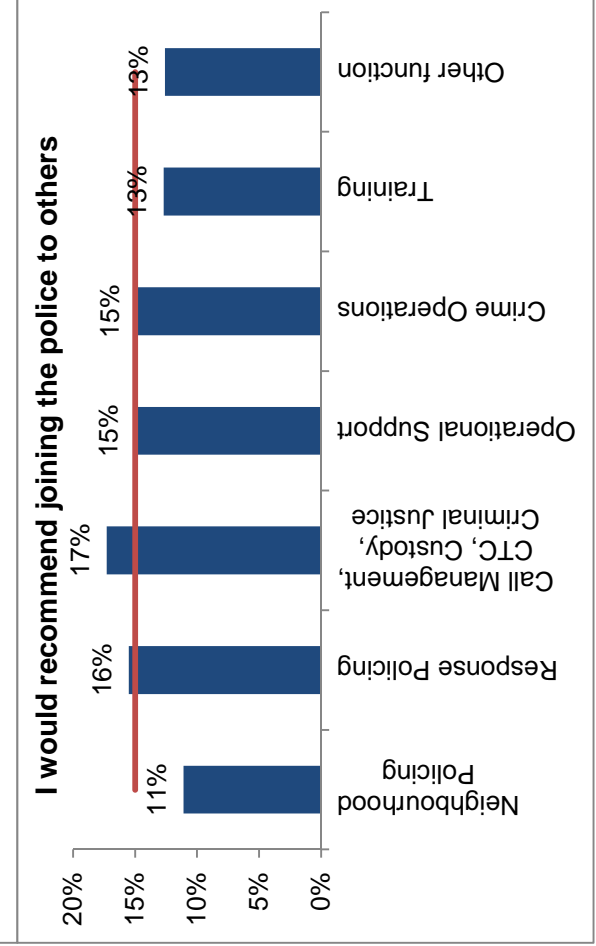
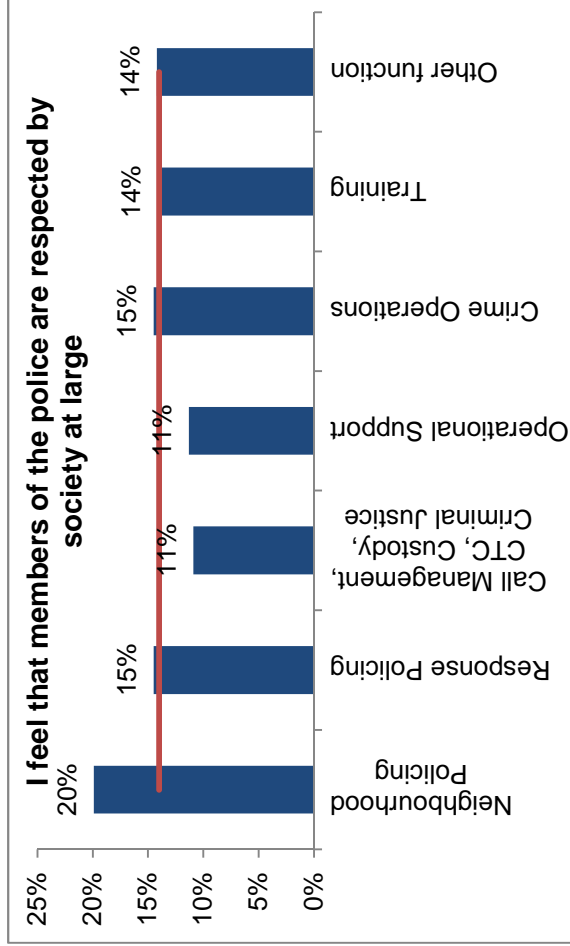
Respondents in Crime Operations as well as in Call Management, CTC and Criminal Justice appear slightly more likely to agree with most of the indicators of engagement compared to average responses across the service as a whole. It should however be noted that these differences are generally small and do not suggest that these respondents are substantially more engaged than other functions.

**Chart Nine: Proportion of respondents agreeing with engagement statements (by role)**





**Chart Nine Continued**



## JOB SATISFACTION

---

### SUMMARY

- Respondents are most likely to be dissatisfied with the Individual Performance Review Process (83% dissatisfied) followed by their pension (66% dissatisfied).
- Respondents are least likely to be dissatisfied with their basic pay (32% dissatisfied) and overall remuneration (40% dissatisfied).
- Respondents in Northern Ireland are more likely to be dissatisfied with the IPR process and their treatment by managers than respondents in England and Wales, however are less likely to be dissatisfied with their remuneration.
- Constables are most likely to be dissatisfied with many of the factors measured; Response Policing are generally more likely to be dissatisfied than respondents in other roles
- Mid-career respondents appear most likely to be dissatisfied with their remuneration and pensions, whilst dissatisfaction with transfer and development opportunities is most common in respondents with between three and 15 years' service.

### WHAT IS JOB SATISFACTION AND WHY IS IT IMPORTANT?

Job satisfaction has been defined as “a positive (or negative) evaluative judgement one makes about one’s job or job situation”<sup>xxviii</sup> and is another key aspect of psychological well-being at work<sup>xix,xx</sup>. In contrast to morale, workers make judgements about their job satisfaction by weighing up the positive and negative aspects of their work and work environment<sup>xxi</sup>. Studies of police officers’ job satisfaction have found that taking into account organisational experiences (such as decision-making processes and the extent of red tape) as well as operational experiences offers greater power to predict officers’ job satisfaction than operational experiences alone<sup>xxii</sup>.

Job satisfaction has been shown to predict a range of work outcomes, including absenteeism, strain and burnout, organisational performance and withdrawal behaviours<sup>xxiii,xxiv,xxv,xxvi</sup>. Job satisfaction is also associated with actual (vs. intended) staff turnover<sup>xxvii</sup>. Recent research specifically concerning police turnover found that job satisfaction was a significant predictor of officers’ intention to leave the service; and moreover that job satisfaction accounted for the relationship between officers’ working conditions and their turnover intentions<sup>xxviii</sup>.

Job satisfaction was measured using ten items, which asked officers to rate their level of satisfaction with a range of aspects of their job, including their remuneration, their training and development and how they are managed.

## OVERALL FINDINGS

Respondents are most likely to be dissatisfied, and least likely to be satisfied, with the Individual Performance Review (IPR) process. More than eight out of ten respondents say that they are dissatisfied with this process whilst just 4% report being satisfied. Many comments also highlighted dissatisfaction with the IPR process, noting that it is time-consuming and complex, but also that it is seen as unfair and does not provide an accurate reflection of performance or capability.

*“The training provided when the IPR was introduced was virtually non-existent for those already in Service and still remains a mystery to most - simply going through the motions each year. It only appears to benefit those that are fully aware of its inner workings, and is used as another stick to beat otherwise competent officers with.”*

**Constable, 26 – 30 Years’ Service**

*“The IPR is a complete waste of time - too complicated and time consuming and only rewards people who are good at writing about themselves”*

**Sergeant, 6 - 10 Years’ Service**

*“I feel the IPR system isn't working. The band ‘competent & capable’ is too broad, and even when someone is delivering ‘above & beyond’ supervisors are loathe to use it.”*

**Inspecting Rank, 20 – 25 Years’ Service**

Respondents were also asked to indicate the rating they received in their most recent IPR. Of those respondents who were willing to provide this rating, 10% said that they were graded as “Above and Beyond”, 87% received a grade of “Competent and Capable”, with the remainder graded below this. This distribution does appear to support a number of comments, such as that above, about the broad use of the “Competent and Capable” grade and the challenge of having good performance fairly recognised as a result of this.

After the IPR process, the next factor respondents are most likely to be dissatisfied with is their pension. 61% of respondents say that they are dissatisfied with their pension, however 25% say that they are satisfied (with the remainder neither satisfied nor dissatisfied).

In light of recent changes to the pension scheme this is perhaps understandable. It is however important to note that there is a clear difference in satisfaction between respondents who will and will not be transferring into the new CARE pension scheme. 20% of respondents who say that they have full transitional protection are dissatisfied with their pension, compared to 84% of respondents who either have tapered protection or have already transferred into the CARE scheme.

*“I had my life planned out according to my original retirement date and the pension I was originally scheduled to receive now I would need to rethink a lot of plans. I find it quite depressing that this is happening.”*

**Constable, 6 – 10 Years’ Service**

A majority of respondents also say that they are dissatisfied with their opportunities for training and transfer, at 60% and 52% respectively. With regards to transfer opportunities, respondents’ comments raise two issues, both the availability of opportunities but also the perceived fairness and openness of the process. The comment below is indicative of a number of respondents’ comments regarding their experience of the transfer process.

*“My request has yet to be looked at and I have since seen from the weekly orders that new probationers have been placed in the district in which I wish to transfer to. This makes me feel that the service has no concern for the personal situation of its employees and does not wish to assist when a request is made.”*

**Constable, 6 – 10 Years’ Service**

52% of respondents additionally say that they are dissatisfied with their treatment by managers. As noted in relation to engagement above, respondents’ comments in relation to this often refer to experiencing a lack of support, trust or understanding from senior management.

*"I have no complaint about my immediate line manager or supervisors however there does appear to be a real and visible disconnect between the expectations of senior officers and the service they want us to provide and what can actually be achieved."*

**Constable, 6 – 10 Years' Service**

*"In my opinion the single best way to improve frontline officer morale is to remove most of the current pressure and 'micromanaging' management style, to make it clear that senior management has the trust in and belief that officers are trained and motivated to do their job without such close oversight from above."*

**Constable, 6 – 10 Years' Service**

Although just short of half of all respondents said that they were dissatisfied with their opportunities for promotion, Chart Ten shows that only 13% of respondents actually say that they are satisfied with their promotion prospects. Comments do support a sense of dissatisfaction with the promotion process amongst a number of respondents.

*"I am very dissatisfied with my promotion prospects. I joined the police in June 2007, the 1st opportunity I had to apply for promotion was last year. This is 7 years after joining. There were 350 Constables placed on a select list for promotion."*

**Constable, 6 – 10 Years' Service**

*"The organisation's failure to promote for 7 years has now created a large number of unsuccessful candidates in the 2015 promotion process. This has had a dramatic effect on morale at Constable and Sergeant level."*

**Inspecting Rank, 16 – 20 Years' Service**

Investigating respondents' attitudes to promotion further, the survey found that 33% of respondents have applied for promotion to the next rank, whilst 67% have not applied for promotion. Of those respondents who have not applied, the most commonly cited reason is a desire to remain at their current rank, followed by the perceived detrimental effect that promotion would have on respondents' personal lives; these reasons are cited by 41% and 34% of respondents who have not applied for promotion respectively.

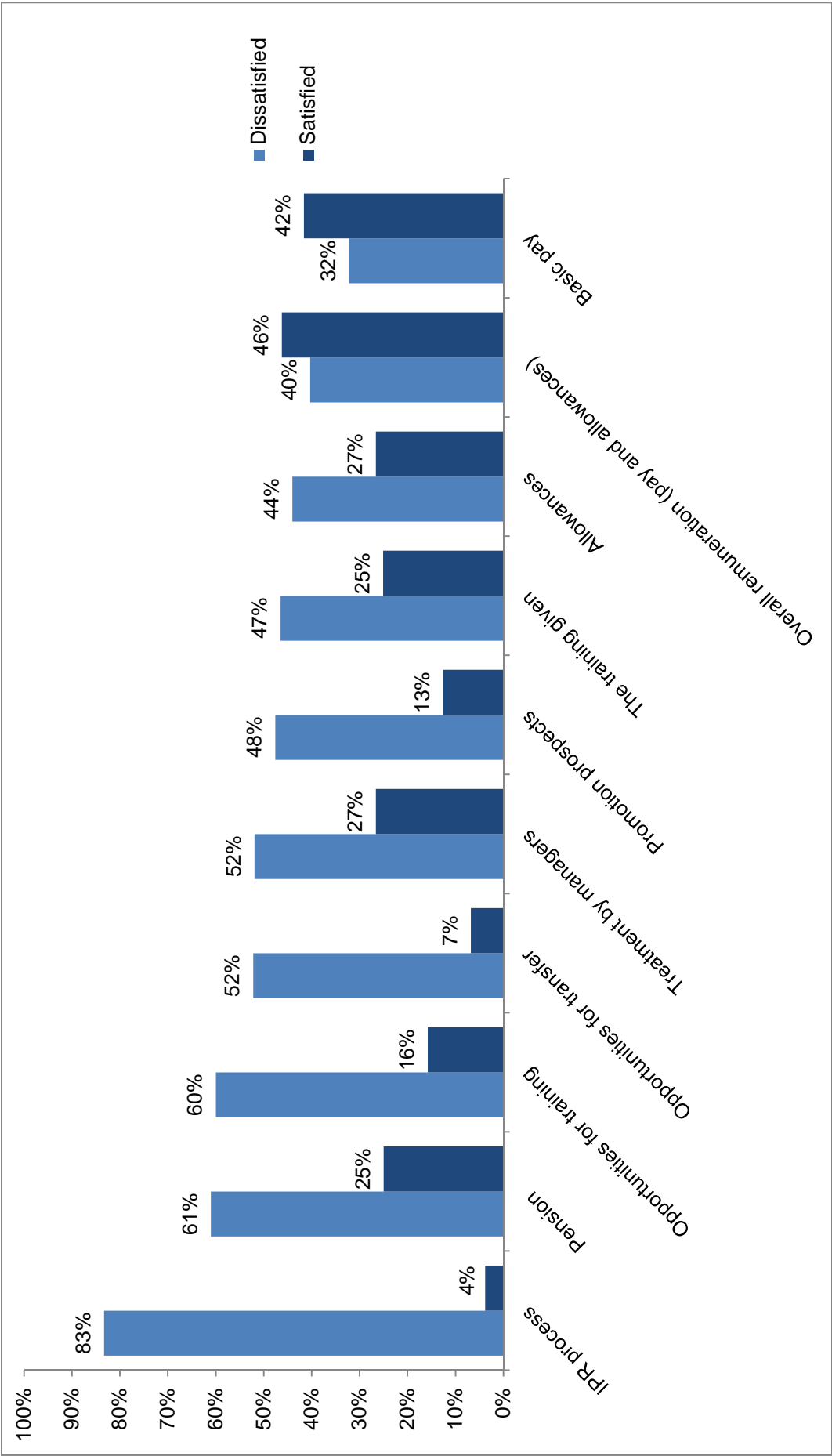
24% of respondents say that promotion would not be worth it for the salary on offer, whilst 15% do not feel ready for promotion. In comparison 14% say that they have not applied for promotion because there are not enough positions available. As such, although only around one in eight respondents are satisfied with their promotion prospects, the sheer number of positions available appears less likely to be a factor in influencing respondents' decisions to apply for promotion.

Of the factors addressed within the survey, respondents were most likely to be satisfied with their overall remuneration (including pay and allowances) followed by their basic pay. They were also more likely to be satisfied than dissatisfied with these factors. Despite this, fewer than half of all respondents reported satisfaction with either their overall remuneration or their basic pay. As a consequence it would not be appropriate to conclude that officers are generally happy with their pay and allowances.

*"As an Inspector with long service, I am adequately paid for the job I do and retain some of the historic allowances...For younger colleagues, I see them earning less, paying more and working for longer in an increasingly demanding environment."*

**Inspecting Rank, 26 – 30 Years' Service**

**Chart Ten: Proportion of respondents reporting satisfaction and dissatisfaction**



## COMPARISONS

### Police Service of England and Wales

There are some notable differences between the satisfaction of respondents from Northern Ireland compared to England and Wales. The most striking difference is with regards to the IPR process. Whilst 83% of respondents in Northern Ireland say that they are dissatisfied, 48% of respondents in England and Wales were dissatisfied with this process. In addition, 37% of respondents in England and Wales said that they were dissatisfied with their treatment by managers, compared to 52% of respondents in Northern Ireland.

In contrast, respondents in England and Wales were more likely to be dissatisfied with their remuneration than respondents in Northern Ireland. 54% of respondents in England and Wales said that they were dissatisfied with basic pay, and 63% said that they were dissatisfied with their overall remuneration. In Northern Ireland these proportions are 32% and 40% respectively.

### Other Organisations

In the 2015 AFCAS survey, 34% of non-officer ranks said that they were satisfied with their basic pay, 28% were satisfied with their pension and 44% were satisfied with their allowances. In the PFNI survey these proportions are 44%, 25% and 27% respectively. This suggests that PFNI respondents are more likely to be satisfied with the basic pay, but less likely to be satisfied with their pension and allowances than members of the armed forces.

The 2014 Civil Service People Survey does not allow direct comparisons with the measures of satisfaction included within the PFNI survey. However in this survey 24% of civil servants said that their pay was reasonable compared to other organisations and 32% said that they were satisfied with their total benefits package. Within the NCA, these proportions were slightly lower at 23% and 21% respectively. As such, the findings of these surveys provide some indication that respondents in the PFNI survey are more likely to be satisfied with their basic pay than in some other organisations, but may have similar, or slightly lower, levels of satisfaction with their pension and benefits.

On the other hand, PFNI survey respondents do appear to be much more dissatisfied with development opportunities than is seen in other public sector surveys. 56% of AFCAS respondents said that they were satisfied with their opportunities for professional development, whilst 62% of Civil Service People Survey respondents said that they were able to access the right learning and development opportunities when they need to. Although agreement with this indicator was lower in the NCA at 34%, it still shows a clear contrast to the PFNI survey where fewer than one in six respondents say that they are satisfied with their opportunities for training.

Respondents in other surveys also report more satisfaction with their career opportunities. 41% of respondents in the AFCAS survey said that they were satisfied with their opportunities for promotion. In addition 42% of civil servants agreed that they have



opportunities to develop their career within their organisation. Career development opportunities however appear more similar between the NCA and the PSNI, 19% of NCA respondents said that they had the opportunity for career development, compared to 13% of respondent in the PFNI survey who said that they were satisfied with their promotion prospects.

## DIFFERENCES BETWEEN GROUPS

### Rank

On the whole, constables appear to be more dissatisfied than more senior ranks. This is more noticeable for some factors than others. In particular, constables are much more likely to be dissatisfied with their pension than sergeants and inspectors, with two thirds of this rank saying that they are dissatisfied with their pension. As noted above, fewer than one in four constables say that they will not be transferring into the new CARE pension scheme. This provides a plausible explanation for higher levels of pension dissatisfaction seen amongst this rank.

*“I joined the Police as I believed it was a good career opportunity and that once I started my pension contributions I would not need to worry about my retirement. The changes being enforced have now made me realise that I may not be secure in later life. This is very worrying.”*

**Constable, 6 – 10 Years’ Service**

A larger proportion of constables also report dissatisfaction with their opportunities for promotion, transfer and training, particularly when contrasted with the inspecting ranks. For instances, 50% of constables say that they are dissatisfied with their promotion prospects, 55% say that they are dissatisfied with their opportunities for transfer and 62% say that they are dissatisfied with their opportunities for training. Despite this, a majority of respondents of all ranks say that they are dissatisfied with their opportunities for training; 57% of sergeant and 51% of inspectors and chief inspectors are dissatisfied with this factor.

*“Most recently the promotion process from Constable to Sergeant has been poorly managed. It is my own personal opinion that there are a lot of talented and capable officers that were put off applying for the process due to the amount of officers who applied and the general staff morale issue that is becoming apparent within the service.”*

**Constable, 11 – 15 Years’ Service**

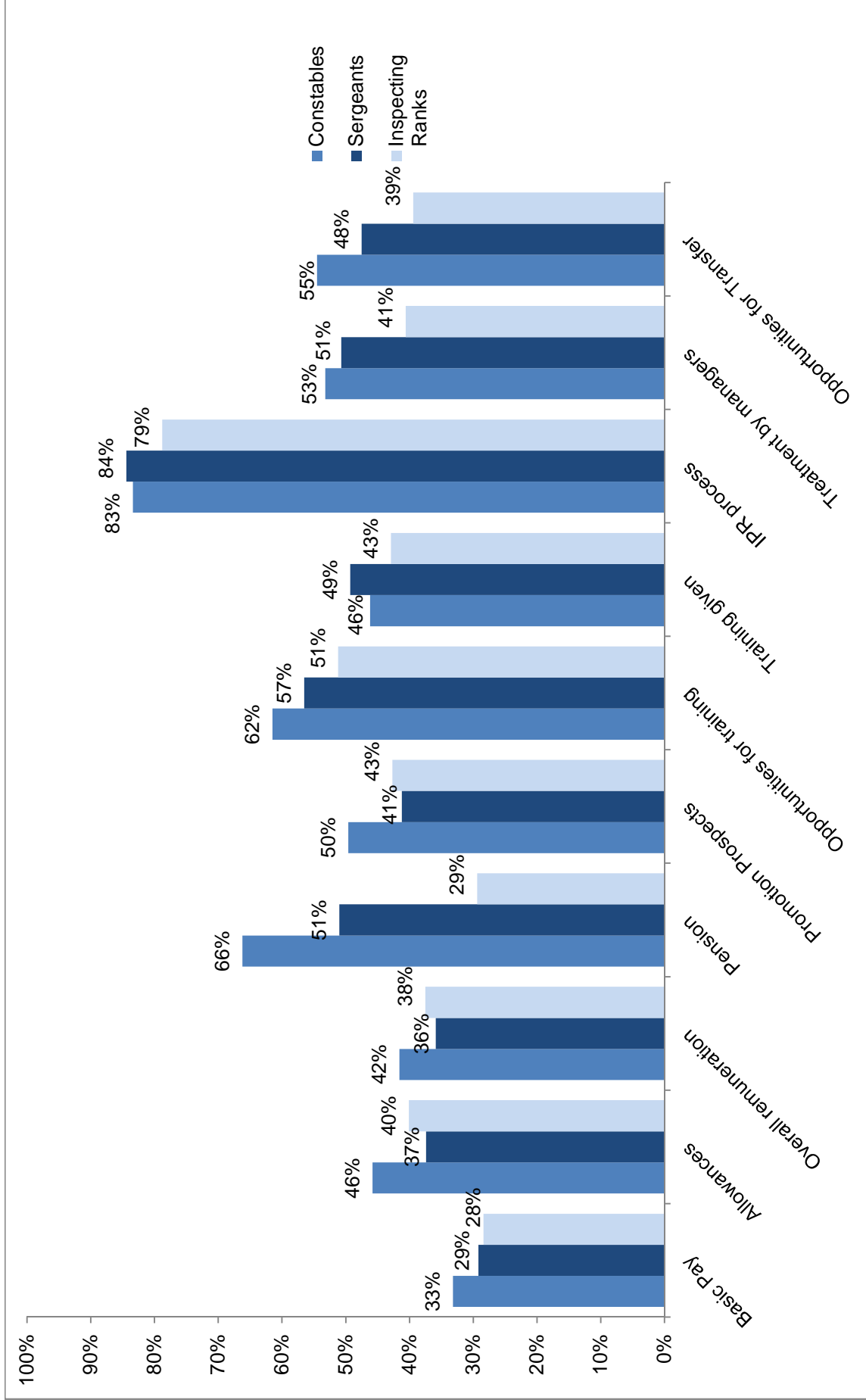
Another difference can be seen in the proportion of constables and sergeants who say that they are dissatisfied with their treatment by managers in contrast to the inspecting ranks. 53% of constables and 51% of sergeants say that they are dissatisfied with their treatment by managers, compared to 41% of inspectors and chief inspectors. Again, the sense of a disconnection between senior officers and the rank and file comes across in respondents’ comments.

*“I feel that Senior Management are completely isolated from the real Police officers on the ground. There is a feeling that a certain amount of change was required within policing but it is now apparent that change is occurring wholesale in order to give senior officers something to put on their CV when applying for the next rank.”*

**Sergeant, 21 – 25 Years’ Service**

There are however a number of factors for which differences between ranks are more limited. For instance, dissatisfaction with overall remuneration ranges from 36% of sergeants to 42% of constables and dissatisfaction with the training received ranges from 43% of inspectors to 49% of sergeants. Interestingly, levels of dissatisfaction with the IPR process are very similar across ranks; with more than three quarters of respondents at all ranks saying that they are dissatisfied with the IPR process.

**Chart Ten: Proportion of respondents reporting dissatisfaction (by rank)**



## Length of Service

As seen in the previous analysis of morale and engagement on the basis of length of service, probationers have tended to respond more positively within this survey. In keeping with this observation this group also show lower levels of dissatisfied with many of the factors that were addressed. However one significant exception to this appears to be opportunities for transfer, which just under half of probationers are dissatisfied with. Again, the small number of probationers makes interpretation of these findings more difficult however this may still present a concern for many respondents who are very early on in their service.

Understandably pension dissatisfaction is least likely amongst respondents towards the end of their careers and who will not transfer into the new CARE pension scheme; around one in six respondent with more than 25 years' service report dissatisfaction with their pension. Pension dissatisfaction is most common amongst mid-career officers, peaking at 84% amongst respondents with between 11 and 15 years' service. Officers around the middle of their career are likely to have found the changes pensions particularly challenging, having been enrolled in the previous scheme for a considerable period of time, yet not having the same protection as some of longer-serving colleagues.

*"The biggest concern for majority of officers is the Pension. I joined when I was 18yrs old, young enough to give the PSNI 30 years of my life and retire with hopefully a pat on my back. I believe that 30 years to a job which requires employee's to live completely different than the rest of society is more than fair. Policing in Northern Ireland is different than other forces yet the Pension reforms do not take cognisance of this."*

**Constable, 11 – 15 Years' Service**

Dissatisfaction across most factors generally appears more limited amongst late career respondents. With the exception of the IPR process, respondents with more than 20 years' service are less likely to report dissatisfaction compared to the average for the service as a whole. A number of comments indicate that although personally more satisfied with their job, pay and conditions, many respondents in this position are still dissatisfied with the current "climate" of the organisation as a whole.

*"I have almost 30 years' service and feel that I am well paid for the role I perform. However I do not believe that other officers are in a position that they feel the same way. I intend to retire when I have reached 30 years' service because although I am personally satisfied with my role, pay and conditions I do not feel that the police overall is a 'stable, content' organisation."*

**Sergeant, 26 – 30 Years' Service**

Dissatisfaction with promotion, transfer and training opportunities is most common in respondents between three and 15 years' service. For instance, a majority of respondents in this bracket are dissatisfied with their promotion prospects, with dissatisfaction most likely amongst respondents with six to 10 years' service. Many comments in this area, such as the one below, reflected a sense that the promotion process was not as fair or open as it could be.

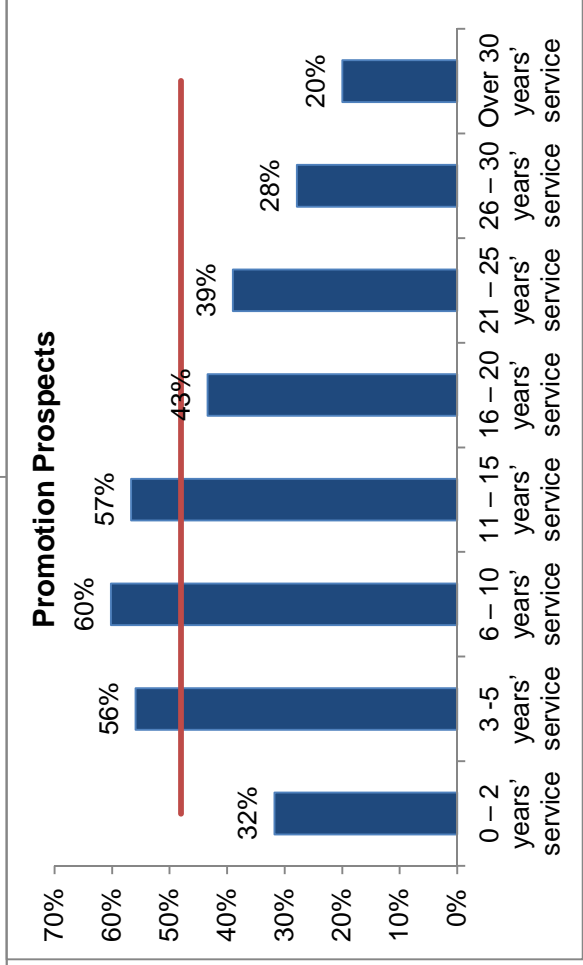
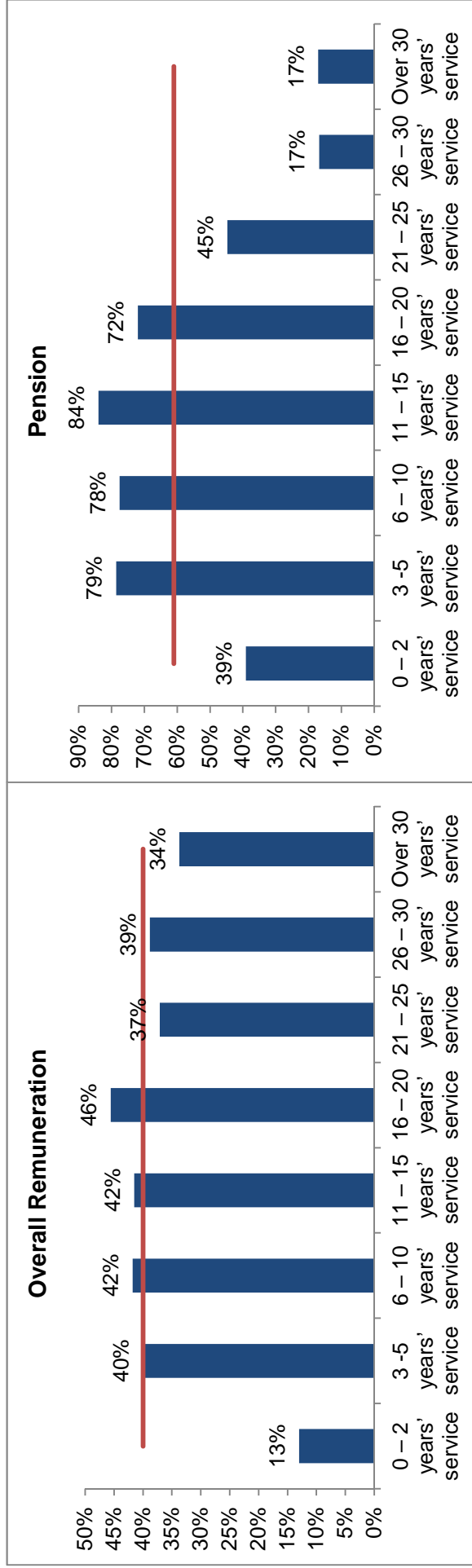
*"I really enjoy the work of a Police officer. I enjoy working with the public the camaraderie within the Police. I have never had a sick day and always feel I give 100%. However, I feel let down by the recent promotion process which was in no way based on a person's attributes or qualities to perform the role."*

**Constable, 6 - 10 Years' Service**

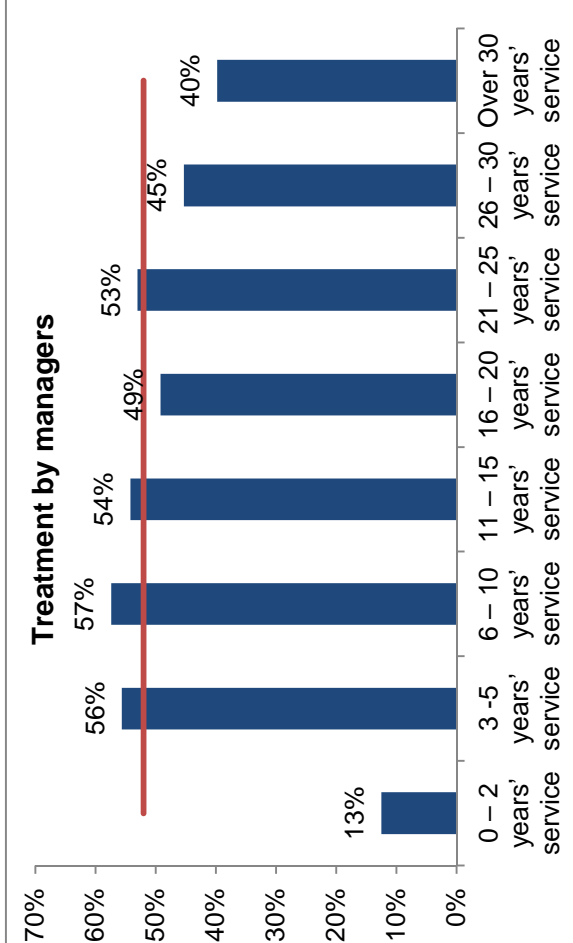
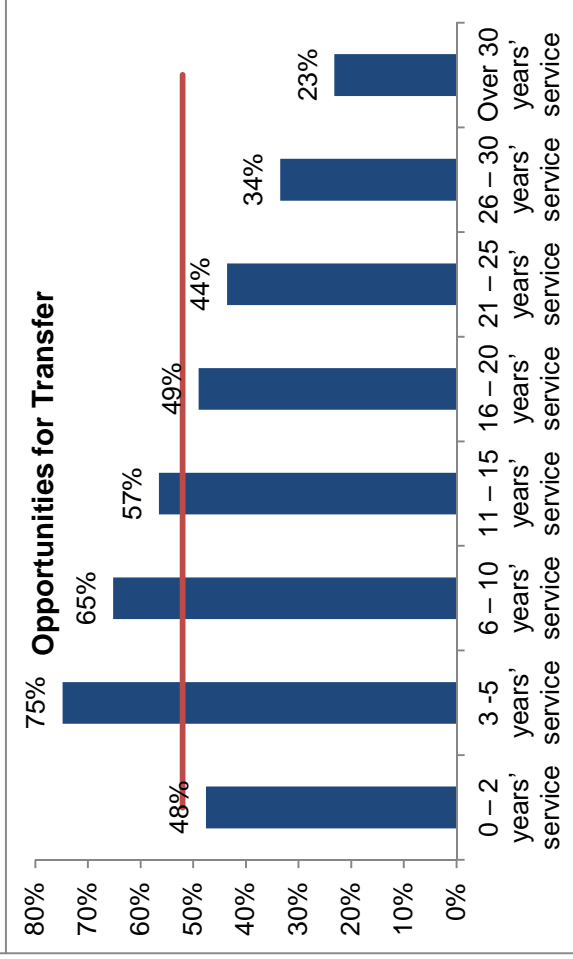
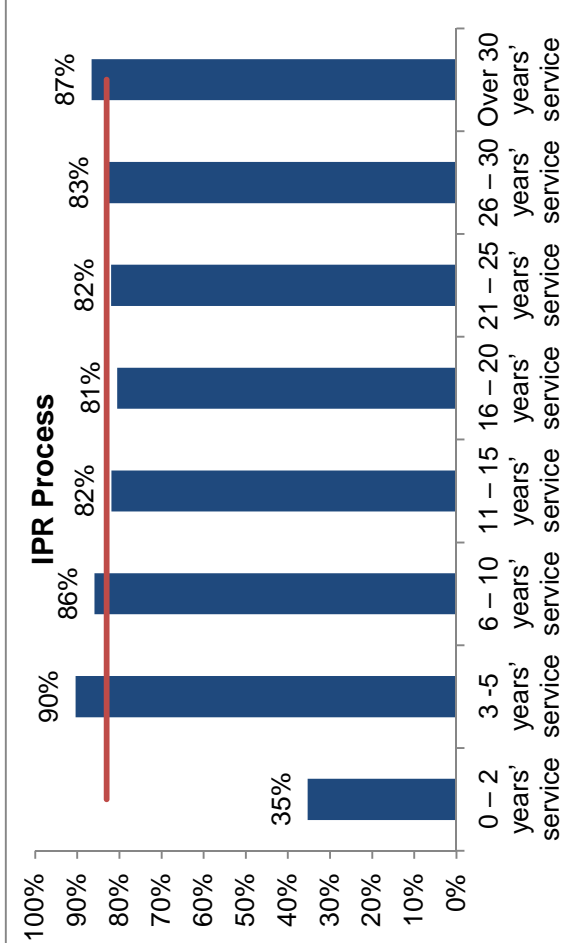
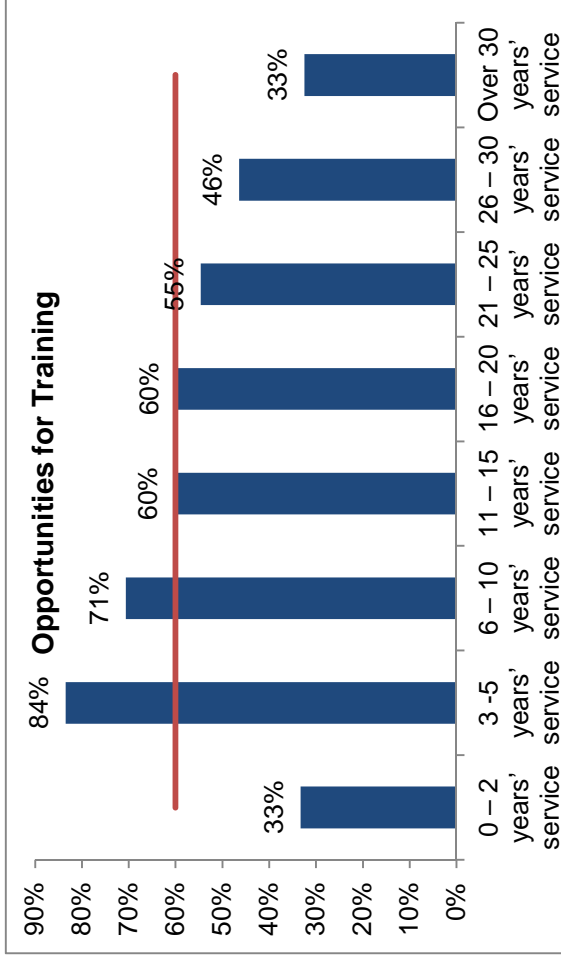
Dissatisfaction with training opportunities and transfer opportunities peaks between three to five years' service with more than three quarters of respondents in this category expressing dissatisfaction with these factors. Nine out of ten respondents with three and five years' service also say that they are dissatisfied with the IPR process. Although this is a larger proportion than other service length categories, it can also be noted that at least 80% of respondents with more than two years' service report dissatisfaction with this process. As such, the concerns highlighted earlier regarding the IPR process appear relatively pervasive regardless of length of service.

Fewer differences are also seen between categories on the basis of dissatisfaction with remuneration and dissatisfaction with treatment by managers.

**Chart Eleven: Proportion of respondents reporting dissatisfaction (by length of service)**



**Chart Eleven Continued**



## Role

In the earlier section on engagement, it was suggested that role may not be an effective predictor of engagement, in light of the limited differences in responses between different groups. In contrast, much clearer trends are seen with regards to dissatisfaction. In particular, respondents who identify their role as Response Policing are more likely to be dissatisfied with many of the factors addressed within the survey compared to respondents in other roles.

For instance Response Policing respondents are more likely than any other group to be dissatisfied with their pension; around three quarters of respondents in the category report pension dissatisfaction. As well as the concerns raised by respondents in other roles regarding the impact on their current take home pay and later financial security, comments from Response Policing respondents also highlight worries about the effect that working longer may have on their wellbeing and capacity to fulfil their role.

*“With the changes to [my] pension I worry about how I will perform as a front line response officer at the age of 60”*

**Response Policing**

On the other hand, although pension dissatisfaction is most common in Response Policing, over 50% of respondents in most other categories say that they are dissatisfied with their pension (the only exception being respondents who identify their function as “other”). Pension dissatisfaction therefore is relatively widespread across all roles.

*“I am paying more into a pension scheme that will not pay out what I believed I had signed up too and what I believe I am entitled too.”*

**Operational Support**

Response Policing respondents are also most likely to be dissatisfied with their promotion, transfer and training opportunities. This is most obvious with regards to opportunities for training, where more than seven out of ten respondents who give their role as Response Policing report dissatisfaction. Comments here reflect a feeling that the training and



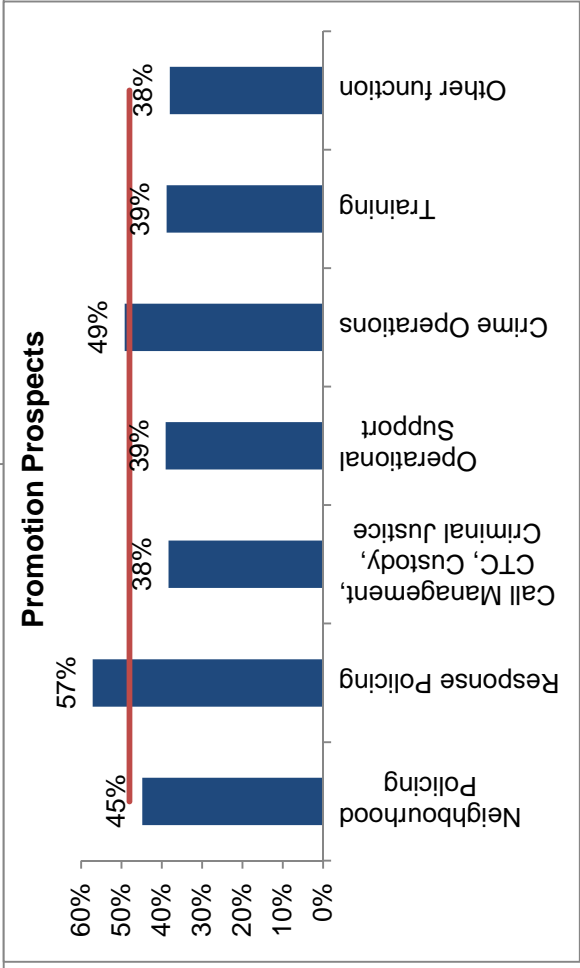
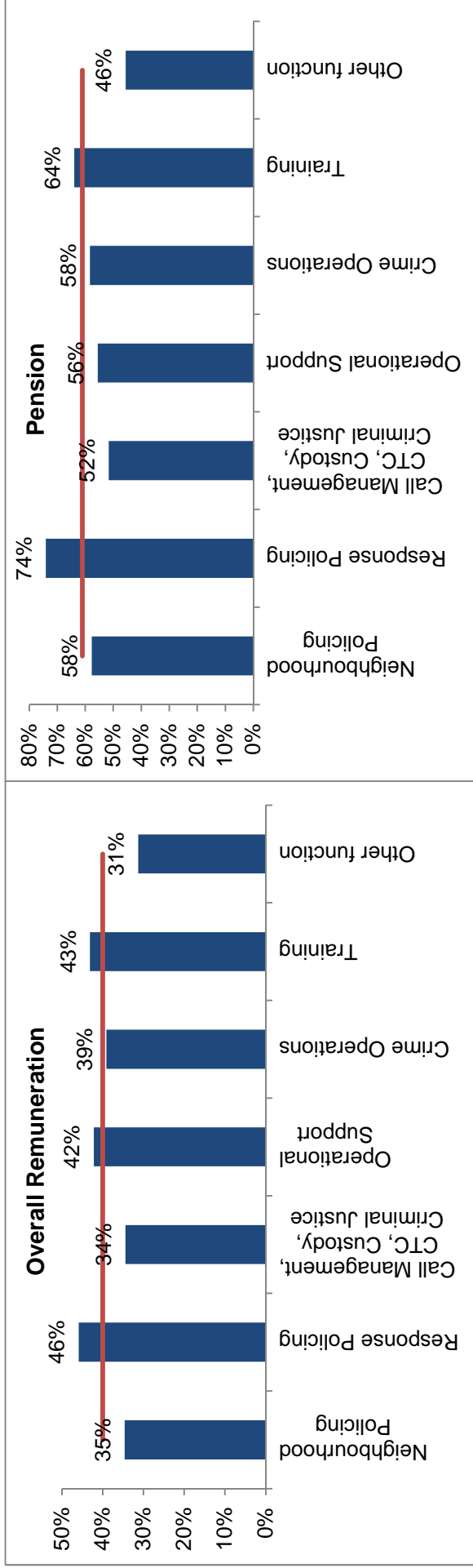
development needs of Response officers are not prioritised compared to some other roles. However a number of comments also highlight the challenges Response Policing respondents have in securing either transfers or secondments.

*“Training is very few and far between and if applying for something due to me being a response officer I am generally turned down. I feel as a response officer that we are not fully equipped to carry out our role effectively where our equipment and training is concerned.”*

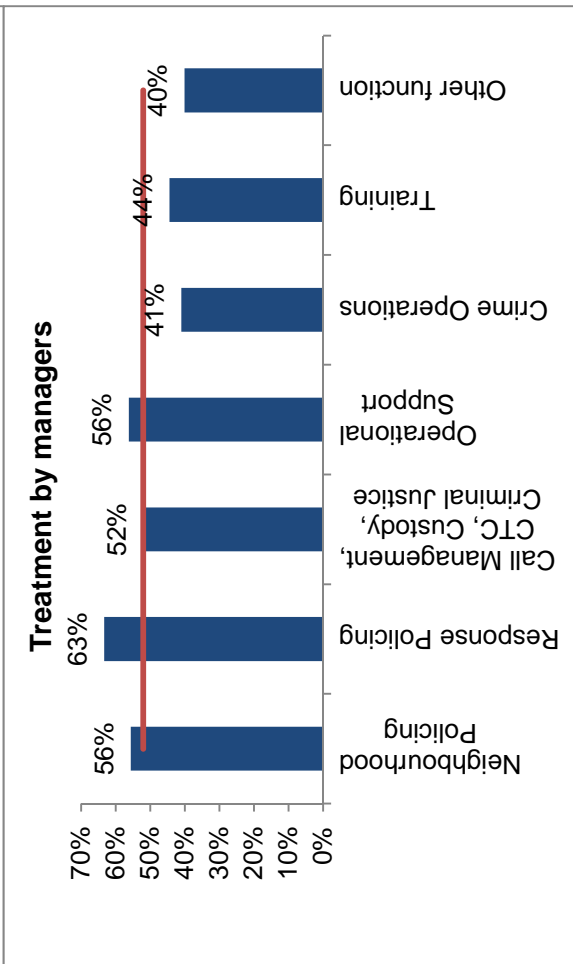
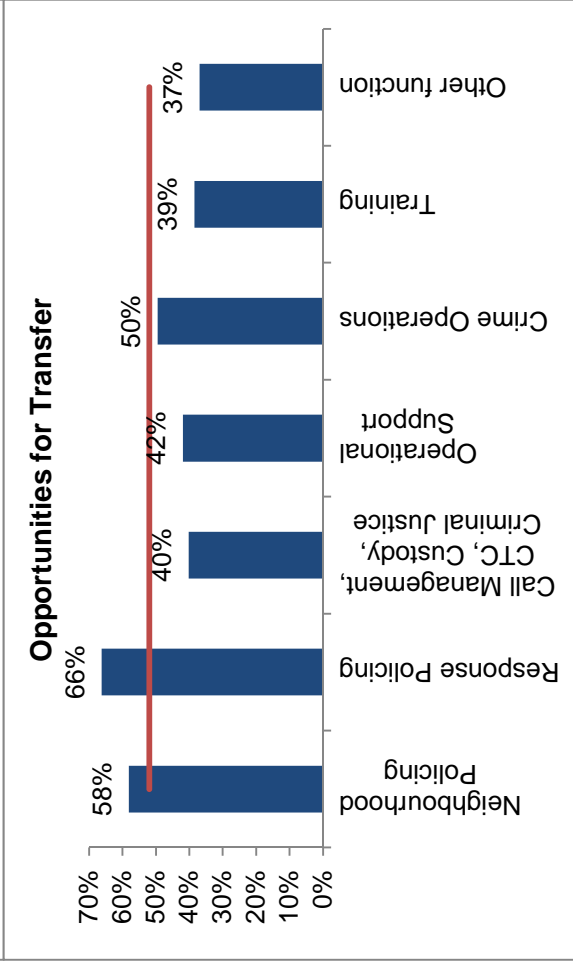
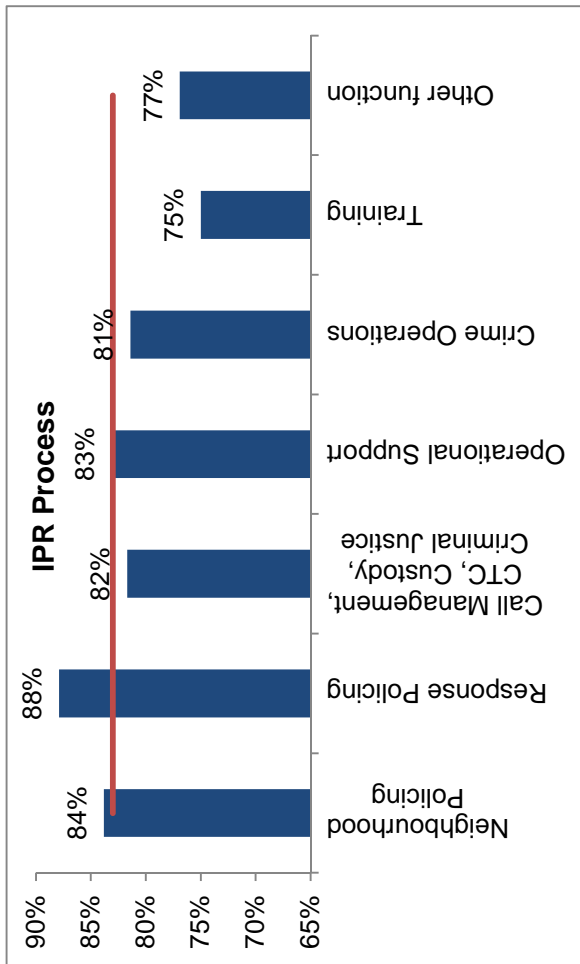
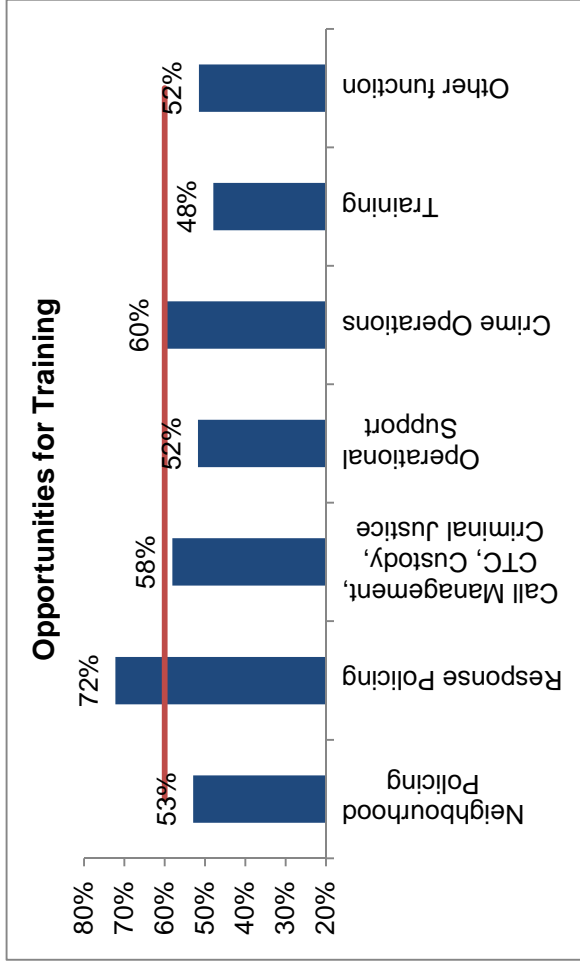
**Response Policing**

Respondents in Call Management, CTC, Custody and Criminal Justice are generally least likely to say that they are dissatisfied. However at least one third of respondents from this category still report dissatisfaction with each factor addressed in the survey. Moreover, dissatisfaction with the actual training provided, rather than opportunities for training, is most common amongst members of this category, with 55% saying that they are dissatisfied with the training they receive.

**Chart Twelve: Proportion of respondents reporting dissatisfaction (by length of service)**



**Chart Twelve Continued**



## WORKLOAD AND WORKING TIME

---

### SUMMARY

- More than half of respondents say that their workload is too high and that it has increased over the last year.
- 24% of respondents have not been able to protect rest days in the last year and 62% have had a request for annual leave turned down at least once during this period.
- Respondents are more likely to feel that their working hours and shift pattern are fair than unfair.
- Respondents in the PFNI survey are less likely to report an increase in their workload and responsibilities than respondents in England and Wales, however respondents in the PFNI survey are more likely to say that their workload is too high compared to other public sector organisations.
- Constables are less likely to report an increase in workload or that their workload is too high compared to sergeants and the inspecting ranks, but more likely to have had annual leave refused.
- Respondents in a Training or “middle office” role are most likely to say that their workload has been too high in the last year and, along with Neighbourhood Policing, more likely to say that their workload and responsibilities have increased.

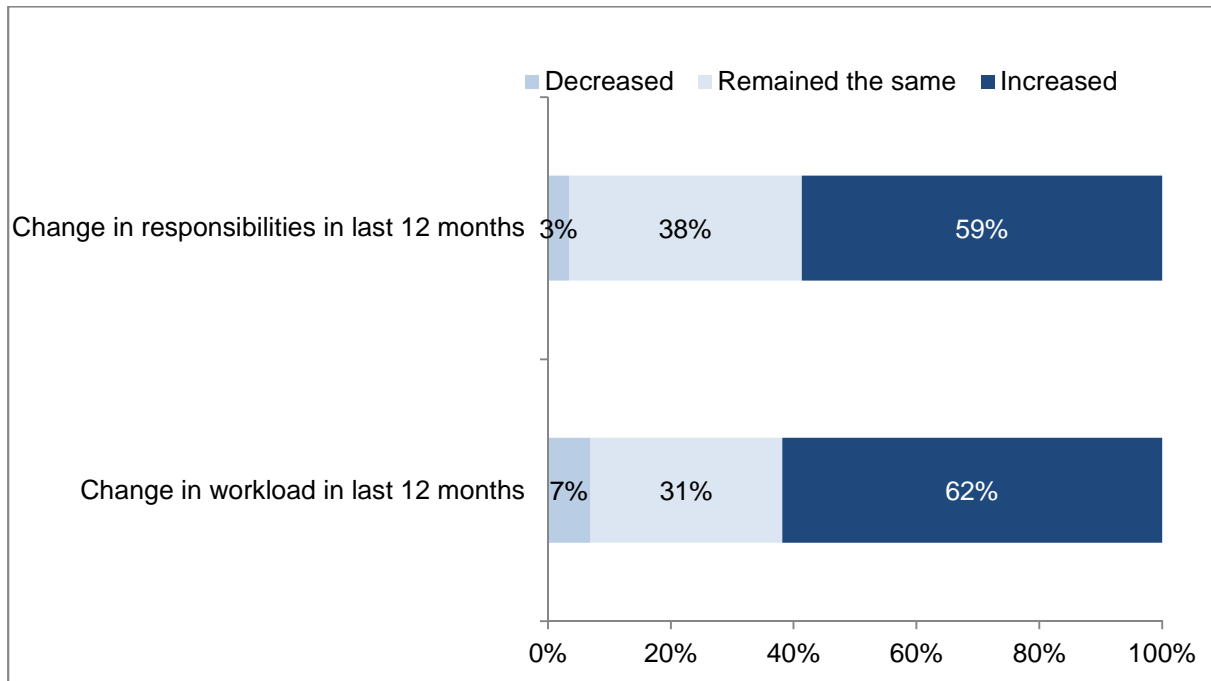
### OVERALL FINDINGS

54% of respondents say that their workload in the last year has been too high compared to 43% who say that their workload has been about right. A majority of respondents also say that both their workload and their responsibilities have increased in the last year.

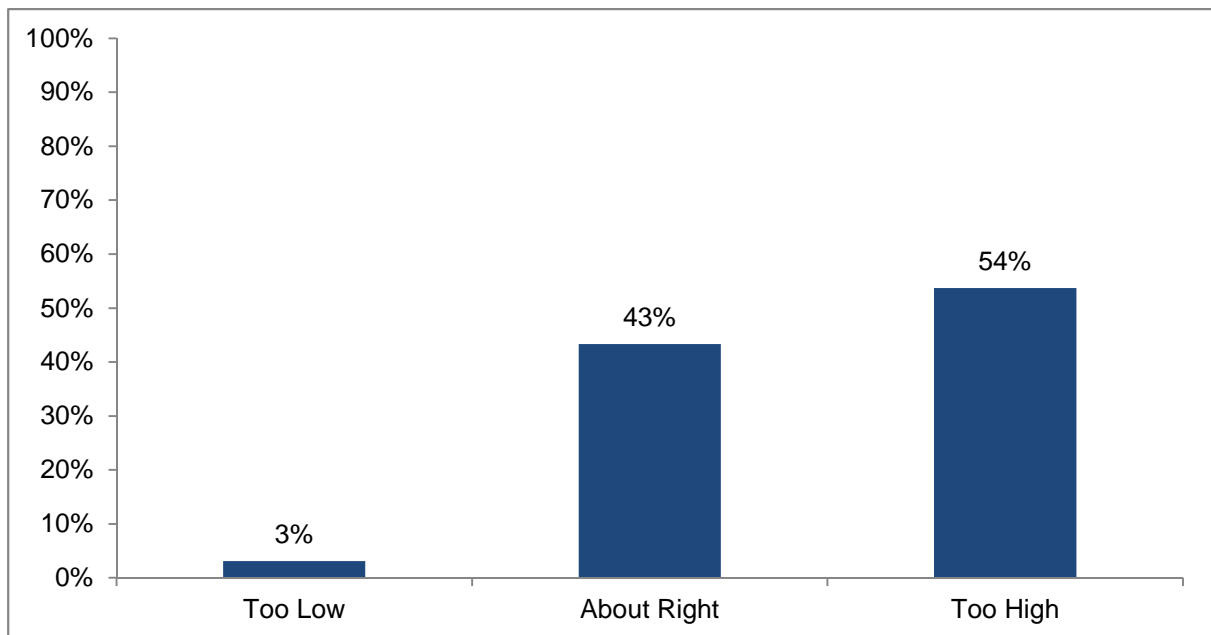
*“Workload in the past twelve months seems to have increased as the number of constables per section has decreased significantly. This in turn is increasing workload for other parties and not giving constables the time they need to make enquiries and complete investigations. Morale is low as a result of this as constables are being forced to complete enquiries between calls and rush about a lot meaning that they can't spend the time they need with the victims of crime.”*

**Constable, 6 – 10 Years' Service**

**Chart Thirteen: Changes in workload and responsibilities in last 12 months**



**Chart Fourteen: Level of workload in last 12 months**



Around six out of ten officers have had an application for annual leave refused in the last year and just under a quarter have not been able to protect rest days in the last year. In addition to concerns about the ability to take annual leave, a number of comments in this area also reflect dissatisfaction at the practice of having to take annual leave either side of rest days in order to protect them.

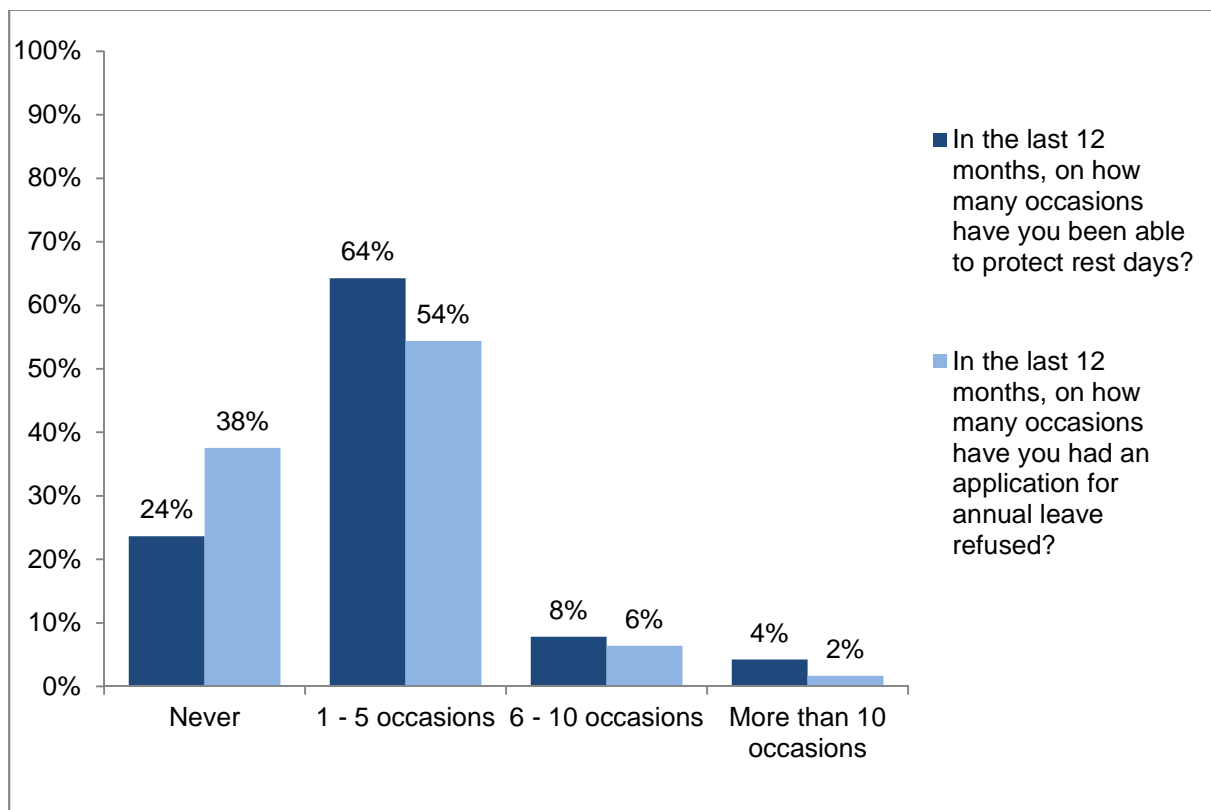
*There are less officers to go around and as such workloads increase. There is less chance for obtaining Annual Leave when the rest of the family can take theirs and Rest Days can be cancelled at a moment's notice. Instead of moving forward I feel that we are moving backwards.*

**Constable, 26 – 30 Years' Service**

*"Only allowed to protect rest days if you take annual leave - forced into taking leave you don't want to."*

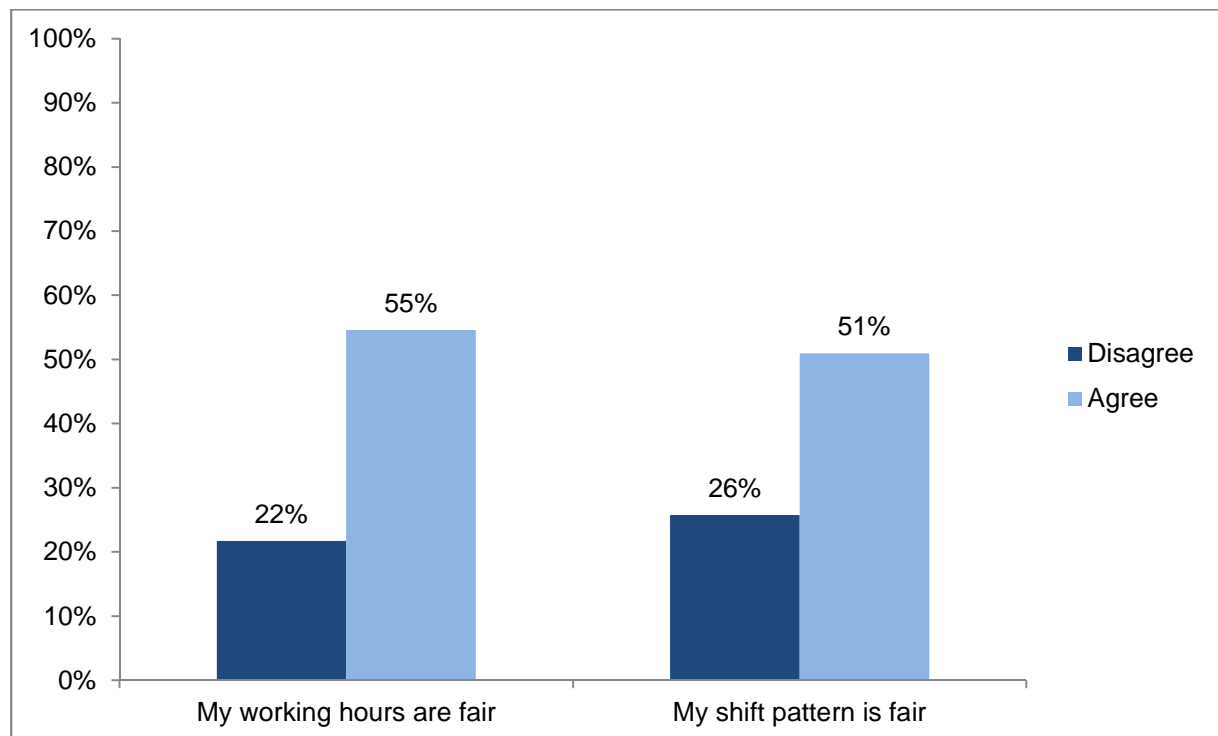
**Sergeant, 26 – 30 Years' Service**

**Chart Fifteen: Rest days and annual leave**



On the other hand, 51% of respondent say that their shift pattern is fair, whilst 55% say that their working hours are fair. Although as noted in more detail below, attitudes towards working hours and shift patterns vary considerably across different functions.

**Chart Sixteen: Respondents attitudes to working hours and shift pattern**



## COMPARISONS

### Police Service of England and Wales

Respondents in England and Wales were more likely to say that their workload and responsibilities have increased in the last 12 months than respondents in Northern Ireland. 72% of respondents in the PFEW survey said that their workload had increased, in contrast to 62% of PFNI survey respondents. 72% of respondents in the PFEW survey also said that their responsibilities had increased compared to 59% of respondents in Northern Ireland. Respondents in England and Wales were also more likely to say that their workload was too high, 62% expressed this opinion in England and Wales compared to 54% in Northern Ireland.

There are more similarities between the two surveys with regards to perceptions of the fairness of working hours and shift patterns. In England and Wales 59% of respondents agree and 20% of respondents disagreed that their working hours are fair; in Northern Ireland these proportions are 55% and 22% respectively. In addition, 56% of respondents in the PFEW survey agreed that their shift pattern was fair, whilst 25% said that it was unfair. This compares to 51% and 26% respectively in Northern Ireland.

## Other Organisations

In contrast to the PFNI survey, where 43% of respondents say that their workload is about right and 54% of respondents say that their workload is too high, respondents in the AFCAS survey were less likely to feel that their workload was too high in the last 12 months. In this survey, 49% of non-officer ranks reported that their workload was about right and 44% said that their workload was too high.

The Civil Service People Survey asked respondents about the acceptability of their workload, however has only publically reported the proportion of respondents who said that their workload was acceptable, and not the proportion who felt that their workload was too high. Despite this, 59% of civil servants and 50% of respondents from the NCA said that their workload was acceptable. As a result, respondents in these other public sector surveys do appear more likely to have a workload that is at an acceptable level compared to respondents in the PFNI survey.

## DIFFERENCES BETWEEN GROUPS

### Rank

Respondents within the inspecting ranks are most likely to say that their workload has been too high in the last year and that their responsibilities have increased over this period. Inspectors and chief inspectors are, in addition, least likely to feel that their working hours are fair. Comments highlight that the salaried nature of this role means that they frequently work very long hours without recompense which is likely to contribute to the perceived unfairness.

*“Having just been promoted to Inspector, even though I am on 9 to 5 hours, the extra hours I am having to work (and not get paid for) simply to try and keep on top of my workload is unreal.”*

**Inspecting Rank, 21 – 25 Years’ Service**

*“I am not in receipt of the Inspectors Allowance but yet am expected to work in excess of a 40hr week without any incentive, i.e. hrs in lieu, etc. etc. This is a regular occurrence and typically a working week is hitting up to 60 hrs for which I am not getting repaid.”*

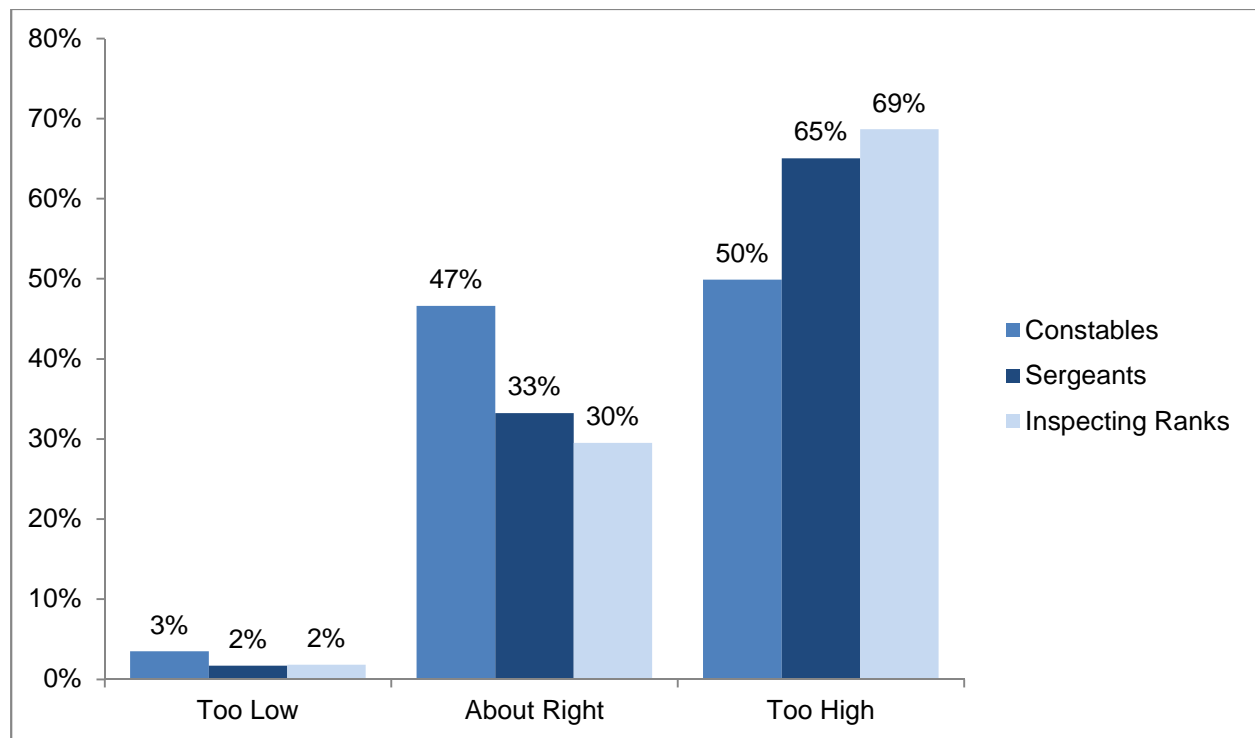
**Inspecting Rank, 21 – 25 Years’ Service**



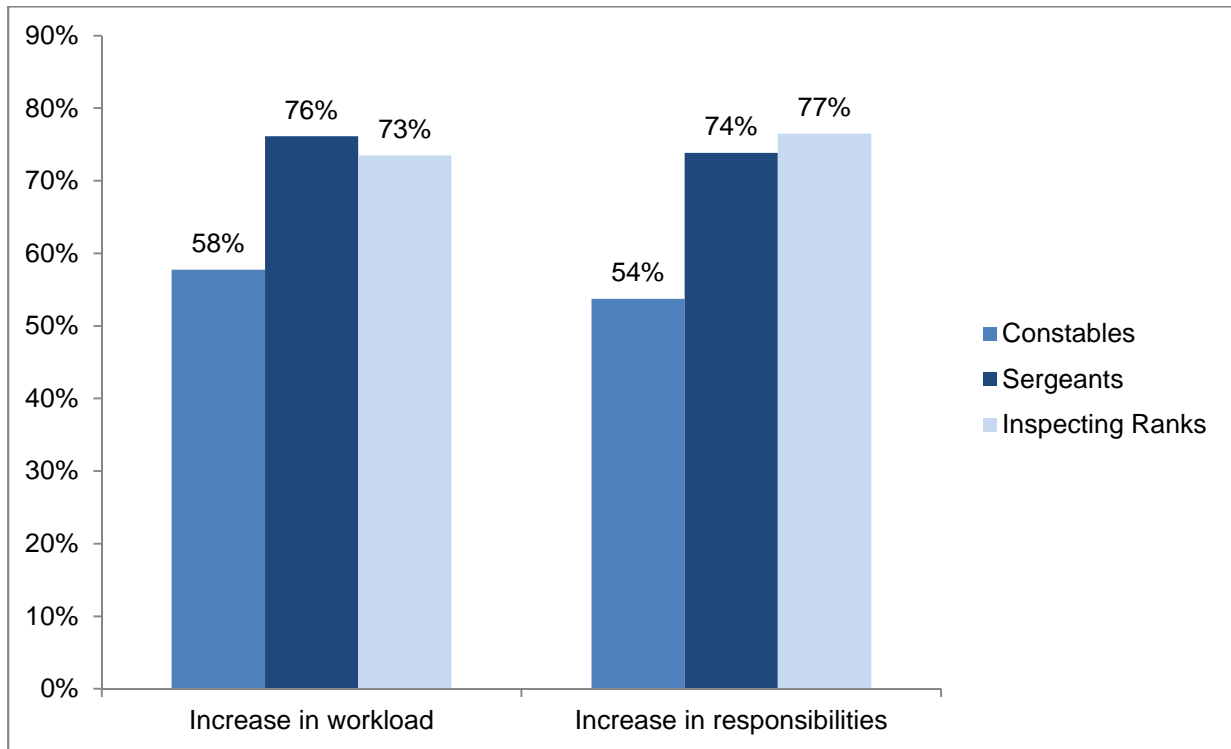
However almost two thirds of sergeants also say that their workload has been too high; members of this rank are also most likely to have seen their workload increase over the previous twelve months. As such, there is some indication that workload challenges may be a concern for a larger proportion of respondents with supervisory responsibilities in comparison to constables.

Despite this, it must still be noted that a majority of constables have experienced an increase in their workload and their responsibilities in the last 12 months, and half of respondents at this rank say that their workload has been too high. In addition, constables are least likely to feel that their shift pattern is fair. Challenges of workload and responsibilities therefore cannot be seen as problems that are exclusive to supervisory ranks.

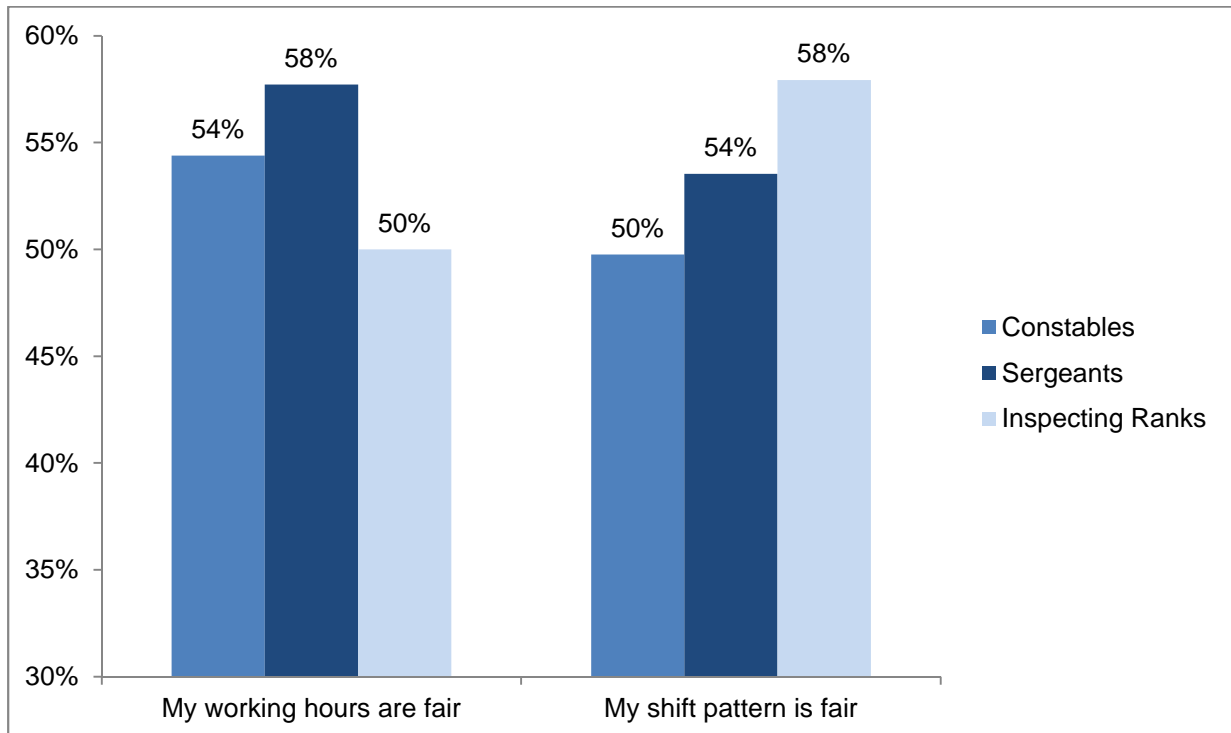
**Chart Seventeen: Level of workload in last 12 months (by rank)**



**Chart Eighteen: Increase in workload and responsibilities in last 12 months (by rank)**

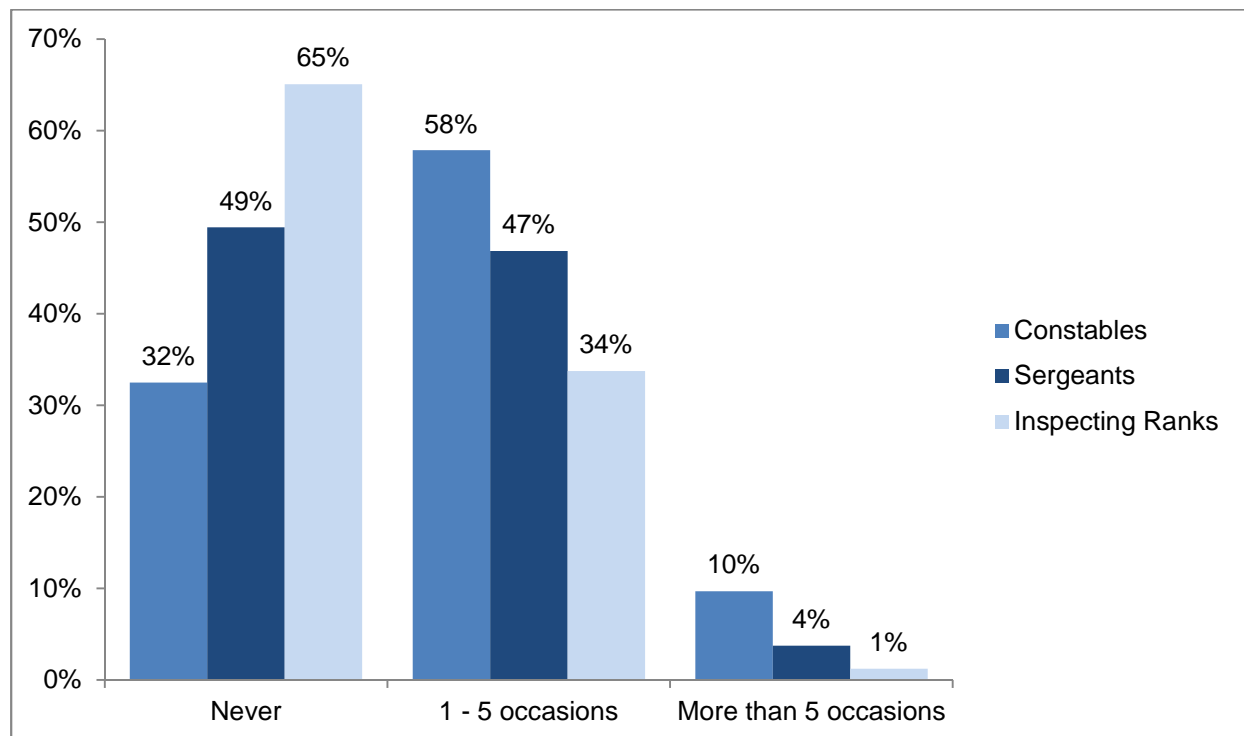


**Chart Nineteen: Proportion of respondents reporting fair working hours and shift pattern (by rank)**



A further difference between ranks can be seen in the proportion of respondents who have had annual leave refused in the last 12 months. Fewer than one in three constables have never had a request for annual leave turned down in the last 12 months, whilst one in ten have had an annual leave request refused more than five times during this period. In contrast, over the same period just under half of sergeants and just under two thirds of inspectors have never had annual leave refused.

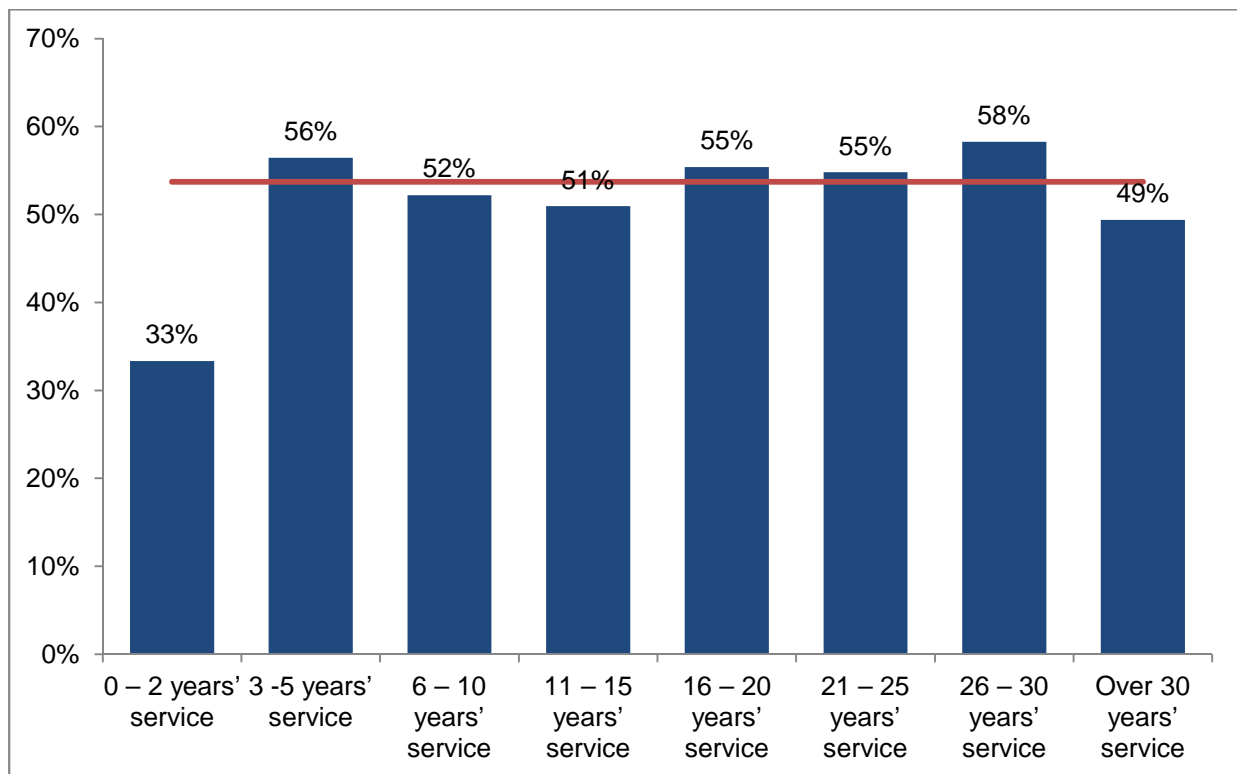
**Chart Twenty: Annual leave refusals in last 12 months (by rank)**



### Length of Service

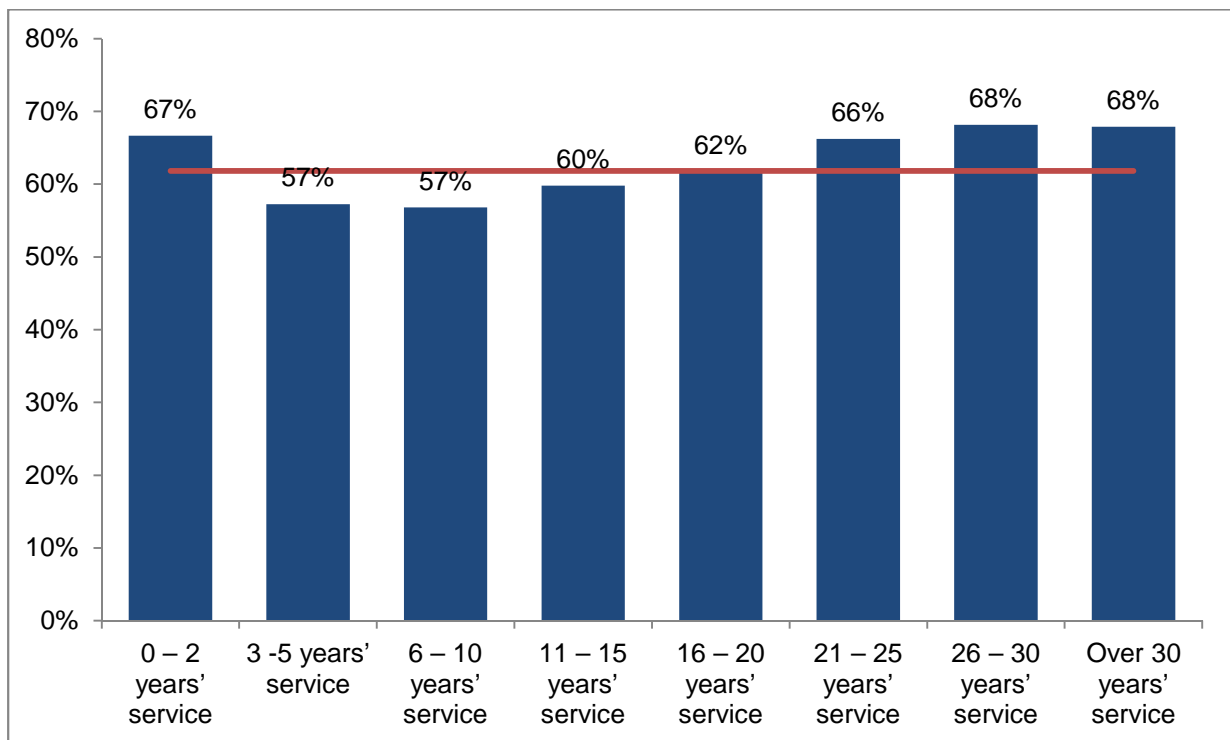
Differences in workload level on the basis of length of service are more limited compared to analysis on the basis of rank and role. If we exclude probationers, the proportion of respondents who say that their workload has been too high ranges from 49% of respondents with more than 30 years' service to 58% of respondents with between 26 and 30 years' service. The smaller range seen here is perhaps understandable, as division of workload is less likely to be based on length of service compared to the other demographic variables that have been addressed such as rank and role.

**Chart Twenty-One: Workload too high in last 12 months (by length of service)**

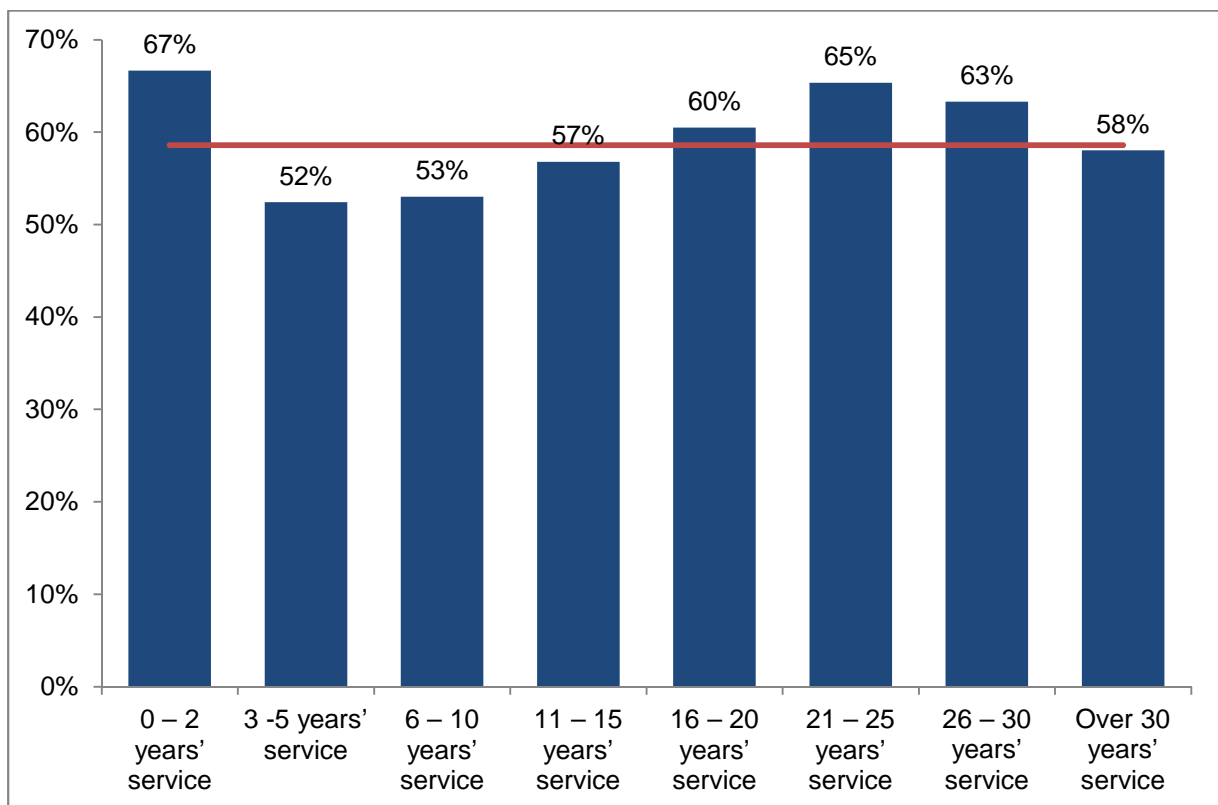


On the other hand, respondents in the latter part of their careers are somewhat more likely to report an increase in both workload and responsibilities in the last year, particularly when compared to early-mid career respondents. There could be some overlap with the previous analysis of rank here. For instance constables have an average length of service of 15 years, whilst the average service length for sergeants is 21 years and for inspectors is 24 years. Nonetheless, the effect of service length should not be overstated, given that the majority of respondents at all lengths of service say that their workload and responsibilities have increased in the last 12 months.

**Chart Twenty-Two: Increase in workload in last 12 months (by length of service)**



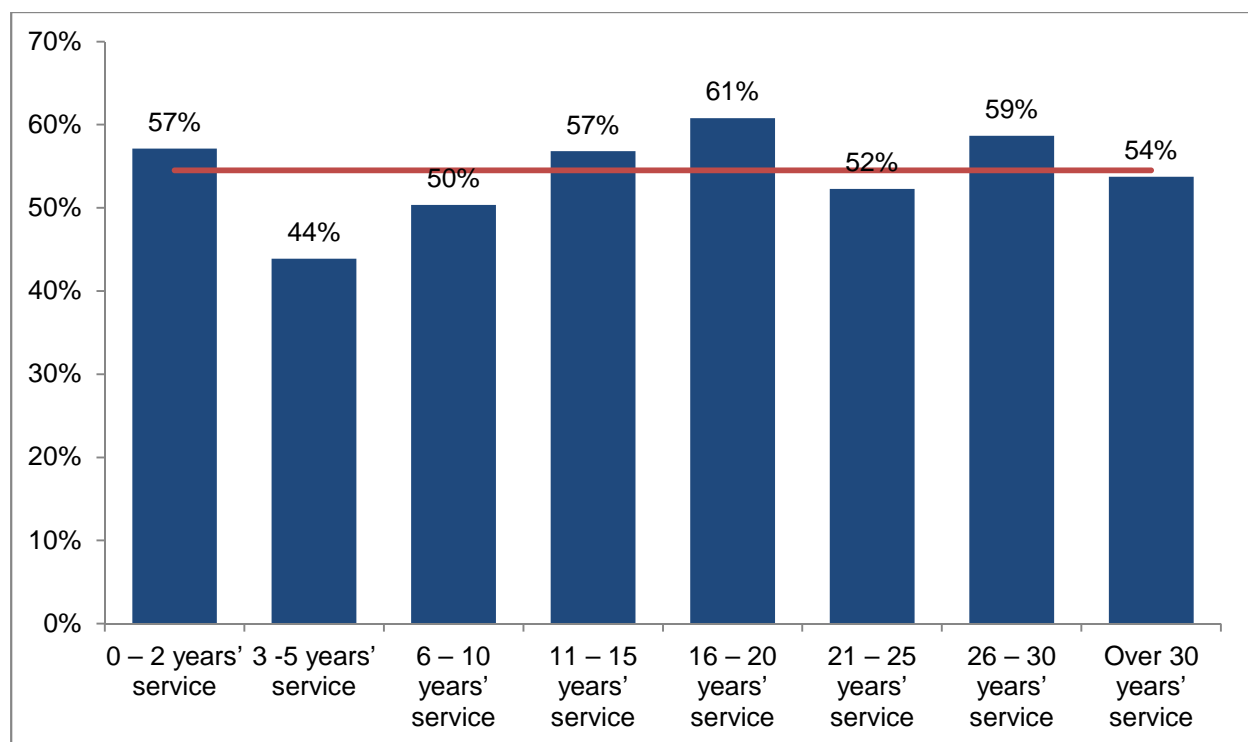
**Chart Twenty-Three: Increase in responsibilities in last 12 months (by length of service)**



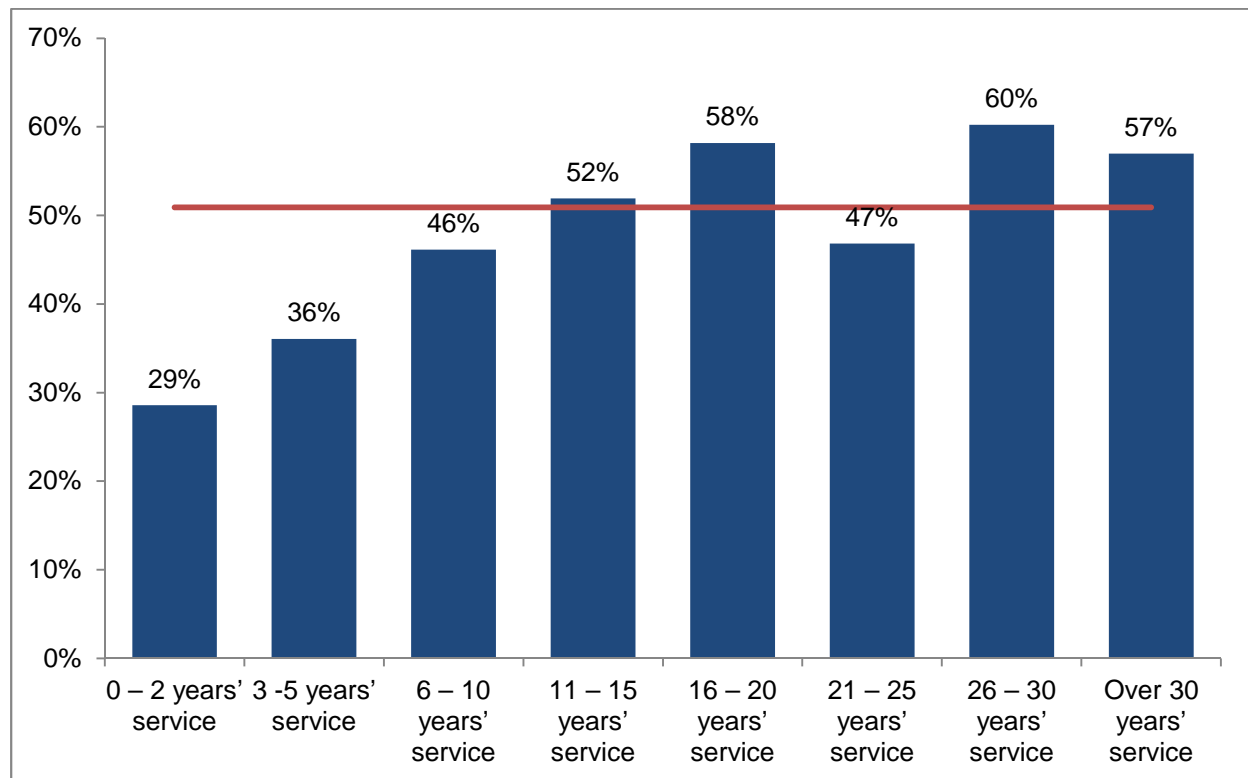
Interestingly, respondents who are earlier on in their careers appear less likely to feel that their shift pattern and working hours are fair. Of particular note, is the fact that only 29% of probationers feel that their shift pattern is fair. This could be because respondents who are very early on in their careers have not yet adjusted to shift-working to the same extent as their more experienced colleagues; however again this must be caveated by the limited number of respondents in this area.

Respondents with between three and five years' service are also less likely to feel that their working hours and shift patterns are fair when compared to the average proportion for the service as a whole. This may be one part of a broader sense of dissatisfaction amongst respondents in the category that was noted in previous sections. The roles occupied by respondents in this group are also likely to come to bear in this regard. More than 90% of respondents with between three and five years' service said that they occupy either a Response Policing or Neighbourhood Policing role, the two functions least likely to think that their shifts and working hours are fair.

**Chart Twenty-Four: Proportion of respondents reporting fair working hours (by length of service)**

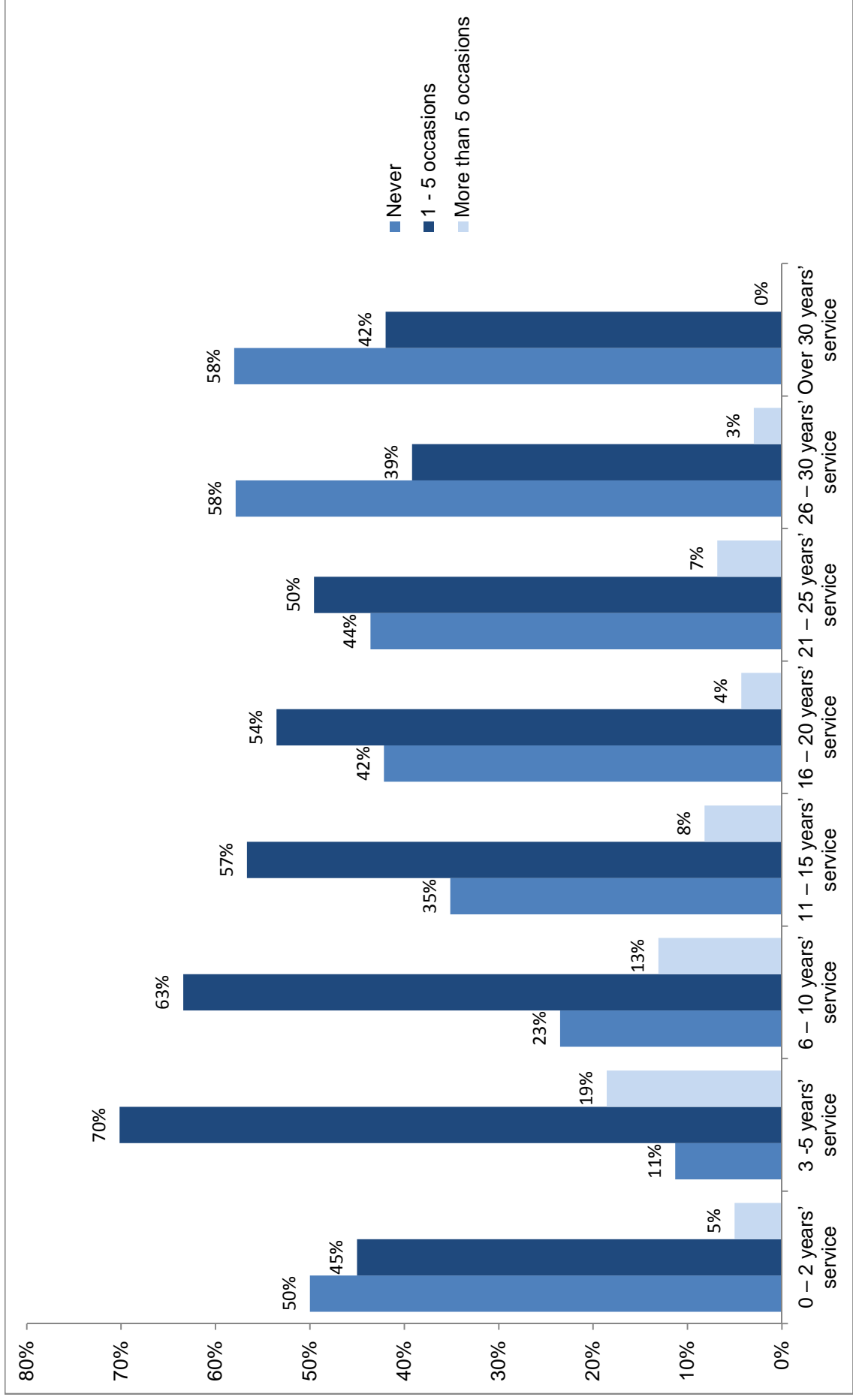


**Chart Twenty-Five: Proportion of respondents reporting fair shift pattern (by length of service)**



Only around one in ten respondents in the three to five years' service category say that they have not had a request for annual leave turned down in the last 12 months, compared to just under one in five who say that they have had annual leave refused on more than five occasions in the last year. As such, even if dissatisfaction with working hours and shift patterns are more attributable to function rather length of service, concerns might still be raised about the overall impact of poor work-life balance amongst officers relatively early on in their careers.

**Chart Twenty-Six: Annual leave refusals in last 12 months (by length of service)**





## Role

There appear to be some noticeable differences in workload across different roles. For instance, more than seven out of ten respondents who say that they have a Training role and almost two thirds of respondents in “middle office” functions, including Call Management and Custody, report that their workload has been too high in the last year. The same groups, along with Neighbourhood Policing respondents, are also more likely to say that their workload and responsibilities have increased over the last 12 months. Comments from respondents in these categories make reference to reduction in staffing as well as an expectation that unpaid overtime will be used to get the job done, which may contribute to work pressures amongst these groups.

*“Given the obvious reduction in strength throughout the PSNI and the financial implications placed upon the service due to the budget cuts, the work still needs to be done. To this end, there is a greater workload, with fewer officers doing the work and 'little or no' financial incentive with rest days being cancelled or re-allocated and the idea of a working /family life balance being ignored.”*

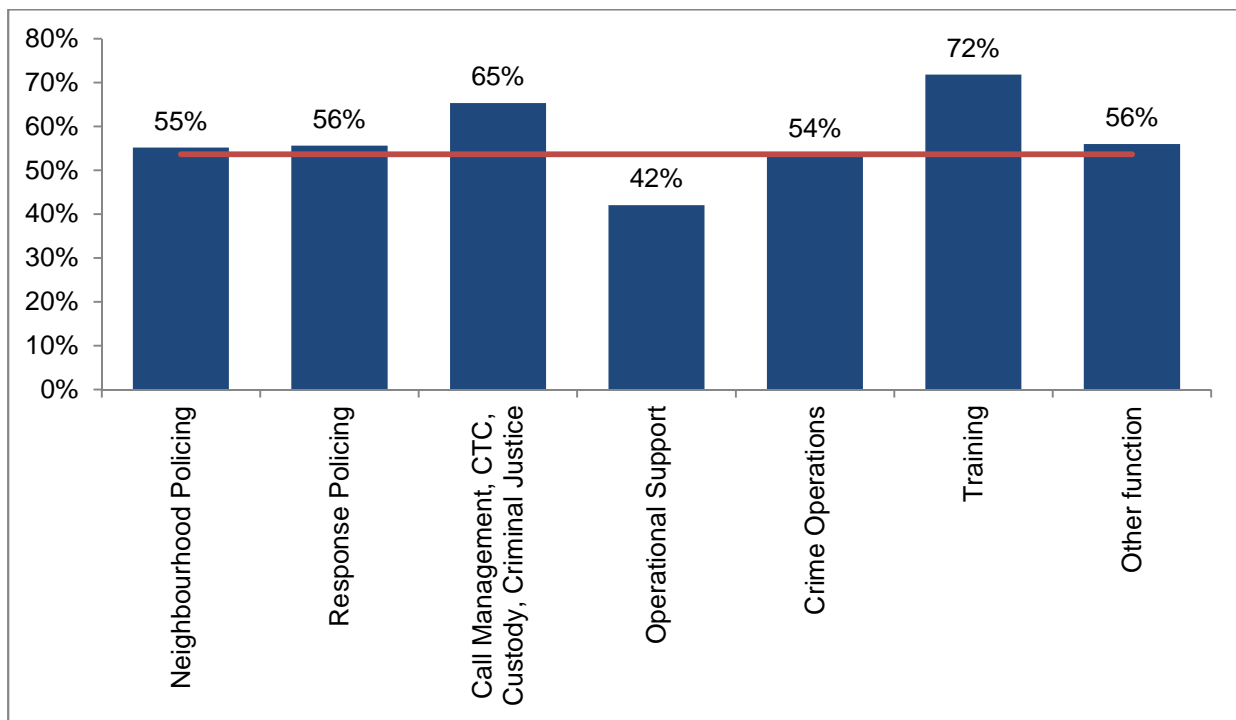
**Training**

*“There is an open expectation that my office will work regular overtime to get work done without pay, this is something that I do on a regular basis to ensure that I do a good job for my customers. Others in my office do likewise.”*

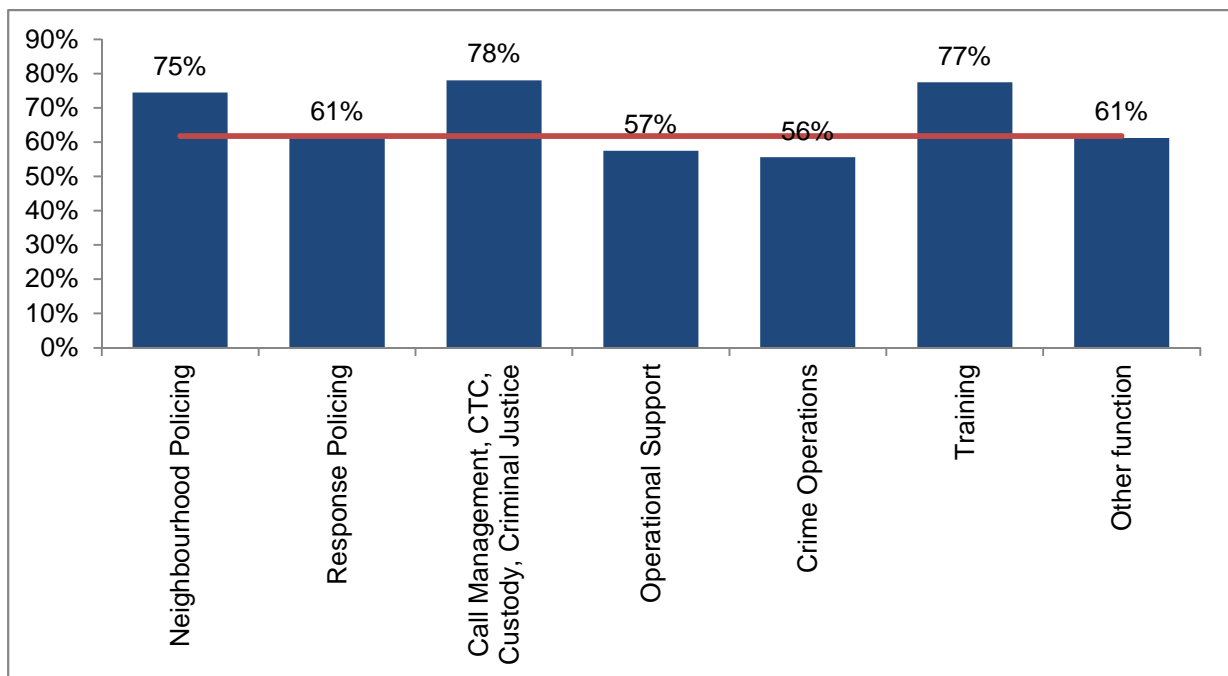
**Call Management, CTC, Custody, Criminal Justice**

At the other end of the scale, 42% of respondents in an Operational Support role say that their workload is too high. Respondents in this function are also least likely to have experienced an increase in their responsibilities in the last year, whilst respondents in Crime Operations are least likely to have experienced an increase in their workload. Again however, the proportion of respondents affected by an increasing workload is around or above 50% across all functions. As such, this appears to be a challenge faced by many respondents across all functions.

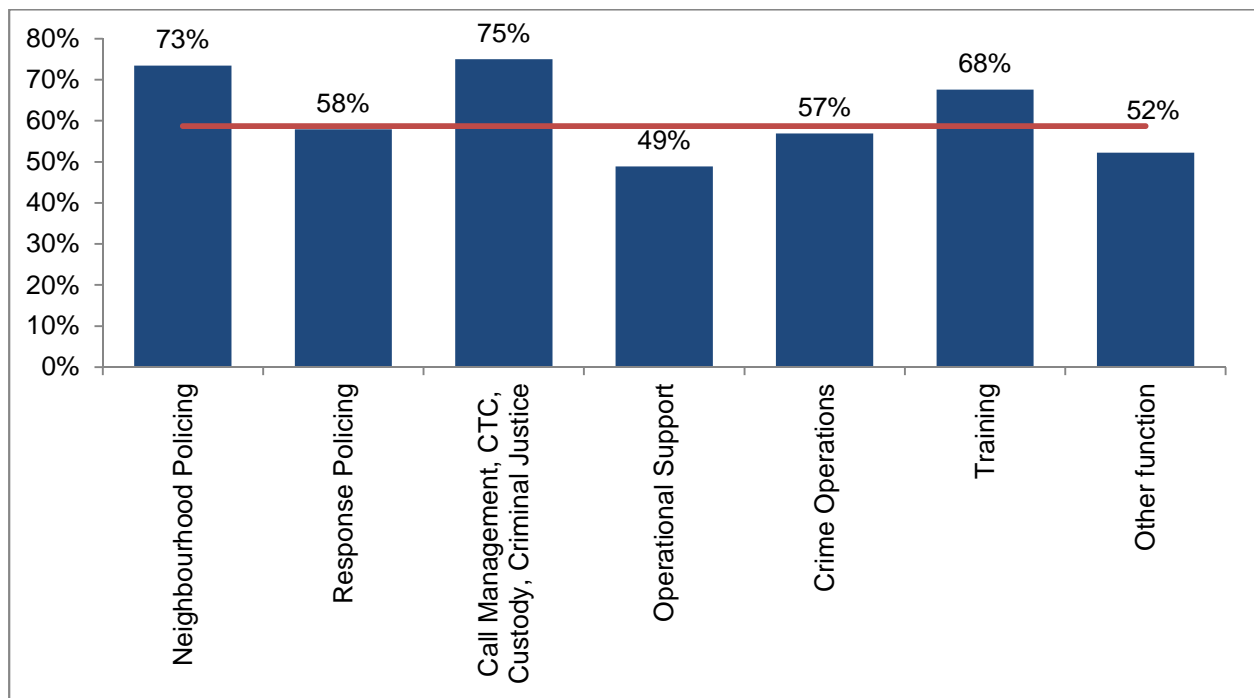
**Chart Twenty-Seven: Workload too high in last 12 months (by role)**



**Chart Twenty-Eight: Increase in workload in last 12 months (by role)**



**Chart Twenty-Nine: Increase in responsibilities in last 12 months (by role)**



By a clear margin, respondents who occupy either a Neighbourhood Policing or Response Policing role are less likely to feel that their working hours and shift pattern are fair when compared to their colleagues in other functions. Around two out of five respondents in these roles say that their working hours are fair, and just one in three feels that their shift pattern is fair. A number of comments also highlight concerns about the impact of changes to their shift pattern of their work-life balance. In comparison, more than three quarters of respondents in a Training function feel that their working hours and shift pattern are fair.

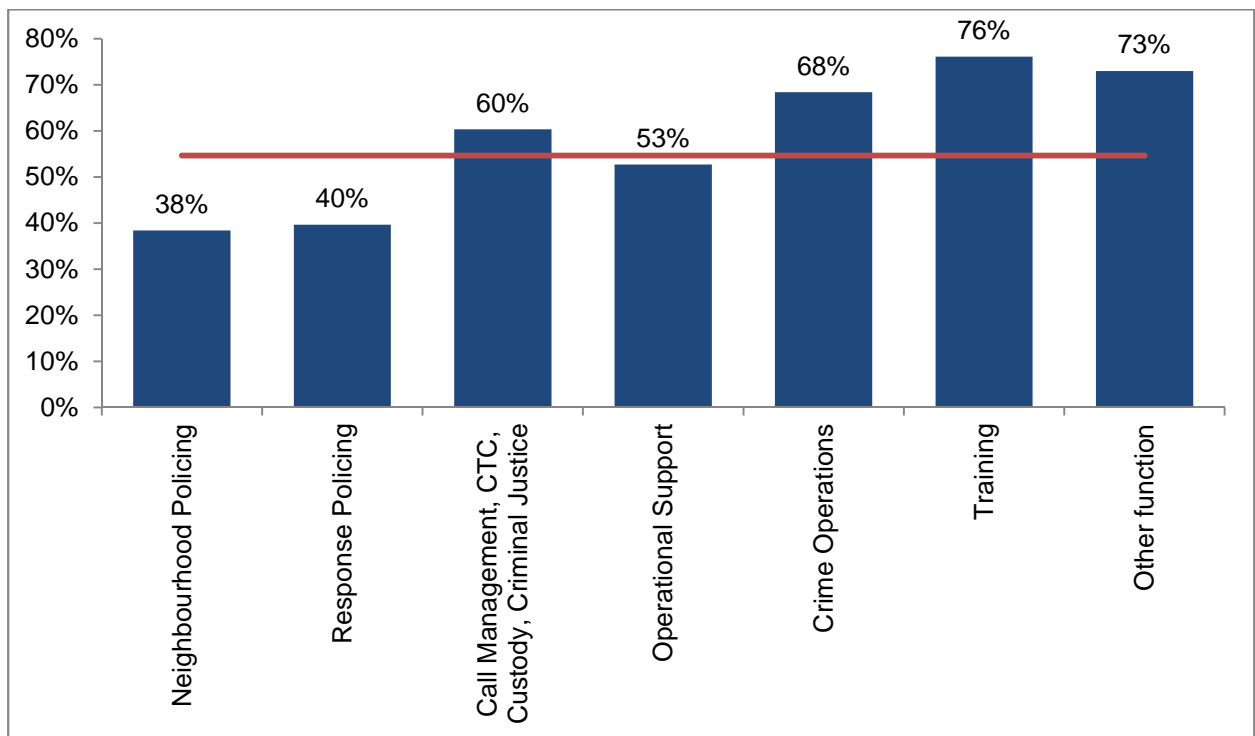
*“The shift system in response policing shows no consideration for the welfare or wellbeing of officers and appears to only have been developed to meet operational demands. This system added to constantly cancelled rest days and inability to have annual leave accepted leads to serious welfare and health issues for the majority of frontline officers regardless of their personal circumstances or status.”*

**Response Policing**

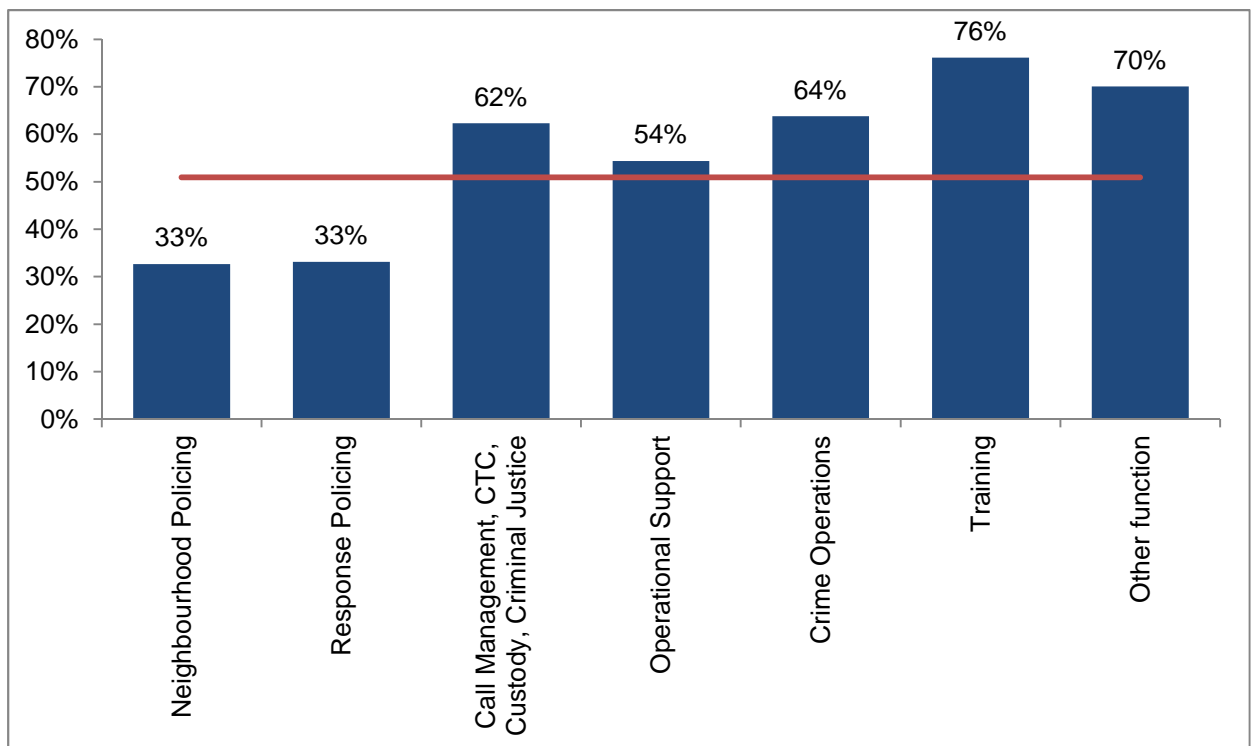
*“The proposed shift pattern will cause great stress for anyone who enjoys seeing their children or extended family as it looks like we’ll be working even more lates”*

**Response Policing**

**Chart Thirty: Proportion of respondents reporting fair working hours (by role)**

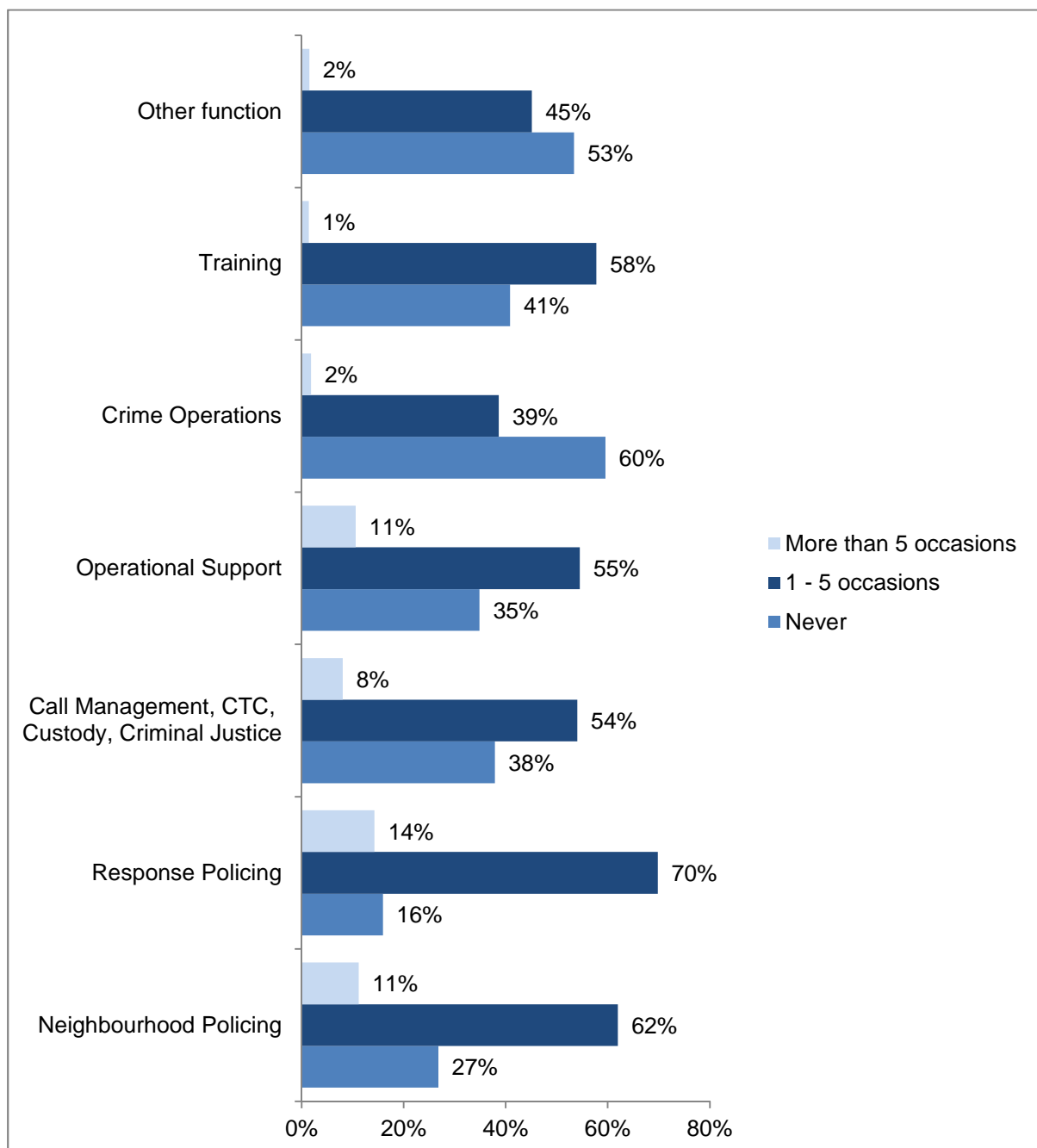


**Chart Thirty-One: Proportion of respondents reporting fair shift pattern (by role)**



Respondents in a Neighbourhood Policing or Response Policing role are also most likely to have had a request for annual leave refused in the last 12 months. Only just over one in four respondents in Neighbourhood Policing and around one in six respondents in Response Policing have not had annual leave refused in the last 12 months. This is in contrast to Crime Operations where 60% of respondents have not had a request for annual leave turned down during the previous year. The nature of the work of these different functions will be an important factor here; nonetheless this may again raise concerns about certain functions ability to maintain a healthy balance between their work and family life.

**Chart Thirty-Two: Annual leave refusals in last 12 months (by role)**



## PSYCHOLOGICAL CONTRACT

---

### SUMMARY

- Respondents are more likely to disagree than agree that the police service has fulfilled its obligations to them across a range of psychological contract indicators, including pay increases that maintain their standards of living and support for learning new skills.
- Respondents in the PFNI survey report relatively similar levels of fulfilment of relational elements of their psychological contract with the police service (e.g. concerning training, development and promotion) to respondents in the PFEW survey; however respondents in England and Wales are more likely to feel that their transactional psychological contract (e.g. pay and benefits) has not been fulfilled.
- Comparisons between the PFNI survey and other public sector surveys are more problematic due to the use of different measures, however in comparison to the PFNI survey, armed forces personnel are more likely to agree than disagree that their psychological contract has been fulfilled.
- Differences between groups are relatively limited for this measure, with perceptions of psychological contract fulfilment relatively low regardless of rank, role or length of service.

### WHAT IS THE PSYCHOLOGICAL CONTRACT AND WHY IS IT IMPORTANT?

A psychological contract is “the perception of the two parties, employee and employer, of what their mutual obligations are towards each other”<sup>xxxix</sup>. People hold beliefs about what they owe their organisation (for example loyalty or regularly going beyond their job role) in return for particular inducements and benefits (such as fair pay or job security)<sup>xxx</sup>. Researchers have typically differentiated between two forms of psychological contract content: transactional content and relational content<sup>xxxi,xxxii</sup>. Transactional contract content refers to specific monetary exchanges, in particular in terms of pay and benefits, whereas relational contract content generally refers to long-term obligations that maintain the relationship between a person and their organisation, for example personal support or job security.

A breach of the psychological contract occurs when either party believes that the other party has failed to fulfil their promised obligations<sup>xxxiii</sup>. Researchers have found that individuals can experience a sense of “violation” (a strong emotional reaction which includes distress, anger and betrayal) when they believe their psychological contract has been breached<sup>xxxiv,xxxv</sup>. In causing this strong emotional response, psychological contract breach can have a significant impact upon work outcomes relating to retention and performance<sup>xxxvi</sup>.

Studies have shown that psychological contract breach and violation predict turnover intention, job satisfaction, organisational commitment, in-role and extra-role performance<sup>xxxvii,xxxviii,xxxix</sup>. In addition, employees who initially experience a breach in their psychological contract have been found less likely to believe that subsequent organisational decisions have been explained and justified adequately<sup>xl</sup>. Recent research also demonstrates that psychological contract breach is associated with actual turnover (in contrast to turnover intention). For example, in a study of military personnel, voluntary turnover was shown to become almost 60% more likely for each one-point increase in a five-point measure of psychological contract breach<sup>xli</sup>.

Psychological contract breach was measured using seven items derived from Coyle-Shapiro and Kessler's (2000)<sup>xlii</sup> measure of psychological contract fulfilment/breach, and asked officers to evaluate key aspects of their transactional and relational psychological contracts with the police service using items such as "*the necessary training to do my job well*" and "*fair pay for the responsibilities I have in my job*".

## OVERALL FINDINGS

Respondents are more likely to disagree than agree that the police service has met its obligations to them across a range of elements of their psychological contract. 73% of respondents say that the police service has not met its obligations to provide pay increases that maintain their standards of living, in contrast to 10% of respondents who say that this obligation has been met.

*"In real terms my pay has dropped substantially over the past few years with increases in pension contributions, no annual pay rise and a sharp rise in the cost of living."*

**Sergeant, 21 – 25 Years' Service**

In addition, almost two thirds of respondents feel that the police service has not met its obligations to provide support for learning new skills; with 64% disagreeing compared to 9% agreeing that this element of the psychological contract has been fulfilled.

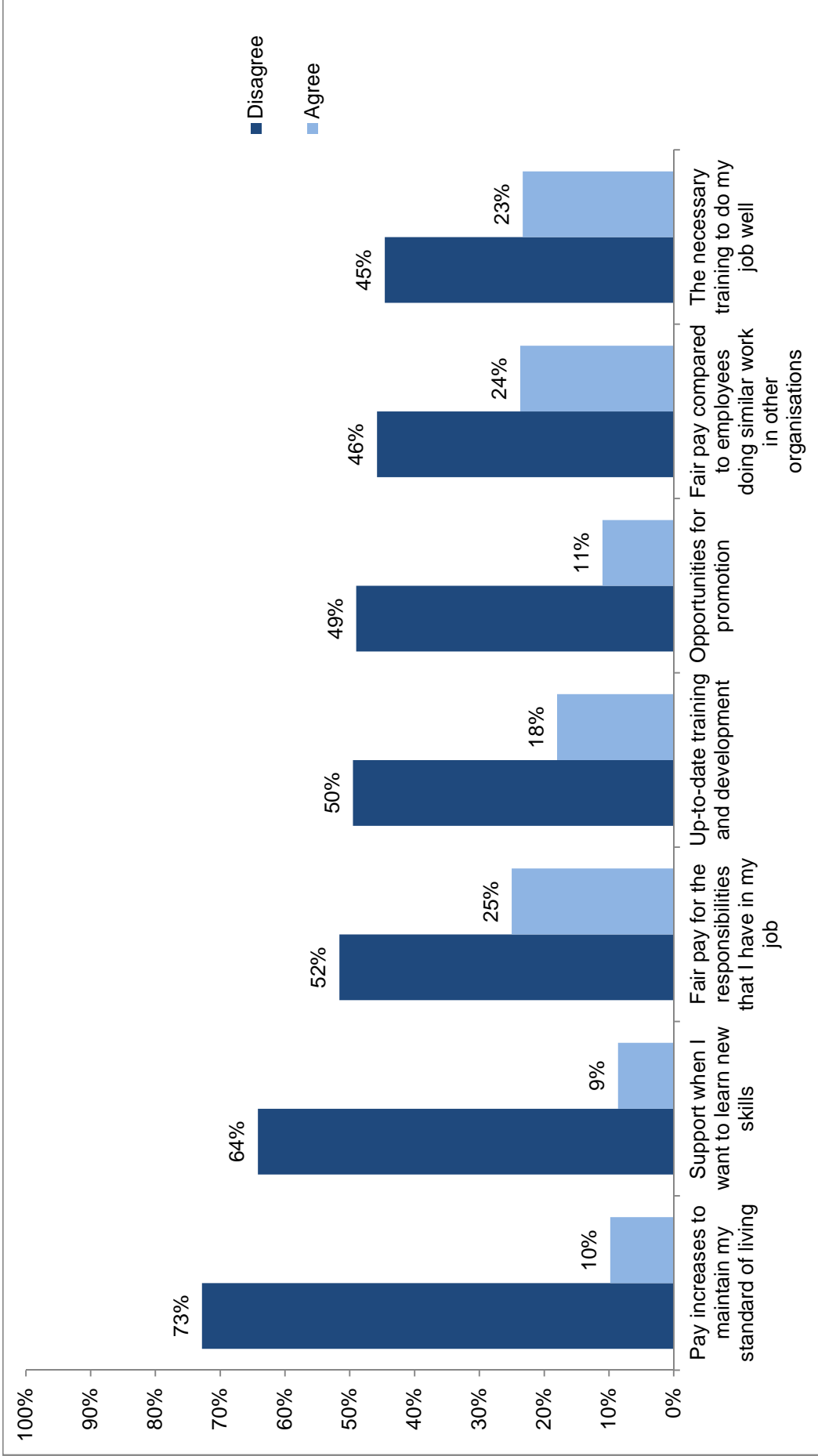
*“I feel that the training that I want to improve my skills as a police officer are not taken into consideration. I have been turned down for courses without any real explanation as to why. If the service gave me the training that I want, I believe that I would contribute more and feel empowered within the Service.”*

**Constable, 16 – 20 Years’ Service**

At the other end of the scale, one in four respondents agree that the police service has met its obligations to provide fair pay for their responsibilities, whilst 24% say that the service has met its obligations to provide fair pay compared to other organisations and 23% say that it has met its obligations to provide the necessary training to do their job well. Although a larger proportion of respondents feel that these obligations have been met, it must still be noted that levels of agreement here are still relatively low, and do not exceed levels of disagreement. As a result there is no clear evidence that respondents feel that on the whole the service has fulfilled its obligations to them.



**Chart Thirty-Three: Proportion of respondents agreeing and disagreeing with psychological contract statements**



## COMPARISONS

### Police Service of England and Wales

Compared to the PFNI survey, the PFEW survey shows that respondents in England and Wales were more likely to feel that their transactional psychological contract (relating to pay and benefits) had not been fulfilled. For example, 87% of respondents in England and Wales said that the police service had not fulfilled its obligations to provide pay increases to maintain their standard of living compared to 73% in Northern Ireland. In addition 70% of PFEW survey respondents said that the police service had not met its obligations to provide fair pay for the responsibilities within their job, whereas 52% of PFNI survey respondents do not feel that this obligation has been met.

Differences between England and Wales and Northern Ireland are more limited in terms of the fulfilment of respondents' relational psychological contracts (reflecting the maintenance of a long-term relationship between officers and the police service). For instance, 50% of respondents in both surveys say that the police service has not fulfilled its obligation to provide up-to-date training and development. Furthermore, 57% of respondents in the PFEW survey said that they do receive support when they want to learn new skills, compared to 64% of respondents in the PFNI survey.

### Other Organisations

Direct comparisons cannot be made between the PFNI survey and other public sector workforce surveys as different measures of psychological contract fulfilment are used in different surveys. As noted in the Job Satisfaction section above, the 2014 Civil Service People Survey asked a series of items relating to pay, benefits and opportunities for development which overlap with psychological contract items measured in the PFNI survey. However these items do not capture the sense of "met obligations" which is a key aspect of the psychological contract.

With this caveat, it can be noted that there are similar levels of agreement across the PFNI survey and the Civil Service People Survey with regards to the provision of fair pay in contrast to other organisations' employees. 24% of civil service respondents and 23% of NCA respondents agreed with this statement, compared to 24% of PFNI respondents. On the other hand, 62% of civil servants and 34% of NCA members said that they had the ability to access the right to learning and development. This compares to 23% of PFNI respondents who say that they receive the necessary training to do their job well.

The AFCAS survey included a measure of psychological contract fulfilment for the first time in 2015. However this survey used a single question to measure psychological contract fulfilment, asking respondents to agree or disagree with the statement "*in the last 12 months, the service has fulfilled its commitments/promises to me*". The AFCAS survey showed that non-officer ranks were more likely to agree than disagree with this statement (40% agreed and 30% disagreed). Although it is not possible to directly compare responses to this single question with the broader measure of psychological contract fulfilment used in

the PFNI survey, it can be noted that respondents in the PFNI survey were more likely to disagree than to agree with the psychological contract indicators.

## DIFFERENCES BETWEEN GROUPS

### Rank

There are fewer differences between ranks on the basis of psychological contract indicators, particularly when seen in the context of the differences observed in earlier sections of this report. In keeping with this earlier analysis, members of the inspecting ranks are more likely to agree that the police service has fulfilled its obligations to them when compared to constables and sergeants. However it is important to recognise that these proportions are still low. For example, fewer than one in three inspectors and chief inspectors believe that the police service has met its obligations to provide necessary training or to provide fair pay compared to other organisations.

*“Police pay used to be better than other comparable jobs in public service - it is now about the same, carries massive risk, affects family life and social life, and therefore is no longer what would be regarded as a good job, it is now an ok job.”*

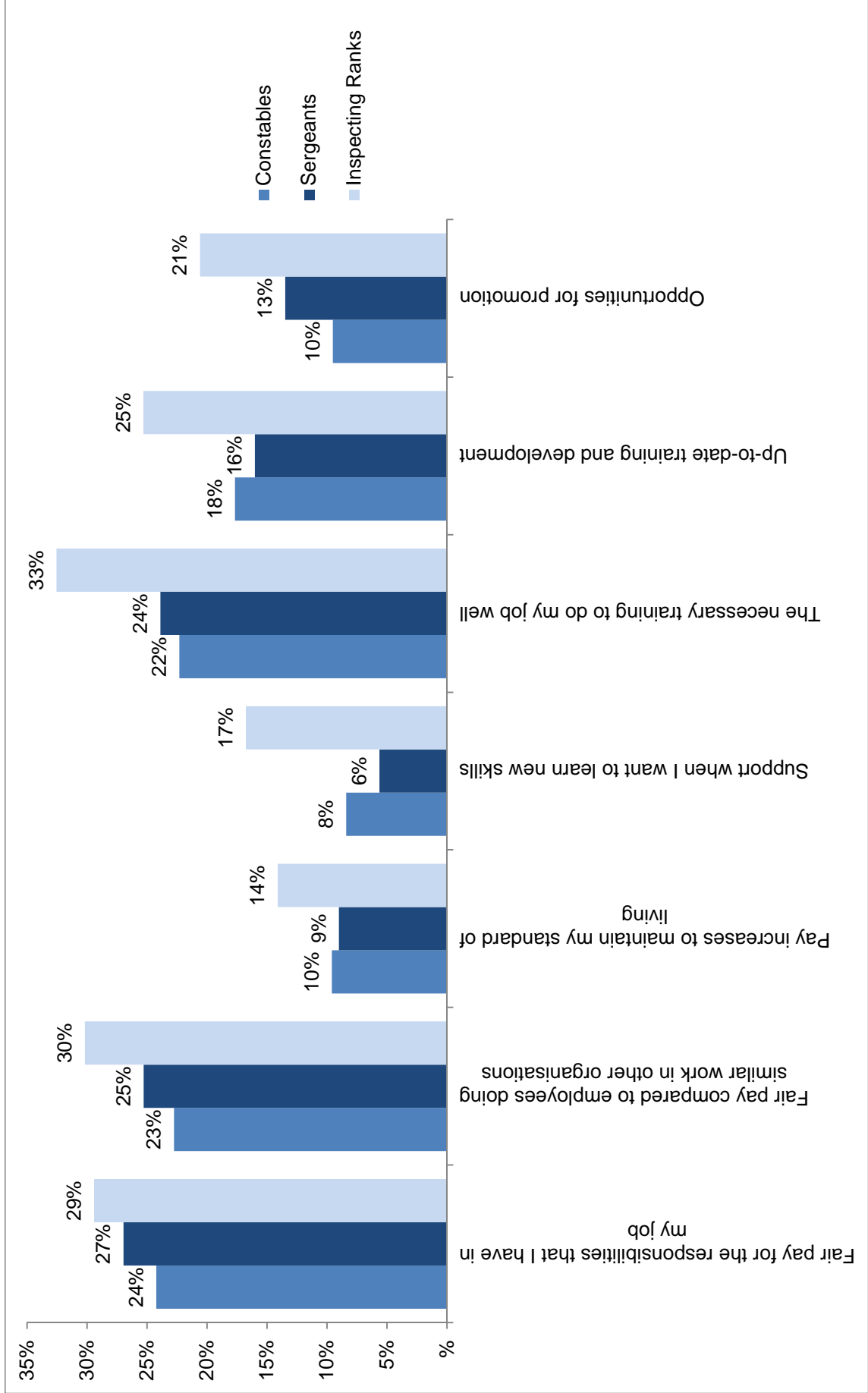
**Constable, 16 – 20 Years’ Service**

Whilst psychological contract fulfilment overall appears to be low, there are a number of observations that are of particular note. Fewer than one in ten constables and sergeants feel that they have received pay increases which maintain their standards of living. This is perhaps expected given the pay freezes experienced in recent years. Even lower are the proportions of constables and sergeants who say the police service has fulfilled its obligations to provide support for learning new skills; just 8% of constables and 6% sergeants agreed that this obligation had been fulfilled.

*“As a Sergeant I do not have many career paths available to me and I feel stuck in my present role. This has not been helped with departments being allowed to promote within. This in turn has reduced my scope for change and reduced my morale.”*

**Sergeant, 21 – 25 Years’ Service**

**Chart Thirty-Four: Proportion of respondents agreeing with psychological contract statements (by rank)**



## Length of Service

Length of service also does not appear to be a key predictor of respondents' perceptions that their psychological contract has or has not been fulfilled. As seen in previous sections, probationers are most likely to view the police service positively and in keeping with this are more likely to agree that their psychological contract has been fulfilled. Interestingly, agreement is higher for relational elements of probationers' psychological contract compared to transactional elements. This may suggest that, even at very early stages of their career, the majority of respondents do not feel that the police service has fulfilled its obligations with regards to pay and benefits. Again the small number of respondents must be taken into account when drawing conclusions for this group.

If probationers are excluded from the analysis, differences between groups are generally small. On the whole, and in line with previous observations, early-to-mid career respondents are slightly less likely to feel that the police service has fulfilled its obligations regarding many of the psychological contract indicators, both in comparison to other service length categories and to the average for the service overall. This appears in line with the lower levels of morale and engagement seen amongst these respondents that was reported in earlier sections. Respondents' comments again also make reference to the changes in pension, with many referring to this as a breach of contract.

*"There is a general feeling amongst officers that matters in relation to transfers, resourcing and training are not fairly managed."*

**Sergeant, 11 – 15 Years' Service**

*"To me the pension change should be treated as a large pay cut and breach of contract"*

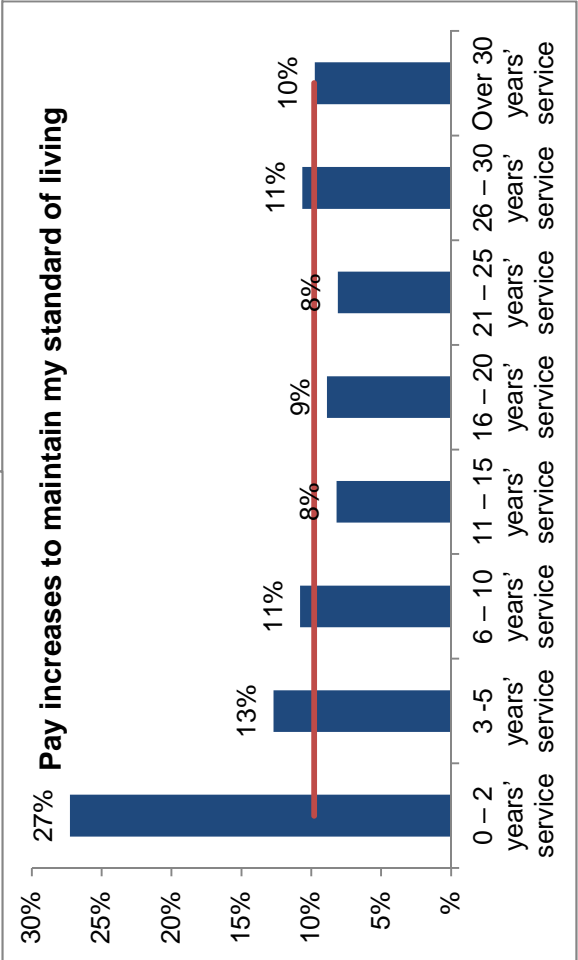
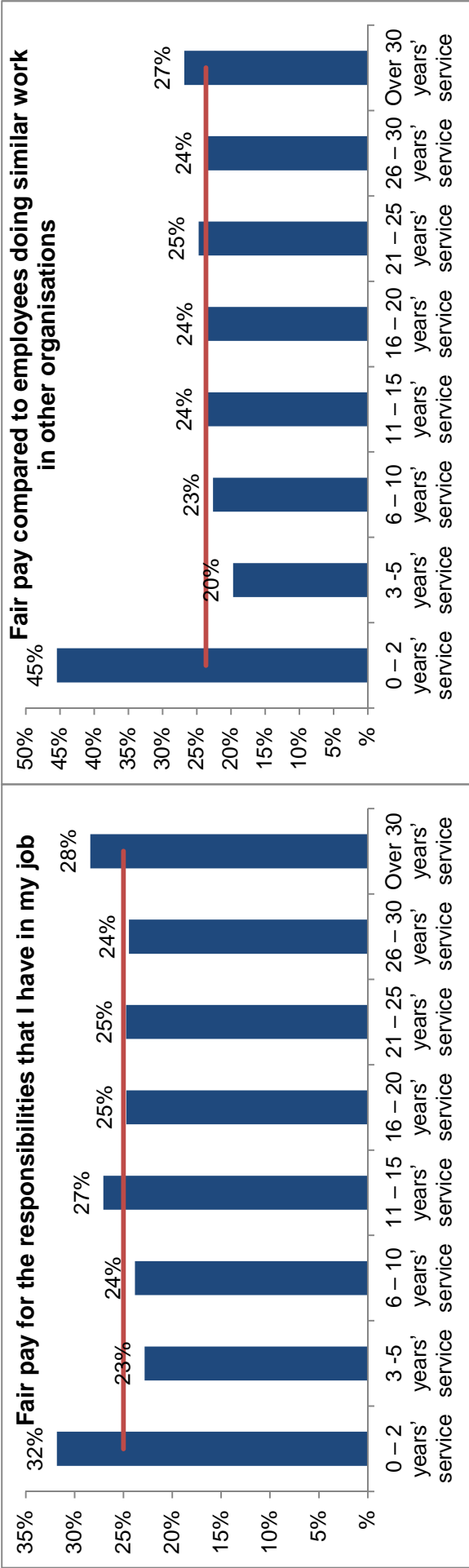
**Constable, 11 – 15 Years' Service**

*"The contract we signed was for 30 years and now it is being broken with severe consequences for officers and their families."*

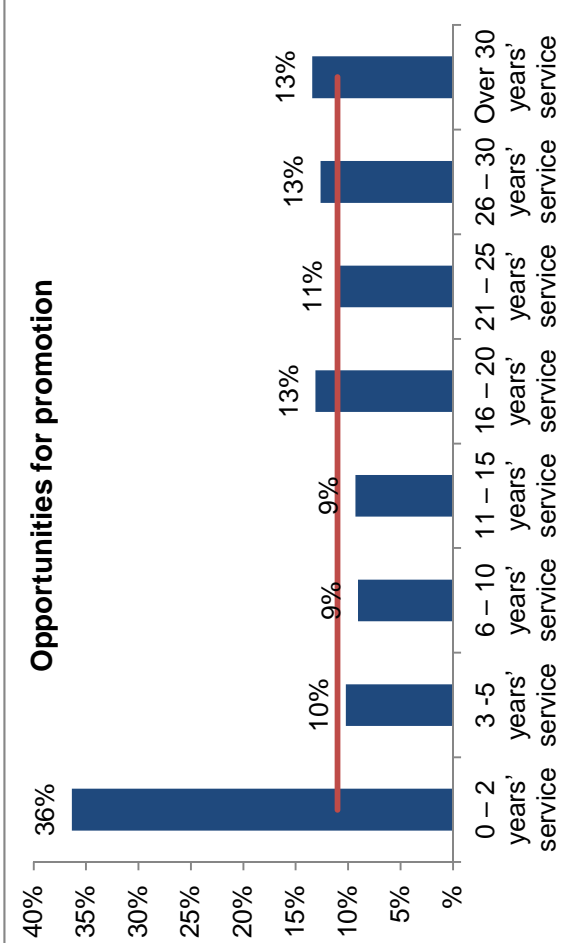
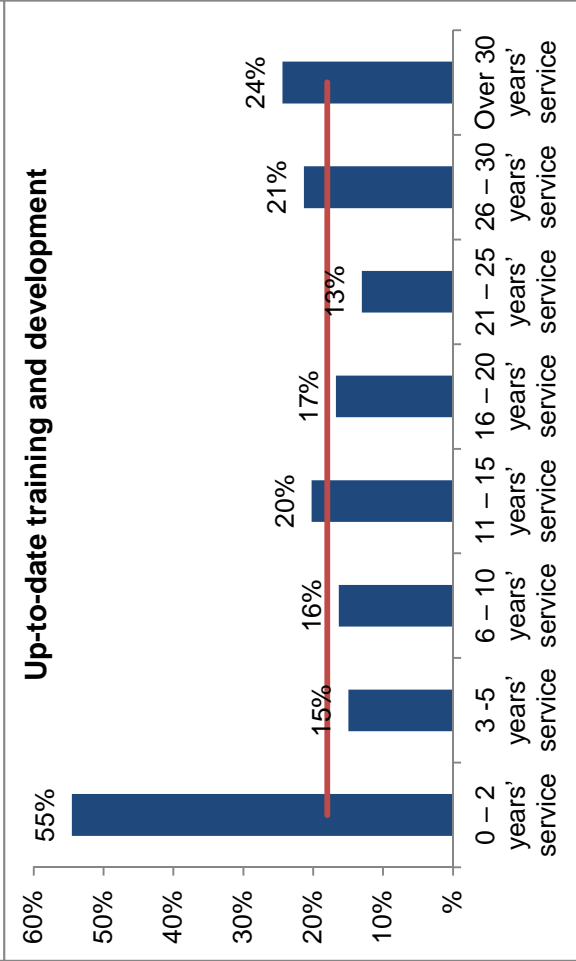
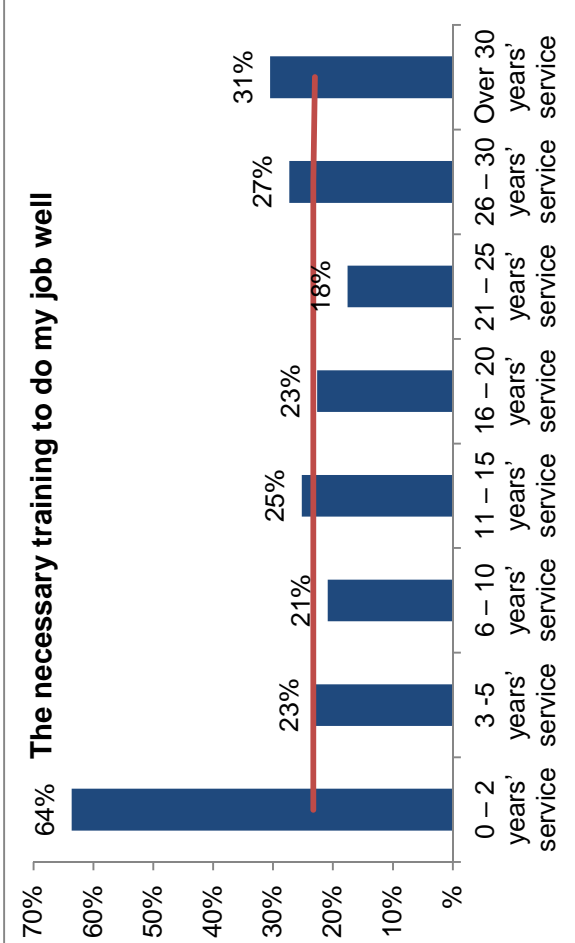
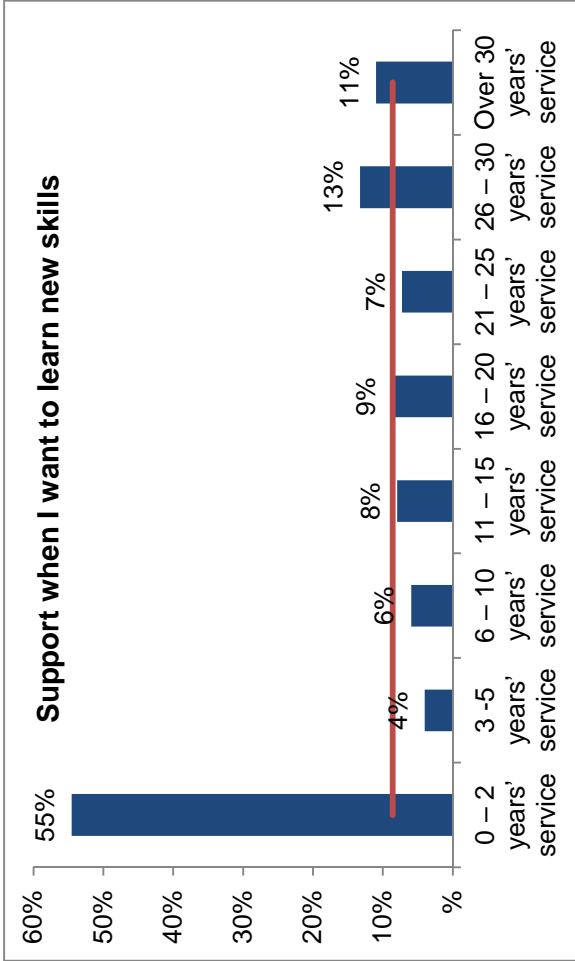
**Constable, 21 - 25 Years' Service**

One further, potentially interesting observation in relation to length of service is the attitude of respondents with between 21 and 25 years' service regarding training and development. Although differences are again small, respondents in this group are least likely to agree that the police service has met obligations with regards to necessary and up-to-date training. Nonetheless perceived psychological contract fulfilment overall appears low regardless of a respondent's length of service, therefore the impact of length of service on psychological contract fulfilment should not be overstated.

**Chart Thirty-Five: Proportion of respondents agreeing with psychological contract statements (by length of service)**



**Chart Thirty-Five Continued**





## Role

There are again fewer noticeable differences in responses to psychological contract indicators on the basis role, with the majority of functions sitting close to the average for the service as a whole. Reflecting findings relating to job satisfaction discussed above, respondents in Response Policing are least likely to feel that the police service has met its obligations to provide fair pay either for their responsibilities or compared to other organisations, with only around one in five agreeing with these indicators.

*“Pay is low considering the workload that is being placed on response officers.”*

**Response Policing**

However fewer than 40% of respondents in all roles agree that the police service has met its obligations to provide fair pay, and across all roles fewer than one in seven respondents say that they have received pay increases which maintain their standard of living. Again, it therefore appears that fulfilment of transactional psychological contracts with the police service is currently low across all functions.

*“Police pay has been eroded for the last 5 years with below inflation increases which has meant an approximate overall 10% decrease in pay.”*

**Operational Support**

As might be expected, respondents who say they occupy a Training role are most likely to report that obligations to provide necessary and up-to-date training have been met. However in actuality, less than one third of respondents in this function agree with these indicators. Therefore again, perceptions of psychological contract fulfilment generally appear to be low across all roles.

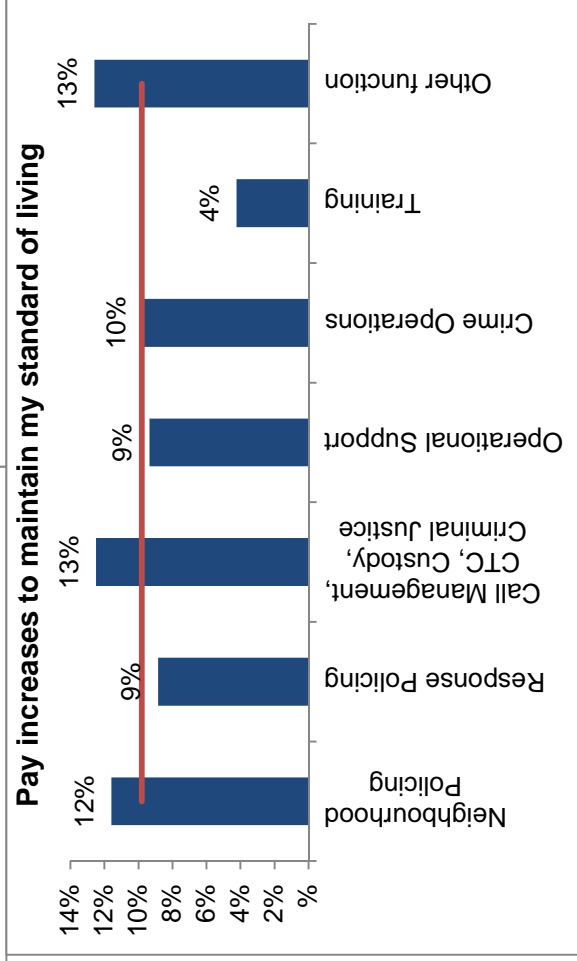
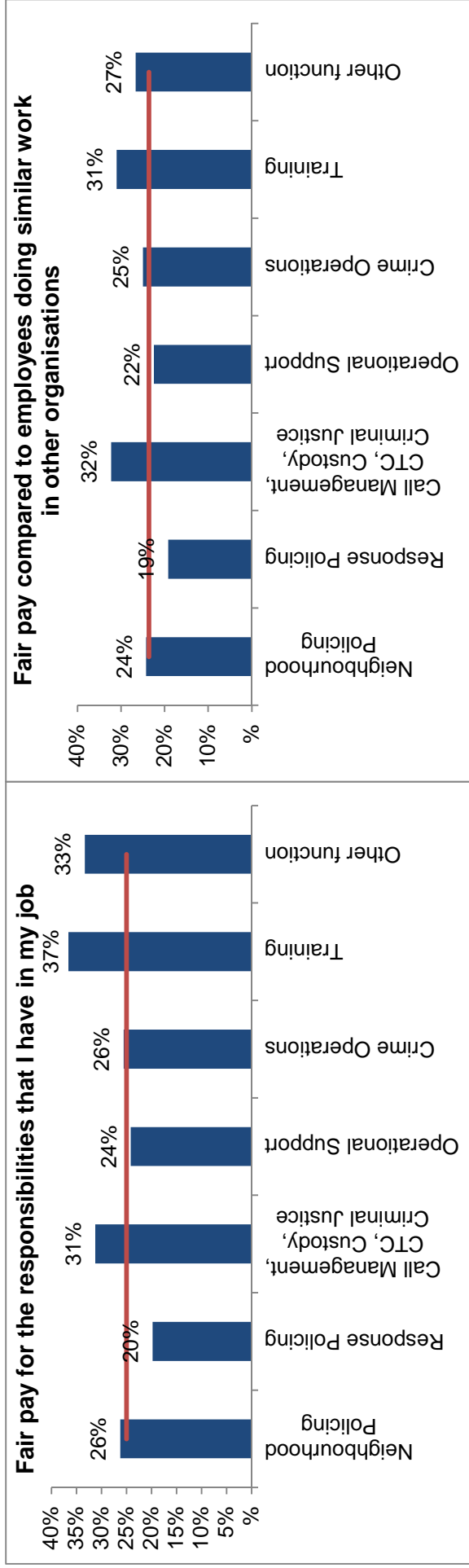
Along with respondents in “middle office” roles such as Custody and Call Management, Response Policing respondents are also least likely to say that the police service has met its obligations to provide necessary and up-to-date training. This mirrors the dissatisfaction with opportunities for training also expressed by respondents in Response Policing, comments in relation to this can be found earlier in this report. Comments from respondents in “middle office” roles however show no clear indication as to why respondents in this group are slightly less likely to feel that they receive necessary and up-to-date training than other groups.

Moreover regardless of role, respondents' comments frequently reference a sense of broken agreements and broken promises, particularly in relation to their pensions. Therefore, again, it appears unproductive to assume that respondents' psychological contract fulfilment varies to any great extent on the basis of their role.

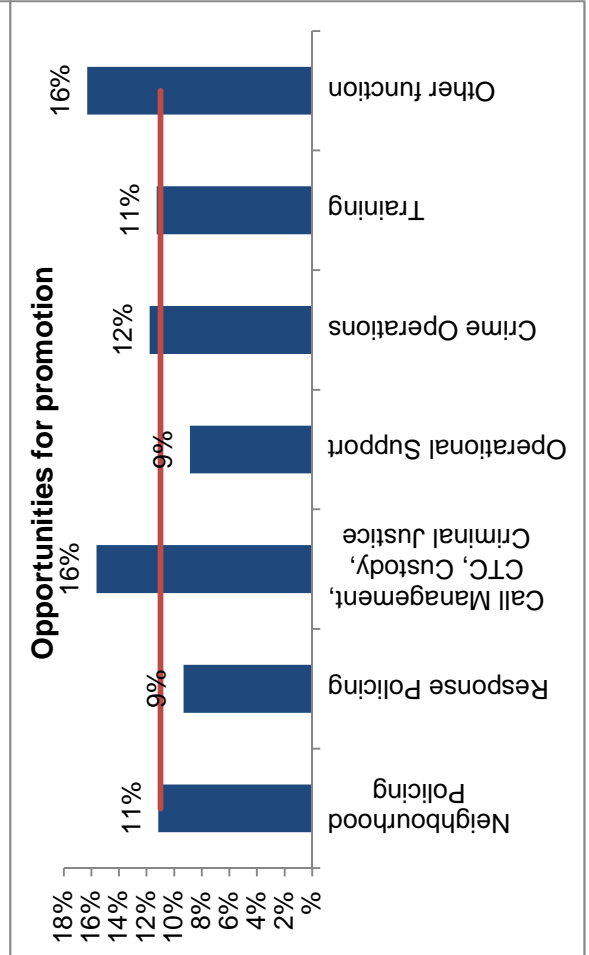
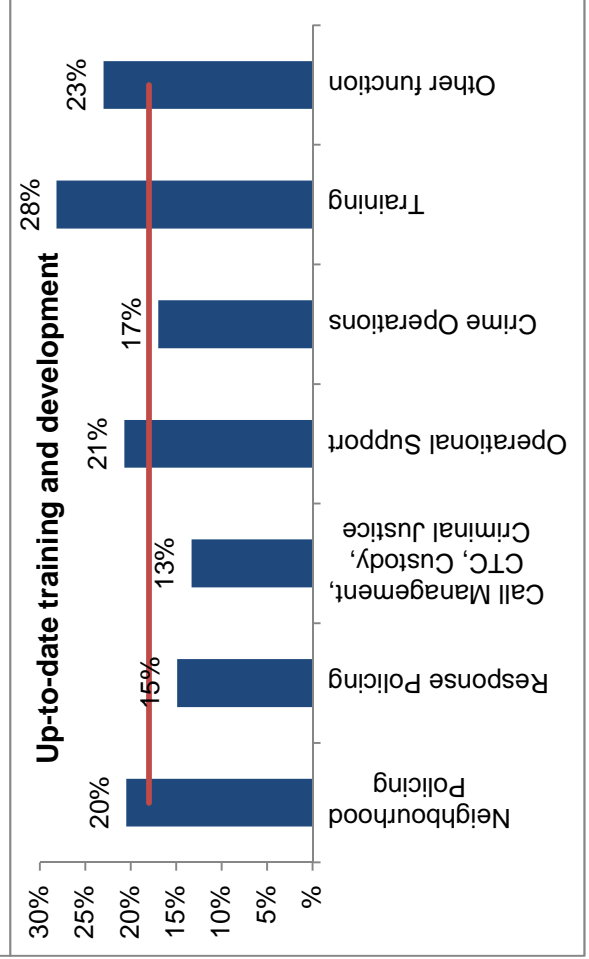
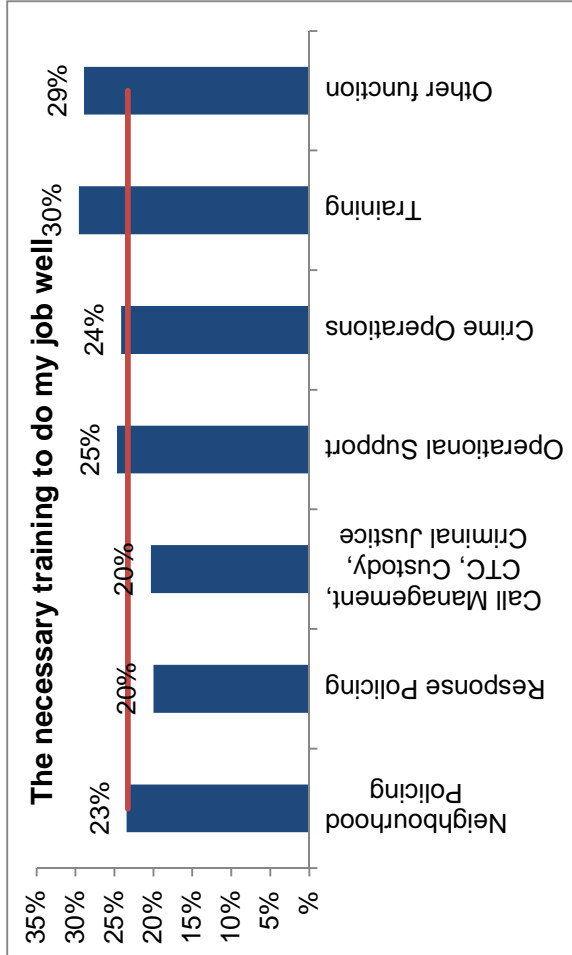
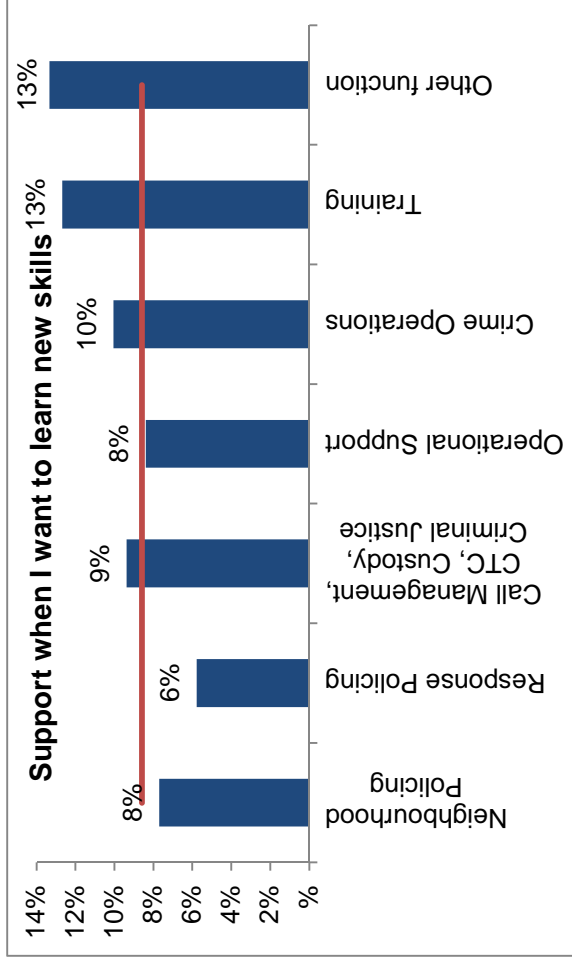
*"I signed an agreement to work 30 years, I have honoured this and the government has broken this agreement."*

**Neighbourhood Policing**

**Chart Thirty-Six: Proportion of respondents agreeing with psychological contract statements (by role)**



**Chart Thirty-Six Continued**



## FAIR TREATMENT AND ORGANISATIONAL JUSTICE

---

### SUMMARY

- More than 90% of respondents disagree that their needs and interests are very important to the police service, and 85% do not feel that the police service is very concerned about their welfare.
- A majority of respondents do not think things are handled fairly and respondents are more likely to disagree than agree that they are treated fairly.
- More than three quarters of respondents do not believe that they are fairly paid considering the hazards, stresses and strains of their job.
- Respondents in the PFNI survey are less likely to say that they are fairly treated than respondents in the PFEW survey and in other public sector surveys; however respondents in England and Wales are slightly more likely to believe that their pay is unfair.
- Perceptions of fair treatment are low regardless of rank, role or length of service, and differences between groups are often relatively small; however constables, respondents with between 3 and 5 years' service and respondents in a Neighbourhood Policing role are most likely to disagree that they are fairly treated.
- Constables, respondents with between 3 and 5 years' service and those in a Response Policing role are least likely to feel fairly paid on the basis of the hazards, stresses and strains of their job; again differences between groups for these indicators are generally small.

### WHAT IS ORGANISATIONAL JUSTICE AND WHY IS IT IMPORTANT?

Within an organisational context, justice is closely associated with the concept of fairness, and is primarily concerned with two main subjective perceptions of fairness. These perceptions relate to “(a) the fairness of outcome distributions or allocations and (b) the fairness of the procedures used to determine outcome distributions or allocations”; referred to as *distributive* justice and *procedural* justice respectively<sup>xliii</sup>. Other studies have pointed to further dimensions of organisational justice including *interpersonal* justice (reflecting the interpersonal treatment received within organisational procedures) and *informational* justice (reflecting the adequacy of the information received regarding procedures)<sup>xlii,xliv</sup>. However there is generally agreement within these studies that people make judgements both about the fairness of processes within organisations and about the fairness of the outcomes of those processes. We have therefore drawn upon concepts of procedural and distributive justice in our analysis of perceptions of fairness within the police service.

Organisational justice can have an impact upon many outcomes including job performance, organisational citizenship behaviour, closer identification with the

organisation, occupational ill-health, turnover intentions, burnout and job satisfaction<sup>xlvi,xlvii,xlviii,xlix,li</sup>. Focussing specifically on organisational justice within police organisations, officers' justice perceptions have also been found to predict their satisfaction with the force, support for community policing initiatives and attitude towards serving the public, as well as being linked to a lower likelihood of misconduct<sup>lii,liii</sup>.

Procedural justice was measured using four items adapted from Tyler and Blader (2003), for example *"Decisions that affect me are usually made in a fair way"*<sup>liv</sup>. Distributive justice was measured using four items from Price and Mueller (1986) which included *"I am fairly paid considering the responsibilities I have within my job"*<sup>lv</sup>.

## OVERALL FINDINGS

Around nine out of ten respondents do not believe that the police service looks out for what is important to them, or that their needs or interests are very important to the police service. This contrasts to just 1% of respondents who agree with these statements. In addition, 85% of respondents do not feel that the police service is concerned about their welfare. A number of respondents' comments reflected a belief that senior managers and HR see officers as "just a number" rather than valuing and showing concern for them.

*"I am in the service almost 20 years. I love the job but over recent times I feel I am more and more treated like I am just the force number and not an individual."*

**Sergeant, 16 – 20 Years' Service**

*"According to the vacancy bulletins we see 'PSNI recognises that its staff are its greatest asset' However, this is not made apparent by the actions towards staff."*

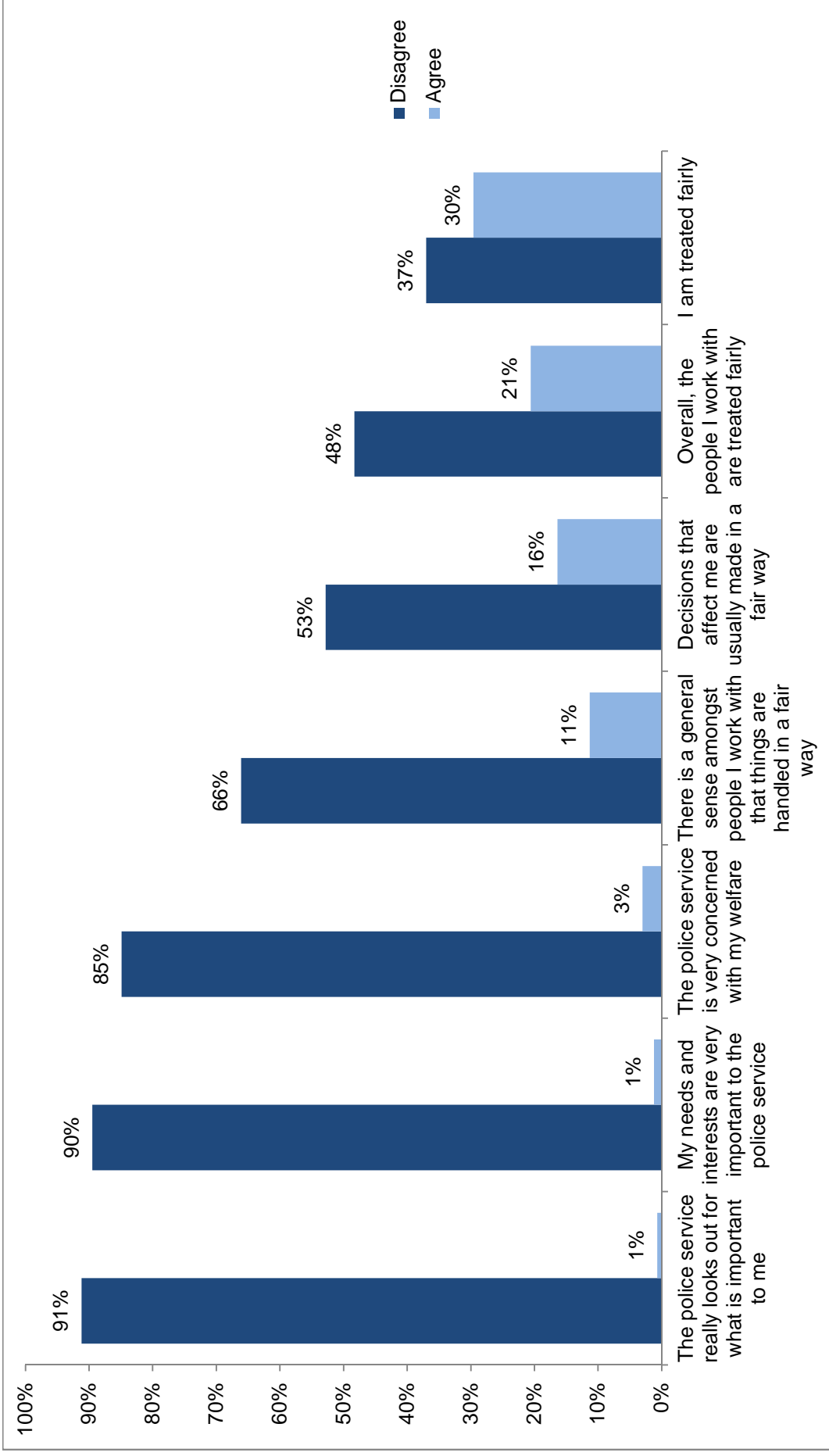
**Constable, 6 – 10 Years' Service**

Just under two thirds of respondents disagree that people they work with feel that things are handled in a fair way, in comparison to 11% who do feel that things are handled fairly. A majority of respondents also disagree that decisions that affect them personally are made in a fair way. With regards to fair treatment more generally, respondents are also more likely to disagree than agree that they and the people they work with are treated fairly. As seen as comments throughout this report, the fairness of HR processes, treatment by managers, as well as recent changes to the police pension scheme all appear to have impacted on respondents feelings of unfair treatment.

*“Policing is a vocation, it is not a 9-5 job and the authorities, especially government, need to treat police more fairly than they do at present.”*

**Constable, 20 – 25 Years’ Service**

**Chart Thirty-Seven: Proportion of respondents agreeing and disagreeing with fairness statements**



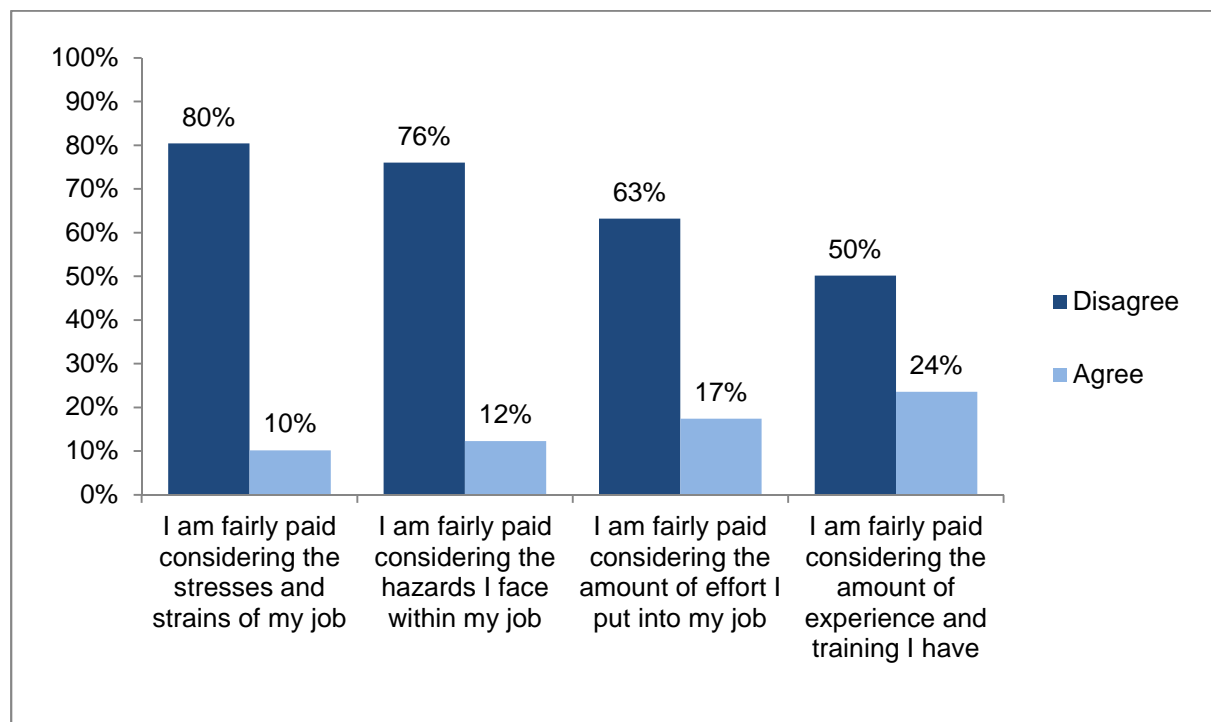


Respondents were also asked a series of questions regarding distributive justice, in terms of the fairness of the pay they receive. Eight out of ten respondents disagree that they are fairly paid considering the stresses and strains of their job, and more than three quarters of respondents do not feel that they are fairly paid considering the hazards they face. Respondents are least likely to disagree that they are fairly paid based on their experiences and training, nonetheless half of respondents still disagree with this statement. Comments in this area refer to the fact that whilst on the surface the level of pay is reasonable, this needs to be seen in the context of the risks and responsibilities of the job.

*“While the police service is seen as a well-paid job, for the effort put in and the sacrifices made to family and private life, not to mention the threat it is not well compensated... the fact remains we need to ensure we live in safe areas and send our children to schools in safe areas because we have chosen to risk our lives in service. It is very difficult to do this when our income has drastically reduced in real terms.”*

**Sergeant, 11 – 15 Years’ Service**

**Chart Thirty-Eight: Proportion of respondents agreeing and disagreeing with distributive justice statements**



## COMPARISONS

### Police Service of England and Wales

In general, respondents in Northern Ireland are slightly more likely to disagree that the police service shows concern for them in comparison to respondents in England and Wales. For example 6% of respondents in the PFEW survey thought that the police service was very concerned for their welfare compared to 3% in the PFNI survey. Similarly, 3% of respondents in England and Wales thought that their needs and interest were very important to the police service, whereas this proportion is 1% in Northern Ireland.

Differences are more noticeable for questions that address respondents' treatment within the police service. For example, 39% of respondents in England and Wales said that they are treated fairly, in contrast to 30% in Northern Ireland. 32% of respondents in the PFEW survey thought that the people they work with were treated fairly, compared to 21% in Northern Ireland.

Furthermore, 11% of respondents in Northern Ireland agreed that there was a general sense that things were handled fairly, whilst this proportion is 20% in England and Wales. It is again important to recognise in this respect that the results from the PFEW survey were obtained from the 43 Home Office forces in England and Wales. This means that there are 43 different HR departments and 43 different Senior Management Teams. It is therefore likely that there will be differences in perceptions of fair treatment across these different forces which are not reflected in service-level statistics.

Respondents in England and Wales are less likely to believe that they are fairly paid than respondents in Northern Ireland. For instance, 12% of respondents in England and Wales believed that they are fairly paid considering their experience and training, in contrast to 24% of respondents in Northern Ireland. 6% of respondents in England and Wales felt fairly paid in light of the stresses and strains of their job, compared to 10% in Northern Ireland. Finally, 7% of respondents in England and Wales said that they are fairly paid considering the hazards they face within their job; this proportion is 12% in Northern Ireland.

### Other Organisations

In contrast to the PFNI survey, where 30% of respondents agreed that they were treated fairly whilst 37% of respondents disagreed, in the 2015 AFCAS survey 69% of non-officer ranks agreed and 13% disagreed that they were treated fairly at work. Furthermore, in the 2014 Civil Service People Survey, overall 79% of civil servants said that they were treated fairly at work and 69% of respondents from the NCA felt fairly treated. As a result, perceptions of fair treatment appear to be considerably lower amongst respondents in the PFNI survey in contrast to respondents in other public sector surveys.

## DIFFERENCES BETWEEN GROUPS

### Rank

As with many other areas of this survey, perceptions of fairness increase with rank, with constables least likely and inspecting ranks most likely to feel fairly treated. Despite this, fewer than 50% of respondents across all ranks feel that they and their colleagues are treated fairly, and that decisions are made in a fair way. The largest difference between ranks can be seen in response to the item “*overall the people I work with are treated fairly*”, 17% of constables and 29% of sergeants agreed with this statement, compared to 44% of inspectors and chief inspectors.

Fewer than one in ten constables say that there is a general sense amongst the people they work with that things are handled in a fair way, and around one in seven report that decisions that affect them personally are handled fairly. Respondents’ comments highlight a range of factors that impact upon judgements about fair treatment, in particular recent changes to pensions as well as the IPR, promotion and transfer processes.

*“I do not believe the IPR process is fair and equitable in its present form.”*

**Constable, 6- 10 Years’ Service**

*“There is a huge feeling amongst Constables that the recent Sergeants Promotion Competition has not been fairly handled. This feeling is having a substantial effect on morale and is the main driving force behind me looking for work elsewhere.”*

**Constable, 6- 10 Years’ Service**

Importantly, very few respondents at any rank agreed with statements regarding feeling valued within the police. For instance, 5% of sergeants and inspectors and 2% of constables feel that the police service is very concerned with their welfare and only 2% of the inspecting ranks and 1% of sergeants and constables say that the police service really looks out for what is important to them.

Many comments across all ranks reflect these sentiments and highlight a range of concerns including work-life balance, pay and conditions, uniforms and equipment and the engagement of the SMT with rank-and-file officers which indicate to respondents that their interests and welfare are not a key concern for the police service.

*“Chief Officers are too concerned about PR and statistics than the welfare and morale of staff. We face a heightened dissident threat, yet the main concern by ranking officers is bureaucracy, form filling and figures. Uniform is outdated, uncomfortable and not functional. Vehicles we are provided with are not fit for purpose, and injure staff. If there was some way of have our views and ideas to improve the PSNI logged and acted upon, it may go some way to improving morale, as the best ideas tend to come from the rank and file.”*

**Constable, 6 – 10 Years’ Service**

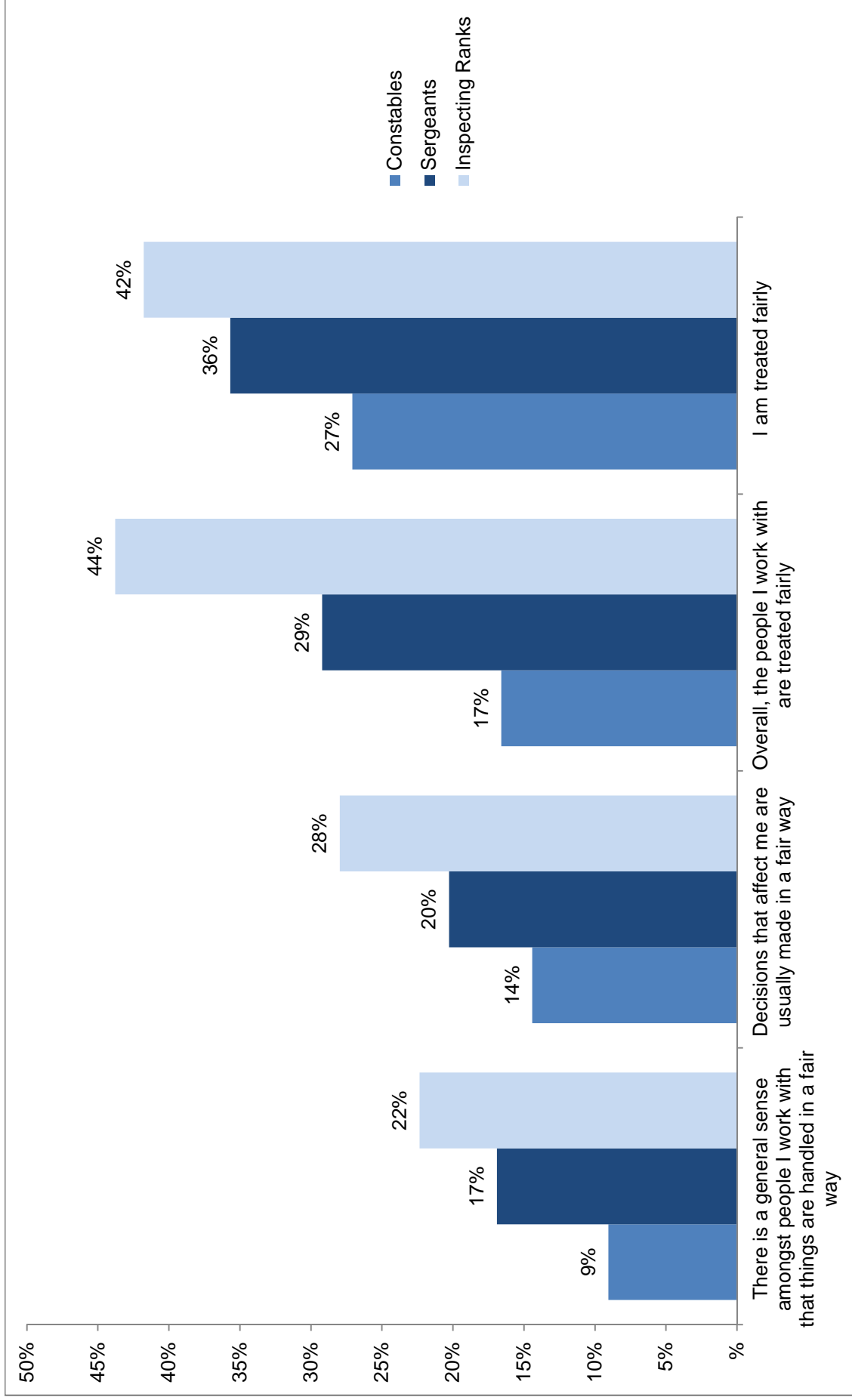
*“There is a lack of communication between senior Police and operational officers. There is no account taken by senior Police of transfers/change and the impact it is having on welfare, morale and personal life.”*

**Sergeant, 21 – 25 Years’ Service**

*“Low morale, over scrutinised, undervalued and over criticised by senior management. More demands made on officers with less reward or recognition.”*

**Sergeant, 16 – 20 Years’ Service**

**Chart Thirty-Nine: Proportion of respondents agreeing with fairness statements (by rank)**



The perceived fairness of respondents' pay also increases with rank. Across the four indicators of distributive justice, constables are least likely to feel that they are fairly paid, whilst the inspecting ranks are most likely to say that their pay is fair. Again however, a majority of respondents, regardless of rank, do not agree that they are fairly paid.

Agreement is lowest across all ranks with regards to fair pay considering the stresses and strains of the job, ranging from 14% of inspectors and chief inspectors to just 9% of constables. A number of comments raise the fact that, whilst the level of pay is, on the surface, adequate, it does not fully take account of the challenges inherent in policing. Comments such as those below do however reflect the sometimes different nature of the stresses and strains faced by respondents at different ranks.

*“As an Inspector I work long hours for which I receive no payment. During summer my hours worked compared to my pay make me the lowest paid officer in my Unit.”*

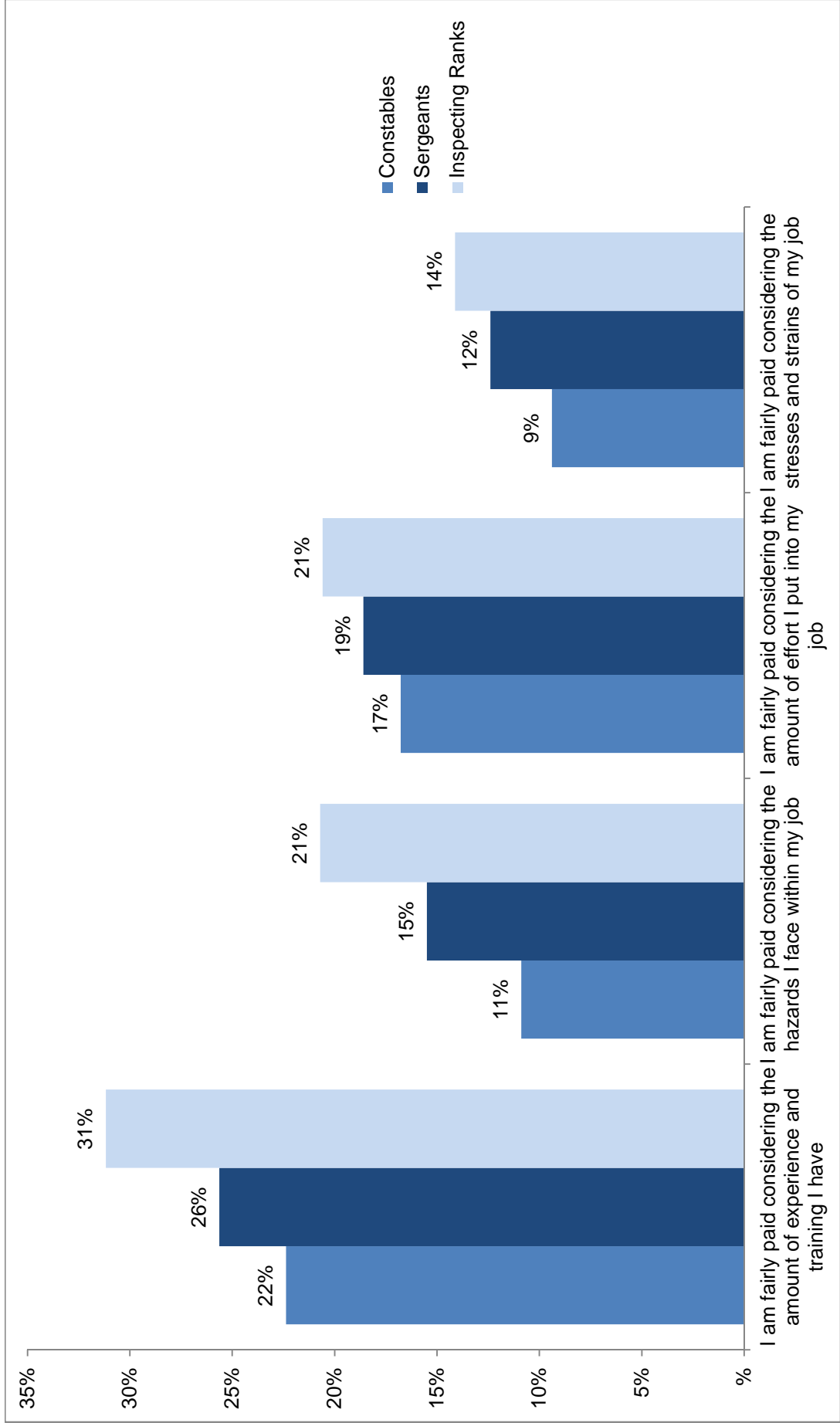
**Inspecting Rank, 26 – 30 Years' Service**

*“I feel the level of pay we receive is not adequate given the high risk job we carry out. With the opportunity to be assaulted and injured any given day, the high terrorist threat against us and our families, the expectation from superiors that arbitrary targets on increasing detections, clearances etc. are imposed with the threat of getting marked down on your IPR but no consideration for how much the job has changed and the additional pressures this creates, the pay clearly does not reflect the challenge.”*

**Constable, 6 – 10 Years' Service**

This is further seen in the proportions of respondents at different ranks who feel that they are fairly paid considering the hazards they face within their job. Constables are least likely to agree that their pay is fair according to this criterion and the inspecting ranks are most likely to agree. However given that only 11% of constables, 15% of sergeants and 22% of inspector and chief inspectors say that their pay is fair in relation to the hazards they face, the sense of being fairly paid for the hazards of their job is relatively uncommon across all ranks.

**Chart Forty: Proportion of respondents agreeing distributive justice statements (by rank)**



## Length of Service

On the whole, and again with the exception of probationers, respondents earlier on in their careers appear less likely to feel that they are fairly treated, particularly compared to those towards the end of their careers. This is most pronounced in response to the statement *“overall, the people I work with are treated fairly”*; 15% of respondents with between three and five years’ service agree with this statement, compared to 30% of respondents with over 25 years’ service.

*“I am not happy way we are being treated and can't see why they are making all these changes and feel they have no interest in our wellbeing or opinions.”*

**Constable, 3 – 5 Years’ Service**

Earlier it was seen that early-to-mid career respondents are more likely to report low morale and are more likely to be dissatisfied with a range of factors including the IPR process, transfer and training opportunities. Factors such as these may contribute to perceptions of fair treatment of themselves and their colleagues. Again it must be recognised that even amongst late career respondents fewer than half feel that they personally are treated fairly and fewer than one in three agree that the people they work with are treated fairly. As a result perceptions of fair treatment are relatively rare regardless of length of service.

*“There is a rapidly growing pool of younger officers with talent that do not see a future in the PSNI for a multitude of reasons. This is a damning indictment against how we are valued, treated and the constant changing goal posts.”*

**Constable, 6 – 10 Years’ Service**

*“Management have taken to ignoring ideas from their subordinates and imposing changes”*

**Sergeant, 26 – 30 Years’ Service**



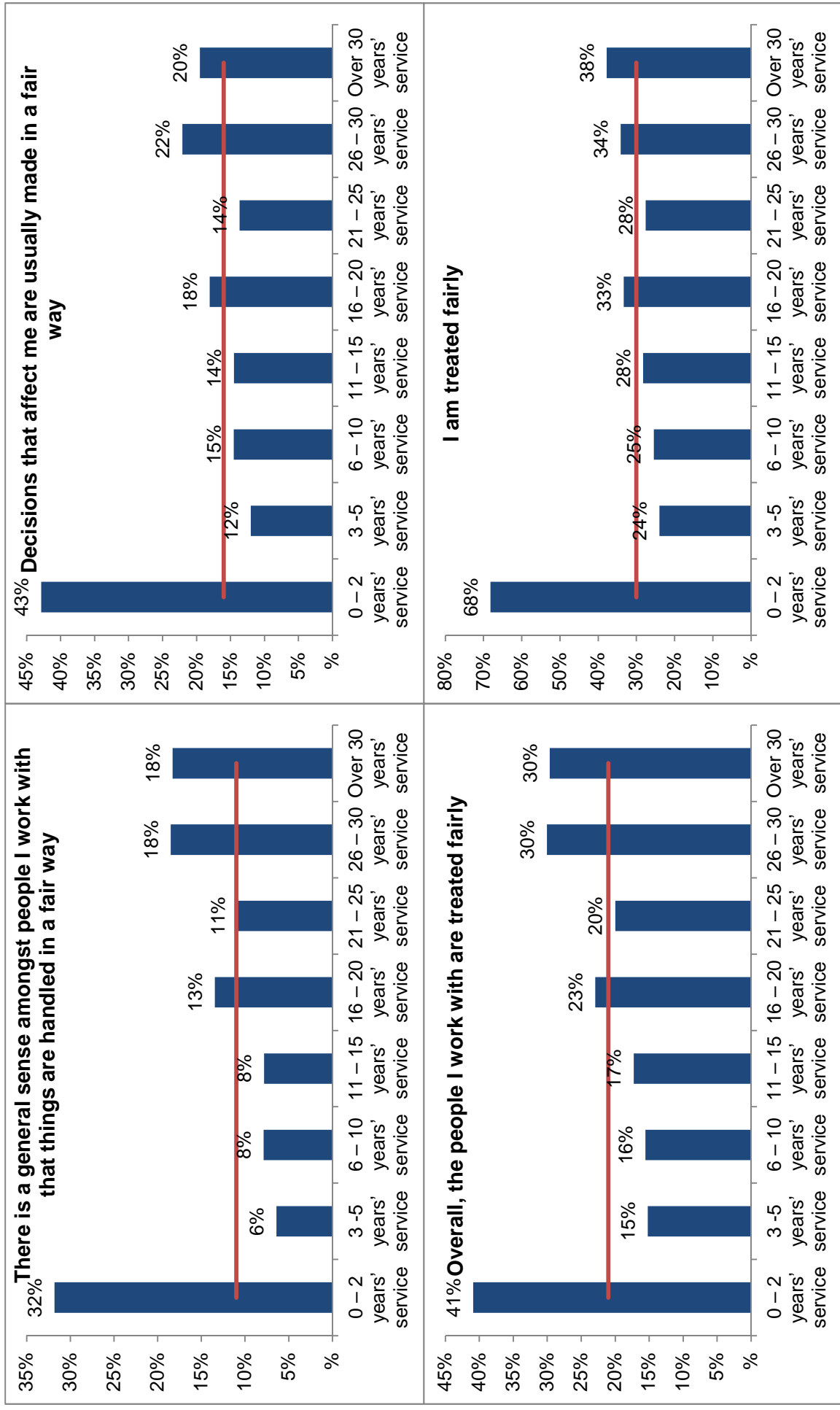
The proportion of respondents who feel that the police service is concerned for their interests and welfare is also very low across all lengths of service. Worryingly, even amongst probationers very few respondents express these attitudes, with less than a third of respondents in this group agreeing that the police service looks out for what is important to them or is very concerned for their interests and welfare.

*“Probationers are not treated very well. Seems like there is a sense whereby we could still loose ours jobs after 2 years.”*

**Constable, 0 – 2 Years’ Service**

After two years’ service, these proportions are even smaller. For example, agreement with the statement *“my needs and interests are very important to the police service”* ranges from less than 1% of respondents with three to five years’ service to 4% of respondents with more than 30 years’ service. Just as concerning, agreement with the statement *“the police service is very concerned with my welfare”* also ranges from less than 1% of respondents with three to five years’ service to 7% of respondents with more than 30 years’ service.

**Chart Forty-One: Proportion of respondents agreeing fairness statements (by length of service)**



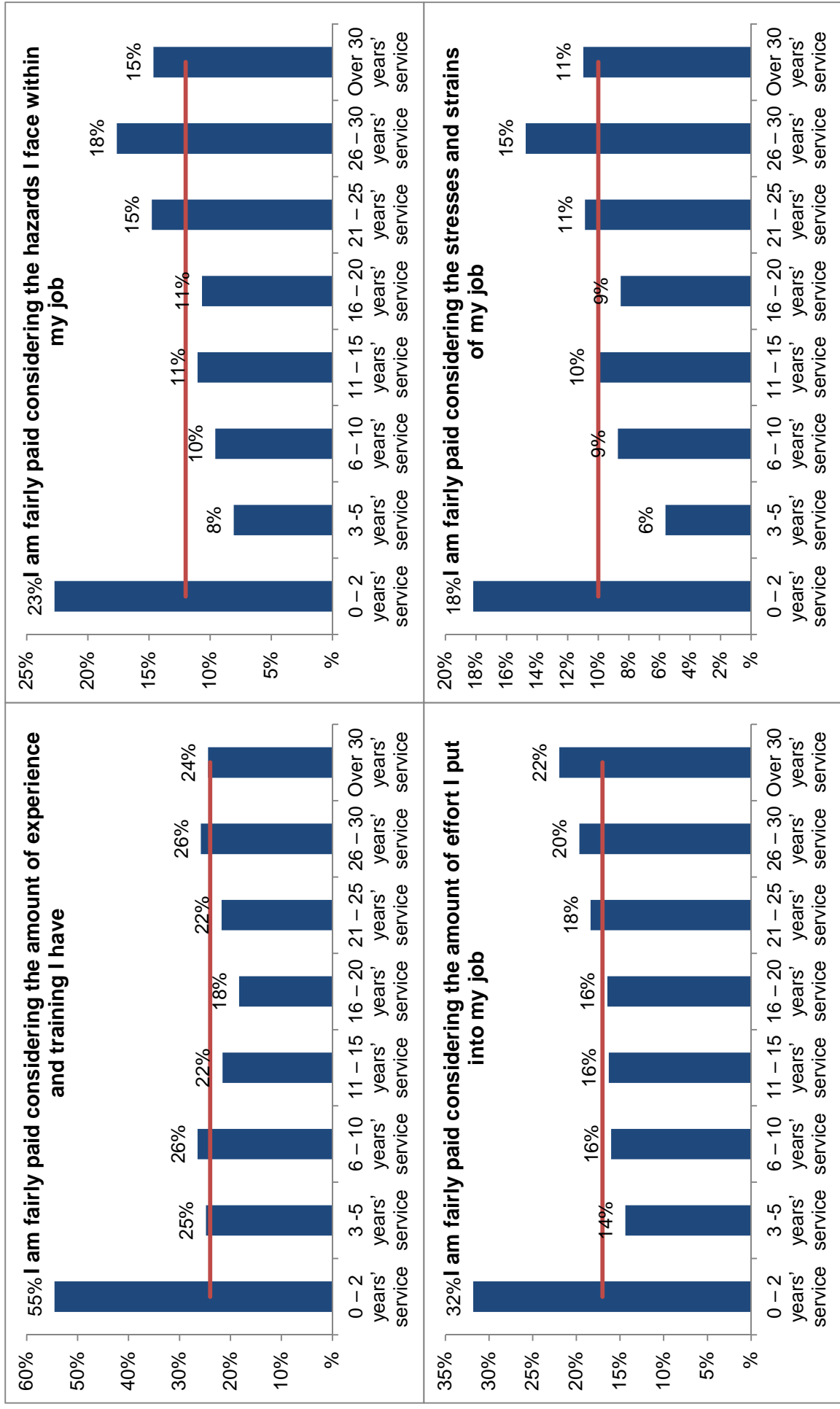
Agreement is also low at all service lengths regarding the perceived fairness of pay. Although a majority of probationers agree that they are fairly paid based on their training and experience, less than one third agree that they are paid fairly based on the hazards, stresses or effort needed to complete their role.

After two years' service, the proportion of respondents feeling that they are fairly paid is even smaller. Differences between groups are overall relatively small, however there are some interesting trends that can be identified. For example, respondents towards the middle of their careers are least likely to feel that they are fairly paid based on their experience and training. To some extent this finding is contingent on rank. For example 15% of constables with 16 to 20 years' service say that they are fairly paid based on their experience and training, compared to 20% of sergeants and 33% of inspectors and chief inspectors. This might be expected given that mid-career constables are likely to have been at the top of their pay scale for a number of years, compared to mid-career sergeants and in particular mid-career inspectors.

The survey also shows that respondents early on in their careers are less likely to feel that they are fairly paid based on the hazards, stresses and strains of their role, with respondents with between three and five years' service least likely to feel fairly paid according to these criteria. Throughout this report we have noted that respondents with between three and five years' service are also more likely to have low morale and less likely to be satisfied with many aspects of the working conditions, including working hours and shift pattern. The perceived unfairness of pay might be a further aspect of these negative experiences within the police service. On the other hand, there is a high likelihood that respondents in this category will have a front-line policing role, for instance 86% of respondents with between three and five years' service are in a Response Policing role. This overlap between categories might plausibly help explain why respondents with between three and five years' service are least likely to report fair pay in relation to the hazards, stresses and strains of their role.

Again, it is important to recognise that overall differences in this area are relatively limited, and, as with perceptions of fair treatment, perceptions of fair pay are low across all lengths of service.

**Chart Forty-Two: Proportion of respondents agreeing distributive justice statements (by length of service)**



## Role

Perceived fairness is once more low across all roles, and a majority of respondents do not agree that either they or their colleagues are treated fairly. That said, perceptions of personal fair treatment are most common amongst respondents from Crime Operations (if respondents who identify their role as “*other function*” are not included in the analysis): 18% say that decisions that affect them are made in a fair way and 36% say that they are treated fairly.

Perceived fair treatment of colleagues is slightly more likely amongst respondents within Training, where the proportions of respondents who say that there is a general sense that things are handled fairly and that the people they work with are treated fairly are 15% and 28% respectively. Therefore even amongst this group we again see that fewer than one in three respondents feel that things are handled fairly. This is reflected in respondents’ comments, which show similar concerns to respondents in other roles.

*“Senior management have got into a habit of consulting the rank and file about certain things (e.g. uniform, shift changes etc.), but then ignore these opinions and implement what they were going to anyway. This is merely ‘ticking a box’ and damages morale; it would be better for them simply to inform us of their decisions rather than give us the impression we have any say in the matters.”*

**Training**

Respondents in Neighbourhood Policing are least likely to feel that either they, or their colleagues, are treated fairly. For instance, only 22% of respondents in Neighbourhood Policing say that they are treated fairly, whilst fewer than one in eight say that decisions are made in a fair way or that the people they work with are treated fairly. Just 7% of respondents who occupy a Neighbourhood Policing role believe that there is a general sense amongst their colleagues that things are handled in a fair way. Comments in this area point to recent changes to this function leading to a sense of being undervalued and unfairly treated.

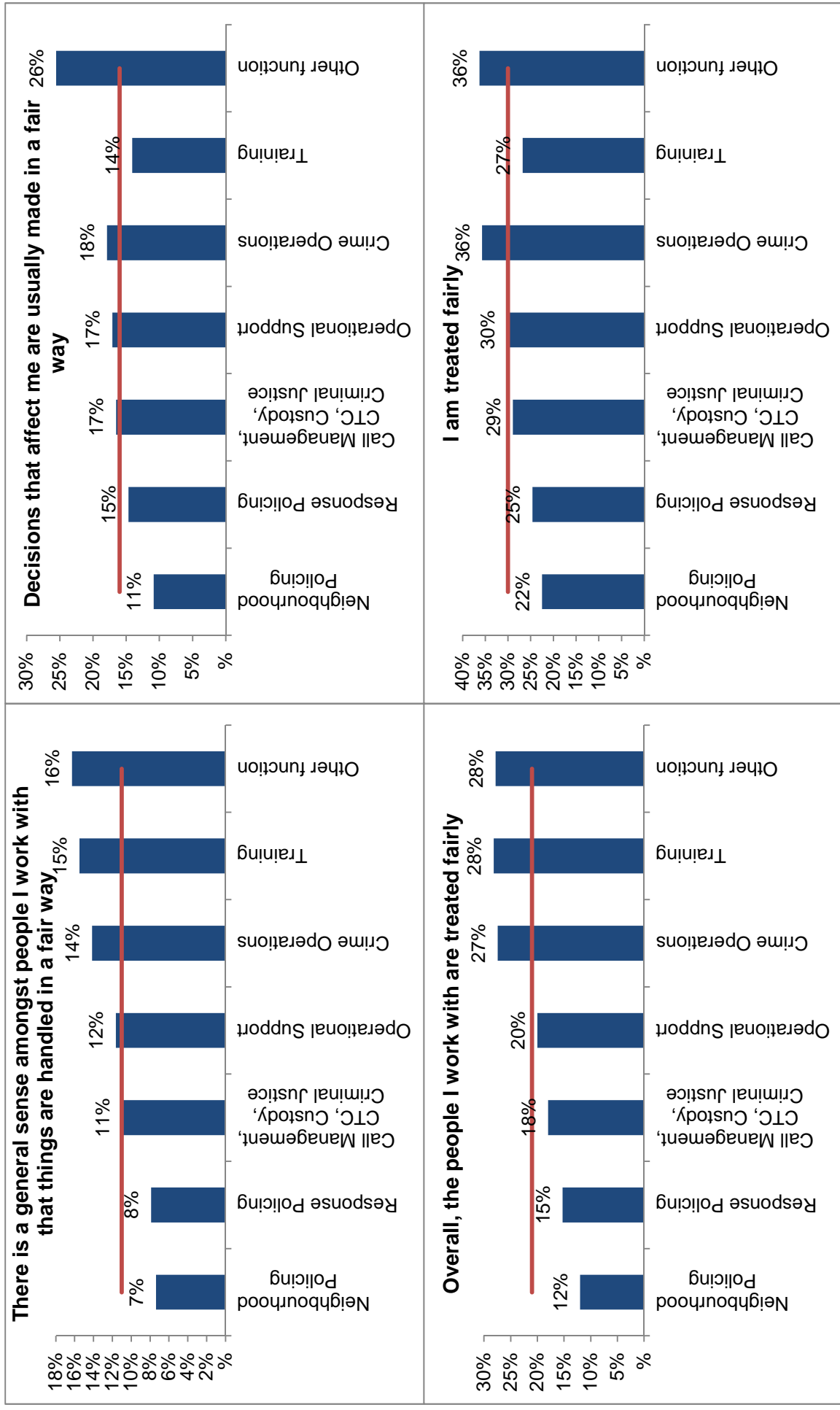
*“The whole application for applying for your own post in neighbourhood as everything is downsizing has been very unfair.”*

**Neighbourhood Policing**

*“The constant change and sheer volume of change within the Police has left officers in a state of limbo, feeling undervalued and demoralised, especially with the drastic reduction in the size of NPT's [neighbourhood policing teams]”.*

**Neighbourhood Policing**

**Chart Forty-Three: Proportion of respondents agreeing with fairness statements (by role)**



We also see low levels of agreement with the belief that respondents are paid fairly across all roles. For this measure, less than a third of respondents in all roles (with the exception of “other functions”) report that they are fairly paid in relation to various criteria.

Respondents in a Response Policing role are least likely to feel that they are fairly paid on the basis of the hazards, stresses and strains of their job, with fewer than one in twelve saying that they are fairly paid according to these criteria. Comments in this area indicate that respondents contrast their pay with colleagues in primarily office-based role, with many making reference to shift working, working conditions and the risks faced within their jobs.

*“Pay is low considering the workload that is being placed on response officers. It is unfair to say that a colleague sitting in an office environment working normal hours in a low stress environment can be paid the same as an officer on rotational shift work working in a high stress environment where things are only added to his normal duties but never taken away.”*

**Response Policing**

If respondents who say that they perform another function are not included in the analysis, agreement that pay is fair on the basis of hazards faced and on the basis of experience and training is most common amongst respondents in “middle office” roles such as Custody and Criminal Justice. This group are also most likely, along with Crime Operations and Training, to feel fairly paid considering the stresses and strains of their role. In reality however, this only represents around one in eight respondents in these groups, and it is therefore inappropriate to suggest that respondents in any role feel fairly paid for the job they carry out. Comments do however highlight the potential different nature of the challenges faced by respondents in different roles.

*“Responsibility and risk are continually being devolved to my rank from senior ranks. I continually have to work on without getting paid simply to keep my head above water and keep up to date and often the organisation are getting at least an hour a day for free from myself and colleagues.”*

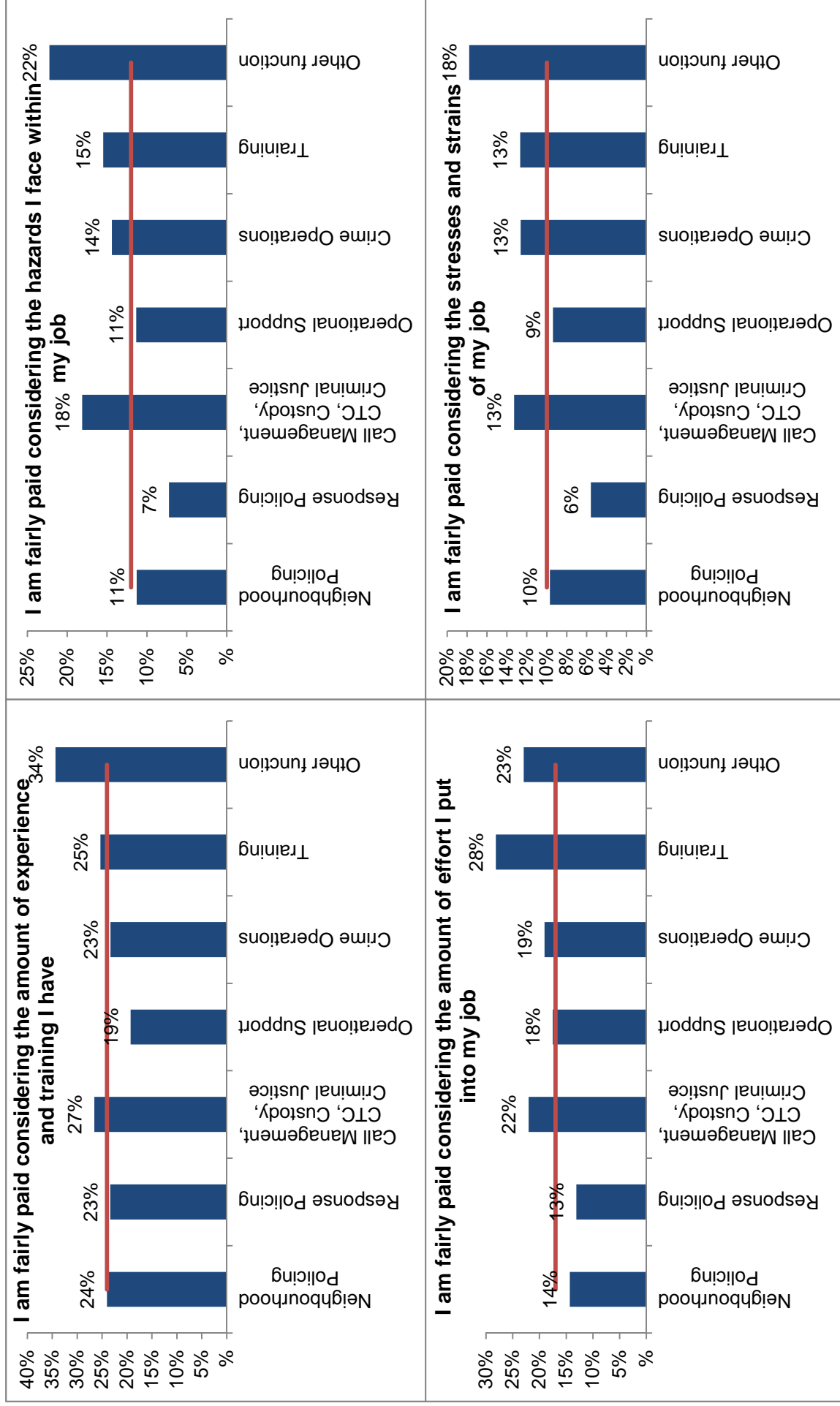
**Crime Operations**



*“A training role has many responsibilities and extra work commitments outside the normal daily shift; e.g.: marking and lesson prep at home. This is not reflected in the Trainer's allowance of £3.33 per month!”*

**Training**

**Chart Forty-Four: Proportion of respondents agreeing with distributive justice statements (by role)**



## INTENTION TO STAY IN OR LEAVE THE POLICE SERVICE

### SUMMARY

- 13% of respondents say that they plan to leave the police service within two years, and 58% intend to stay until pension age.
- 10% of respondents who say that they plan to stay in the police say that they do not intend to stay in the PSNI.
- The factors most likely to have a major effect on intention to leave are morale, the impact of the job on respondents' health and wellbeing and the way the police as a whole are treated.
- Respondents in Northern Ireland are slightly more likely to plan to stay until pension age, and slightly less likely to be intending to leave within two years, compared to respondents in England and Wales; the top three reasons for leaving are the same across both surveys.
- Aside from respondents who have, or will shortly reach, full pension age, intention to leave is most common amongst respondents with between six and 10 years' service; members of the inspecting ranks and respondents in Response Policing are also most likely to say that they plan to leave either as soon as possible or within the next two years.
- Uncertainty about whether to stay in or leave the police service is most likely amongst constables (20%), respondents in Response Policing (24%) and respondents within between three and five years' service (33%).

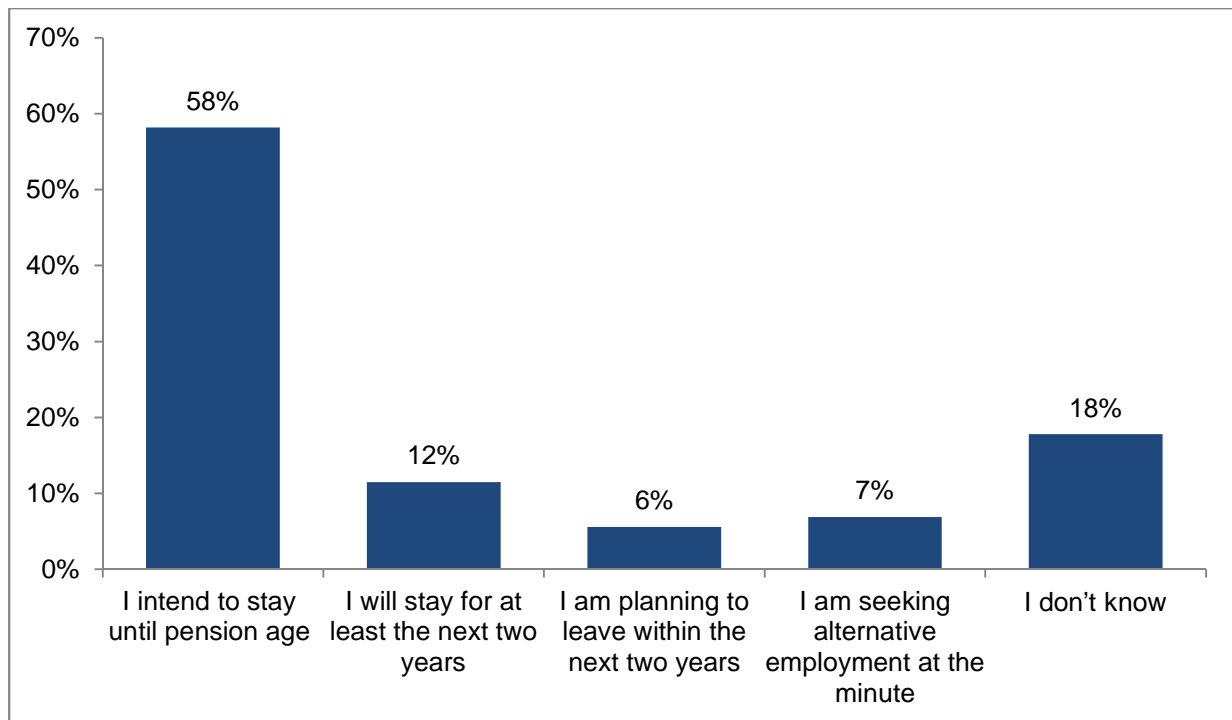
### OVERALL FINDINGS

A majority of respondents say that they intend to stay in the police until pension age, and a further 12% of officers plan to stay for at least two years. In comparison, 13% of officers say that they are intending to leave the police service within two years. Of these, 7% are currently looking for alternative employment and 6% say that they intend to leave within two years. Respondents who were intending to stay in the police were also asked "Do you also plan to stay in the PSNI?" In response to this question, 73% said yes, 10% said no and 17% said that they did not know.

*"I just can't wait to leave! I love my job and take pride in what I have done in my career but there is no job satisfaction."*

**Inspecting Rank, 25 – 30 Years' Service**

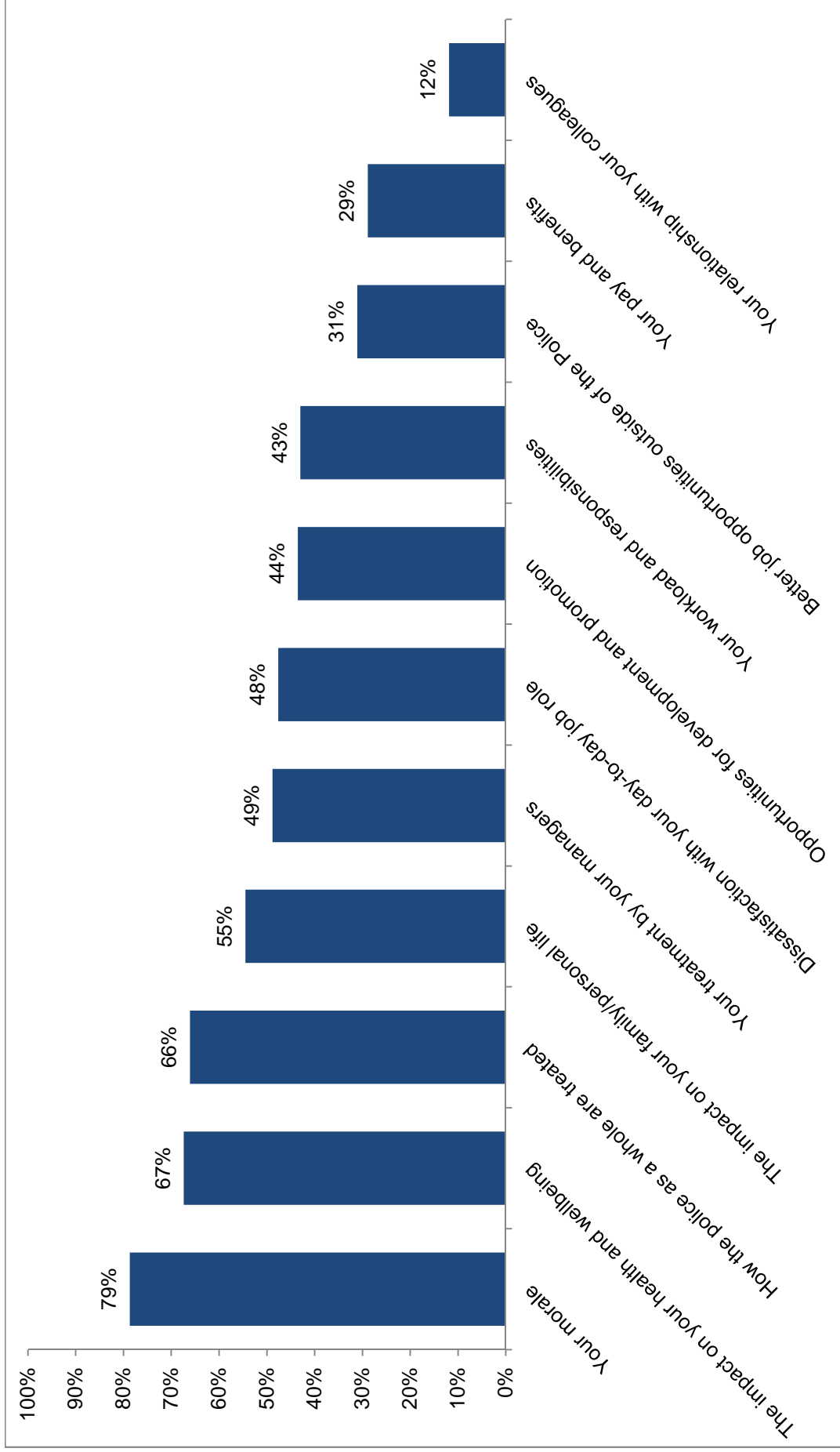
**Chart Forty-Five: Proportion of respondents intending to stay in or leave the police service**



Respondents who said that they were intending to leave were asked to indicate the reasons behind their decision. The factor most likely to have a major effect on respondents' intention to leave is their morale, with more than three quarters of respondents citing this factor. A majority of respondents who intend to leave also say that the impact of the job on their health and wellbeing, how the police as a whole are treated and the impact of the job on their family life have a major effect on their intention to leave.

The factor least likely to have affected respondents' intention to leave is their relationship with their colleagues, fewer than one in eight respondents say that this has a major effect on their intention to leave.

**Chart Forty-Six: Factors cited as having a major effect on intention to leave**



## COMPARISONS

### Police Service of England and Wales

Respondents in Northern Ireland are slightly more likely to plan to stay until pension age, and slightly less likely to be intending to leave within two years, compared to respondents in England and Wales. 51% of respondents in England and Wales intended to remain in the police until pension age, compared to 58% in Northern Ireland. 16% of respondents in the PFEW survey said that intended to leave either as soon as possible or within two years, compared to 13% in the PFNI survey.

The factors most likely to affect respondents' intention to leave are very similar across the two surveys. In both Northern Ireland and England and Wales morale is most likely to have a major effect on intention to leave; in England and Wales 83% of respondents said that this has a major effect compared to 79% in Northern Ireland. As in the PFNI survey, the way the police as a whole are treated and the impact of the job on health and wellbeing also joined morale in the top three factors cited by respondents in the PFEW survey as having a major effect on intention to leave.

### Other Organisations

Comparison of intention to stay in or leave the police with intention to leave in other public sector surveys is problematic. Although the AFCAS survey does ask respondents to provide this information, the different nature of policing to military service must be taken into account. However as an indication, 36% of non-officer ranks in the 2015 AFCAS survey said that they intended to stay serving as long as they could and 13% said that they intended to leave as soon as possible or had already put in their notice to leave. Comparative proportions for these two intentions within the PFNI survey were 58% and 7% respectively.

The Civil Service People Survey did not address intention to stay or leave the service in any form; therefore it is not possible to compare leaving intentions for the Civil Service as a whole or for the NCA.

## DIFFERENCES BETWEEN GROUPS

### Rank

Members of the inspecting ranks are slightly more likely to be intending to leave the police within the next two years compared to sergeants and constables. 15% of inspectors, 13% of constables and 10% of sergeants say that they plan to leave the service either within two years or as soon as possible.

*"I am aware that a lot of officers similar in service to myself would quite gladly accept our full pension and leave now to make way for younger officers to progress through the ranks."*

**Inspecting Rank, 21 – 25 Years' Service**

These proportions do translate into a relatively small absolute number of respondents (particularly for the inspecting ranks). Drilling down to draw further conclusions about the reasons for leaving is therefore difficult. It is interesting to note however that the factor most likely to have a major effect on intention to leave amongst inspecting ranks is the impact of the job on respondents' personal and family life. In contrast, morale is the factor most likely to have a major effect on constables' and sergeants' intention to leave.

*"I will have completed my full pensionable service in just over three years' time. It was my intention to remain in the Service for a further five years, however in the last few years I have become significantly demoralised by working conditions, pay and self-development opportunities. I now intend on leaving at the earliest opportunity and seeking employment elsewhere."*

**Sergeant, 21 – 25 Years' Service**

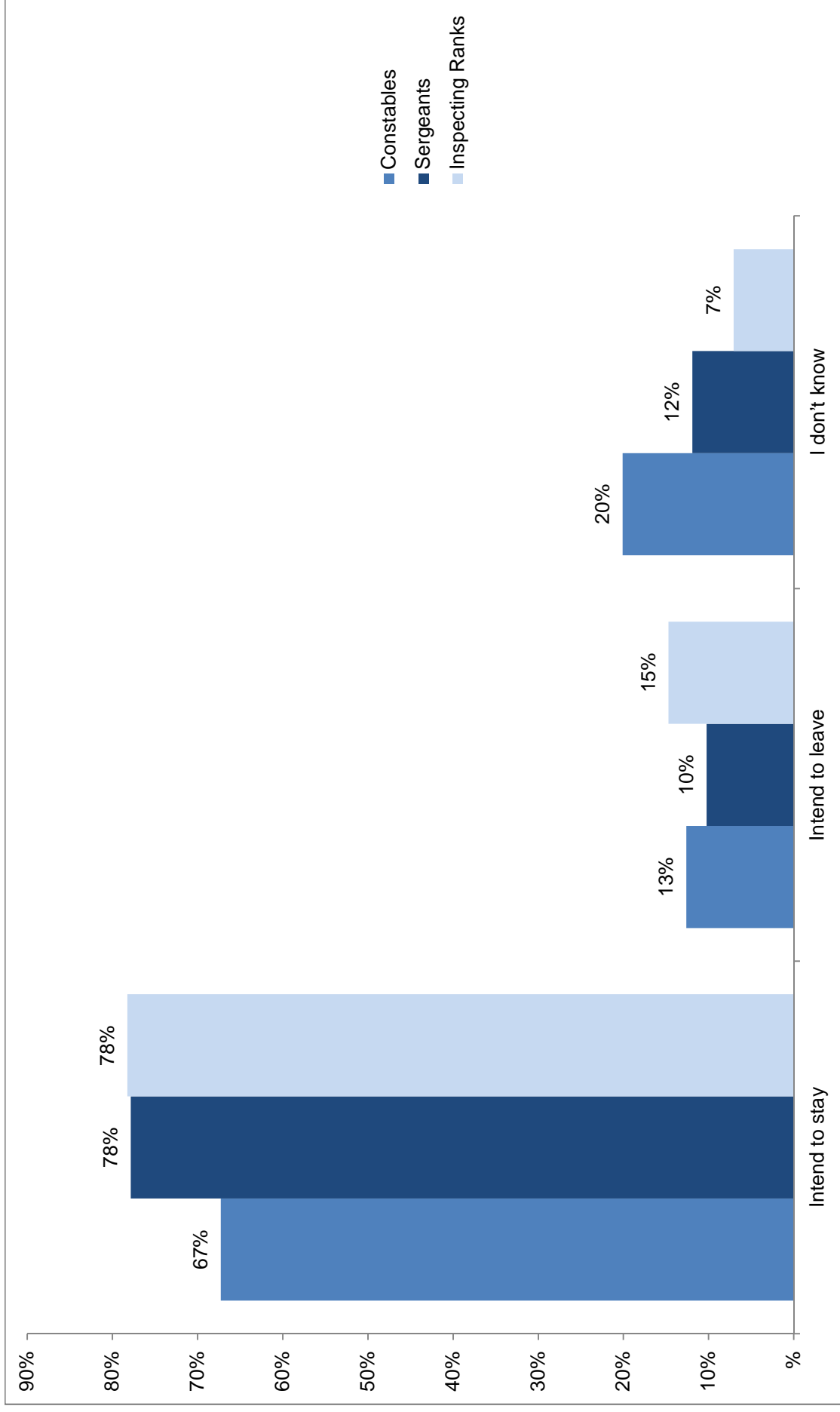
Whilst intention to leave is more common amongst the inspecting ranks than other ranks, it is useful to recognise the proportion of respondents who say that they currently do not know whether they plan to stay in or leave the service. 7% of inspectors and chief inspectors responded “I don’t know” with regards to the intention to stay or leave. This proportion is 12% of sergeants and 20% of constables. Accordingly, one in five constables is currently unsure whether or not they plan to stay in the police service. A frequent theme in comments amongst respondents who responded “I don’t know” is a sense that the availability of feasible alternatives might be an important factor for some respondents.

*“If I had the opportunity to leave for another job with similar pay and regular hours, I would do so without hesitation.”*

**Constable, 3- 5 Years’ Service**



**Chart Forty-Seven: Proportion of respondents intending to stay in or leave the police service (by rank)**



## Length of Service

Understandably, respondents with more than 30 years' service are most likely to intend to leave the police either within two years or as soon as possible, whilst probationers are most likely to intend to stay in the police for at least the next two years.

Aside from these groups, a large majority of mid-to-late career respondents also plan to stay in the police for at least two years. At least eight out of ten respondents with between 16 and 25 years' service say they intend to stay in the police service, and less than one in fourteen say they intend to leave either within two years or as soon as possible. Respondents in these groups are generally less likely to report low morale and less likely to be dissatisfied than their colleagues with shorter tenure, which may contribute towards these attitudes. However a further factor raised by a number of respondents is a sense that it would be too costly to leave the service now even if they wished to.

*"I would if I could leave the police tomorrow but I am now stuck in the pension trap and cannot go until I am at least 55 years old."*

**Constable, 21 – 25 Years' Service**

Intention to leave is most common amongst respondents with between six and 10 years' service; 15% of this group express an intention to leave. As noted above, mid-career respondents report lower morale and are more likely to be dissatisfied with factors such as promotion and pension than late-career respondents, although this is not seen exclusively within the six to 10 years' service category.

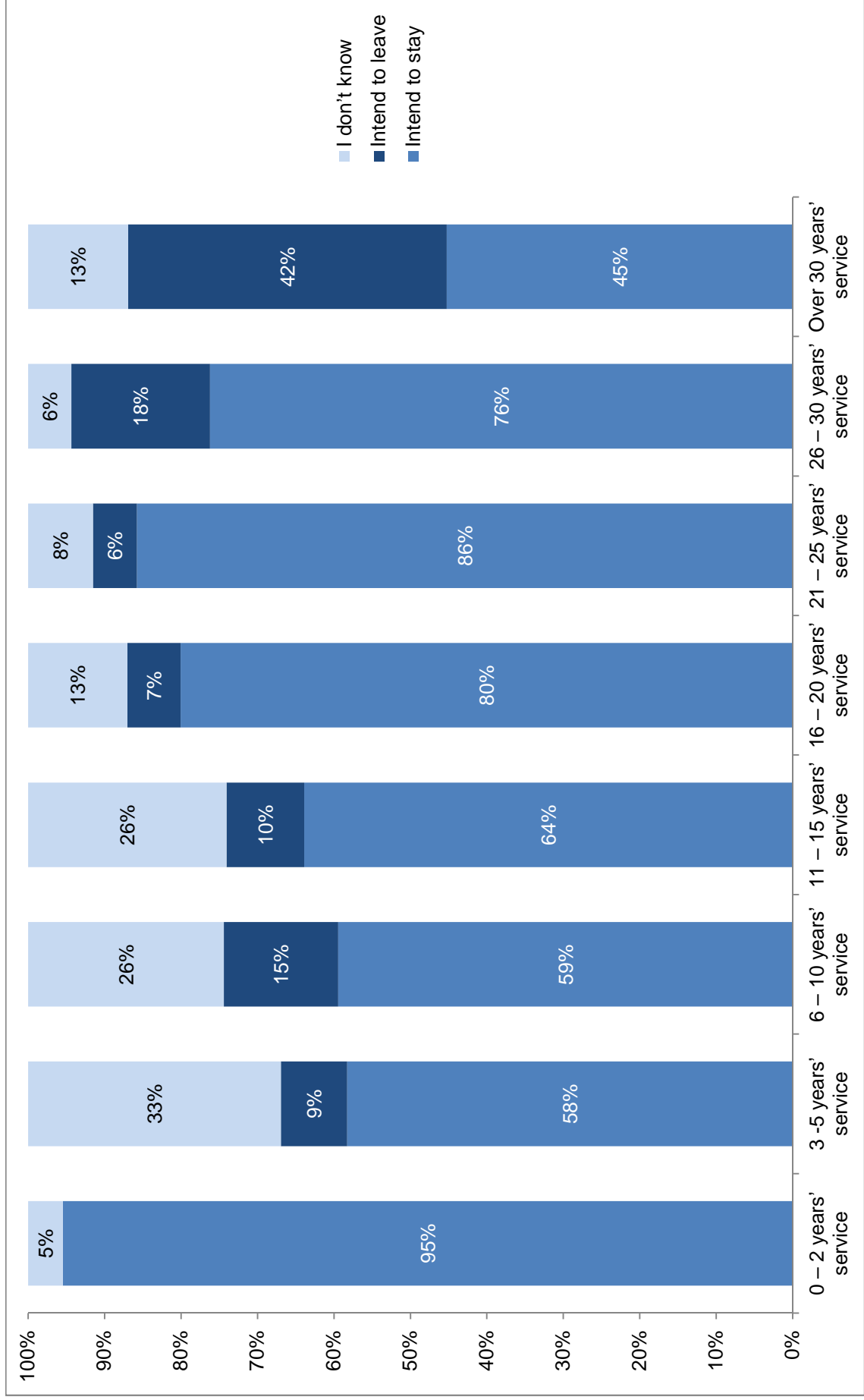
Other relevant factors amongst this group might include a poor work-life balance. Seven out of ten respondents with between six and 10 years' service who plan to leave the police say that the impact of the job on their family and personal life has a major effect on their intention to leave, a larger proportion than any other group. In line with the comment above regarding the "pension trap" it might also be suggested that earlier career respondents have fewer sunk costs than later career respondents, meaning that there are fewer barriers to leaving amongst respondents in this group.

*“Anybody who speaks of the organisation constantly brings up how it is a terrible place to work, if they could leave they would. There is zero scope for developing oneself and it is clear that management have no interest in investing in ordinary officers and respecting the important attributes they bring.”*

**Constable, 6 – 10 Years’ Service**

Also of note however is the proportion of early-to-mid career respondents who are currently uncertain about their intention to stay in or leave the police service. More than a quarter of respondents with between six and 15 years’ service say they do not know whether or not they intend to stay in the police and around one in three respondents with between three and five years’ service express this sentiment. Morale, satisfaction with development and promotion, satisfaction with pensions and perceptions of fairness are all lower amongst these respondents. Although this might not yet have revealed itself as a specific intention to leave amongst this group, it might have contributed to increased uncertainty regarding their future within the police.

**Chart Forty-Eight: Proportion of respondents intending to stay in or leave the police service (by length of service)**



## Role

Respondents who identify their role as Crime Operations are least likely to intend to leave either as soon as possible or within the next two years, whilst respondents in Response Policing are most likely to be intending to leave.

Of particular note is the fact that 93% of Response Policing respondents who say that they intend to leave cite their morale as having a major effect on this intention and 89% cite the impact of the job on their health and well-being -higher proportions than for any other role. However differences in intention to leave across roles are overall relatively small, with a range of five percentage points from the highest to the lowest proportions.

*“There are no opportunities to move out of response, professionally develop, or attempt to have a work life balance. Like many other officers I know I am searching for another job to allow me to leave the PSNI.”*

**Response Policing**

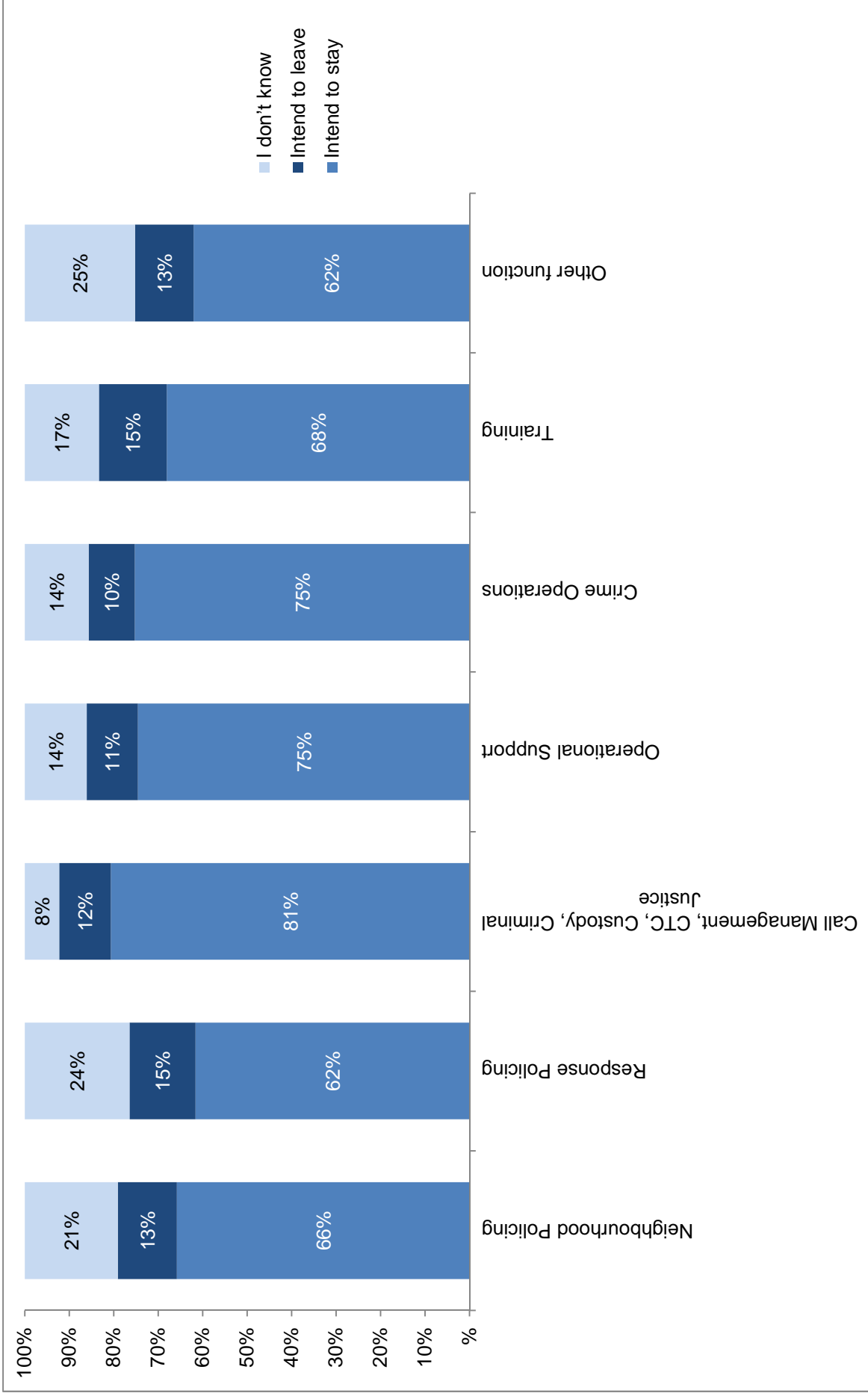
Variation across different roles on the basis of intention to stay is somewhat more pronounced. 81% of respondents in a “middle office” role plan to stay in the police service for at least two years, whilst at the other end of the scale 62% of Response Policing respondents say that they intend to stay in the police.

One reason for this greater variation in intention to stay compared to intention to leave is the proportion of respondents in different roles who say that they are unsure of their intentions regarding staying and leaving the police service. For instance, just 8% of respondents in Call Management, CTC, Custody and Criminal Justice responded “I don’t know”, in comparison to one in five respondents in a Neighbourhood Policing role and just under one in four respondents in Response Policing. A number of comments from respondents in these roles highlight a sense of insecurity and low morale brought about by recent changes. This might contribute to many respondents’ uncertainty regarding their future within the police.

*“Morale in the service is at an all-time low especially since the introduction of Service First. Myself and my colleagues have had to re-apply for our neighbourhood jobs. This whole process of not knowing where we are going has been going on since Christmas. ... I have been talking to colleagues who have been actively seeking employment outside the police and these are people who have been in the job for over 10/15 years.”*

**Neighbourhood Policing**

**Chart Forty-Nine: Proportion of respondents intending to stay in or leave the police service (by role)**



## ATTITUDES TOWARDS METHODS OF DETERMINING PAY

---

### SUMMARY

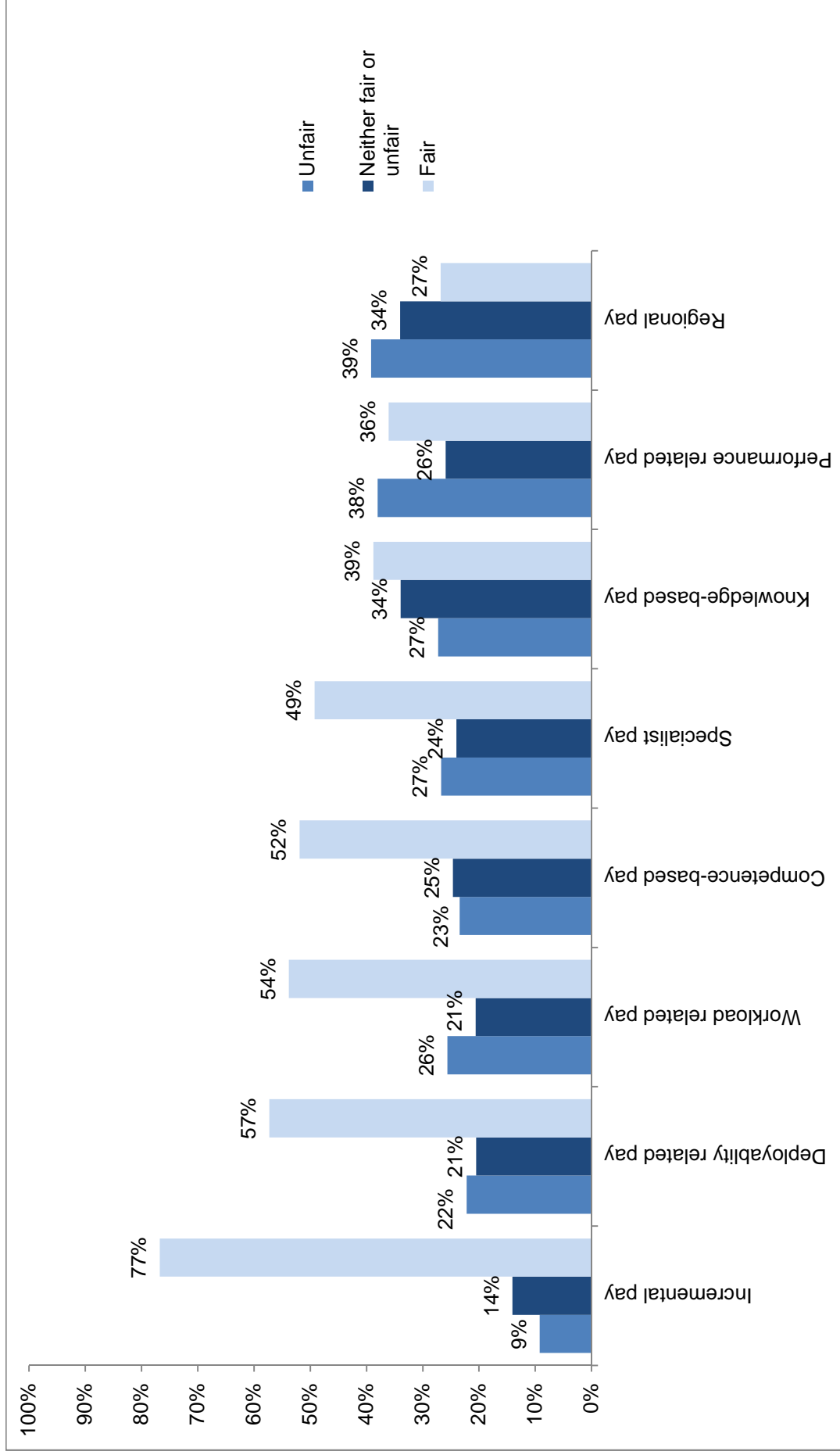
- Respondents are most likely to feel that incremental pay based on length of service is fair, more than three quarters say that this is fair, compared to fewer than one in ten who say that it is unfair.
- A majority of respondents say that it is fair for pay to be determined by being fully deployable, workload and competence; however a substantial minority believe that these methods are unfair.
- The two methods most commonly seen as unfair by respondents are performance-related pay and regional pay.
- There is broad agreement across ranks, roles and length of service that incremental pay is fair.
- Inspectors and chief inspectors are more likely to agree than other ranks that workload-related pay is fair (73% agree).
- Respondents in Crime Operations are more likely to believe that pay based on workload, competence and specialism is fair, with around six out of ten feeling these methods are fair; respondents in Neighbourhood Policing and Response Policing are least likely to agree.

### OVERALL FINDINGS

In addition to asking respondents about their current experiences within the police, the survey also gathered views on respondents' attitudes towards different methods of determining pay, some of which are currently used within the police, others that have been mooted in various reviews of police pay and benefits in recent years. Respondents were asked to rate whether or not they feel that these methods of determining pay were fair.

The method of determining pay that that is most likely to be seen as fair and least likely to be seen as unfair is the main method currently used within the police service: incremental pay based on length of service. More than three quarters of respondents feel that this is a fair way of determining how much a police officer should be paid; whilst fewer than one in ten feel that it is unfair. Respondents' comments suggest that this method is seen as the most transparent and cannot be abused or manipulated easily to favour some individuals over others.

**Chart Forty-Nine: Fairness of methods of determining pay**





*“Over all I believe the system of incremental increases linked to length of service is the fairest system we are going to get. Anything else based on workload, region or specialism would be as divisive as the SPP. I say this as a specialist, who used to receive the SPP while in uniform but lost it upon specialisation. I can say that my job now is more challenging than before, any system such as this is open to manipulation and would leave people feeling less valued than before.”*

**Constable, 11 - 15 Years' Service**

There are a further three methods of determining pay that a majority of respondents feel are fair. However in contrast to incremental pay, for all three a more substantial minority of respondents believe that these methods of determining pay are unfair.

For example, 57% of respondents say that pay that compensates an officer for being fully deployable is fair and 22% say that this is unfair. Comments in relation to this often highlight the perceived contrast between the remuneration for officers who work nine-to-five office hours and officers who work shifts and/or are on-call. This is an important distinction to make as these comments typically focus on greater recognition for shift work and on-call, rather than necessarily reducing the pay of officers who are not fully deployable, for instance due to ill-health or injury.

*“I believe that Police Officers who work shifts and nights should receive more money or an allowance for working these hours. It is frustrating that a person who works 9 - 5 in an office gets the same as me when I do nights”.*

**Constable, 6 - 10 Years' Service**

54% of respondents feel that workload-related pay is fair although this is seen as unfair by more than a quarter of respondents. Similarly, 52% of respondents feel that competence-based pay, which is dependent on officers demonstrating more competence in policing over time, is fair although 23% say that this is unfair.

Respondents' comments present the view that although using factors such as competence and workload to determine pay might theoretically be fair, respondents did not trust that any system to assess this could be conducted fairly. In particular, comments referred to the current IPR process not being fit for purpose, as well as a more general sense that decisions are not always made fairly and objectively, as seen in the section on Fairness and Organisational Justice

above. Respondents also highlighted the different nature of many policing roles, which would make it very difficult to accurately evaluate and make like-for-like comparisons between jobs.

*“In relation to pay based on performance / workload / role etc. I believe there is potential in this, however I do not have faith that there would be fairness in how it would be managed. Based on the management and scoring of the current IPR competency based model it is absolutely clear there is a varied scoring method for supervisory ranks with varying standards. There is no consistency between teams, stations or Districts, despite the best of efforts and intentions.”*

**Inspecting Rank, 11 – 15 Years’ Service**

*“Pay in relation to competency would be fair if everybody was graded and treated the same but there is no way to provide a uniformed approach”*

**Sergeant, 16 – 20 Years’ Service**

*“If pay was to be evaluated on what you do in the police and your responsibilities it would create friction between officers. Also whose responsibility would it be to make that decision about pay? After seeing the debacle of Special Priority Payment I would not trust the police authorities to get it right. The rank structure for pay is not perfect but it is the fairest system available.”*

**Constable 21 – 25 Years’ Service**

Less than 50% of respondents feel that specialist pay (based on providing extra pay for special skills) and knowledge-based pay is fair, although a larger proportion feel they are fair than unfair. This lack of consensus is illustrated in respondents’ comments. For example, comments from respondents who feel that these methods of determining pay are unfair raise concerns that this would mean a lack of recognition of the skills and challenges of officers in many front-line roles. They also highlighted the fact that the decision to occupy a specialist role or to acquire additional skills or knowledge is ultimately determined by managers and not individual officers. On the other hand, respondents who feel that these methods are fair suggested that they could improve recognition and motivation within the police service.

*“People in specialist postings wanted those posts and once in them are away from the real stresses of the job which are paperwork, files, court hearings, assaults on police and PONI complaints. These stresses are based mostly in Response and NPT who also deal with shift work.”*

**Constable, 21 – 25 Years’ Service**

*“With pay due to skill set, I feel that this is unfair as some people even within the same section/office/department are given more training opportunities than others.”*

**Constable, 6 – 10 Years’ Service**

*“We do not recognise the skill set and more importantly those that actually use that skill set and not just have the training to do it. We have a warped sense that success can only be achieved and rewarded through promotion!”*

**Inspecting Rank, 21 – 25 Years’ Service**

Respondents are more likely to believe that pay that reflects the cost of living where you live is unfair than unfair. Performance-related pay is also more commonly seen as unfair, with 38% of respondents saying that it is unfair and 36% saying that it is fair. This attitude also appeared to be replicated in respondents’ attitudes towards job evaluation. Respondents were asked whether they thought it would be fair or unfair to use job evaluation to determine pay within the police service. 46% of respondents say it would be unfair and 32% say it would be fair. Again comments reflect concerns that any system could not be implemented in a fair or objective manner.

*“Whilst ideally I think that relating pay to performance is fair, in practice, accurately assessing performance would require something much more effective (both comprehensive and objective) than the current IPR system”.*

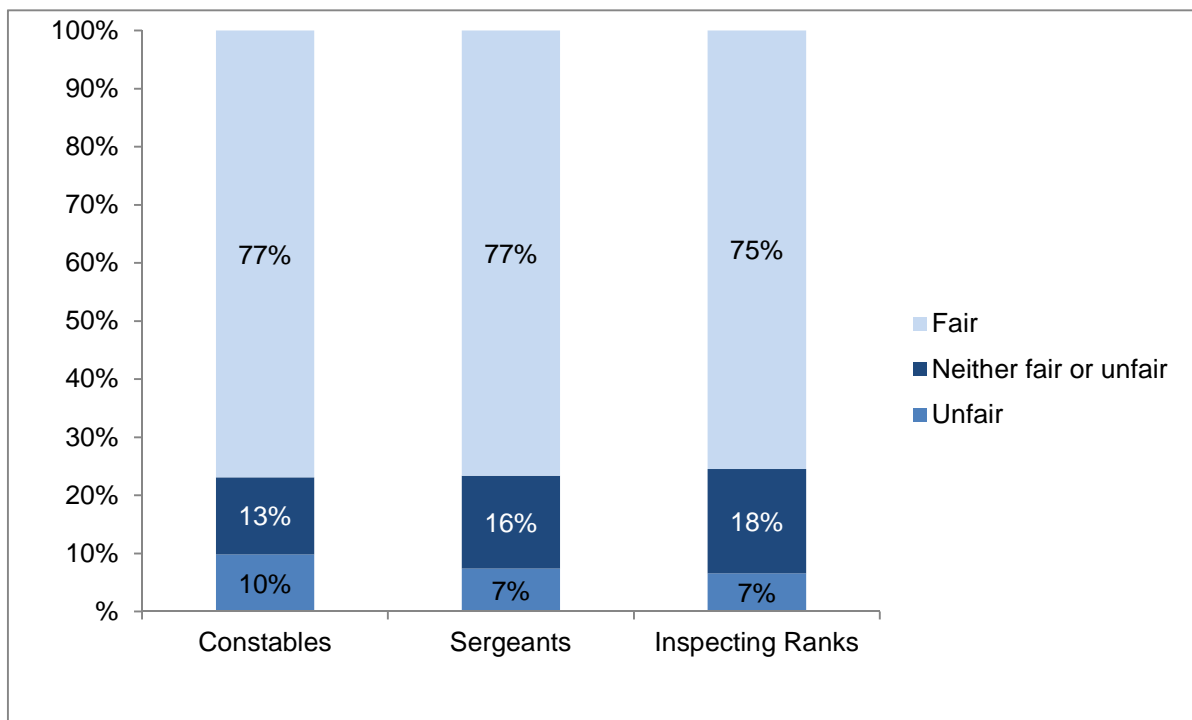
**Sergeant, 16 – 20 Years’ Service**

## DIFFERENCES BETWEEN GROUPS

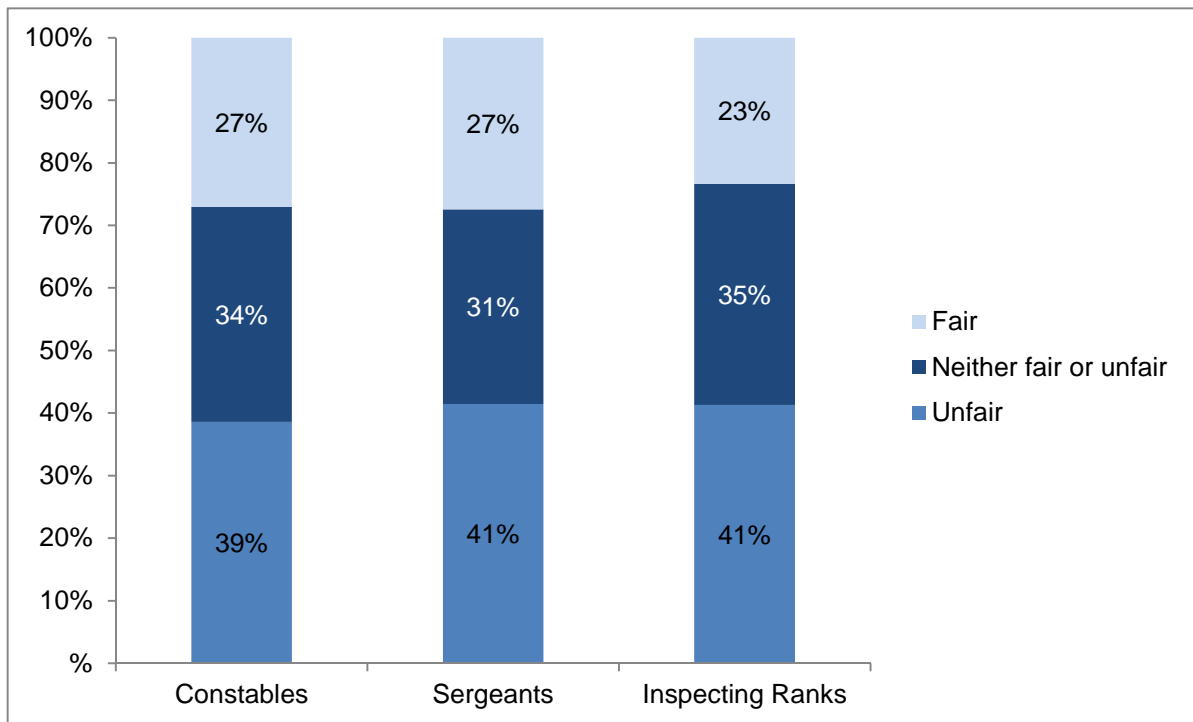
### Rank

Respondents' attitudes towards certain methods of determining pay do appear to differ across rank, but there are also key areas of agreement for some methods regardless of rank. In particular, incremental pay is consistently seen as fair across all three ranks, with at least three quarters of respondents believing it to be fair. In addition, 49% of respondents at all ranks agree that specialist pay is fair, whilst 27% of constables and inspectors, and 28% of sergeants feel that it is unfair. Agreement that regional pay is fair is also relatively limited for all ranks, ranging from 23% of inspectors to 27% of constables.

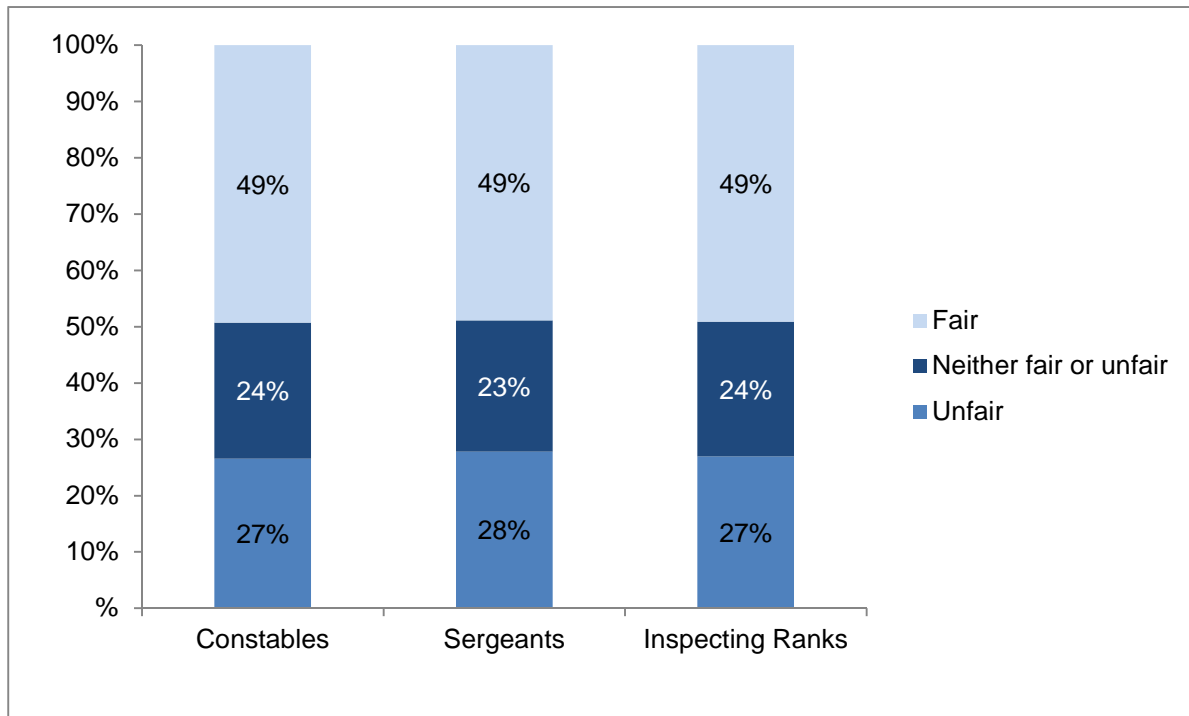
**Chart Fifty: Fairness of incremental pay (by rank)**



**Chart Fifty-One: Fairness of regional pay (by rank)**



**Chart Fifty-Two: Fairness of specialist pay (by rank)**



There are however certain methods of determining pay where differences between ranks are more substantial. For instance although more than half of respondents at all ranks feel that pay that compensates you for being fully deployable is fair, the proportion agreeing with this is 55% for constables, compared to 64% for sergeants and 66% for inspectors and chief inspectors. On the other hand, the proportion of respondents who believe that this method of pay would be unfair is more consistent across ranks, at 21% of sergeants and of the inspecting ranks, and 23% of constables.

A small majority of inspectors and chief inspectors believe knowledge-based pay is fair, in contrast to 44% of sergeants and 36% of constables. Inspectors and chief inspectors are also most likely to believe that performance-related pay is fair. 52% believe that performance-related pay is fair, whereas 28% feel it is unfair. This contrasts with 41% of sergeants and 33% of constables. A majority of sergeants and the inspecting ranks also feel that it is fair for pay to be based on demonstrating greater competence in policing over time, compared to fewer than half of constables.

Respondents' comments suggest that constables might be less likely to believe that factors such as their knowledge, competence and performance can be measured effectively. Comments from this rank also highlight that ratings are highly contingent on the skill and objectivity of supervisors. This might go some way to explain why constables are less likely to believe that these methods of determining pay are fair when compared to more senior ranks.

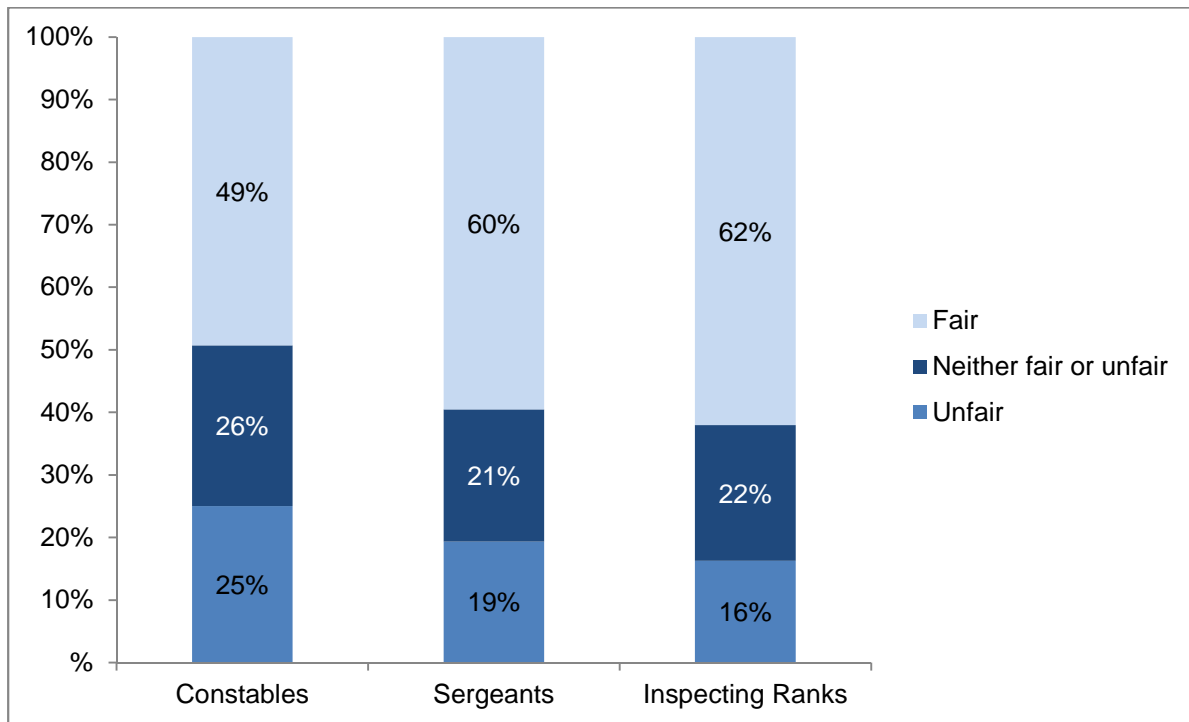
*“Most of our present competence/performance indicators are not actually indicators of how good you are at what you do; they are instead things that are easy to measure off Niche. So, victim updates within ten days - indicator; actually making a victim feel heard, and protected and safe - not an indicator. So really, how can you measure performance with a vague scale like that?”*

**Constable, 6 – 10 Years' Service**

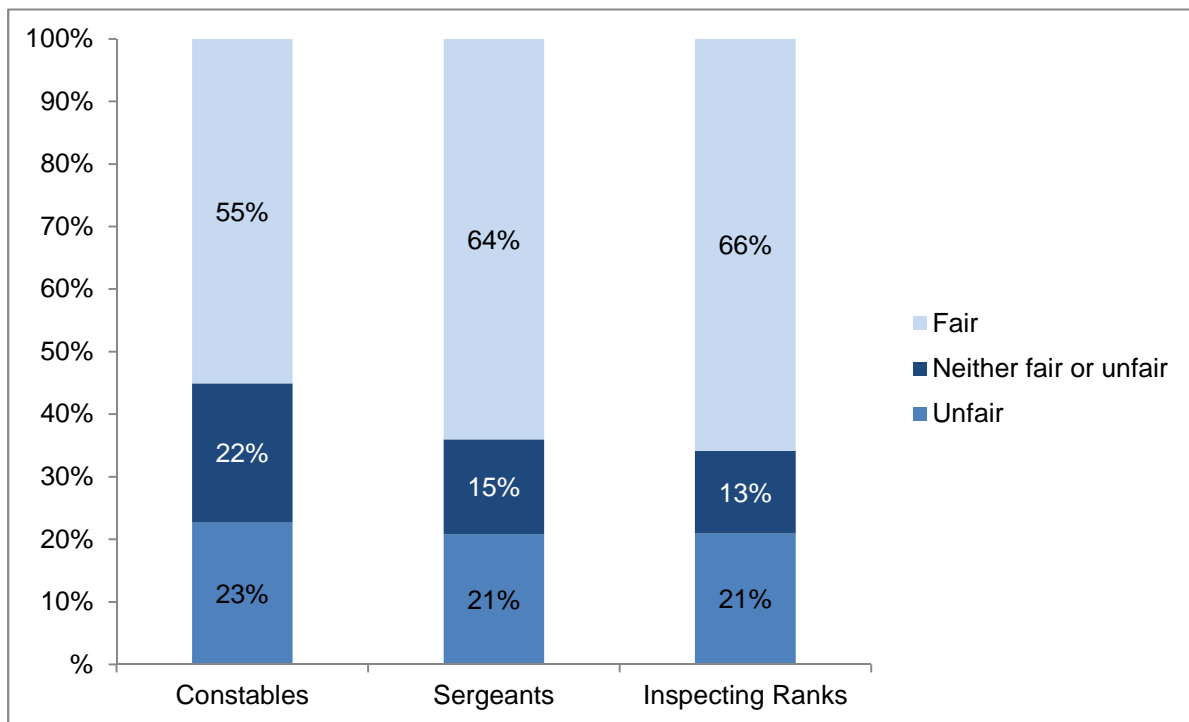
*“I feel that if officers' pay was to be judged on performance, this would be open to abuse - personalities could come into the mix.”*

**Constable, 21 – 25 Years' Service**

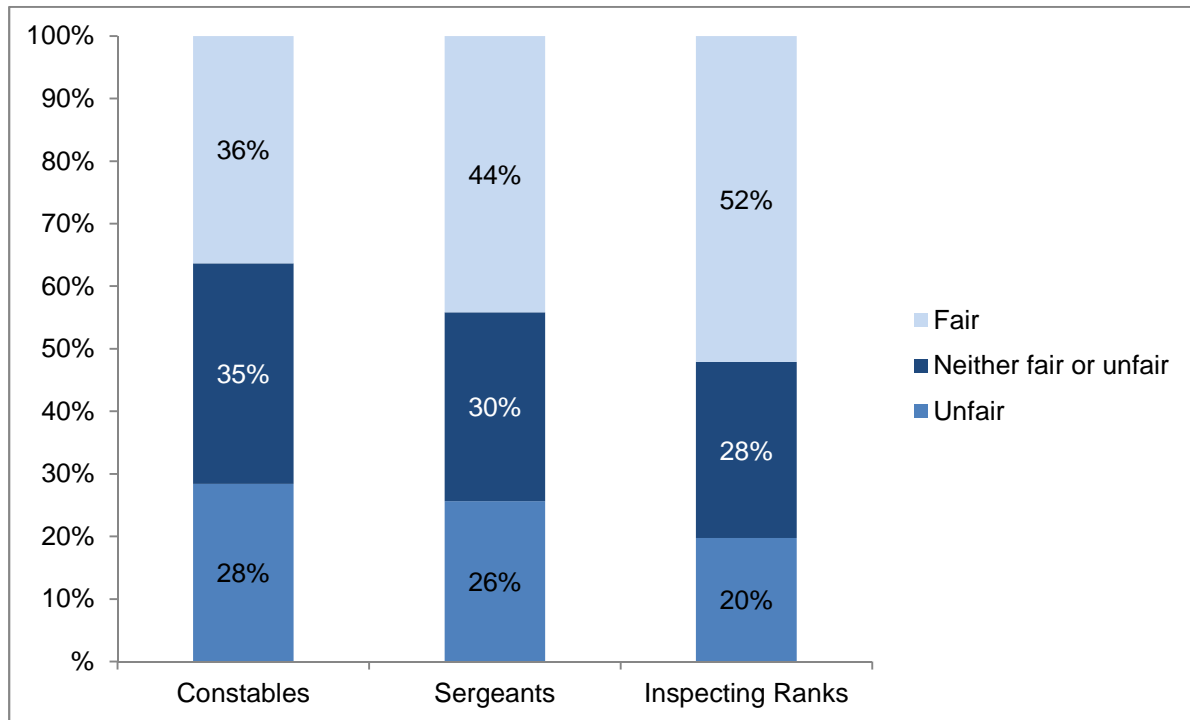
**Chart Fifty-Three: Fairness of competence-based pay (by rank)**



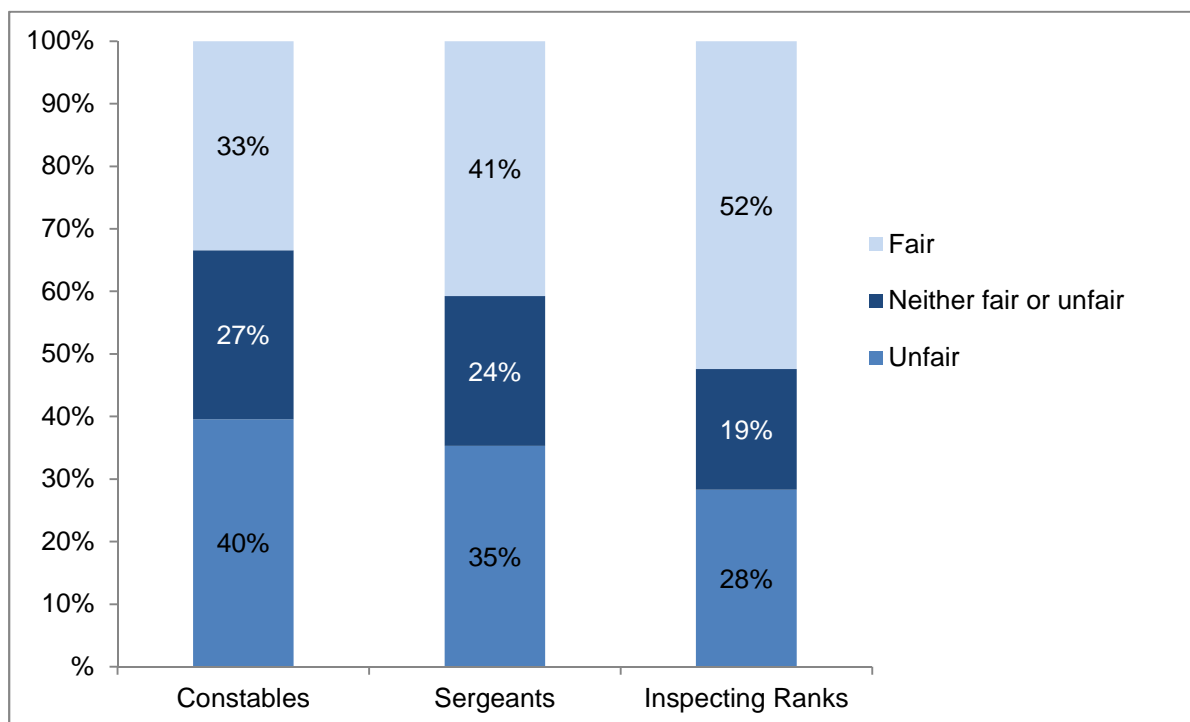
**Chart Fifty-Four: Fairness of deployability related pay (by rank)**



**Chart Fifty-Five: Fairness of knowledge-based pay (by rank)**



**Chart Fifty-Six: Fairness of performance-related pay (by rank)**





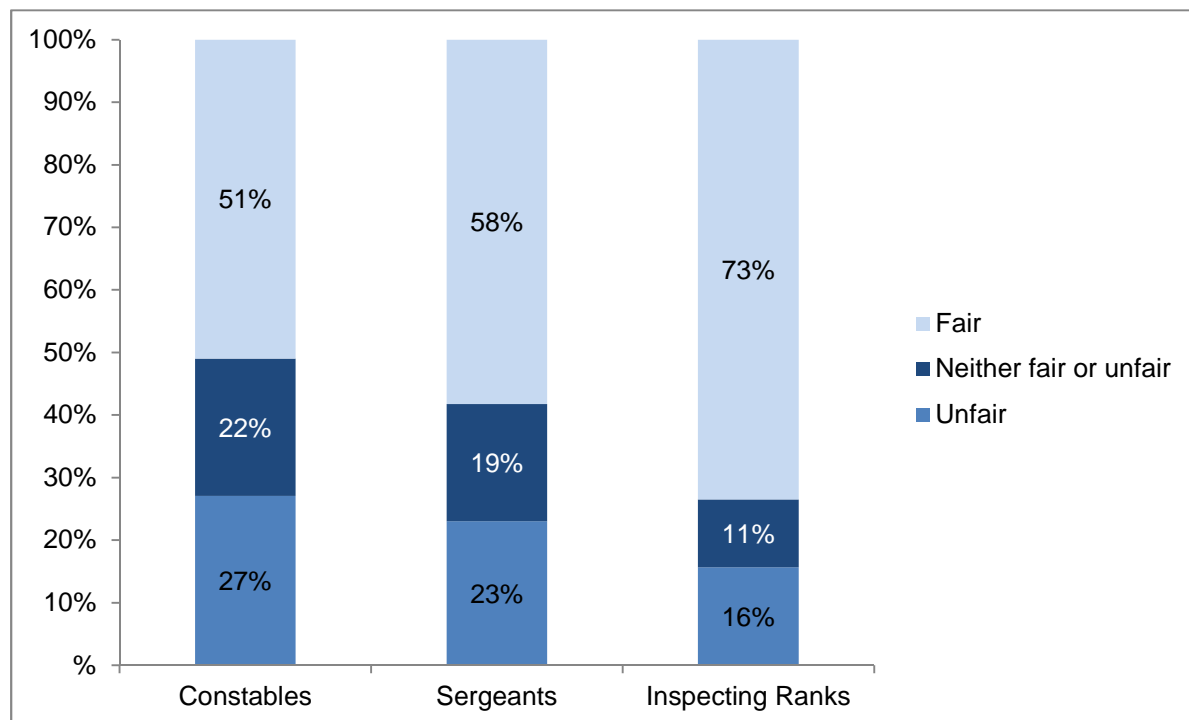
The largest differences between ranks however are seen in attitudes towards workload-related pay. Although a majority of respondents across all ranks believe that determining pay on the basis of workload is fair, broken down we see that only just over half of constables see workload-related pay is fair. At 58% a slightly larger proportion of sergeants believe that workload-related pay is fair. Yet 73% of inspectors believe that pay based on workload is fair; contrasting with around one in six who believes that it is unfair.

As noted above, the inspecting ranks are most likely to be dissatisfied with their working hours and most likely to say that their workload is too high. In addition, the lack of overtime payment means that many respondents feel that they are no better off financially than lower ranks in relation to number of hours worked. These sentiments may be reflected in respondents' attitudes towards workload-related pay.

*“Inspectors pay agreement is no longer fit for purpose as it was made when the police had a lot more inspectors, now they are heaping more responsibility on inspectors, expecting them to work whatever they are asked but are totally unwillingly to pay any more.”*

**Inspecting Rank, 26 – 30 Years’ Service**

**Chart Fifty-Seven: Fairness of workload-related pay (by rank)**



## Length of Service

Incremental pay is also seen as fair by a large majority of respondents regardless of length of service. Aside from probationers, at least three quarters of respondents believe that it is fair for pay to increase incrementally based on time served.

Respondents' comments more frequently refer to the unfairness of other methods such as performance-related and knowledge-based pay, rather than explicitly agreeing with the fairness of the current approach; a majority of respondents at all service lengths do not rate these other methods of determining pay as fair. As a result, it appears that irrespective of length service respondents are more likely to feel that the current method of determining pay is fair when compared to methods that rely on the measurement and evaluation of knowledge or performance.

*"I don't believe this is fair as it would be linked to the performance indicators made up by SMT, which don't reflect my job or what I do."*

**Constable, 5 – 10 Years' Service**

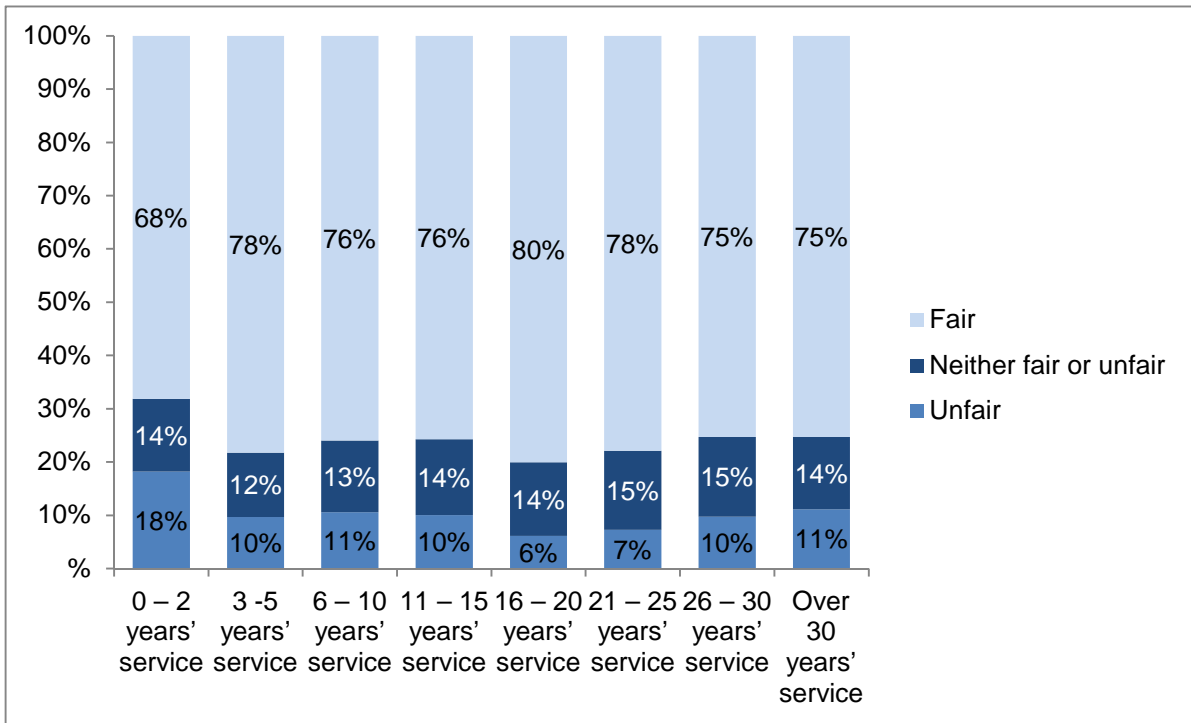
*"If pay was based on something like the IPR I feel it would be unfair as some supervisors may be biased"*

**Constable, 16 – 20 Years' Service**

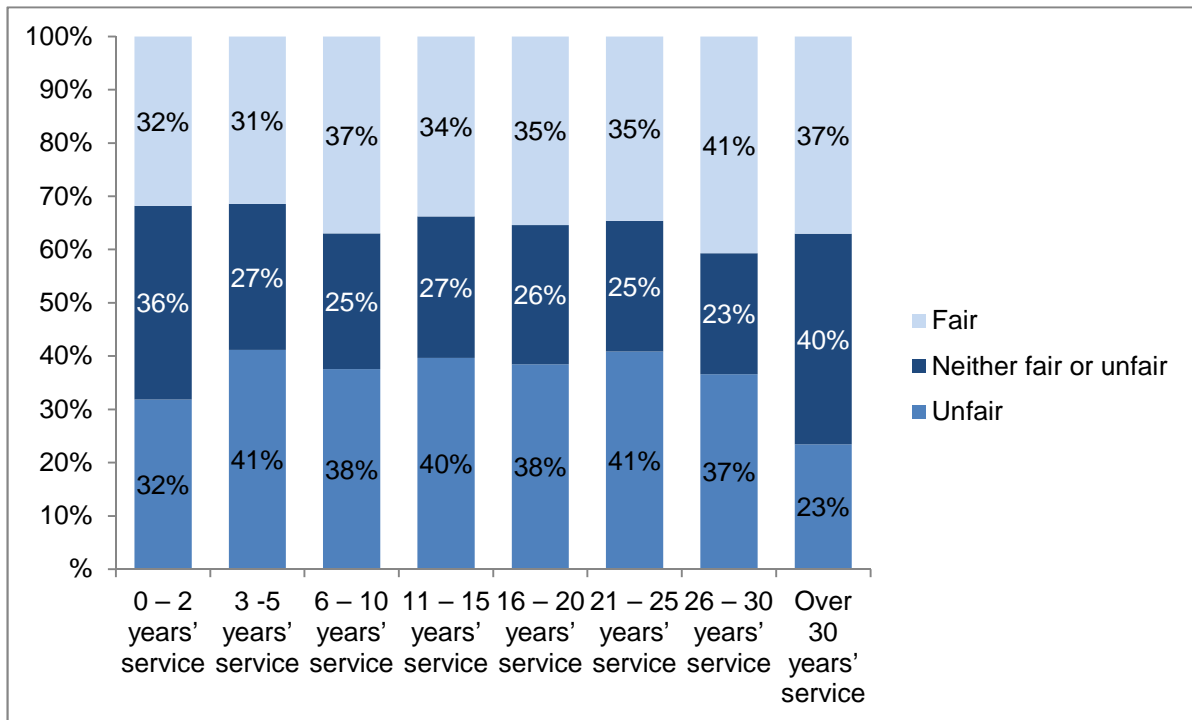
*"[I] am strongly against performance related pay and view the CRTP payment as a fairer system to reward those at the top of their payscale with accompanying experience who have remained in the service."*

**Sergeant, 21 – 25 Years' Service**

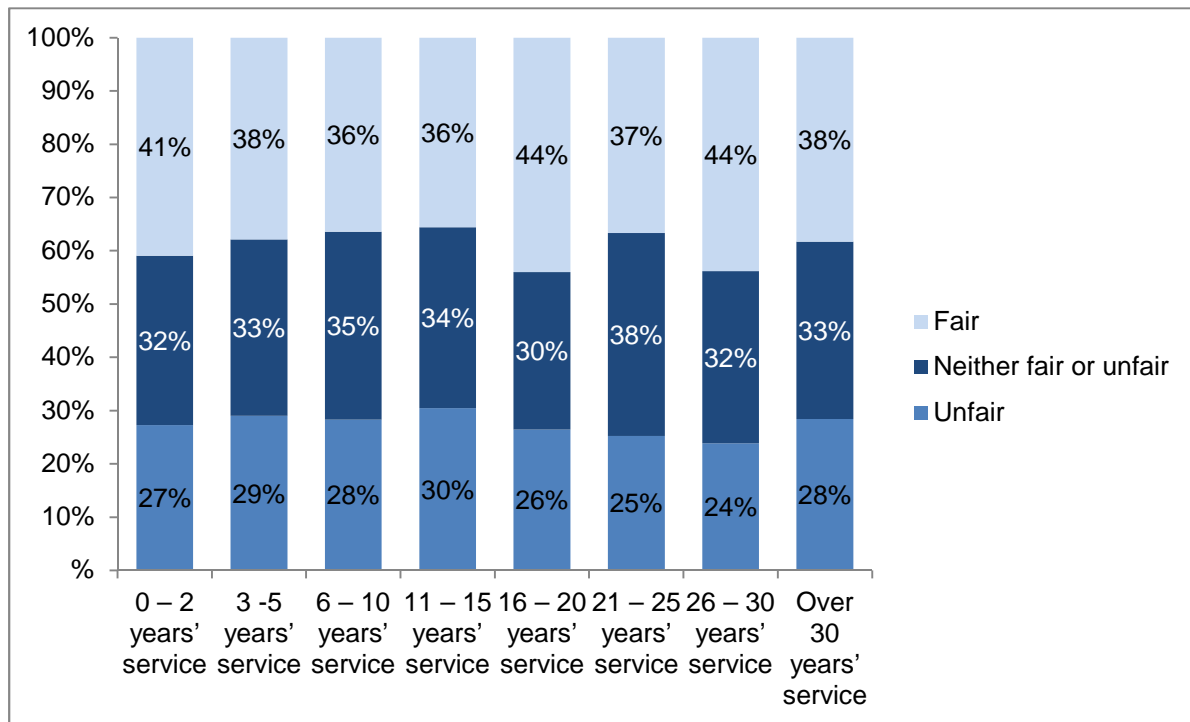
**Chart Fifty-Eight: Fairness of incremental pay (by length of service)**



**Chart Fifty-Nine: Fairness of performance-related pay (by length of service)**



**Chart Sixty: Fairness of knowledge-based pay (by length of service)**

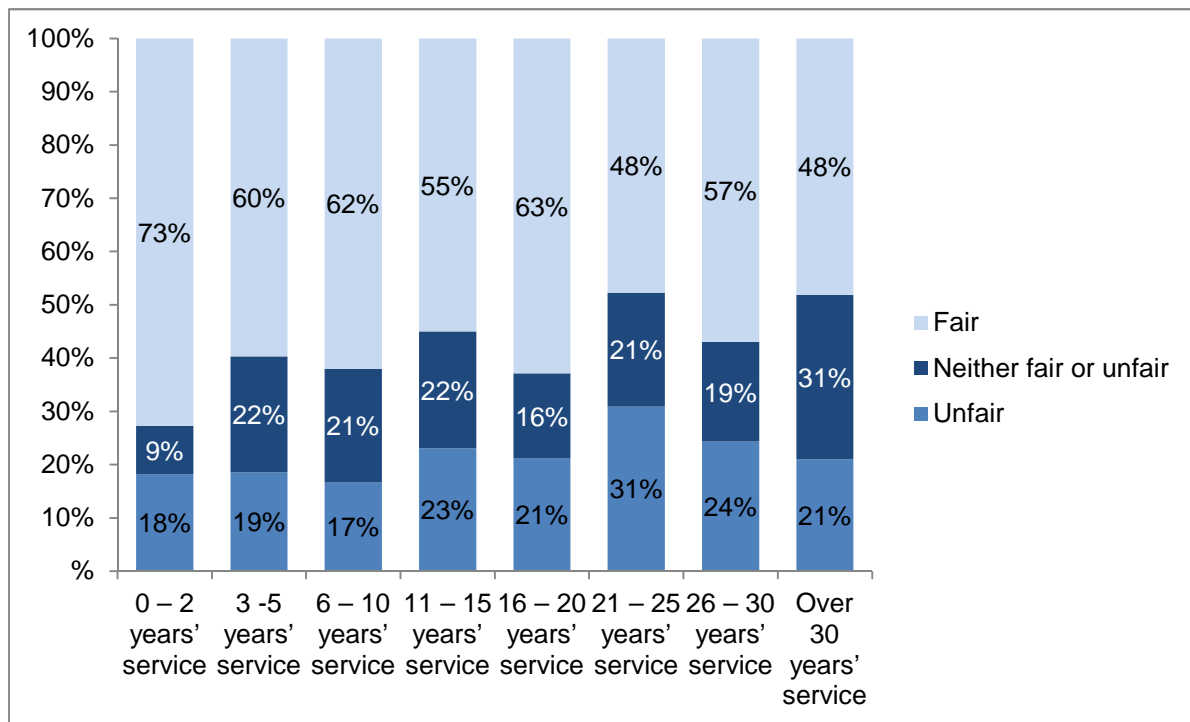


For the most part, a majority of respondents feel that it is fair that pay should compensate officers for being fully deployable. There are two notable exceptions, 48% of respondents with between 21 and 25 years' service and with more than 30 years' service feel that this method of determining pay is fair. In particular, a significant minority of around one in three respondents with between 21 and 25 years' service say that basing pay on being fully deployable is unfair. It may be useful to note that a larger proportion of later career respondents say that they are on restricted duties compared early career respondents. For instance, 6% of respondents with between three and five years' service say that they are on restricted duties in this survey, compared to 11% of respondents with between 21 and 25 years' service. This might provide some context for these responses.

*"I disagree that pay should be related to the job I am currently doing. I was a fully operational Officer but have had to be redeployed due to a medical condition. Is it fair then that through no fault of my own I suffer a decrease in wages as a result of my medical condition? I think not."*

**Constable, 26 – 30 Years' Service**

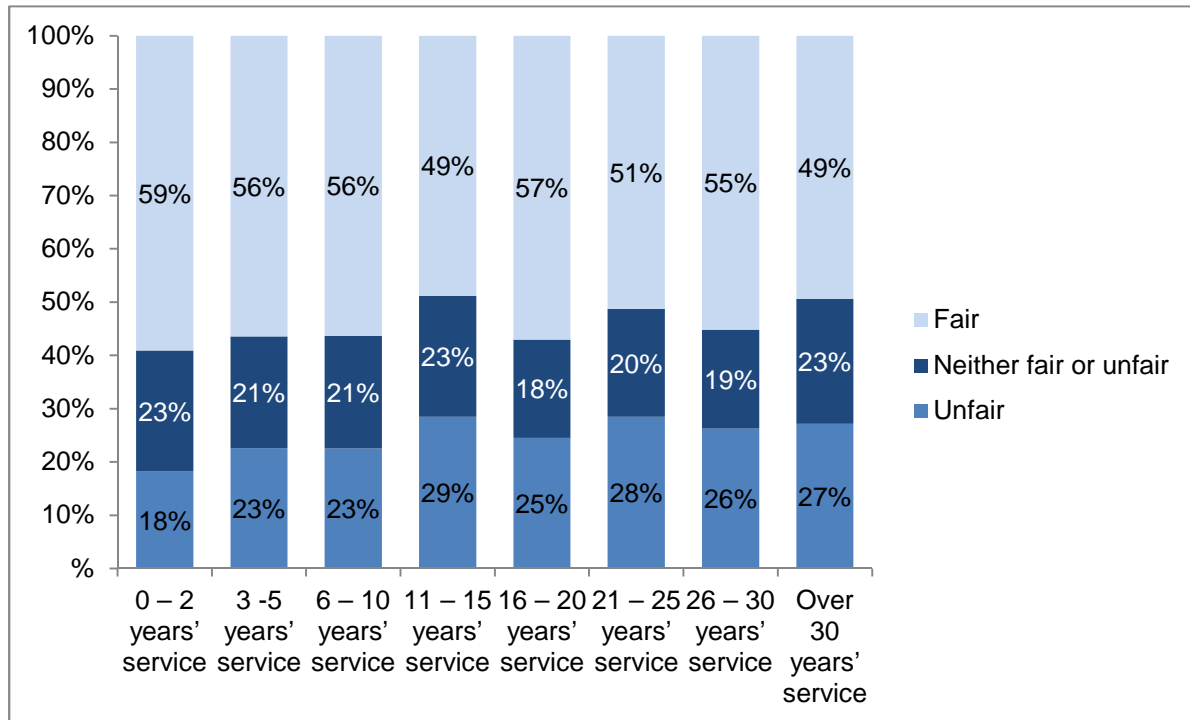
**Chart Sixty-One: Fairness of deployability related pay (by length of service)**



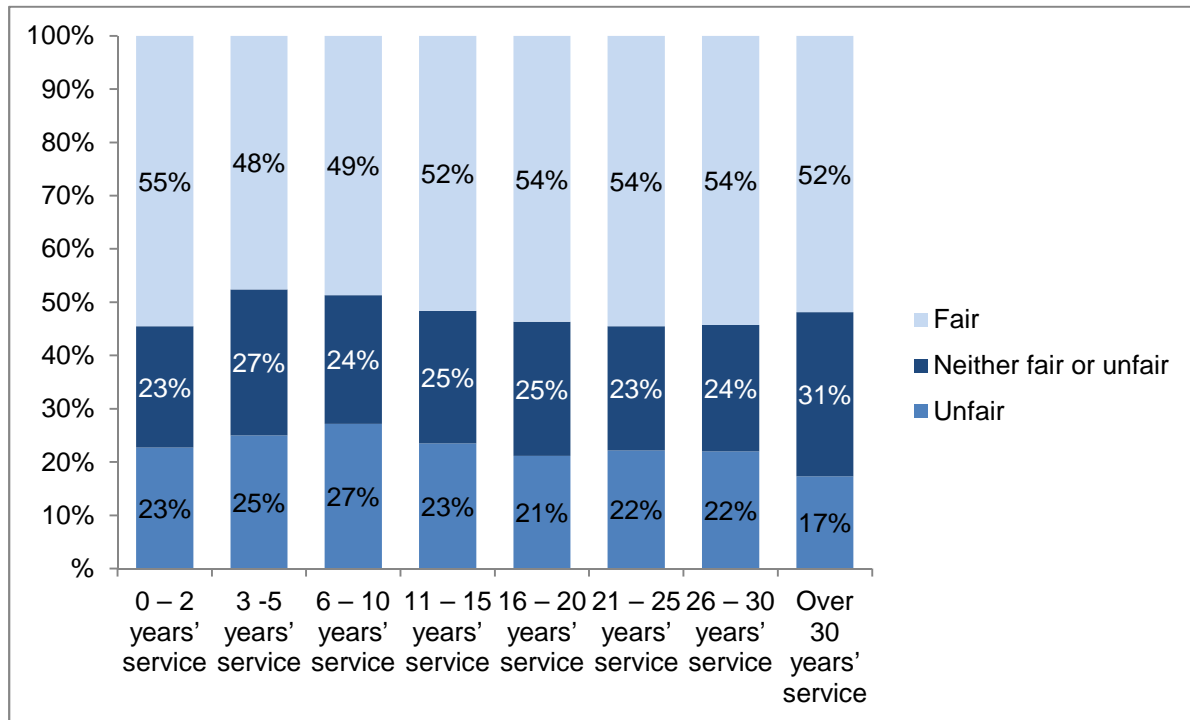
Although a majority of respondents feel that workload-related pay is fair, the proportion agreeing with this falls just short of 50% for respondents with between 11 and 15 years' service and with more than 30 years' service. In addition, with the exception of probationers, around one in four respondents at all service lengths see workload-related pay as unfair. Similarly, a small majority of probationers and respondents with more than 10 years' service are likely feel that pay based on demonstrating more competence in policing over time is fair, however just less than 50% of respondents with between three and five years' service believe that this method of determining pay is fair.

The method of determining pay that is least likely to be seen as fair, regardless of length of service is regional pay, with the exception of probationers, fewer than one in three respondents agree that it would be fair to pay someone based on the cost of living where they live.

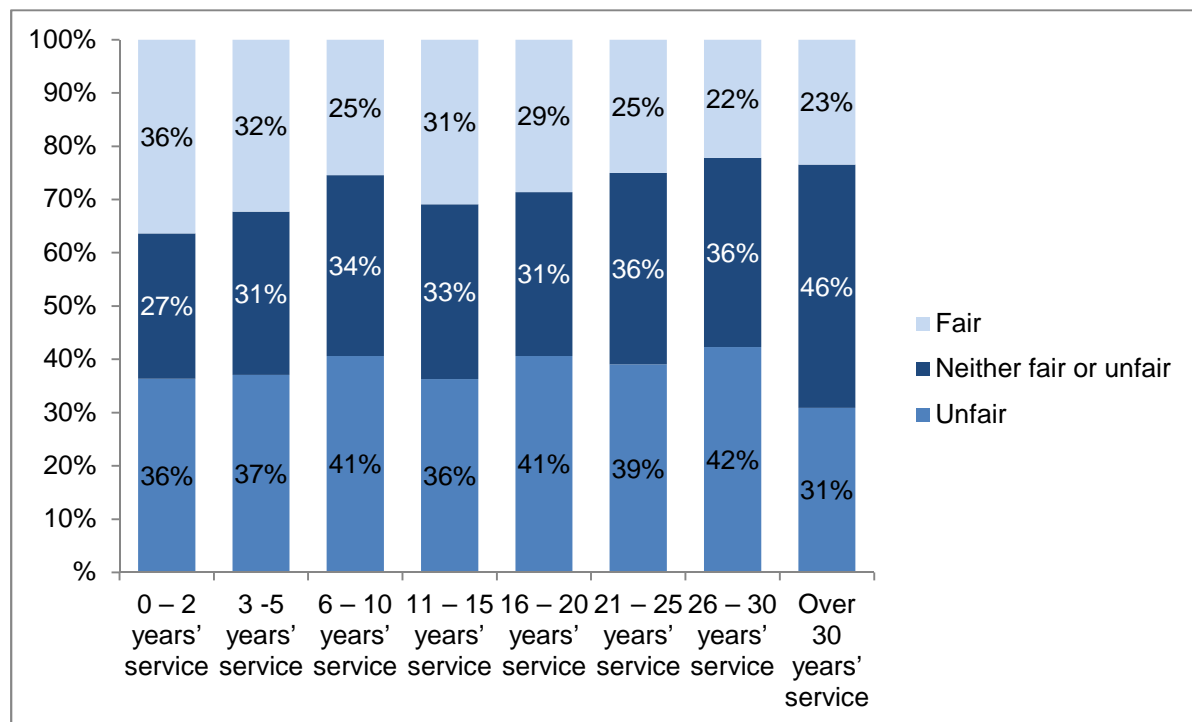
**Chart Sixty-Two: Fairness of workload-related pay (by length of service)**



**Chart Sixty-Three: Fairness of competence-based pay (by length of service)**

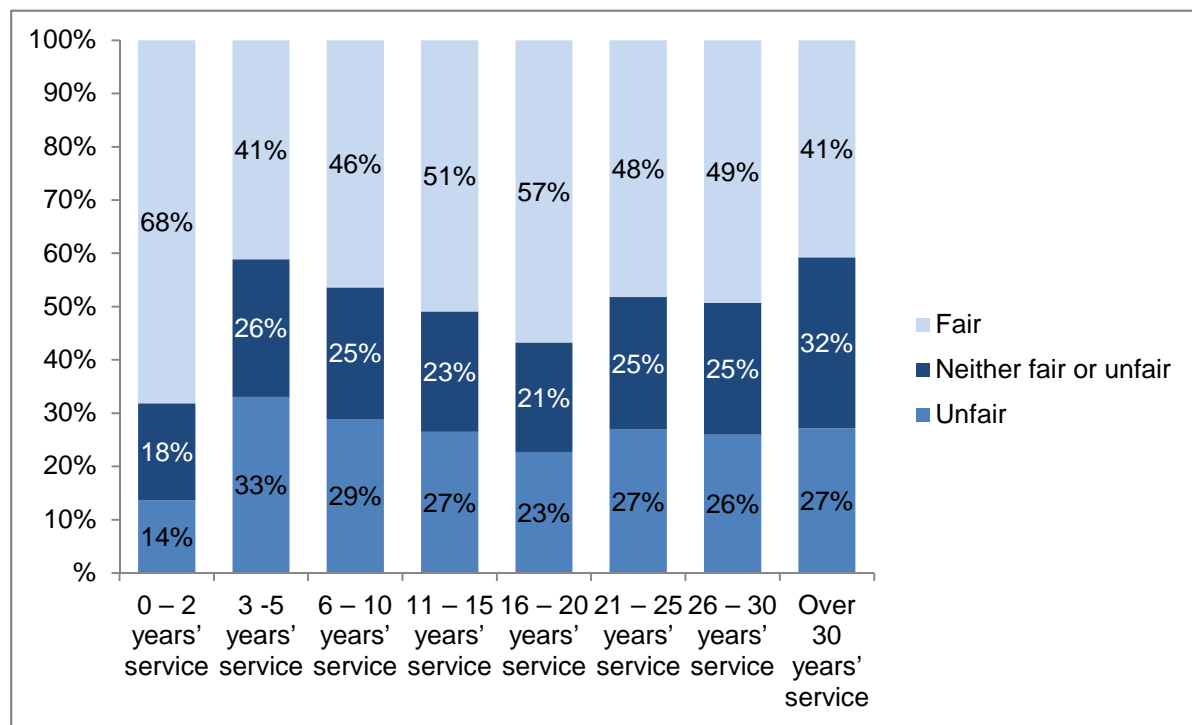


**Chart Sixty-Four: Fairness of regional pay (by length of service)**



The method of determining pay for which there is the largest difference between respondents on the basis of length of service is specialist pay. More than two thirds of probationers feel that this method of payment is fair, moreover a majority of mid-career respondents with between 11 and 20 years' agree that it would be fair to provide extra pay for specialist skills. However agreement is less common at other lengths of service, in particular one in three respondents with between three and five years' service feels that specialist pay is unfair, compared to 41% of this group who feel that it is fair. As noted above, most respondents in this group are currently in front-line policing roles, in particular 86% say that they are in a Response Policing role. Respondents' experiences in this role, which are discussed in the following section, may shape their attitudes towards specialist pay.

**Chart Sixty-Five: Fairness of specialist pay (by length of service)**



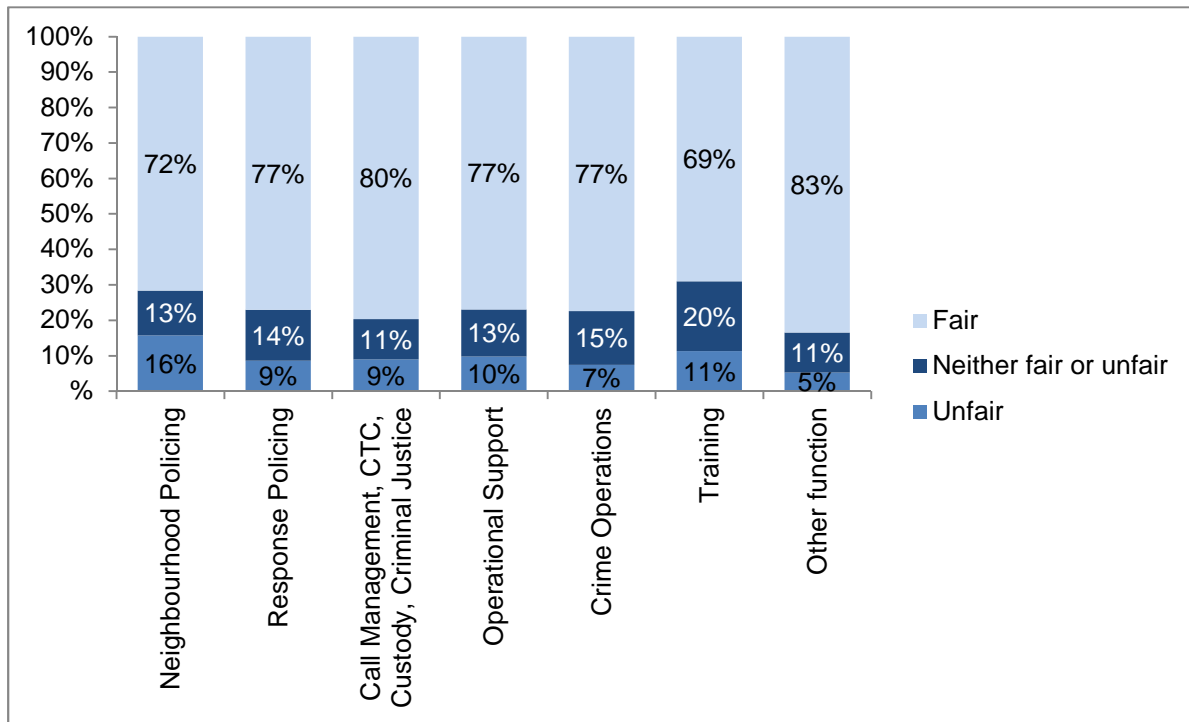
## Role

A large majority of respondents across all roles believe that incremental pay is fair. Agreement ranges from 69% of respondents in a Training role to 83% of respondents who give their role as “*other function*”. Also consistent across different functions is the observation that respondents are more likely to feel that regional pay is unfair than fair, with at least one third of respondents believing this method of determining pay to be unfair.

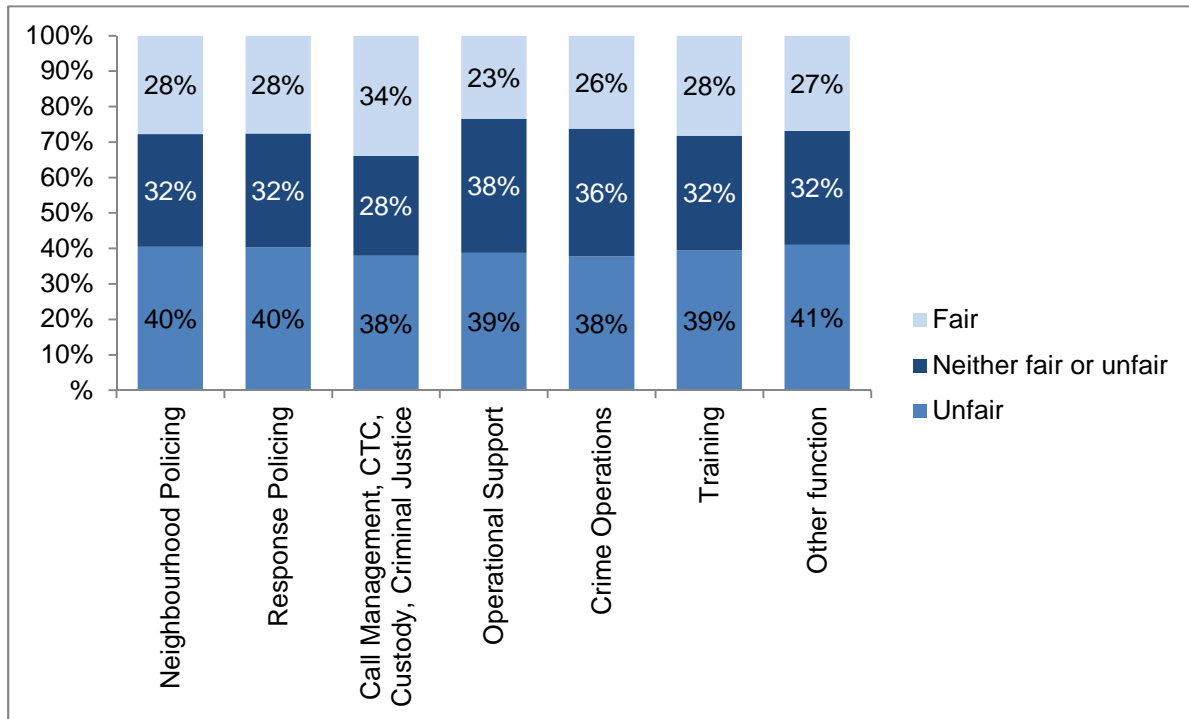
With the exception of respondents who say that they have another function, a majority of respondents across all roles believe that it is fair that pay should compensate an officer for being fully deployable. Despite this there is some variation in attitudes towards this. For instance, 63% of Response Policing respondents and 64% of respondents in a “middle office” role feel that this is fair, compared to 53% of respondents in an Operational Support role and 54% of respondents in Neighbourhood Policing.



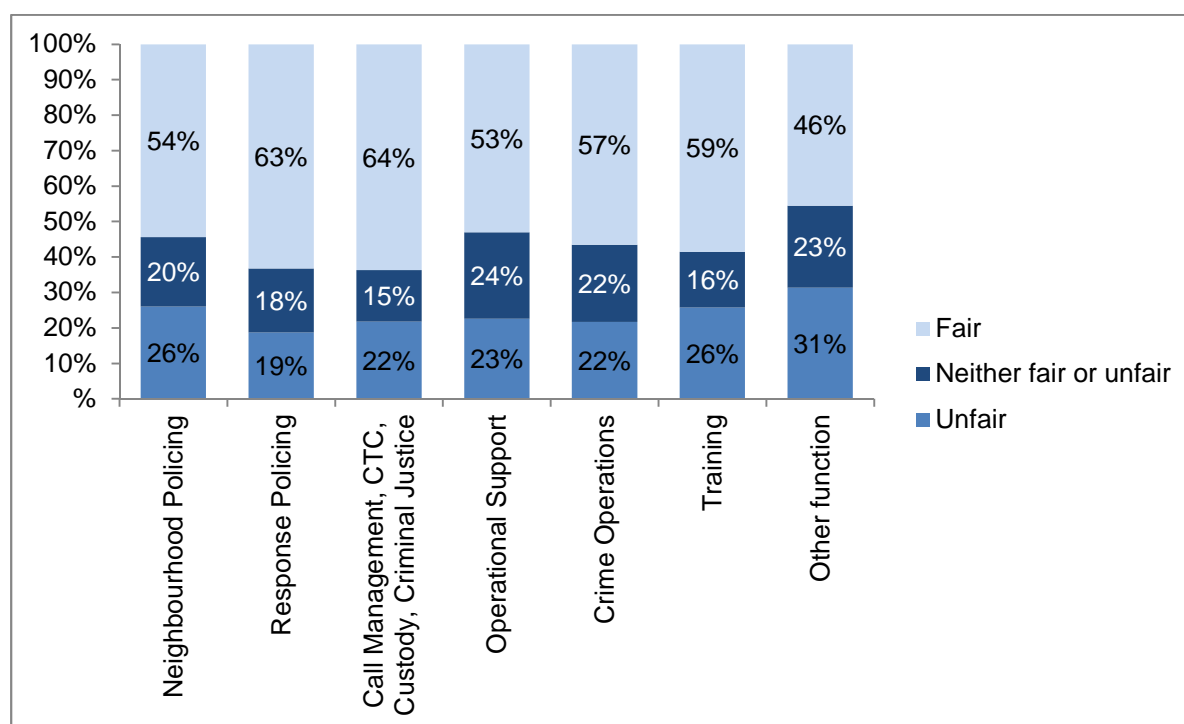
**Chart Sixty-Six: Fairness of incremental pay (by role)**



**Chart Sixty-Seven: Fairness of regional pay (by role)**



**Chart Sixty-Eight: Fairness of deployability-related pay (by role)**



Fewer than half of respondents in each role feel that knowledge-based pay and performance-related pay are fair. Indeed, for roles including Neighbourhood Policing, Response Policing and Operational Support around four out of ten respondents feel that this method of determining pay is unfair, a larger proportion than believe it to be fair. One concern presented by respondents who think that these methods are unfair is how officers' knowledge and performance could be assessed fairly but also meaningfully.

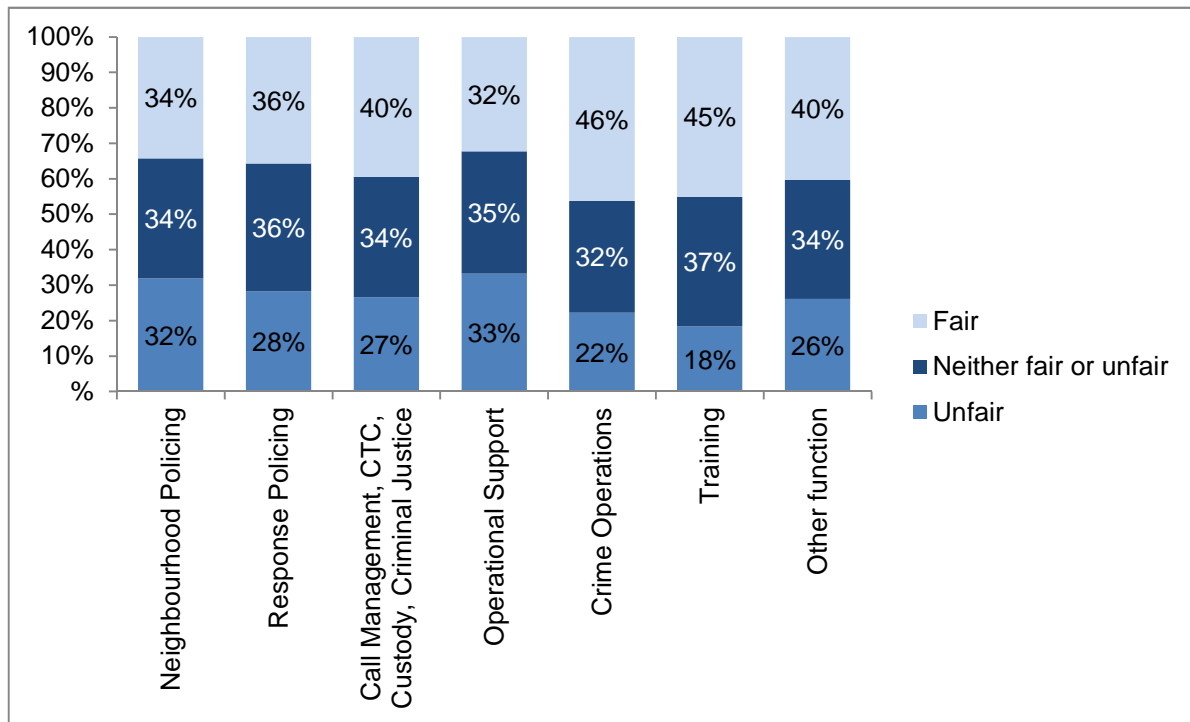
*"The issue with performance related pay stems from the varying marking standards of the IPRs. Also, depending where officers work, they may only be given limited opportunities to perform their own role. I.e. My NPT is often abstracted for other duties, which reduces the opportunities for them to provide evidence of excellent performance in their own job."*

**Neighbourhood Policing**

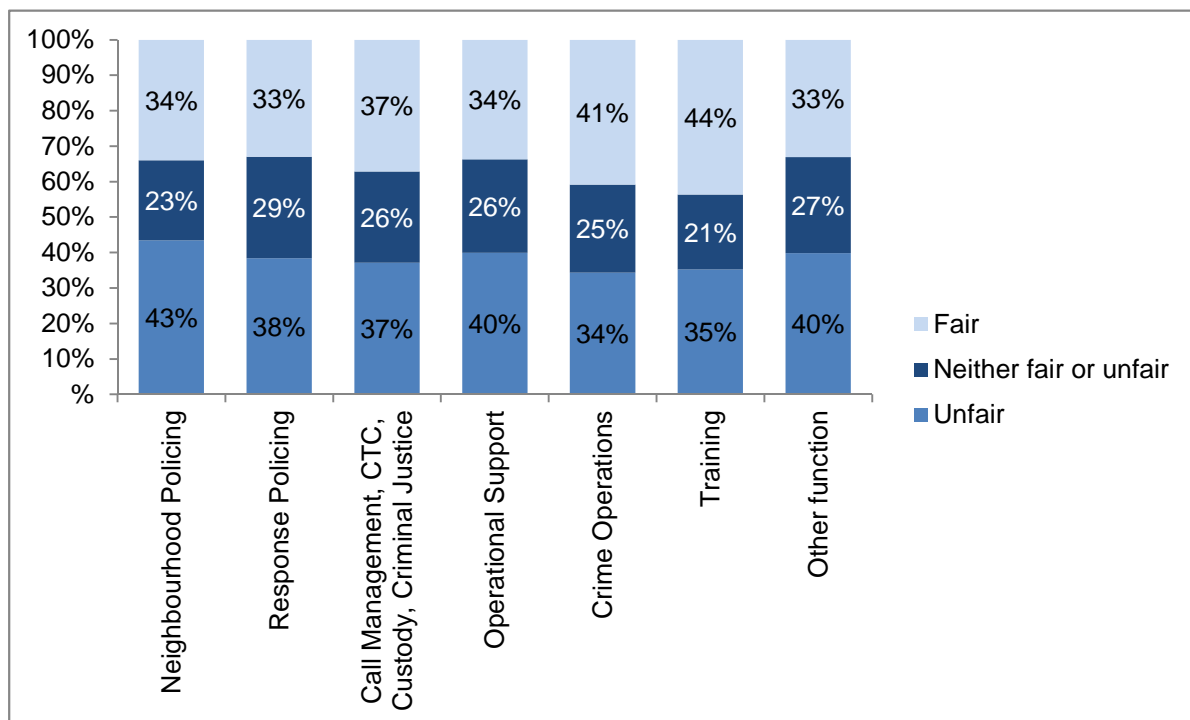
*"I am busy all day every day but it is hard to measure against someone who can be measured with statistical information."*

**Other Function**

**Chart Sixty-Nine: Fairness of knowledge-based pay (by role)**



**Chart Seventy: Fairness of performance-related pay (by role)**



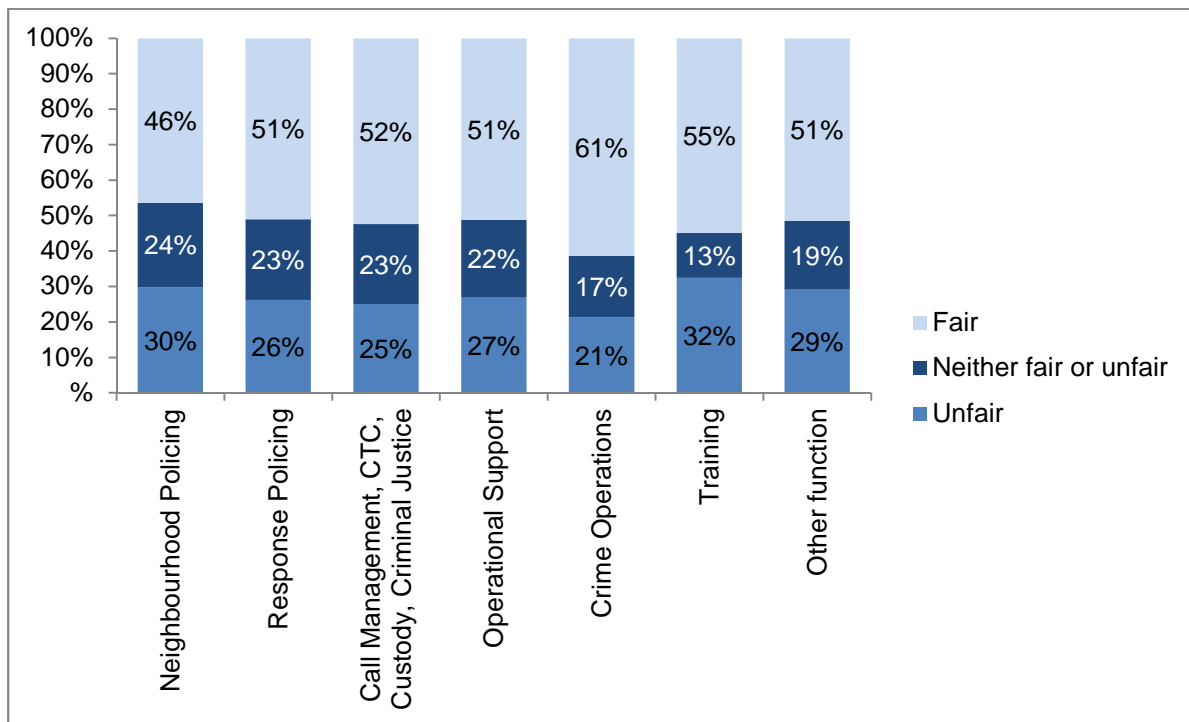
More substantial differences are seen between respondents' attitudes towards competence-based pay, workload-related pay and specialist pay on the basis of role. For instance, 65% of respondents in a training role and 60% of respondents in Crime Operations feel that pay based on demonstrating more competence in policing over time is fair, compared to 42% of respondents in Neighbourhood Policing and 46% of respondents in Response Policing.

In a similar vein, 61% of respondents in Crime Operations feel that workload-related pay is fair, whilst at the other end of the scale, 46% of Neighbourhood Policing respondents agree that it is fair for an officer's pay to reflect their workload. Again comments from respondents highlight the difficulty in drawing comparisons between roles given the very different nature of the work and the pressures placed upon officers.

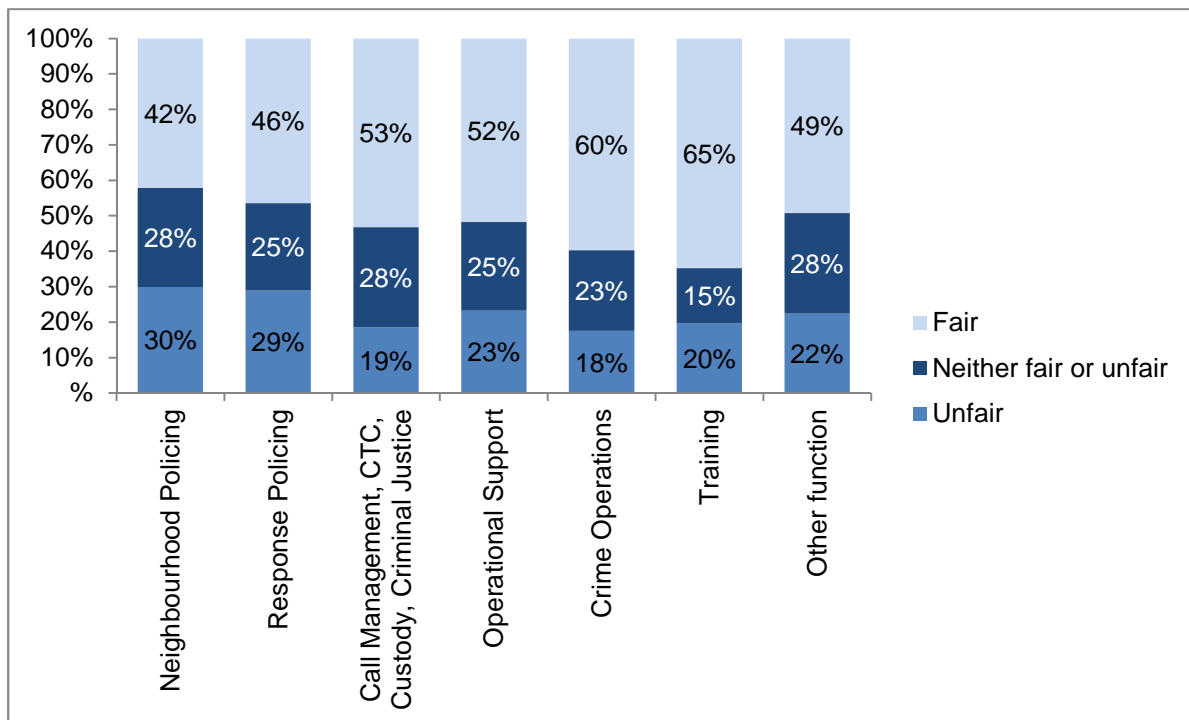
*"I feel using workload alone as a means of increasing payscales would be wrong. Some departments, for example CID/MIT and other like departments may have large workloads in comparison to some uniformed roles however, a uniformed officer interfaces with the public on a day to day basis and this requires spontaneous decisions to be made, on some occasions with limited information available and a very limited amount of time to consider things before acting. If this is done incorrectly it can result in criminal proceedings against the officer and the obvious stress during the prolonged investigation that will inevitably ensue. I feel pay should be based on rank and rank only."*

**Operational Support**

**Chart Seventy-One: Fairness of workload-related pay (by role)**



**Chart Seventy-Two: Fairness of competence-based pay (by role)**



Finally, large differences are also found in respondents' views on specialist pay. Showing a similar pattern to workload-related pay, respondents in Crime Operations are most likely to believe that specialist pay is fair, with around six out of ten respondents agreeing with this method of determining pay. In contrast, in Neighbourhood Policing and Response Policing these proportions are 38% and 39% respectively. Whilst comments from respondents who believe that this method of determining pay is fair emphasise that there can be differing levels of responsibility, risk and skill in different roles that is not currently recognised, comments from respondents who believe that it is unfair highlight that this method of determining pay could lead to the contribution and challenges of frontline officers being undervalued.

*“Specialist posts with very high personal responsibility are not recognised and although all pay grades are the same at any given level workloads and stress factors vary significantly.”*

**Crime Operations**

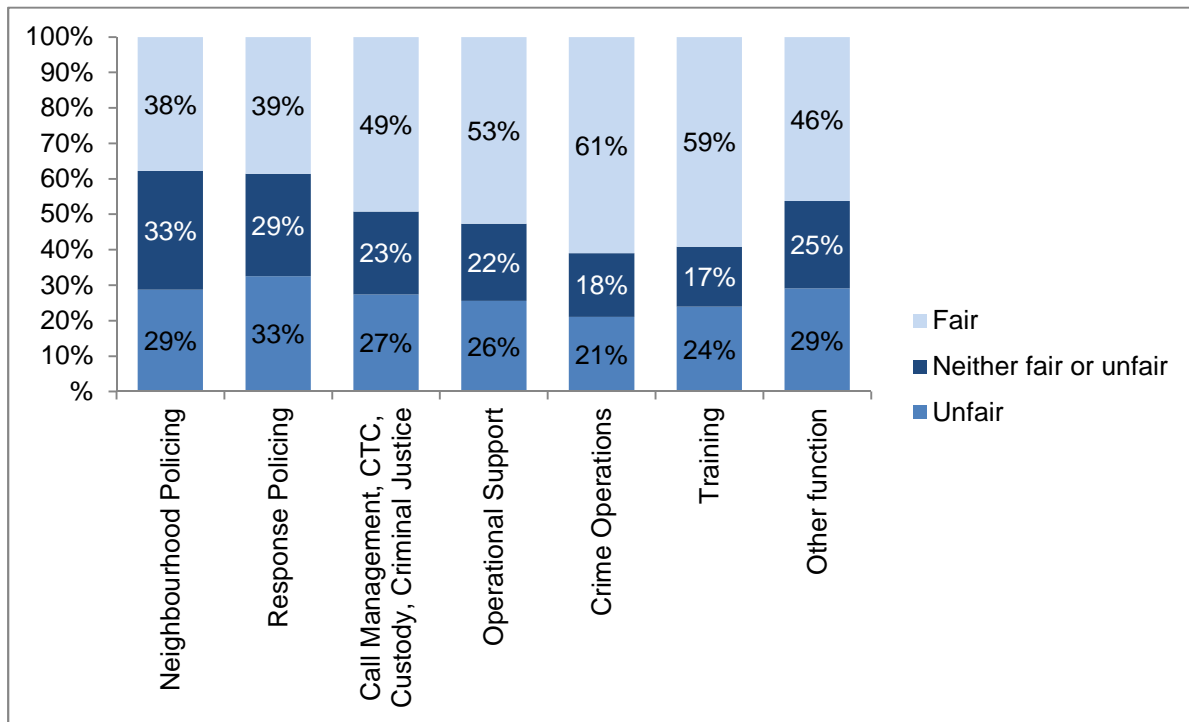
*“Whilst I made the decision to apply for the specialist post I am currently in, I feel that the critical role, continuous training and competencies involved in it are not suitably acknowledged.”*

**Operational Support**

*“Front line response officers are often forced to stay on duty to deal with incidents/prisoners etc. They cannot refuse work like other departments... and usually have a higher workload than specialist departments. I think the organisation does not support or value response officers and morale is lower here.”*

**Response Policing**

**Chart Seventy-Three: Fairness of specialist pay (by role)**



## CONCLUSION

---

The vast majority of respondents in the PFNI Workforce Survey 2015 say that they have experienced a great deal of change within the police service within the last few years. Specific changes, such as pension reforms, have reduced officers' morale but the sheer amount of change itself has also had a negative effect on the morale of more than nine out of ten respondents in this survey. In their comments, respondents emphasise that they are not averse to change per se and indeed welcome change that helps them to do their job and serve the public. However respondents do question the rationale and implementation of many recent changes.

Moreover the sense of being "just a number", rather feeling valued and believing that their welfare and interests are a key concern for the police service, is also communicated clearly in both the numerical and open text data within the survey. It therefore appears important to address how the police service can actively demonstrate, rather than just verbally communicate, to officers that they are valued and that there is real concern for their needs, interests and welfare.

The findings of the PFNI Workforce Survey also raise concerns about the current state of respondents' psychological contracts with the police. The sense of a breach of the psychological contract is most frequent raised in respondents' comments in relation to recent pension changes; however respondents were also found to be more likely to disagree than to agree that the police service has fulfilled its obligations across a broad range of elements of the psychological contract. Research has shown that psychological contract breach can increase a person's intention to quit an organisation. In addition, psychological contracts can also be revised and rebalanced in a way that may not be favourable for either the service or for individual officers. Respondents' comments that refer to no longer being willing to go the extra mile or starting to see policing as "just a job" are reflective of the type of steps people can take to rebalance their psychological contract without actually leaving the organisation, and should be seen as another area of concern for the police service.

13% of respondents said that they intend to leave the police within two years, whilst an additional 18% are unsure about whether or not they intend to stay in the police. This does not automatically mean that 13% will actually leave within two years, given that an important factor that drives leaving *behaviour* rather than *intention* is the availability of alternative jobs. Despite this, it is important to counsel against complacency if this proportion of leavers is not seen in official wastage figures. Commitment to an organisation driven by a lack of alternatives can have a negative effect on job performance and can lead to increased stress at work<sup>lvi</sup>. Therefore even if an intention to leave does not manifest into actual leaving behaviour it should still be taken seriously as an indicator of the overall morale and wellbeing of the workforce.

The survey has shown that many experiences and views are shared by a large majority of respondents, and in many instances service-wide solutions to the problems identified may be appropriate. However knowledge of the attitudes and opinions of different groups within the police service also helps to focus attention more clearly on areas of specific concern for these groups. For instance, the PFNI Workforce Survey has found that respondents in frontline policing roles, in particular constables who are relatively early on in their policing careers, are most likely to report low morale and least likely to feel fairly treated. At the same time, supervisory ranks and respondents in non-frontline roles are more likely to have experienced



increased workload pressures in the last year. Whilst recognising that the morale and wellbeing of the police workforce as a whole is paramount, it is also important to understand and address the specific challenges faced by those officers most at risk of experiencing poor psychological wellbeing, increased work pressures and more negative attitudes towards the police service.

Finally, comparisons with other organisations show some important differences between respondents in the PFNI survey and employees in other organisations. In particular it is important to note that respondents in the PFNI survey are considerably less likely to feel fairly treated or valued within the service. Although there are some similarities with the Police Service of England and Wales, we do also see notable differences including satisfaction with the treatment by managers. It is useful to recognise in the other public sector organisations that were examined (in particular in the Police Service of England and Wales) there will tend to be multiple senior management teams, meaning that there will likely be variation between satisfaction with management and perceptions of fair treatment within these organisations. Nonetheless this also means that there may be more opportunity to address these challenges within the PSNI, and take steps to ensure that officers feel that they are treated fairly and valued within the service.

## REFERENCES

---

- <sup>i</sup> 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.
- <sup>ii</sup> Hart, P. M., & Cooper, C. L. (2001). Occupational Stress: Toward A More Integrated Framework. In N. Anderson, D.S. Ones, H.K. Sinangil, & C. Viswesvaran (Eds), *Handbook of Industrial, Work and Organizational Psychology* (vol 2). London: Sage (pp.93 – 114).
- <sup>iii</sup> Cotton, P., & Hart, P. M. (2003). Occupational Wellbeing and Performance: A Review of Organisational Health Research. *Australian Psychologist*, 38(2), 118-127.
- <sup>iv</sup> Hart and Cooper (2001); op.cit.
- <sup>v</sup> Peterson, C., Park, N., & Sweeney, P. J. (2008). Group Well-Being: Morale from a Positive Psychology Perspective. *Applied Psychology*, 57(s1), 19-36.
- <sup>vi</sup> Weakliem, D. L., & Frenkel, S. J. (2006). Morale and Workplace Performance. *Work and Occupations*, 33(3), 335-361.
- <sup>vii</sup> Gould-Williams, J. (2007). HR practices, Organizational Climate and Employee Outcomes: Evaluating Social Exchange Relationships in Local Government. *The International Journal of Human Resource Management*, 18(9), 1627-1647.
- <sup>viii</sup> Britt, T. W., Dickinson, J. M., Moore, D., Castro, C. A., & Adler, A. B. (2007). Correlates and Consequences of Morale Versus Depression Under Stressful Conditions. *Journal of Occupational Health Psychology*, 12(1), 34 - 47
- <sup>ix</sup> Langkamer, K. L., & Ervin, K. S. (2008). Psychological Climate, Organizational Commitment and Morale: Implications for Army Captains' Career Intent. *Military Psychology*, 20(4), 219.
- <sup>x</sup> Jackson, E. M., Rossi, M. E., Hoover, E. R., & Johnson, R. E. (2012). Relationships of Leader Reward Behavior with Employee Behavior: Fairness and Morale as Key Mediators. *Leadership & Organization Development Journal*, 33(7), 646-661.
- <sup>xi</sup> Hart, P.M. & Cotton, P. (2002). Conventional Wisdom is Often Misleading: Police Stress within an Organisational Health Framework. In M.F. Dollard, A.H. Winefield, & H.R. Winefield (Eds), *Occupational Stress in the Service Professions*. London: Taylor & Francis, (pp. 103 – 142).
- <sup>xii</sup> Truss, C., Shantz, A., Soane, E., Alfes, K., & Delbridge, R. (2013). Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory. *The International Journal of Human Resource Management*, 24(14), 2657-2669.
- <sup>xiii</sup> Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and organizational psychology*, 1(1), 3-30.
- <sup>xiv</sup> Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619.
- <sup>xv</sup> Yalabik, Z. Y., Popaitoon, P., Chowne, J. A., & Rayton, B. A. (2013). Work engagement as a mediator between employee attitudes and outcomes. *The International Journal of Human Resource Management*, 24(14), 2799-2823.
- <sup>xvi</sup> Brunetto, Y., Teo, S. T., Shacklock, K., & Farr-Wharton, R. (2012). Emotional intelligence, job satisfaction, well-being and engagement: explaining organisational commitment and turnover intentions in policing. *Human Resource Management Journal*, 22(4), 428-441.
- <sup>xvii</sup> Biggs, A., Brough, P., & Barbour, J. P. (2014). Strategic alignment with organizational priorities and work engagement: A multi-wave analysis. *Journal of Organizational Behavior*, 35(3), 301-317.
- <sup>xviii</sup> Weiss, H. M. (2002, p.175). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 12(2), 173-194.

- 
- <sup>xix</sup> Grant, A. M., Christianson, M. K., & Price, R. H. (2007). Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs. *The Academy of Management Perspectives*, 21(3), 51-63.
- <sup>xx</sup> Hart and Cooper (2001); op.cit.
- <sup>xxi</sup> Hart, P. M. (1999). Predicting employee life satisfaction: A coherent model of personality, work, and nonwork experiences, and domain satisfactions. *Journal of Applied Psychology*, 84(4), 564 - 584
- <sup>xxii</sup> Burke, K. J., & Paton, D. (2006). Predicting police officer job satisfaction: traditional versus contemporary models of trauma in occupational experience. *Traumatology*, 12(3), 189-197.
- <sup>xxiii</sup> Ybema, J. F., Smulders, P. G., & Bongers, P. M. (2010). Antecedents and consequences of employee absenteeism: A longitudinal perspective on the role of job satisfaction and burnout. *European Journal of Work and Organizational Psychology*, 19(1), 102-124.
- <sup>xxiv</sup> Duffy, M. K., Ganster, D. C., & Shaw, J. D. (1998). Positive affectivity and negative outcomes: the role of tenure and job satisfaction. *Journal of Applied Psychology*, 83(6), 950 – 959.
- <sup>xxv</sup> Faragher, E. B., Cass, M., & Cooper, C. L. (2005). The relationship between job satisfaction and health: a meta-analysis. *Occupational and environmental medicine*, 62(2), 105-112.
- <sup>xxvi</sup> Vermeeren, B., Kuipers, B., & Steijn, B. (2014). Does Leadership Style Make a Difference? Linking HRM, Job Satisfaction, and Organizational Performance. *Review of Public Personnel Administration*, 34(2), p. 175 – 195.
- <sup>xxvii</sup> Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of management*, 26(3), 463-488.
- <sup>xxviii</sup> Allisey, A. F., Noblet, A. J., Lamontagne, A. D., & Houdmont, J. (2014). Testing a Model of Officer Intentions to Quit: The Mediating Effects of Job Stress and Job Satisfaction. *Criminal Justice and Behavior*, 41(6), p. 751 – 771.
- <sup>xxix</sup> Guest, D.E. & Conway, N. (2002, p.1) Pressure at work and the psychological contract. London: CIPD.
- <sup>xxx</sup> Rousseau, D. M. (1990). New hire perceptions of their own and their employer's obligations: A study of psychological contracts. *Journal of Organizational Behavior*, 11(5), 389-400.
- <sup>xxxi</sup> Robinson, S. L., Kraatz, M. S., & Rousseau, D. M. (1994). Changing obligations and the psychological contract: A longitudinal study. *Academy of Management Journal*, 37(1), 137-152.
- <sup>xxxii</sup> Zhao, H. A. O., Wayne, S. J., Glibkowski, B. C., & Bravo, J. (2007). The Impact of Psychological Contract Breach on Work-Related Outcomes: A Meta-Analysis. *Personnel Psychology*, 60(3), 647-680.
- <sup>xxxiii</sup> Robinson, S. L., & Rousseau, D. M. (1994). Violating the Psychological Contract: Not the Exception but the Norm. *Journal of Organizational Behavior*, 15(3), 245-259.
- <sup>xxxiv</sup> Robinson, S. L., & Morrison, E. W. (2000). The Development of Psychological Contract Breach and Violation: A Longitudinal Study. *Journal of Organizational Behavior*, 21(5), 525-546
- <sup>xxxv</sup> Bordia, P., Restubog, S. L. D., & Tang, R. L. (2008). When Employees Strike Back: Investigating Mediating Mechanisms between Psychological Contract Breach and Workplace Deviance. *Journal of Applied Psychology*, 93(5), 1104.
- <sup>xxxvi</sup> Zhao et al. (2007). Op. cit.
- <sup>xxxvii</sup> Coyle-Shapiro, J., & Kessler, I. (2000). Op. cit.
- <sup>xxxviii</sup> Zhao et al. (2007). op. cit.

- 
- <sup>xxxix</sup> Rigotti, T. (2009). Enough Is Enough? Threshold Models for The Relationship Between Psychological Contract Breach And Job-Related Attitudes. *European Journal of Work And Organizational Psychology*, 18(4), 442-463.
- <sup>xi</sup> Lester, S. W., Kickul, J. R., & Bergmann, T. J. (2007). Managing Employee Perceptions of the Psychological Contract over Time: The Role of Employer Social Accounts And Contract Fulfilment. *Journal of Organizational Behavior*, 28(2), 191-208.
- <sup>xii</sup> Clinton, M. E., & Guest, D. E. (2014). Psychological Contract Breach and Voluntary Turnover: Testing A Multiple Mediation Model. *Journal of Occupational and Organizational Psychology*, 87(1), 200-207.
- <sup>xiii</sup> Coyle-Shapiro, J., & Kessler, I. (2000). Consequences of The Psychological Contract for the Employment Relationship: A Large Scale Survey. *Journal of Management Studies*, 37(7), 903-930.
- <sup>xiii</sup> Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001, p.425). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of applied psychology*, 86(3), 425 - 445.
- <sup>xiv</sup> Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86, 278–321.
- <sup>xiv</sup> Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86, 386–400.
- <sup>xvi</sup> Colquitt, J. A., LePine, J. A., Piccolo, R. F., Zapata, C. P., & Rich, B. L. (2012). Explaining the justice–performance relationship: Trust as exchange deepener or trust as uncertainty reducer?. *Journal of Applied Psychology*, 97(1), 1 - 15
- <sup>xvii</sup> Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management journal*, 36(3), 527-556.
- <sup>xviii</sup> Blader, S. L., & Tyler, T. R. (2009). Testing and extending the group engagement model: linkages between social identity, procedural justice, economic outcomes, and extrarole behavior. *Journal of Applied Psychology*, 94(2), 445 – 464.
- <sup>xix</sup> Greenberg, J. (2010). Organizational injustice as an occupational health risk. *The Academy of Management Annals*, 4(1), 205-243.
- <sup>i</sup> Cohen-Charash and Spector (2001) op.cit.
- <sup>ii</sup> Campbell, N. S., Perry, S. J., Maertz, C. P., Allen, D. G., & Griffeth, R. W. (2013). All you need is... resources: The effects of justice and support on burnout and turnover. *Human Relations*, 66(6), 759-782.
- <sup>iii</sup> Myhill, A., & Bradford, B. (2013). Overcoming cop culture? Organizational justice and police officers' attitudes toward the public. *Policing: An International Journal of Police Strategies & Management*, 36(2), 338-356.
- <sup>iii</sup> Wolfe, S. E., & Piquero, A. R. (2011). Organizational justice and police misconduct. *Criminal justice and behavior*, 38(4), 332 – 353.
- <sup>iv</sup> Blader, S. L., & Tyler, T. R. (2003). A four-component model of procedural justice: Defining the meaning of a “fair” process. *Personality and Social Psychology Bulletin*, 29(6), 747-758.
- <sup>iv</sup> Price, J. L., & Mueller, C. W. (1986). *Handbook of Organizational Measurement*. Marshfield, MA: Pittman.
- <sup>vi</sup> Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behavior*, 61(1), 20-52.