



Report for:

SPA/Police Scotland

Opinion Survey 2015

September 2015

Axiom Consultancy (Scotland) Ltd
27 Woodside Place
Glasgow
G3 7QL

t: 0141 212 7980
w: axiomconsultancy.co.uk
twitter: @AxiomInsights

Contents

		Page
Executive Summary		
1	Introduction	1
	1.1 Background to the Survey	1
	1.2 Methodology	2
	1.3 Response Rates	5
	1.4 Profile of Respondents	6
2	Findings from the Survey	10
	2.1 Information & Communications	11
	2.2 My Job	15
	2.3 My Line Manager	18
	2.4 Training & Development	20
	2.5 Wellbeing	23
	2.6 Inclusion & Equality	26
	2.7 Organisational Change	30
	2.8 Organisational Purpose & Objectives	31
	2.9 Commitment	32
	2.10 Factors Influencing Level of Commitment	33
	2.11 Factors Influencing Commitment to Stay	35
3	Key Messages from the Survey	37
	3.1 Positive Messages	37
	3.2 Issues for Improvement	38
	3.3 Commentary on the findings	40

Executive Summary

In Spring 2015 the first ever SPA/Police Scotland opinion survey was commissioned to determine officer and staff opinion. All 23,438 Police Officers, Staff and Special Constables were invited to participate in the Survey, either online or using a paper based questionnaire.

A total of 11,796 people responded to the SPA/Police Scotland's first ever opinion survey (a response rate of 50.4%). This is significantly higher than the response rates achieved by other very large organisations who, similar to SPA/Police Scotland have a dispersed workforce, the majority of whom are not office based.

The responses given to the questions in the Survey were relatively consistent, showing similarities of opinions by age and gender and, for the most part, ethnic group. Whilst there were some differences of views between Police Officers and SPA/Police Staff, the main differences in opinion related to where the respondent worked, their length of service and line management responsibility.

Positive messages

The responses suggested a strong and positive connection with their job, their team and their line manager.

Their Job

- 73% of respondents thought that the people in their teams work well together.
- The main factor in people's decision to stay with the organisations was commitment to their job.

Their Team

- Treated with respect by their colleagues at work (83%)
- Enjoyed strong, positive relationships with their peers at work (78%)

Their Manager

- Treated with respect by their line manager (77%)
- Managers trusting them to do their job (78%)
- Managers supporting them if they have a problem (72%)
- Managers acting in line with the values of the organisation (70%).

In general, respondents from national functions, those in line management roles or those who had joined the SPA/Police Scotland in the last two years had a more positive view than other respondents.

The positive feedback from respondents new to the organisation, particularly in relation to their pride in working for it (78%), might suggest that these individuals have the most positive attitude to the new organisation that recruited them. They have no

previous history with the legacy forces and therefore make no comparison with organisations which pre-date SPA/Police Scotland.

The generally positive feedback from respondents in national functions and those with line management responsibilities, together with the feedback from new starts, suggests that some sections of SPA/Police Scotland have adapted and responded to the cultural values within the new organisation.

Issues for improvement

The less positive views from other parts of the organisation, particularly those with less access to senior management or those who are in regional roles, indicates that either key messages are not filtering through the organisation effectively or the people processes may not be consistent across the organisation.

The Survey responses highlighted particular issues which are impacting on engagement. These being:

- Information and Communication
- Feedback
- Training and Development
- Wellbeing
- Commitment.

Information and Communication

There appears to be a heavy reliance on non-verbal communication (particularly email and intranet). In the open questions, respondents wanted a reduction in the amount of emails they received that they considered to be of no relevance to them.

Those who were least positive about senior management actions tended to get their information from informal discussions with colleagues, in addition to the most common sources of email and intranet. SPA/Police Staff were more likely to get their information from informal discussions with colleagues than Police Officers.

In addition, 23% of respondents got their information from the media.

47% of respondents also felt they were overloaded with information – this was more acutely felt by Police Officers. Respondents also did not feel that the information they received was relevant to them.

When respondents were asked how communications could be improved there was an appetite for more personal forms of cascading communication through immediate line management and senior managers with a greater use of team and shift briefings. SPA/Police staff respondents also indicated they would prefer more contact with immediate management.

Only 22% of respondents felt that they had appropriate information on what Police Scotland want to achieve and 12% felt they had appropriate information on what SPA want to achieve.

Feedback

Whilst 50% of respondents got a sense of personal achievement from their work, only 30% felt that they received any recognition of good work. Only 18% thought that they would be supported if they tried a new idea even if it did not work.

The feedback from the open questions suggests that there is an appetite for more 1:1 feedback and a desire for line managers to provide more constructive feedback. Comments from respondents suggested managers were more focused on providing feedback to highlight where jobs had not gone well. Respondents felt more constructive feedback could be provided when appropriate.

61% of respondents wanted to have more feedback on how they are doing in their job and 40% did not think that there was an effective system to review their personal performance.

Training and Development

Whilst 54% of respondents had received training in the last 12 months only 40% thought it was relevant to their current role and only 18% felt it was relevant to their career development.

Only 21% of respondents were clear on how promotion decisions were made. A lack of understanding of the basis for promotions appears to be having a negative impact on how sections of officers and staff perceive the organisation. 52% of respondents who did not think they were treated fairly at work were unaware of how promotion decisions are made.

Wellbeing

Whilst 60% of respondents felt able to raise issues about their physical health and 53% of respondents felt able to raise issues on their mental health with their immediate manager, only 8% thought the organisation was genuinely interested in wellbeing.

When asked how the organisation could improve wellbeing, respondents highlighted issues with resources (25%), short notice changes to rest days (13%) and the current shift patterns (13%). Respondents appeared to suggest that these issues were affecting their family relationships and that this was having an adverse effect on their wellbeing.

Commitment

33% of all respondents indicated an intention to leave. Those who saw themselves leaving were expressed concerns with:

- Not feeling valued or recognised for the job they do
- The lack of resources available to do their job effectively
- Lack of genuine commitment to wellbeing
- Lack of priority for health and safety
- Pressure in their job

- Ability to achieve a good work/life balance.

When asked what factors were adversely affecting respondents' commitment to the organisation, 49% of 9,181 respondents who answered this question suggested that it was changes to their pension which had made them consider leaving.

Commentary on findings

One of the key objectives of the Survey was to provide SPA/Police Scotland with a baseline of their organisational culture. The Survey was designed to highlight areas of robust people management practices as well as areas for organisational development that contribute to its success and able to enhance a culture of continuous improvement over time.

One of the key challenges for the organisation will be to deliver improved people management practices in line with the development areas highlighted in the report. There is a level of scepticism amongst Survey respondents that anything will change as a result of the findings, indicated by the fact that only 9% of respondents believed that senior managers in SPA/Police Scotland would take action of the results of this Survey.

Two key strands are essential in order to deliver continuous improvement, namely:

- Maintaining and building on the people management issues that respondents felt most positively about
- Developing initiatives around the people management issues that respondents felt needed improved.

The research results suggest three key strengths within the organisation:

- A strong commitment to the job and to the team's working together to deliver the service
- The strong relationship that Police Officers and SPA/Police Staff have with their immediate line manager
- The positive views of the respondents who are new to the organisation – particularly in terms of a sense of personal achievement (75%), having clear work objectives (66%) and understanding their contribution (61%).

Line managers are a key conduit between operational teams and senior management in any organisation. Therefore they have a significant impact on organisational culture as well as team and individual performance.

Communication appears to be a key issue within SPA/Police Scotland. Line managers can be a key conduit for improving this. In order to achieve this SPA/Police Scotland needs to develop the role of the line manager in the organisation further so that they can support senior management in:

- Improving the cascading of key organisational information to operational teams through means other than email and Intranet

- Providing people with effective recognition for their contribution and improving their understanding of how they fit into the organisation
- Providing effective performance feedback including constructive discussions.

Work/life balance is a major challenge for the organisation and its people. At the time of the Survey the ongoing wellbeing initiatives had not had sufficient time to become embedded in SPA/Police Scotland. If the organisation follows through on its commitment to supporting its people this will begin to address particular work/life challenges in the organisation.

This is the first Survey of its kind for SPA/Police Scotland. The high levels of interest in participating in the Survey and the high response rate achieved suggests that people welcomed the opportunity of expressing their views about the organisation. It may be of benefit for SPA/Police Scotland to consider other methods of encouraging people to become more involved in shaping the direction of the organisation.

1. Introduction

1.1 Background to the Survey

The Scottish Police Authority (SPA) came into existence in 2013. As well as being responsible for maintaining policing, promoting policing principles and ensuring the continuous improvement of policing, it is also responsible for the employment of all police staff across Scotland.

On 1st April 2013 a single police service was created in Scotland with the merger of eight separate police services and a range of specialist units from the SPSA. The Police Service of Scotland (Police Scotland) is the second largest police service in the UK and the largest in terms of area served.

Police Scotland employs some 17,492 police officers and 5,946 support staff across Scotland. It is divided geographically into three regions - North, East and West, each headed by an Assistant Chief Constable.

Police Scotland also includes national resources whose officers and staff are deployable across Scotland, regional resources whose officers and staff are deployable across the regional command and divisional resources whose officers and staff are working within local communities.

In Spring 2015 the first ever SPA/Police Scotland opinion survey was commissioned to determine levels of officer and staff engagement. The opinion survey (the Survey) aimed to:

- Identify core indicators to measure the extent of officer and staff opinion across SPA/Police Scotland
- Identify and explore issues that are important to the SPA/Police Scotland officers and staff and establish the impact of these issues on their working lives
- Determine the factors which encourage officer and staff engagement in SPA/Police Scotland
- Uncover the factors which have had a negative impact on officer and staff engagement
- Make recommendations, based on the results of the Survey, on the priority issues for officer and staff engagement in SPA/Police Scotland.

Governance of the Survey was undertaken by a Project Board, Project Steering Group and the SPA HR and Remuneration Committee and included representation from SPA, Police Scotland, Scottish Government as well as SPA/Police Scotland Trade Unions and Staff Associations.

1.2 Methodology

The 2015 SPA/Police Scotland Opinion Survey was undertaken in seven stages as follows:

Stage 1:	Pre-survey consultation
Stage 2:	Communications planning
Stage 3:	Design and testing
Stage 4:	Fieldwork
Stage 5:	Data processing
Stage 6:	Interpreting the results
Stage 7:	Reporting

Stage 1: Pre-survey consultation

In recognition of this being SPA/Police Scotland's first ever opinion survey, an extensive consultation programme was undertaken with key stakeholder groups. Whilst senior management in SPA/Police Scotland were included in this process, the consultation focused on engaging with representatives from police officers and staff and from trade unions and staff associations.

The Scoping Workshops (20 in total) were facilitated by Axiom Consultancy personnel who visited locations in each of SPA/Police Scotland's three regions to talk with Workshop participants. The Scoping Workshops were broken down as follows:

- Senior management in the SPA (2 workshops)
- Assistant Chief Constables and Directors in Police Scotland (1 workshop)
- Trade Unions and Staff Associations (2 workshops)
- The National Strategic Independent Advisory Group (1 workshop)
- The Health and Safety Committee (1 workshop)
- Police Officers and Police Staff from a range of national departments, regions and divisions across SPA/Police Scotland (13 workshops).

The Scoping Workshops aimed to explore the issues which were of key importance to the SPA/Police Scotland officers and staff to ensure that the Survey:

- Tackled the key drivers of engagement and provided meaningful insights into the issues of importance to both senior management, officers and police staff
- Used clear language
- Measured issues that were 'actionable' and would support SPA/Police Scotland in developing its future HR engagement plan
- Provided a benchmark and enabled SPA/Police Scotland to compare its levels of officer and staff engagement with other relevant organisations.

The output from the Scoping Workshops was used to help inform the design of the questionnaire. By involving people from all areas of SPA/Police Scotland in the development of the Survey, we aimed to ensure that it tackled priority issues from an internal 'customer' perspective. This approach was also designed to generate commitment to the Survey process and any resulting actions.

Stage 2: Communication Planning

Very large organisations with a geographically dispersed workforce, many of whom are not office based, often find it difficult to get their personnel to participate in opinion surveys. Response rates for surveys undertaken in local authorities and health services have, in many cases, generated response rates of less than 40%.

In recognition of the fact that SPA/Police Scotland covers the whole of Scotland and that the vast majority of its officers are not office based, local Survey Champions were identified to help to encourage a good response rate to SPA Police Scotland's first ever opinion Survey and to encourage completion of the questionnaire. These Survey Champions were officers and staff representing a range of roles and locations across SPA/Police Scotland.

The Survey Champions attended a workshop where they received a detailed briefing on the role of the Survey Champion, guidance on how to raise awareness of the Survey in their local areas and how to answer a range of Frequently Asked Questions. Each Survey Champion was given an information pack to help support them raise awareness of the Survey in their local areas.

The Survey Champions were encouraged to take ownership for promoting and encouraging Survey response in their area and were kept up-to-date on the Survey response during fieldwork.

In addition to Survey Champions, the Survey communication strategy also included:

- The creation of a fully branded Opinion Survey questionnaire
- The inclusion of a letter from the SPA Chief Executive Officer and from the Chief Constable emphasising their support for the Survey and their commitment to acting on the results
- The provision of a telephone Helpline to provide respondents with quick answers to any query they might have on the Survey.

Daily updates were provided to the SPA/Police Scotland project manager to enable the organisation to provide reminders about the Survey in areas where there was a lower response rate.

The SPA/Police Scotland internal communications team also co-ordinated an electronic countdown clock which was used in the last week of the Survey to remind people about the forthcoming Survey closure date.

Stage 3: Design and testing

Development of core employee engagement indicators

Using the feedback from the Scoping Workshops, indicators were developed which linked to the issues raised in the Workshops, to the SPA Strategic Police Plan and the Police Scotland Corporate Strategy (particularly its People Development strategy). These indicators were agreed with the Survey Steering Group prior to use in the

Survey and can be used to monitor progress of the HR Engagement Strategy over time.

Questionnaire design

A questionnaire was developed following the Scoping Workshops and was based on the issues raised by participants in the Workshops, as well as questions which linked to the agreed employee engagement indicators. Some of the questions were also selected to facilitate benchmarking with other national employee engagement surveys.

The Equality and Diversity monitoring form was included at the end of the questionnaire at the request of SPA/Police Scotland.

Questionnaire style

The questionnaire was branded with the logos for SPA and Police Scotland and included the Axiom logo to emphasise that the Survey was being run independently of the organisation. It also included the contact details for Axiom's Survey Helpline for anyone having difficulties with, or concerns about, the Survey.

Piloting the questionnaire

A selection of people who had participated in the Scoping Workshops were asked to complete it as if 'real', and provide their thoughts. The paper based pilot of the questionnaire assessed their views of the wording, the range of questions and the time taken to complete the Survey. The questionnaires completed in the pilot were then destroyed.

Small amendments were made to the wording of questions as a result of the pilot and the final version used in the survey was agreed with the SPA/Police Scotland project team.

Testing online security

The survey was prepared online and placed on a secure server, owned by Axiom and hosted by Axiom's strategic partner, SNAP Surveys. SNAP is a specialist survey software company, based in London and Bristol. They operate to stringent quality control procedures and nationally recognised data security protocols and are experienced in hosting employee surveys for police forces in the UK having hosted surveys for West Midlands Police and South Wales Police.

The SNAP's data security and data handling protocols were thoroughly tested by SPA/Police Scotland's ICT team before the Survey was launched. The Survey was placed on the secure server and access limited to specific IP addresses provided by SPA/Police Scotland. This meant that the Survey could only be completed by someone using an SPA/Police Scotland computer, preventing the risk of potential wider access to the Survey.

Stage 4: Fieldwork

Every officer and staff member from SPA/Police Scotland was given the opportunity to take part in the Survey - regardless of their job role, location or working pattern. This included personnel who had no access to PCs or who were absent from work at the time of the Survey, including people who were on maternity or sick leave. These individuals (around 1,200) were sent a paper version of the questionnaire. To comply with Data Protection requirements, the paper copies were issued by Police Scotland's People and Development team. The questionnaire pack included a paper version of the questionnaire and a Freepost return envelope to ensure all completed forms were returned directly to SNAP, thereby maintaining the independent integrity of the Survey.

The remaining officers and staff (approximately 22,200) were invited to complete an online survey questionnaire. Taking cognisance of Data Protection requirements a link to the Survey website at SNAP was advertised on the SPA/Police Scotland intranet. Information on the link was also cascaded through internal briefings across SPA/Police Scotland. This communication also reiterated the commitment made by the SPA Chief Executive and the Police Scotland Chief Constable that anyone wishing to complete the Survey online should be given 20 minutes in working time to complete it. A reminder one week before the Survey closing date was also sent by email internally to all officers and staff and placed on the Intranet.

The Survey was launched on 18th May and closed to online responses on 15th June. Completed postal surveys were accepted up until 24th June 2015.

1.3 Response Rates

A total of 11,796 people responded to the Survey, a response rate of 50.4%. Respondents were asked to state in which region they worked - East, West, North or National. National respondents are those who work in National roles or in departments with an SPA/Police Scotland wide remit. Based on this, Table 1 below presents the response rates by region.

Table 1. Response Rates by Region

Region	Number of responses	% of Sample
East	3476	29.5%
North	2428	20.6%
West	4989	42.3%
National	785	6.6%
Unknown	118	1%
Total	11,796	100%

The SPA/Police Scotland's first ever Survey achieved the highest response rates for employee engagement surveys amongst large public sector organisations across the UK in recent years (see Table 2 overleaf).

Table 2. Response Rates for Large Public Sector Organisations

Organisation	Opinion Size	Year	Response Rate
<i>SPA/Police Scotland</i>	23,438	2015	50.4%
<i>NHS Greater Glasgow & Clyde</i>	44,000	2014	25%
<i>NHS Lothian</i>	20,000	2014	36%
<i>City of Edinburgh Council</i>	15,000	2014	39%
<i>Glasgow City Council</i>	19,500	2011/12	34%
<i>Highland Council</i>	10,000	2012	33%
<i>West Midlands Police</i>	11,147	2014	37%
<i>Police Federation (England & Wales)</i>		2015	28%

1.4 Profile of Respondents

Survey respondents were asked to indicate:

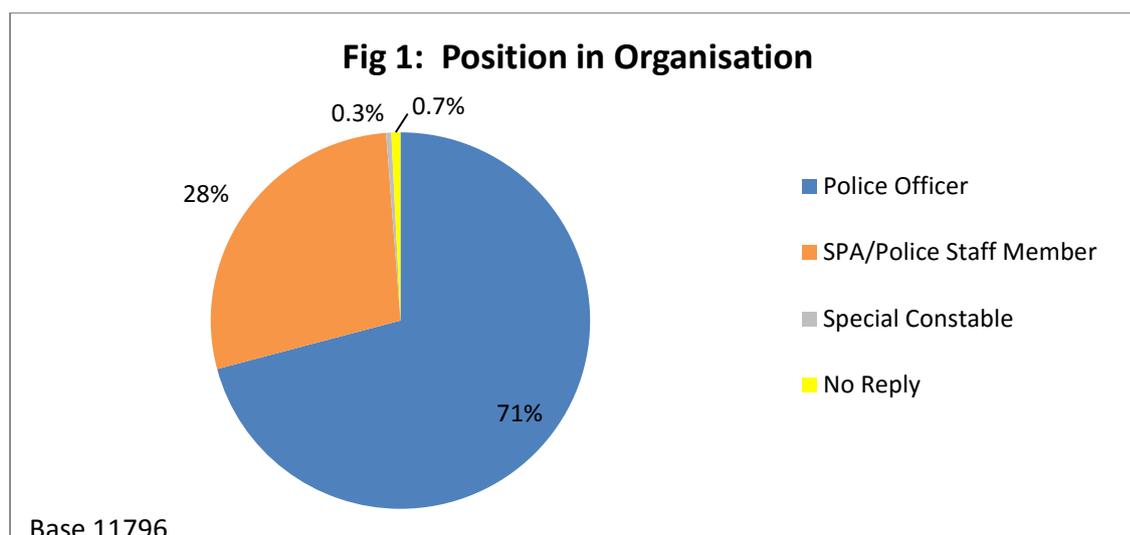
- Their position in the organisation
- Their division/department
- Their gender and age
- Their length of service
- If they had line management responsibilities.

Respondents were also asked to complete the SPA/Police Scotland Equality and Diversity Monitoring Form. On this form, in addition to gender and age, respondents were also asked to indicate:

- Their ethnicity
- If they had a disability
- If they considered themselves to be transgender
- Their sexual orientation
- Their religion or belief.

Position in the Organisation

71% of the Survey respondents stated that they were Police Officers. 28% indicated that they were an SPA/Police Staff Member and 0.3% were Special Constables. 0.7% of respondents did not state their position in the organisation. The breakdown of the Survey respondents illustrated in Figure 1 below is very similar to the current structure of SPA/Police Scotland.



Division/department

Table 3 below indicates the numbers of respondents by division or department in SPA/Police Scotland.

Table 3. Response by division/department

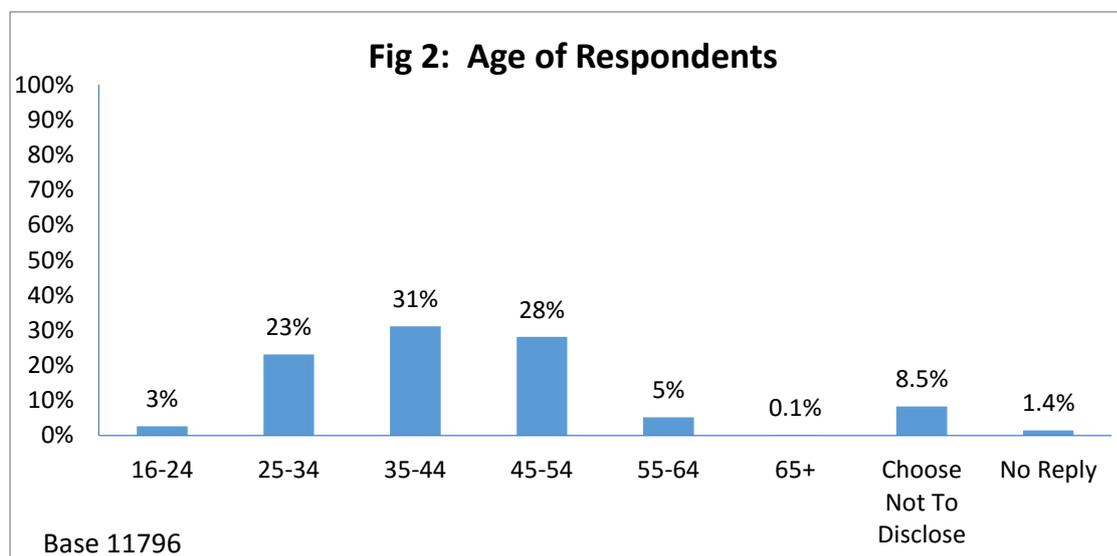
<i>Division/department</i>	<i>Number of respondents</i>	<i>Number in division/department</i>	<i>% Completion rate</i>
Local Policing	5225	13553	38.6%
Contact, Command and Control	879	1590	55.3%
Operational Support	1153	1619	71.2%
Criminal Justice	325	390	83.3%
Custody	300	654	45.9%
Licensing and Violence Reduction	197	223	88.3%
Specialist Crime Department	1639	2107	77.8%
SPA/Forensic Services	398	552	72.1%
ICT	237	365	64.9%
People and Development	381	710	53.7%
Corporate Services	685	1570	43.6%
Finance	55	102	53.9%
No reply	322		
Total	11,796		

Gender and Age

58% of respondents were male and 34% were female (34%). 8% chose not to disclose their gender.

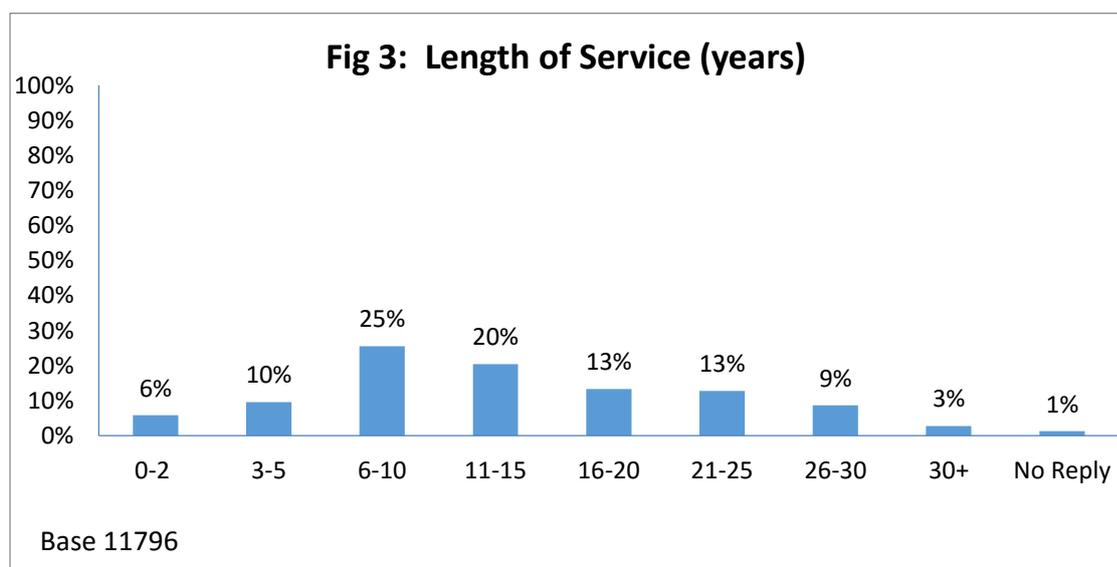
As illustrated in Figure 2 below, the majority of respondents (59%) were aged between 35 and 54 and a further 23% were aged between 25 and 34.

3% of respondents were aged 16-24 and 5% were aged 55 - 64. A further 9.9% of respondents either elected not to disclose their age or did not reply to this question.



Length of Service

45% of respondents had between 6 and 15 years' service, with a further 26% having served between 16 and 25 years (see Fig 3 overleaf). 12% of respondents had over 26 years' service and 6% were new to the organisation – with two years or less service. 1% of respondents did not indicate their length of service.



Line management responsibility

75% of respondents did not have a line management responsibility and 24% of respondents indicated that they were line managers. 1% did not reply.

Ethnicity

77% of respondents indicated that they were White Scottish, 6% were White English, 2% were White Northern Irish and 1% White Other.

1% of respondents indicated they were from an ethnic minority.

13% either choose not to disclose their ethnicity or did not reply to this question.

Disability

85% of respondents indicated that they did not have a disability. 4% of respondents stated that they had a disability and 11% either choose not to disclose or did not reply to this question.

Transgender

0.001% (14 respondents) stated that they considered themselves to be transgender.

Sexual orientation

79% of respondents indicated that they were heterosexual. 2% indicated they were gay or lesbian and 1% stated they were bisexual.

2. Findings from the Survey

Respondents were asked a range of questions on the following topics:

- Information & Communications
- My Job
- My Line Manager
- Training & Development
- Wellbeing
- Inclusion & Equality
- Organisational Change
- Organisational Purpose & Objectives
- Commitment.

The responses to these issues are presented below. Three levels of analysis have been conducted on the Survey responses.

Overall response

This presents the results for each question in terms of the percentage responses from all Survey respondents.

Cross-analysis

Analysis has also been conducted to explore respondent opinion by different groups as follows:

- Role
- Location
- Length of service
- Age
- Gender
- Disability
- Ethnicity.

Differences in perception have been highlighted for the relevant questions.

Survey respondents were also asked to complete the Equality and Diversity Monitoring Form in order to help SPA/Police Scotland in profiling the organisation. Information from this form in terms of respondents' age, gender, disability and ethnicity has been used in the analysis of the Survey results to highlight opinions by these protected characteristics groups.

However, in order to maintain respondent anonymity, information on respondent sexual orientation and transgender has not been used in analysing the Survey results.

Appendix 1 in contains the number of responses for the Equality and Diversity Monitoring questions.

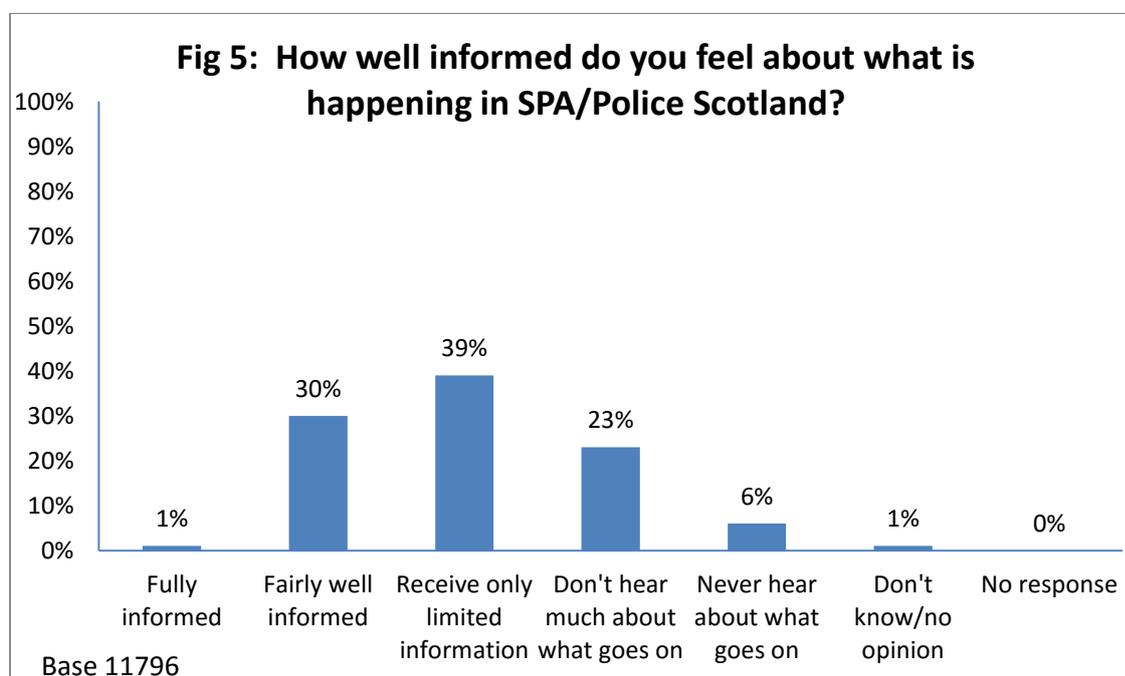
Free text

Respondents were given the opportunity to comment using free text. There were a total of 325,475 words used of free text from respondents. These responses have been reviewed and themed to provide a review of respondent opinion. The percentage of respondents for each theme is presented for each of the relevant questions.

2.1 Information & Communication

31% of respondents felt that they were fully or well informed about what is happening in SPA/Police Scotland (see Figure 5 below).

39% of respondents stated they received only limited information, 23% stated that they did not hear much about what was going on and 6% of respondents felt that they never heard about what was going on.



The cross analysis of the data identified slight differences in perception of information and communication between respondents who were Police Officers and those who were SPA/Police Staff. 33% of Police Officers who responded to the Survey felt fully or well informed compared to 26% of SPA/Police Staff respondents.

Respondents who felt fully or well informed tended to be in national functions (47%), new to the organisation (38%) or have line management responsibility (48%). Respondents with between 6 and 15 years' service tended to feel less well informed than those with longer service (25% compared to 39%).

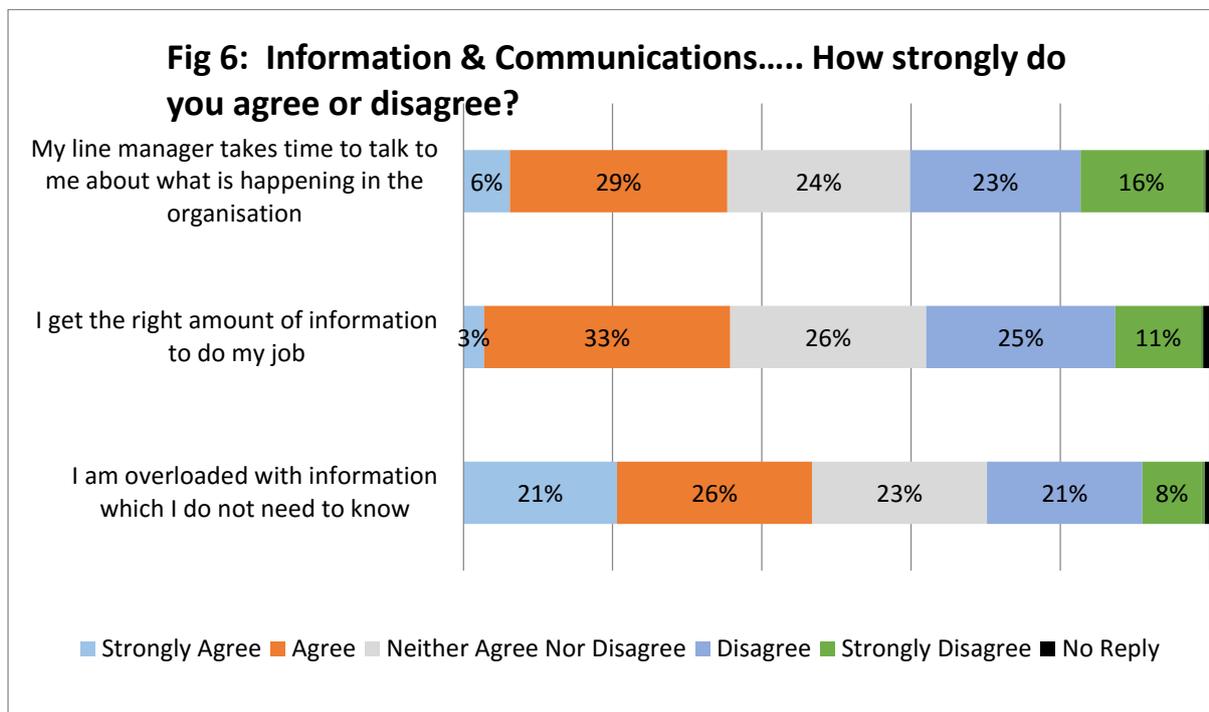
35% of respondents felt that their line manager took time to talk to them about what is happening in SPA/Police Scotland (see Figure 6 overleaf).

The cross-analysis of the data identified little difference in perceptions between Police Officers and SPA/Police Staff (35% and 38% respectively).

36% of respondents also felt that they got the right amount of information to do their job. Again, the cross analysis indicated little difference in perceptions between Police Officers and SPA/Police Staff (35% and 37% respectively).

Respondents who felt that they got the right amount of information tended to be in national functions (45%), new to the organisation (48%) or have line management responsibility (46%).

On the other hand, 47% of all respondents felt that they were overloaded with information that they did not need to know. The cross analysis suggested that this was a particular issue with Police Officers (56% compared to 25% of SPA/Police Staff) and respondents based in the Regions. Only 28% of respondents in National functions felt they were overloaded with information.



Respondents were asked to state where they currently receive information from and also where they would prefer to receive it from in the future. Figure 7 (overleaf) indicates a reliance on email (81% of all respondents) and the Intranet (48% of all respondents).

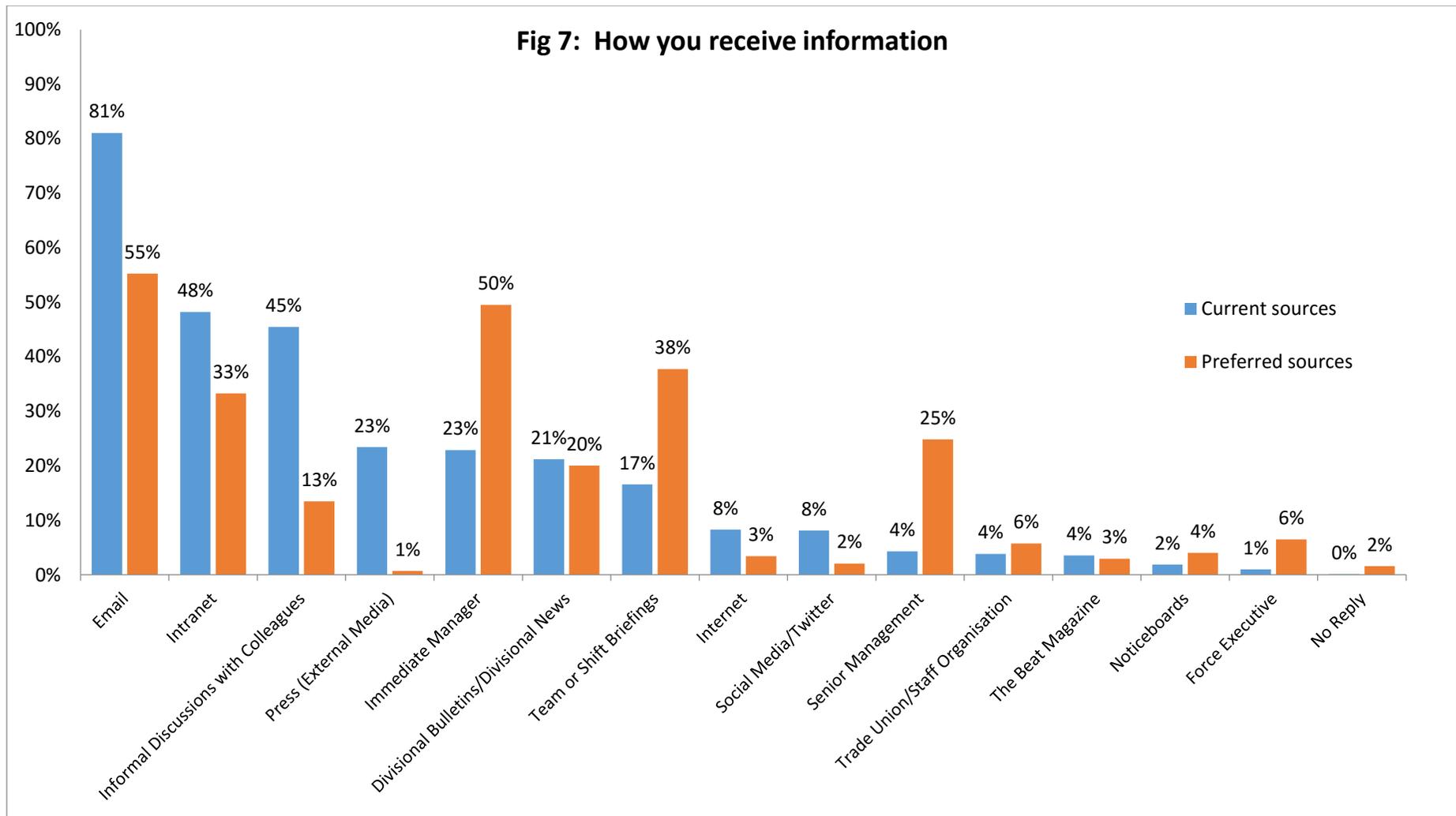
Cross analysis of the data indicated that 85% of Police Officers who responded to the Survey relied on email compared to 71% of SPA/Police Staff. Police Officers and SPA/Police Staff were equally likely to rely on the Intranet (48%) as the current method of communication.

45% of respondents also relied on informal discussions with colleagues – this was a more common source for those new to the organisation (56%) and respondents from ethnic groups (53%). SPA/Police Staff were more likely to rely on informal discussions with colleagues than respondents who were Police Officers (53% compared to 42%).

Further analysis of the results indicated that the respondents who were least positive about senior management actions tended to get their information from informal discussions with colleagues (in addition to the most common sources of email and intranet). Also respondents who did not think the organisation treated them fairly tended not to have a good understanding of how promotion decisions were made.

Figure 7 (overleaf) illustrates that 50% of all respondents would like to get information from their line manager. The cross analysis showed no difference in opinion by role, location or length of service.

Respondents suggested that they would also like information from more direct briefings – team briefings (38%) and from senior management (25%). Again the cross analysis showed no difference in opinion by role, location or length of service.



Respondents were asked, as free text, to suggest how they thought communication could be improved. 8,340 respondents answered this question and Table 4 (below) illustrates the most common themes highlighted in their responses.

Table 4. How do you think communication could be improved in SPA/Police Scotland?

<i>Suggestion</i>	<i>% Response</i>
Reduce irrelevant emails	50%
Team briefings	43%
More visible senior management	15%
More time to read the info provided	4%
Provision of weekly/regular updates	4%
More consultation with people on issues affecting them	4%
Improve communication between departments	2%
Provide more information on changes	2%

Analysis of the free text indicated that 50% of the respondents were concerned about the number of emails they received that they felt were irrelevant to them and wanted SPA/Police Scotland to take action to reduce these. Respondents who suggested this often made reference to a “blanket approach” where emails were sent to everybody irrespective of whether the content was relevant to them. Respondents complained that their email inboxes were “clogged up” with irrelevant emails which made it difficult to identify information which was of more importance to their role.

The second most common suggestion in the free text was the introduction of team briefings (43% of respondents). Respondents who made this suggestion indicated a desire for a more personal approach to the provision of information and one which would facilitate a focus on information that is relevant to their role or location as well as a two way discussion on information provided.

15% of respondents in the free text suggested that they thought senior management should be more visible in the organisation. These respondents tended to be Police Officers based in the Regions rather than respondents from National functions. These respondents suggested that it would be more helpful to receive particular types of information, particularly issues related to organisational change, from members of the senior management team directly than from other sources such as emails or the Intranet.

2.2 My Job

Respondents were asked how they felt about their job (see Figure 8 overleaf). 73% of all respondents felt that their team worked well together to improve the services they provide.

Cross analysis of the data indicated that this was the view of 75% of respondents who were Police Officers and 69% of SPA/Police Staff respondents.

76% of all respondents also wanted more opportunity to have involvement in the decisions that affect their work. The cross analysis of the data suggested that there was little difference in these views amongst respondents who were Police Officers (77%) compared to SPA/Police Staff (74%).

In relation to their job, respondents also indicated that:

- Their work gave them a sense of personal achievement (50%)
- They had clear work objectives (51%)
- They had the opportunity to use their initiative (51%)
- They understand the contribution they make to SPA/Police Scotland in their role (51%).

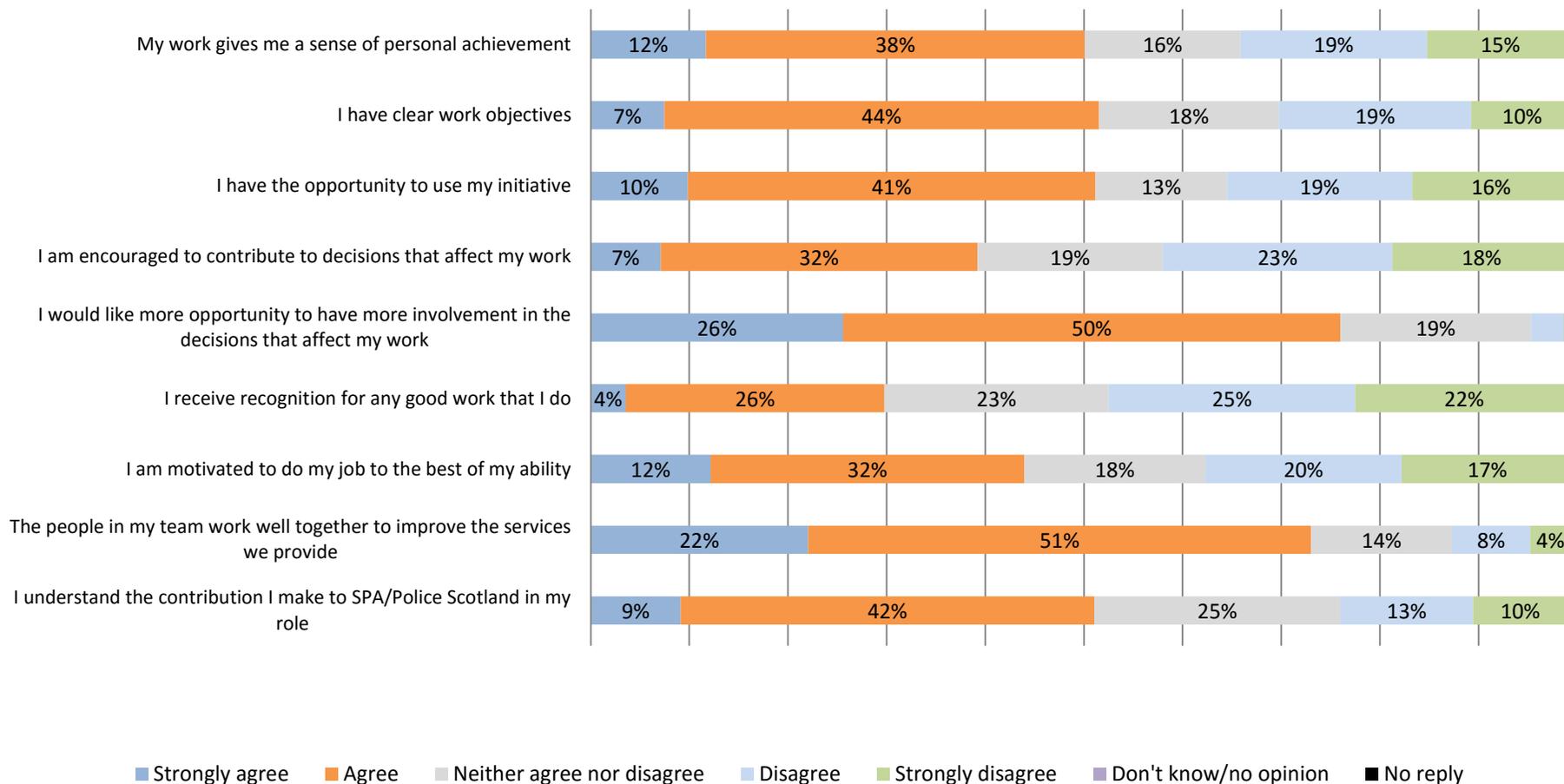
The cross analysis of the data indicated that SPA/Police Staff tended to be more positive in each of these issues than respondents who were Police Officers.

47% of all respondents stated that they did not receive recognition for any good work that they do and 37% stated they were not motivated to do the job to the best of their ability. The cross analysis of the data indicated that there was no difference in response to these questions between Police Officers and SPA/Police Staff

41% of respondents were not encouraged to contribute to decisions that affected their work. The cross analysis of the data indicated that slightly more SPA/Police Staff respondents held this view than Police Officers (39% compared to 42%).

Respondents in national functions or who had line management responsibilities tended to be more positive about their job than other respondents. Those new to the organisation, particularly SPA/Police Staff, were more likely to feel that they had the opportunity to use their initiative. Respondents with between 3 and 15 years' service tended to be less positive about opportunities to use their initiative.

Fig 8: Here are a number of statements about how you may feel about your job



2.3 My Line Manager

Respondents were asked about their perception of their line manager (see Figure 9 overleaf). The majority of respondents were generally positive about their relationship with their line manager. Respondents were most positive about their line manager:

- Trusting them to do their job (78%)
- Supporting them if they have a problem (72%)
- Acting in line with the values of the organisation (70%)
- Supporting them in their job (67%)
- Being open and honest (67%).

Respondents also stated that their manager:

- Made clear what is expected of them (63%)
- Gave them the opportunity to ask questions about changes at work (60%)
- Encouraged them to work as a team (58%)
- Explained why decisions have been made (56%)
- Delegated responsibility appropriately (55%).

The cross analysis of the data indicated that the respondents who were new to the organisation (2 years' or less service) were the most positive about their relationship with their line manager.

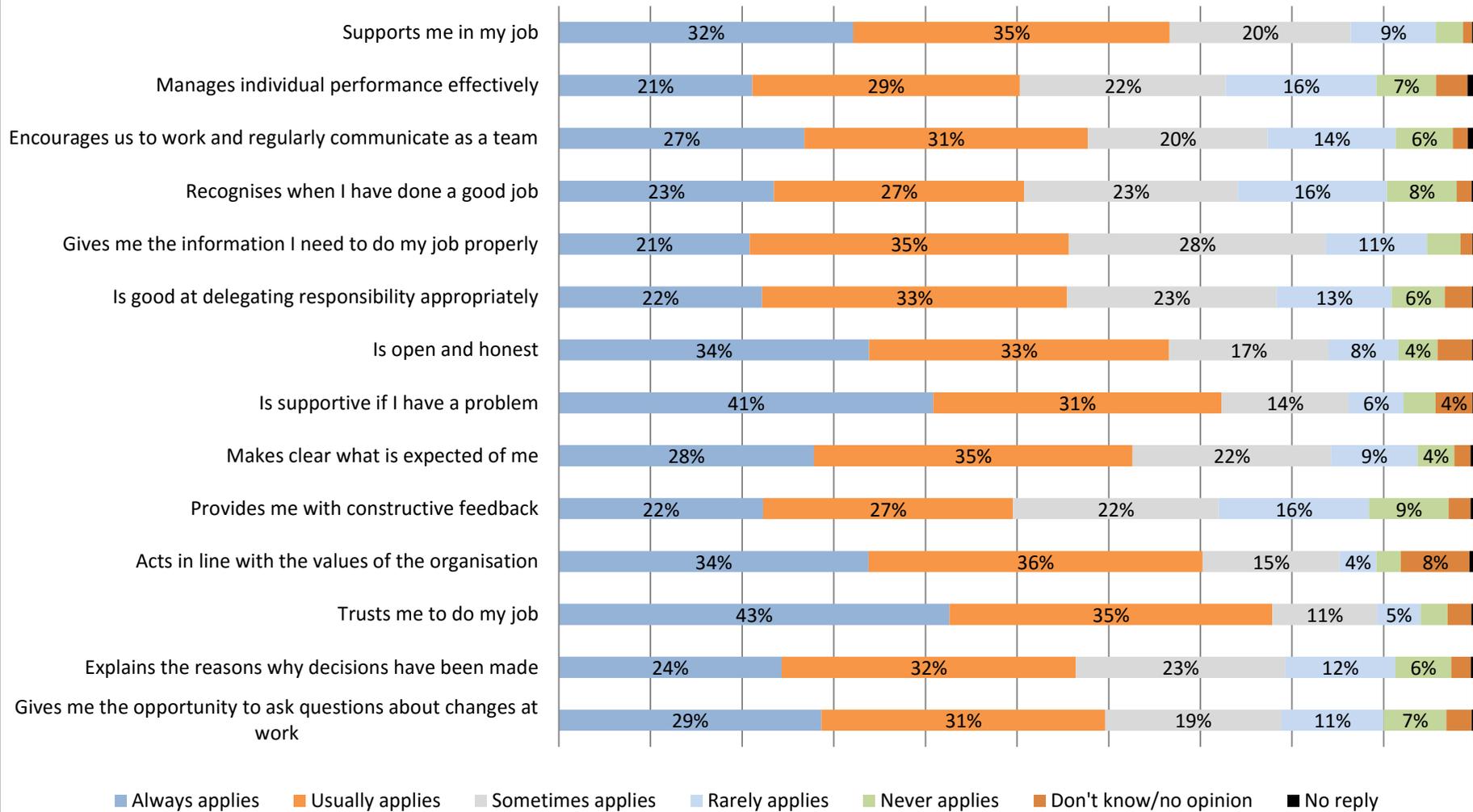
Whilst the majority of respondents were positive about their relationship with their line manager, Police Officers tended to be more positive than SPA/Police Staff respondents in the following areas:

- Encouraging them to work as a team (61% of Police Officer compared to 50% of SPA/Police Staff respondents)
- Good at delegating appropriately (59% of Police Offices compared to 47% of SPA/Police Staff respondents)
- Makes clear what is expected of me (65% of Police Officers compared to 45% of SPA/Police Staff respondents).

There were no other significant differences in responses by any other group or location.

The only issue in our analysis of the overall response where the majority of respondents were less positive about their line manager was in relation to providing constructive feedback. 49% of respondents stated that their manager provided constructive feedback.

Fig 9: Here are some statements that could be used to describe the person to whom you report on a day to day basis



2.4 Training and Development

Respondents were asked about their experiences of training and development in SPA/Police Scotland (Figure 10 overleaf). 54% of respondents stated that they had received training and development in the last 12 months. The cross analysis of the data indicated that these tended to be Police Officers (61% compared to 41% of SPA/Police Staff), people with line management responsibility (62%) and people who were new to the organisation (82%).

61% of all respondents wanted more feedback on how they were doing in their job. The cross analysis indicated no difference in opinion by role, location, line management or by any of the protected characteristics groups.

In respect of the other questions, the majority of respondents across all roles and locations were dissatisfied with training and career development. Particular issues highlighted were:

- 11% of respondents believed that there was an effective system to review their personal performance
- 18% thought that SPA/Police Scotland provided opportunities for them to develop their career
- 18% received training and development that was relevant to their future career development
- 21% understood how promotion decisions were made.

In addition to this 39% of respondents thought they received training and development relevant to their current role and 33% thought that they received the right amount of training and development to do their job well.

The cross analysis of the data indicated that, whilst the majority of the respondents were dissatisfied with training and development, SPA/Police Staff respondents were particularly dissatisfied:

- Receipt of the right amount of training and development to do my job well (29% of SPA/Police Staff respondents compared to 35% of Police Officers)
- Receipt of training and development relevant to current role (36% of SPA/Police Staff respondents compared to 41% of Police Officers)
- Receipt of training and development relevant to future career development (14% of SPA/Police Staff respondents compared to 20% of Police Officers)
- Provision of opportunities to develop career (9% of SPA/Police Staff compared to 23% of Police Officers)
- Understanding decisions on promotions (16% of SPA/Police Staff compared to 24% of Police Officers).

Respondents were asked to suggest, in free text, how SPA/Police Scotland could improve the way they gave people feedback on their performance at work. 8,063 respondents answered this question and Table 5 (overleaf) illustrates the most common themes highlighted in their free text responses.

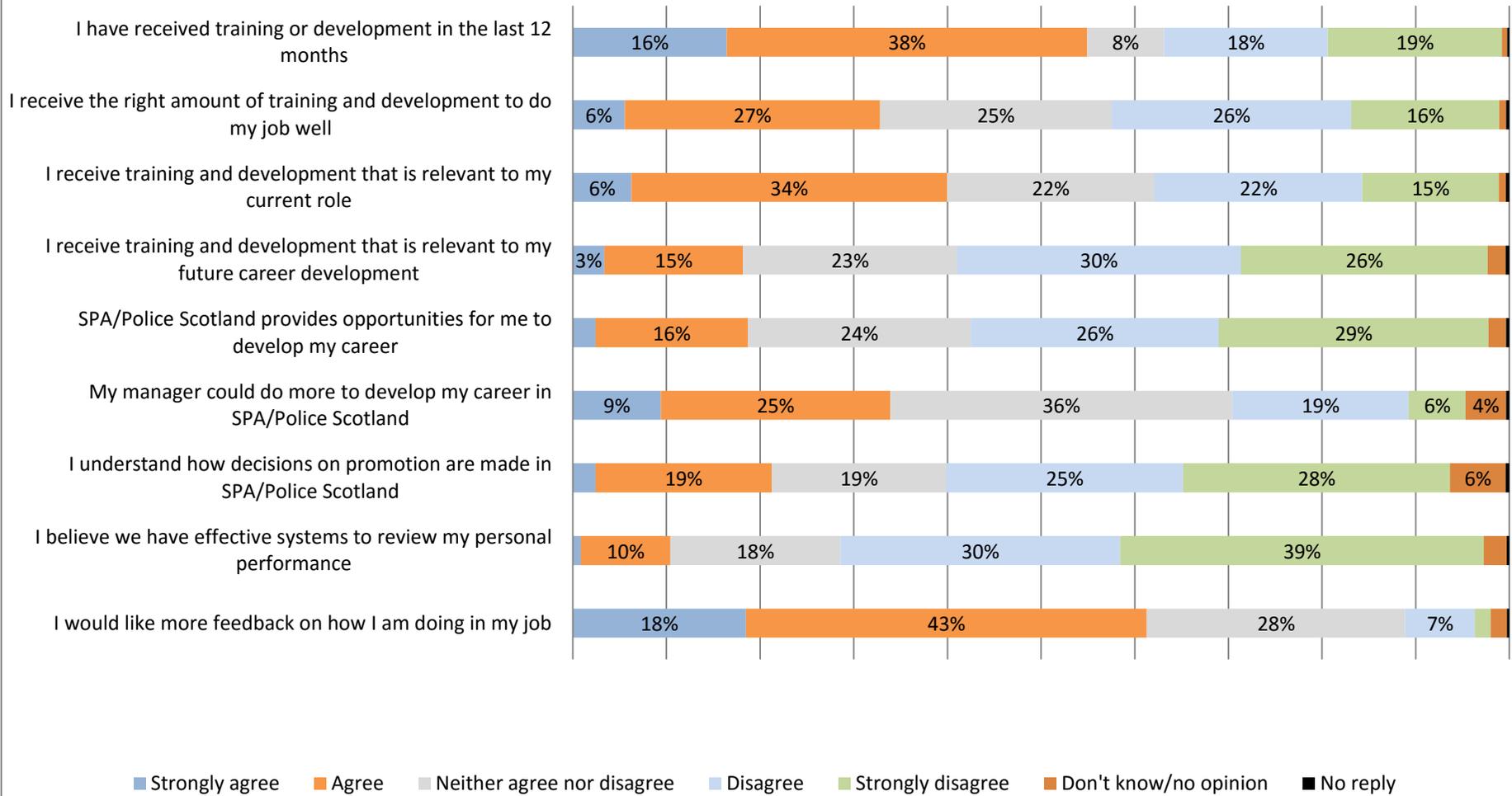
Table 5. How could SPA/Police Scotland improve the way they give feedback on your performance at work?

<i>Suggestion</i>	<i>% Response</i>
Providing regular appraisal/feedback to people	50%
Providing constructive feedback	10%
Providing a performance review of any kind	8%
Creating time for feedback	8%
Provision of weekly/regular updates	4%
Be interested enough in people to talk to them	4%
Provide feedback which is honest and open	2%

In the free text, 68% of these respondents wanted to see SPA/Police Scotland provide regular feedback in the form of appraisals or 1 to 1 discussions. Comments from respondents suggested that appraisals in some areas had ceased following the creation of SPA/Police Scotland (primarily respondents from West region). Other respondents suggested that they had never received feedback and that the introduction of any system would be considered beneficial.

Respondents were concerned with, in their free text, how the feedback would be delivered and were keen to emphasise that it needed to be constructive, open and honest. Other suggestions stressed the importance of being committed to making more time for feedback and to showing a genuine interest in people.

Fig 10: Here are a number of statements about training and development



2.5 Wellbeing

Respondents were asked a range of questions about their work/life balance (see Figure 11 overleaf). 60% of respondents felt able to raise issues about their physical wellbeing and 53% felt able to raise issues about their mental wellbeing.

52% of respondents were aware of the wellbeing and support services available to them as an officer/staff member of SPA/Police Scotland.

47% of respondents felt that pressure at work was affecting their performance at work. 16% of respondents strongly agreed with this statement, with the balance of 31% agreeing with the statement. The cross analysis of the data indicated that this view was held by slightly more Police Officers than SPA/Police Staff (49% compared to 41%).

With regards to other aspects of wellbeing:

- 40% of respondents stated that they were able to achieve a good work/life balance
- 30% felt that they had the resources they needed to do their job properly
- 24% thought that the health and safety of the workforce is given a high priority
- 15% felt valued and recognised for the work they do
- 8% thought that the organisation was genuinely interest in the wellbeing of its people

The cross analysis of the data showed that respondents with less than two years' service were more likely to be positive across the range questions about work/life balance, SPA/Police Staff appeared to be more positive about wellbeing than Police Officers as follows:

- 55% of SPA/Police Staff stated that they were able to achieve a good work/life balance compared to 32% of Police Officers who responded to the Survey
- 45% of SPA/Police Staff felt that they had the resources they needed to do their job properly compared to 24% of Police Officers
- 20% of SPA/Police Staff felt valued and recognised for the work they do compared to 12% of Police Officers
- 15% of SPA/Police Staff thought that the organisation was genuinely interest in the wellbeing of its people compared to 5% of Police Officers.

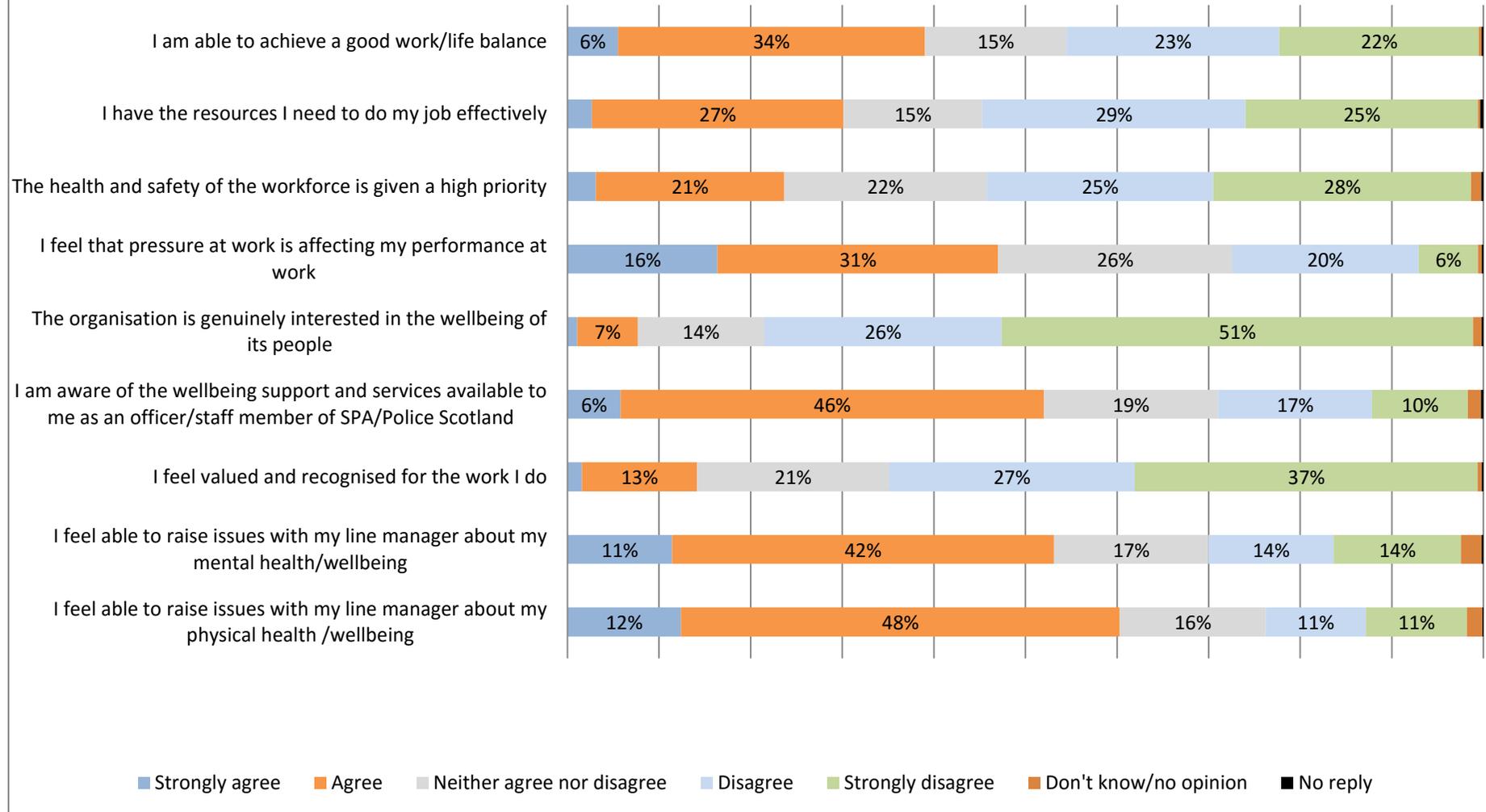
Respondents were asked, in free text, to suggest what SPA/Police Scotland could do to improve their wellbeing. 7,659 respondents answered this question. The most common suggested improvements are outline in Table 6 overleaf.

Table 6. How could SPA/Police Scotland improve your wellbeing?

<i>Suggestion</i>	<i>% Response</i>
Show the organisation cares about people	35%
Provide more resources	25%
Recognised work related stress	17%
Review the leave system	15%
Protect rest days	13%
Change shift patterns	13%

In the free text, respondents suggested that they did not think SPA/Police Scotland demonstrated that they cared about their people. They suggested that repeated changes to rest days, cancellation of rest days and annual leave, combined with shift patterns which made it difficult for people to spend time with family and friends, indicated a lack of interest by the organisation in their people. These issues were raised by both male and female respondents and by Police Officers and SPA/Police Staff.

Fig 11: SPA/Police Scotland take the wellbeing of officers/staff very seriously. Below are a number of statements about work/life balance



2.6 Inclusion and Equality

Relationships

Respondents were asked their views on inclusion and equality in SPA/Police Scotland (see Figure 12 overleaf). In these questions, respondents once again rated their relationship with their peers, immediate team and line manager very positively. Respondents felt that they:

- Were treated with respect by their colleagues at work (83%)
- Enjoyed strong, positive relationships with their peers at work (78%)
- Were treated with respect by their line manager (77%)
- Were treated fairly at work (61%).

The cross analysis of the data suggested that respondents who tended to be the most positive were those in national functions, those with line management responsibility or those with less than 2 years' service.

Table 7 below illustrates the opinions of Police Officers and SPA/Police Staff on these issues as well as the opinions of respondents by gender, ethnicity (BME) and disability. It has not been possible to comment on the responses by other protected characteristics groups such as transgender, lesbian/gay and bisexual due to the small number of respondents in these groups.

Table 7. Responses by role and protected characteristic groups

Question	Police Officers	SPA/Police Staff	Males	Females	BME	Disability
I feel I am treated with respect by my colleagues at work	85%	78%	84%	82%	81%	72%
I enjoy strong, positive relationships with my peers at work	81%	72%	78%	78%	69%	67%
I am treated with respect by my line manager	79%	74%	78%	76%	78%	65%
I am treated fairly at work	60%	62%	61%	63%	47%	50%

As can be seen from the above table Police Officers tended to be slightly more positive about their relationship with their peers, immediate team and line manager than respondents who were SPA/Police Staff.

There was also little difference in responses between males and females, indeed slightly more females than males thought they were treated fairly at work.

BME respondents were also as positive about their relationship with their colleagues and line manager as White respondents but slightly less positive about their relationship with their peers. The key issue for BME respondents appears to be that only 47% of them felt that they were treated fairly at work. This is considerably lower than the average for the Survey.

Whilst the majority of these respondents rated their relationships with colleagues, peers and line manager positively, and 50% felt they were treated fairly at work, respondents with a disability were consistently lower in their rating of the equality and diversity questions than respondents without a disability.

Organisation

Overall, respondents were less positive about the organisation in terms of inclusion and equality:

- Only 19% of respondents felt valued for the work they contribute
- 21% believed that the actions of senior management in SPA/Police Scotland were consistent with the SPA/Police Scotland values
- 39% thought that the policies and practices supported an inclusive workplace
- 45% of respondents stated that SPA/Police Scotland respected individual differences.

Table 8 overleaf illustrates the opinions of Police Officers and SPA/Police Staff on these issues as well as the opinions of respondents by gender, ethnicity (BME) and disability.

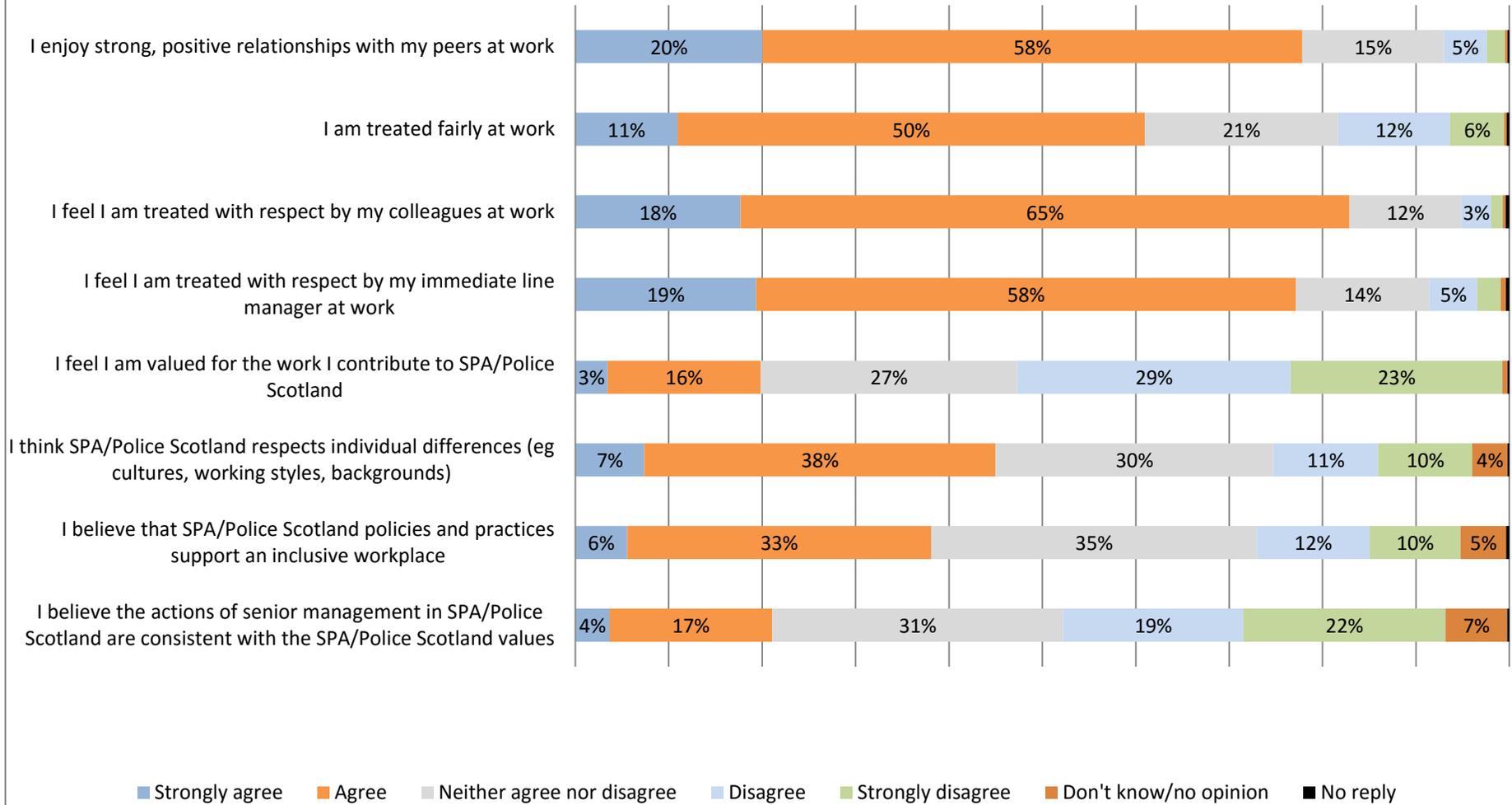
Table 8. Responses by role and protected characteristic groups

Question	Police Officers	SPA/Police Staff	Males	Females	BME	Disability
I feel I am valued for the work I contribute	18%	25%	20%	20%	19%	23%
I think SPA/Police Scotland respects individual differences	39%	54%	44%	46%	35%	29%
I believe SPA/Police Scotland policies and practices support an inclusive workplace	36%	44%	39%	39%	29%	25%
I believe the actions of senior management in SPA/Police Scotland are consistent with the SPA/Police Scotland values	19%	26%	20%	24%	18%	18%

In relation to these questions about the organisation SPA/Police Staff tended to be more positive than the Police Officers who responded to the Survey. Female respondents also tended to be slightly more positive than their male colleagues.

However, in each of these questions, BME respondents and those with a disability were consistently lower in their ratings than White respondents and those without a disability.

Fig 12: SPA/Police Scotland is committed to equality and diversity in the workplace. Below are a number of statements about inclusion and equality



2.7 Organisational Change

Figure 13 below illustrates respondents' views on change within SPA/Police Scotland. 56% understood the need for change. The cross analysis of the data suggested that these respondents tended to be in national functions (76%) and with line management responsibilities (73%). Indeed respondents who were SPA/Police Staff were more likely to understand the need for change than Police Officers (60% compared to 45%).

Whilst the majority of respondents understood the need for change, 46% supported the need for it. The cross analysis of the data indicated that there was no difference in response between Police Officers and SPA/Police Staff on this issue.

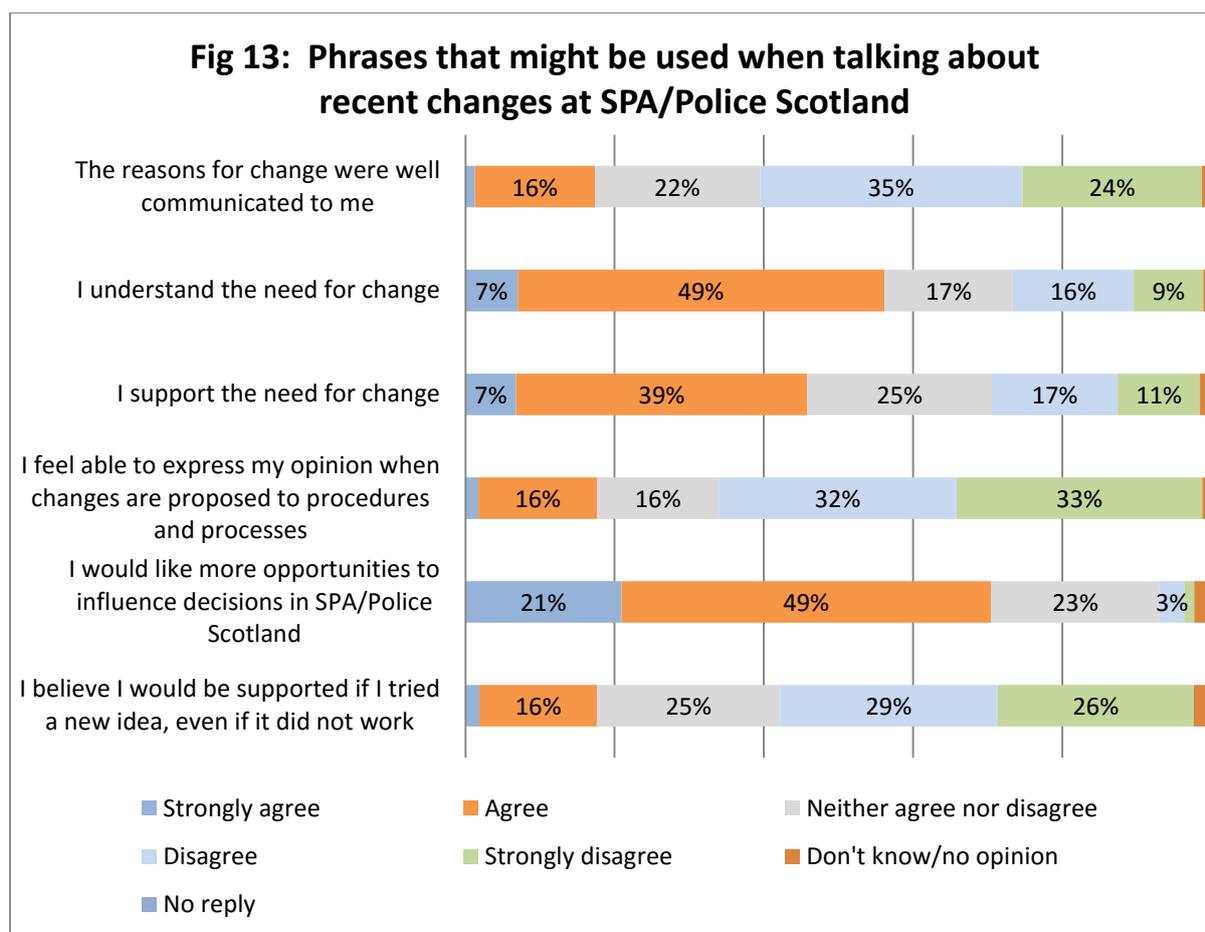
Respondents with between 3 and 15 years' service tended to be least supportive of the need for change - an average of 43% compared to 50% of respondents with over 15 years' service and 53% of those with less than 2 years' service. Respondents in national functions or who had line management responsibilities also were more supportive of the need for change (69% and 65% respectively).

Only 17% of respondents thought that the reasons for change were well communicated to them. The cross analysis of the data indicated that slightly more respondents who were SPA/Police Staff felt this than Police Officers (22% compared to 12% respectively).

18% of respondents felt able to express opinion when changes are proposed to procedures and processes and 18% believed they would be supported if they tried a new idea even if it did not work. The cross analysis of the data suggested that, in both cases, slightly more respondents who were SPA/Police Staff felt this than Police Officers.

Respondents from national functions felt more able to express opinions on changes (38%) and more likely to be supported if they tried a new idea (35%) than other opinion groups or locations.

70% of respondents wanted more opportunity to influence decisions made. The cross analysis of the data indicated that there was no difference in response between Police Officers and SPA/Police Staff on this issue.



2.8 Organisational Purpose and Objectives

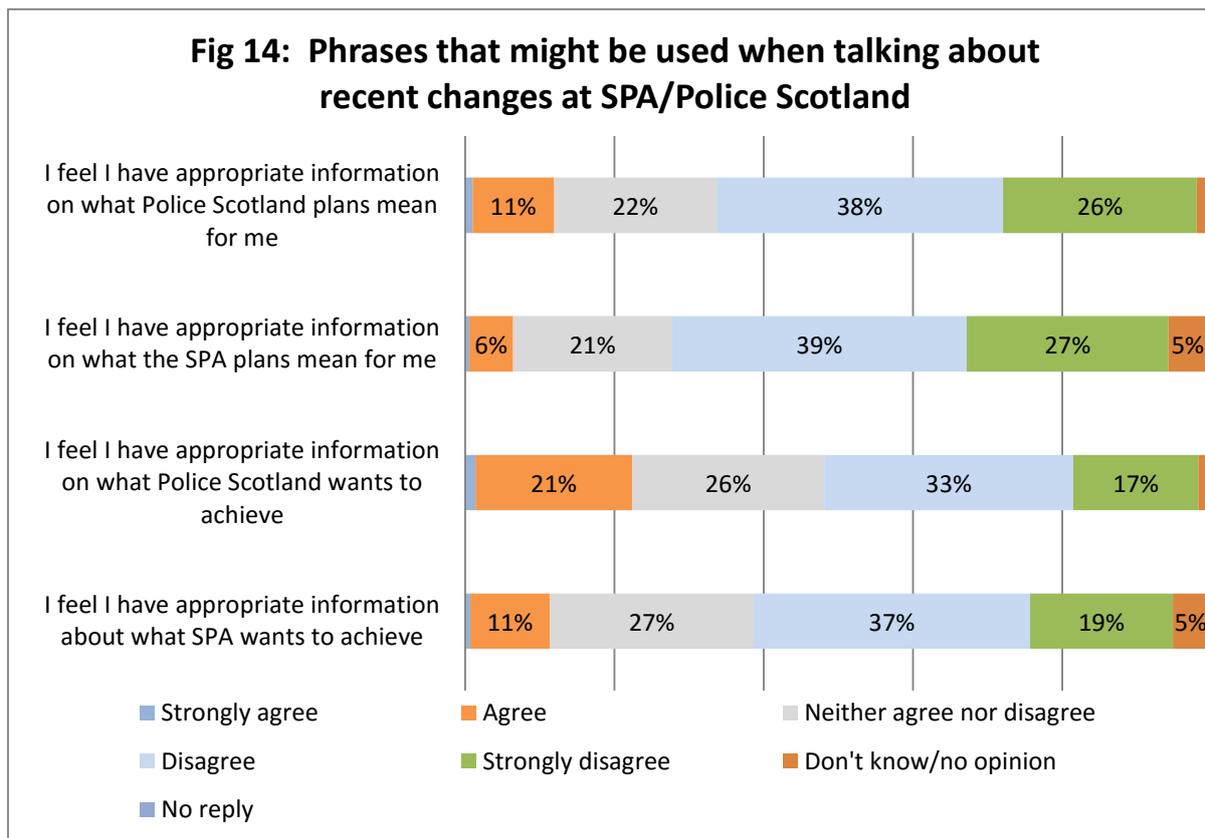
Only 12% of the respondents stated they had the appropriate information on what SPA wants to achieve. The cross analysis of the data suggested that this was slightly higher amongst SPA/Police Staff respondents than Police Officers (15% compared to 10% respectively).

22% of respondents stated they had the appropriate information on what Police Scotland wants to achieve. The cross analysis of the data indicated that there was no difference in responses between SPA/Police Staff and Police Officers.

Only 7% of respondents felt they had appropriate information on what the SPA plans mean for them. The cross analysis of the data indicated that this was slightly higher amongst SPA/Police Staff respondents than Police Officers (9% compared to 5% respectively).

12% of respondents felt they had appropriate information on what Police Scotland plans mean for them. The cross analysis of the data indicated that there was no difference in responses between SPA/Police Staff and Police Officers.

In general, respondents from national functions, those with less than two years' service and those with line management responsibilities tended to be better informed on both SPA/Police Scotland than other locations or groups.



2.9 Commitment

Figure 15 (overleaf) illustrates respondents’ feelings towards SPA/Police Scotland. 37% feel proud to work for the organisation. The cross analysis of the data indicated that this rises to 78% of respondents with less than two years’ service. Special Constables and those in national functions also tended to have higher levels of pride (65% and 53% respectively). SPA/Police Staff tended to have more pride in working for the organisation than Police Officers (45% compared to 34%).

22% of respondents stated they talked about “we” rather than “they”. The cross analysis of the data indicated that this was slightly higher amongst SPA/Police Staff respondents than Police Officers (37% compared to 31%).

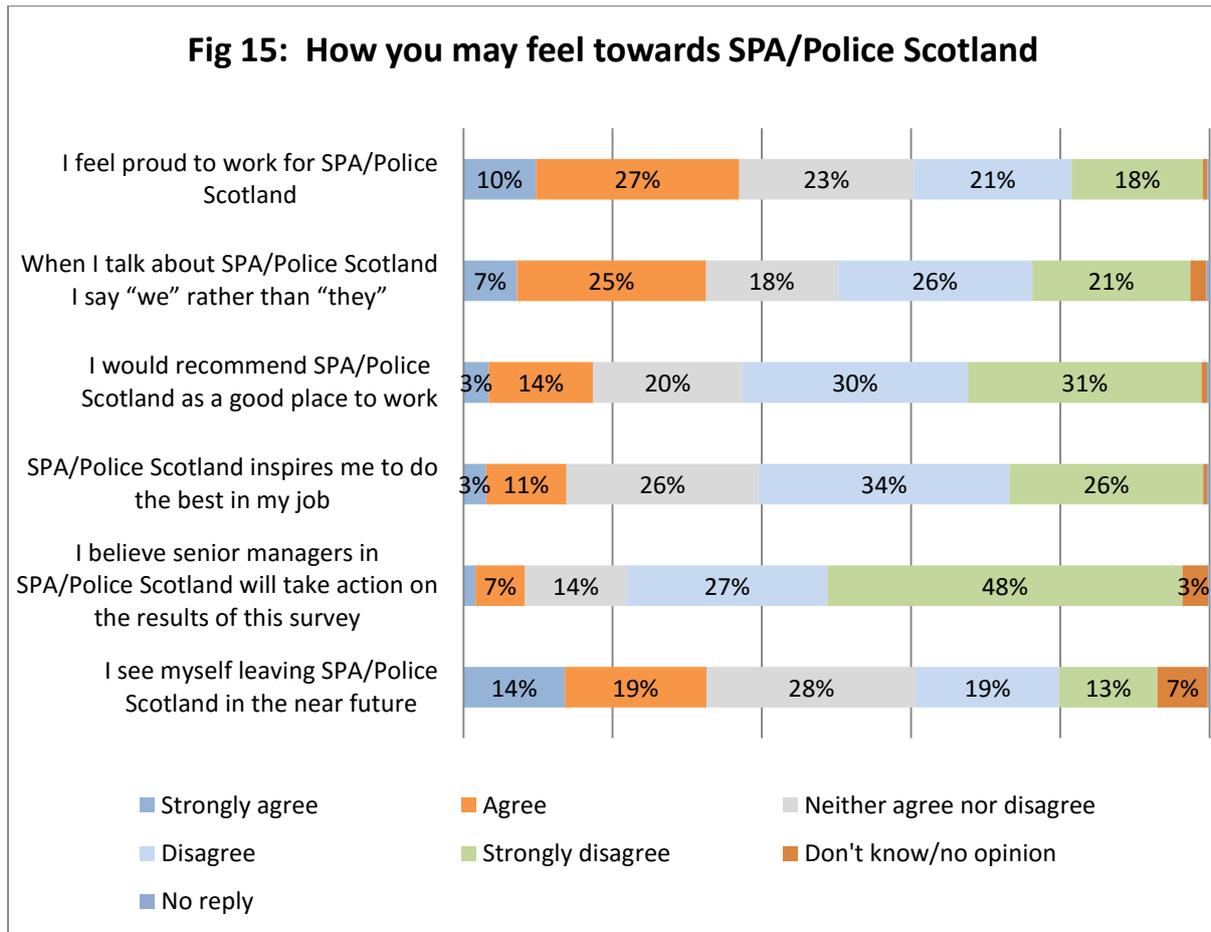
17% of respondents would recommend SPA/Police Scotland as a good place to work. Again this was higher amongst SPA/Police Staff respondents than Police Officers (25% compared to 15%).

14% of respondents stated that SPA/Police Scotland inspires them to do the best in their job. The cross analysis of the data indicated that this was slightly higher amongst SPA/Police Staff respondents than Police Officers (37% compared to 31%).

Only 9% of respondents thought senior managers would take action on the results of the Survey. The cross analysis of the data indicated that this was slightly higher amongst SPA/Police Staff respondents than Police Officers (13% compared to 6%).

In general, Special Constables, those with less than two years' service and those in national functions tended to be more positive about belonging to the organisation as well as their belief in senior management action.

33% of respondents also saw themselves leaving SPA/Police Scotland in the near future. The cross analysis of the data indicated that this was slightly higher amongst SPA/Police Staff than Police Officers (36% compared to 31%). Those with less than two years' service were the least likely to be thinking about leaving (14%).



2.10 Factors Influencing Level of Commitment

Respondents were asked, in free text, to state the main factors which were having a negative influence on their commitment to SPA/Police Scotland. The most common factors given by the 9,181 respondents to this question are outlined in Table 9 overleaf.

Table 9. Main factors influencing commitment to SPA/Police Scotland

<i>Factor</i>	<i>% responses</i>
Changes to pensions	49%
Reducing commitment to the job	20%
Management style	9%
Feel undervalued	9%
Low morale/de-motivated	4%
Targets	3%
Lack of resources	3%
Shift changes	2%
Uncertainty	2%
The organisational culture	2%

The most common reason given by respondents, in their free text, for negatively influencing their commitment to the organisation was changes to their pension. This was highlighted by 49% of the 9,181 respondents who answered this question. These respondents tended to have between 6 and 15 years' service.

The responses suggested that the changes to pensions had negatively affected respondents' attitude to their job but that respondents realised that changes to the pensions were outwith the control of SPA/Police Scotland. Many respondents suggested that they no longer felt valued or felt completely demotivated as a result.

Many of the respondents who were unhappy with the changes to their pension also suggested that their commitment to their job had been adversely affected and as a result they had considered leaving.

Some of the other factors which were highlighted were issues which had been mentioned as negatively impacting on respondents' belief that SPA/Police Scotland were committed to people's wellbeing. A particular issue which was raised related to changes in people's shifts. Respondents expressed concern that shift changes were becoming a more regular occurrence and there was an expectation amongst managers that shifts could be changed at the last minute. Respondents expressed frustration at the impact this had on family life in particular.

Other factors highlighted related to change and the uncertainty this had created. Comments from respondents who were SPA/Police Staff suggested that people were either unsure of their future in the organisation or were unsure what was now expected of them in their role.

Police Officers also suggested that they felt their role was changing and expressed a concern that they were losing contact with local communities rather than increasing their focus on local issues. Many of these comments mentioned a concern related to the policing model adopted where they felt "one size did not fit all areas".

Linked to this, some respondents also felt that there was an increasing focus on targets and that this was encouraging some managers to focus on particular issues in local communities whether these were actual issues or not.

In addition to the factors highlighted by respondents in Q16, a more detailed analysis of the responses of the individuals indicating a desire to leave the organisation in the near future suggests issues with recognition, wellbeing and resources. These respondents expressed concerns with:

- Not feeling valued or recognised for the job they do (79%)
- Resources available to do their job effectively (64%)
- Lack of genuine commitment to wellbeing (64%)
- Lack of priority for health and safety (64%)
- Pressure in their job (59%)
- Ability to achieve a good work/life balance (56%).

2.11 Factors Influencing Commitment to Stay

Respondents were asked, in free text, to state the main factors which were encouraging them to stay in SPA/Police Scotland. The most common factors given by the 8,963 respondents to this question are outlined in Table 10 below.

Table 10. Main factors influencing commitment to stay in SPA/Police Scotland

<i>Factor</i>	<i>% responses</i>
Enjoy the job	30%
The opportunities available	30%
Pension available	15%
Pay	6%
Length of service/close to retirement	6%
Job security	4%

In the free text, 66% of respondents suggested that they intended to stay in SPA/Police Scotland. The key drivers for encouraging these respondents to stay with the organisation related to the job itself. Respondents indicated that they enjoyed the job they did (Police Officers in particular) – many suggesting that this was the only job they really wanted to do.

Other respondents suggested that the job offered opportunities for experiences and learning which they could not achieve elsewhere. For many of these respondents these opportunities related to different roles and responsibilities rather than promotion. Job security was also a factor for some of these respondents (all Police Officers).

Respondents who were new to the organisation also indicated that the organisational pension and pay had been a key attraction to their deciding to join. For these respondents this relates to the new pension arrangements rather than the previous pension. A few respondents with longer service also indicated that the pension and pay was linked to their decision to stay as they realised the pension and remuneration provided (although changed) was still better than they could achieve elsewhere.

Respondents who were close to retirement indicated that they had chosen to remain with the organisation as they were too close to their retirement to leave. These respondents tended to be Police Officers.

In addition to these issues, a more detailed analysis of the responses from individuals expressing a commitment to stay in SPA/Police Scotland suggests that they are more able to achieve a good work/life balance (56%) and are more likely to feel valued and recognised for the work they do than other respondents (50%).

3. Key messages from the Survey

The SPA/Police Scotland's first ever opinion survey generated a response rate of 50.4%. This is significantly higher than the response rates achieved by other very large organisations who, similar to SPA/Police Scotland have a dispersed workforce the majority of whom are not office based.

The responses given were relatively consistent, showing similarities of opinions by age and gender and, for the most part, ethnic group. Whilst there were some differences of views between Police Officers and SPA/Police Staff the main differences in opinion related to where the respondent worked, their length of service, line management responsibility and disability.

The positive messages from the Survey, together with those issues which concerned respondents, are outlined below.

4.1 Positive messages

The responses suggested a strong and positive connection with their job, their team and their line manager.

Their Job

- 73% of respondents thought that the people in their teams work well together.
- When asked what was the main factor in people's decision to stay with Police Scotland, 30% of respondents indicated that it was commitment to the job.

Their Team

- Treated with respect by their colleagues at work (83%)
- Enjoyed strong, positive relationships with their peers at work (78%)

Their Manager

- Treated with respect by their line manager (77%)
- Managers trusting them to do their job (78%)
- Managers supporting them if they have a problem (72%)
- Managers acting in line with the values of the organisation (70%).

In general respondents from national functions, in line management roles or who had joined the SPA/Police Scotland in the last two years had a more positive view than other respondents.

The positive feedback from respondents new to the organisation, particularly in relation to their pride in working for it (78%), might suggest that these individuals have the most positive attitude to the new organisation that recruited them. They have no previous history with the legacy forces and therefore make no comparison with organisations which pre-date SPA/Police Scotland.

The generally positive feedback from those respondents in national functions and those with line management responsibilities, together with the feedback from new starts, suggests that some sections of SPA/Police Scotland have adapted and responded to the cultural values within the new organisation.

4.2 Issues for improvement

The generally less positive views from other parts of the organisation, particularly those with less access to senior management or who are in regional roles, indicates that either key messages are not filtering through the organisation effectively or the people processes are inconsistent across the organisation.

The Survey responses highlighted particular issues which are impacting on engagement. These being:

- Information and Communication
- Feedback
- Training and Development
- Wellbeing
- Commitment.

Information and Communication

There appears to be a heavy reliance on non-verbal communication (particularly email and intranet). In the open questions, respondents wanted to see a reduction in the amount of emails they received which they considered to be of no relevance to them.

Those who were least positive about senior management actions tended to get their information from informal discussions with colleagues in addition to the most common sources of email and intranet. SPA/Police Staff were more likely to get their information from informal discussions with colleagues than Police Officers.

In addition to this, 23% of respondents suggested they got their information from the media.

47% of respondents also felt they were overloaded with information – this was more acutely felt by Police Officers. Respondents also did not feel that the information they received was relevant to them.

When respondents were asked how communications could be improved there was an appetite for more personal forms of cascading communication through immediate line management and senior managers with a greater use of team and shift briefings. SPA/Police staff respondents also indicated they would prefer more contact with immediate management.

Only 22% of respondents felt that they had appropriate information on what Police Scotland want to achieve and 12% felt they had appropriate information on what SPA want to achieve.

Feedback

Whilst 50% of respondents got a sense of personal achievement from their work, only 30% felt that they received any recognition of good work. Only 18% thought that they would be supported if they tried a new idea even if it did not work.

The feedback from the open questions suggests that there is an appetite for more 1:1 feedback and a desire for line managers to provide more constructive feedback. Comments from respondents suggested managers were more focused on providing feedback to highlight where jobs had not gone well. Respondents felt more constructive feedback could be provided when appropriate.

61% of all respondents wanted to have more feedback on how they are doing in their job and 40% did not think that there was an effective system to review their personal performance.

Training and Development

Whilst 54% of respondents had received training in the last 12 months, only 40% thought it was relevant to their current role and only 18% felt it was relevant to their career development.

Only 21% of respondents were clear on how promotion decisions were made. A lack of understanding of the basis for promotions appears to be having a negative impact on how sections of officers and staff perceive the organisation. 52% of respondents who did not think they were treated fairly at work were unaware of how promotion decisions are made.

Wellbeing

Whilst 60% of respondents felt able to raise issues about their physical health and 53% of respondents felt able to raise issues on their mental health with their immediate manager, only 8% thought the organisation was genuinely interested in wellbeing. This suggests that they are happy to talk to the line manager but have no belief that the wider organisation will address any issues.

When asked how the organisation could improve wellbeing, respondents highlighted issues with resources (25%), short notice changes to rest days (13%) and the current shift patterns (13%). Respondents appeared to suggest that these issues were affecting their family relationships and that this was having an adverse effect on their wellbeing.

Commitment

33% of all respondents indicated an intention to leave. This is higher than average. Those who saw themselves leaving were expressed concerns with:

- Not feeling valued or recognised for the job they do
- Lack of resources available to do their job effectively
- Lack of genuine commitment to wellbeing

- Lack of priority for health and safety
- Pressure in their job
- Ability to achieve a good work/life balance.

When asked what factors were adversely affecting respondents' commitment to the organisation, 49% of 9,181 respondents who answered this question suggested that it was changes to their pension which had made them consider leaving.

4.3 Commentary on findings

One of the key objectives of the Survey was to provide SPA/Police Scotland with a baseline of their organisational culture. The Survey was designed to highlight areas of robust people management practices as well as areas for organisational development that would contribute to its success and able to enhance a culture of continuous improvement over time.

One of the key challenges for the organisation will be to deliver improved people management practices in line with the development areas highlighted in Section 4.2 above. There is a level of scepticism amongst Survey respondents that anything will change as a result of the findings, indicated by the fact that only 9% of respondents believed that senior managers in SPA/Police Scotland would take action of the results of this Survey.

Two key strands are essential in order to deliver continuous improvement, namely:

- Maintaining and building on the people management issues that respondents felt most positively about
- Developing initiatives around the people management issues that respondents felt needed improved.

The research results suggest three key strengths within the organisation:

- A strong commitment to the job and to the team's working together to deliver the service
- The strong relationship that Police Officers and SPA/Police Staff have with their immediate line manager
- The positive views of the respondents who are new to the organisation – particularly in terms of a sense of personal achievement (75%), having clear work objectives (66%) and understanding their contribution (61%).

Line managers are a key conduit between operational teams and senior management in any organisation. Therefore they have a significant impact on organisational culture as well as team and individual performance.

Communication appears to be a key issue within SPA/Police Scotland. Line managers can be a key conduit for improving this. In order to achieve this SPA/Police Scotland needs to develop the role of the line manager in the organisation further so that they can support senior management in:

- Improving the cascading of key organisational information to operational teams through means other than email and Intranet
- Providing people with effective recognition for their contribution and improving their understanding of how they fit into the organisation
- Providing effective performance feedback including constructive discussions.

Work/life balance is a major challenge for the organisation and its people. At the time of the Survey the wellbeing initiatives had not had sufficient time to become embedded in SPA/Police Scotland. If the organisation follows through on its commitment to supporting its people this will begin to address particular work/life challenges in the organisation.

This is the first Survey of its kind for SPA/Police Scotland. The high levels of interest in participating in the Survey and the high response rate achieved suggests that people welcomed the opportunity of expressing their views about the organisation. It may be of benefit for SPA/Police Scotland to consider other methods of encouraging people to become more involved in shaping the direction of the organisation.

Appendices

Appendix 1: EQUALITY AND DIVERSITY MONITORING FORM

The Scottish Police Authority/Police Service of Scotland is committed to equality of opportunity both as an employer and as a service provider and recognises the value that a diverse workforce can bring. To assist them monitor the effectiveness of their equality and diversity practices we would encourage you to complete this monitoring form. This form will be separated from your application form prior to the selection process. The information you provide will be treated as sensitive data under the Data Protection Act 1998.

Please tick the relevant box in each section, or complete details as appropriate.

What is your age?

16 – 24 years	314
25 – 34 years	2725
35 – 44 years	3666
45 – 54 years	3321
55 – 64 years	609
65+ years	13
Choose not to disclose	1148

Do you consider yourself to have a disability?

Yes	467
No	10,047
Choose not to disclose	1282

What is your gender?

Male	7377
Female	4226

Do you currently or have you previously considered yourself as transgender?

Yes	14
No	10638
Choose not to disclose	1144

What is your sexual orientation?

Bisexual	94
----------	----

Gay/Lesbian	225
Heterosexual	9274
Other	38
Choose not to disclose	2165

What is your religion or belief?

None	4674
Church of Scotland	3045
Roman Catholic	1148
Other Christian (please state)	318
Muslim	21
Buddhist	24
Sikh	6
Jewish	8
Hindu	5
Any other religion or belief (please state)	92
Choose not to disclose	2455

What is your ethnic group?

Choose **one** section A – G, then tick **one** box which **best describes** your ethnic group or background:

A – White:

Scottish	9077
English	592
Northern Irish	131
Welsh	18
Other British (please state)	209
Irish	38

Gypsy/Traveller	3
Polish	0
Other white ethnic group (please state)	81
B – Mixed or multiple ethnic group:	
Any mixed or multiple ethnic group (please state)	58
C – Asian, Asian Scottish or Asian British:	
Pakistani, Pakistani Scottish or Pakistani British	18
Indian, Indian Scottish or Indian British	9
Bangladeshi, Bangladeshi Scottish or Bangladeshi British	0
Chinese, Chinese Scottish or Chinese British	4
Other (please state)	14
D – African:	
African, African Scottish or African British	1
Other (please state)	1
E – Caribbean or Black:	
Caribbean, Caribbean Scottish or Caribbean British	4
Black, Black Scottish or Black British	0
Other (please state)	3
F – Other ethnic group:	
Arab, Arab Scottish or Arab British	1
Other (please state)	0
G – Choose not to disclose:	
Choose not to disclose	1534