

Exit Survey Results – July – September 2016 (Officers, Special Constables, Probationary Constables)

Completion	Officers/Special Constable
Leavers	277
Questionnaires completed	79
Percentage	28.5%

Where do you work?		
Answer Options	Response Percent	Response Count
A Division	6.3%	5
C Division	3.8%	3
D Division	0.0%	0
E Division	6.3%	5
G Division	8.9%	7
J Division	6.3%	5
K Division	1.3%	1
L Division	5.1%	4
N Division	2.5%	2
P Division	2.5%	2
Q Division	3.8%	3
U Division	8.9%	7
V Division	6.3%	5
Corporate Services	11.4%	9
Contact, Command & Control Division	3.8%	3
Criminal Justice Division	0.0%	0
Custody Division	3.8%	3
Licensing Violence Reduction Division	1.3%	1
Operational Support Division	6.3%	5
Scottish Police Authority	0.0%	0
Specialist Crime Division	11.4%	9
	<i>answered question</i>	79
	<i>skipped question</i>	0

Not Protectively Marked

Length of service completed with Police Scotland/SPA and Legacy Force/Organisation combined		
Answer Options	Response Percent	Response Count
0 - 6 months	1.3%	1
7 - 12 months	2.5%	2
13 -18 months	2.5%	2
19 - 24 months	0.0%	0
24 - 36 months	2.5%	2
over 3 - 5 years	6.3%	5
over 5 - 10 years	7.6%	6
over 10 - 15 years	2.5%	2
over 15 - 20 years	7.6%	6
over 20 - 25 years	11.4%	9
over 25 - 30 years	35.4%	28
Over 30 years	20.3%	16
<i>answered question</i>		79
<i>skipped question</i>		0

Status - What is your designation?		
Answer Options	Response Percent	Response Count
Police Officer	89.9%	71
Probationer	5.1%	4
Special Constable	5.1%	4
<i>answered question</i>		79
<i>skipped question</i>		0

Please indicate your main reason for leaving Police Scotland		
Answer Options	Response Percent	Response Count
Age Retirement	26.6%	21
Ill Health Retirement	0.0%	0
Retirement - Other	40.5%	32
Transfer to Other Force	2.5%	2
Special Constable - Joining Regulars - Other Force	3.8%	3
Special Constable - Prohibited Occupation	0.0%	0
Other Reason	26.6%	21
<i>answered question</i>		79
<i>skipped question</i>		0

Not Protectively Marked

You have said that you are leaving due to 'Other Reason'. Please consider the factors shown below and indicate how strongly each factor influenced your decision to leave.						
Answer Options	1 Not a Factor	2	3	4 Strongly Influenced	Rating Average	Response Count
Domestic circumstances / work life balance	4	2	4	11	3.05	21
Organisational culture	6	2	6	7	2.67	21
Pay and conditions	8	4	5	4	2.24	21
Offered another job	12	1	1	7	2.14	21
Your role / workload	9	6	1	5	2.10	21
Management issues	11	2	4	4	2.05	21
Fairness at work	12	5	1	3	1.76	21
Pursue further education	15	0	2	4	1.76	21
Career development reasons	13	4	3	1	1.62	21
Victimisation	17	0	2	2	1.48	21
Relationship with colleagues	16	3	0	2	1.43	21
Bullying	17	2	0	2	1.38	21
Discrimination	18	1	0	2	1.33	21
Harassment	18	1	1	1	1.29	21
Other (Please state below)						2
<i>answered question</i>						21
<i>skipped question</i>						58

Influence Domestic Circumstances / Work Life Balance had on decision to leave.						
Answer Options	1 Not a Factor	2	3	4 Strongly Influenced	Rating Average	Response Count
Effect of Job on Home life	8	5	3	5	2.24	21
Career break Not Granted	18	0	0	3	1.43	21
Cost of Housing	18	1	0	2	1.33	21
Travel to work difficulties including Time/Cost/Distance etc	19	0	0	2	1.29	21
Childcare / Caring responsibilities	18	1	2	0	1.24	21
Unable to agree flexible or part time working shift system	20	0	0	1	1.14	21
Maternity / paternity related reasons	21	0	0	0	1.00	21
(Please state below)						2
<i>answered question</i>						21
<i>skipped question</i>						58

Influence Management Issues had on decision to leave.						
Answer Options	1 Not a Factor	2	3	4 Strongly Influenced	Rating Average	Response Count
Management attitude / style / behaviour - Force Level	5	4	3	9	2.76	21
Attitude towards officer welfare	4	6	4	7	2.67	21
Did not feel valued by management	8	2	5	6	2.43	21
Management not listening / responding to concerns	9	3	2	7	2.33	21
Lack of direction and leadership within Police Scotland	10	4	2	5	2.10	21
Management attitude / style / behaviour - Locally	11	6	0	4	1.86	21
Lack of support from line manager / supervisor	16	2	0	3	1.52	21
Lack of access to supervisors and managers, including senior managers	16	2	1	2	1.48	21
Other (Please state below)					3	
<i>answered question</i>						21
<i>skipped question</i>						58

Influence Pay & Conditions had on decision to leave.						
Answer Options	1 Not a Factor	2	3	4 Strongly Influenced	Rating Average	Response Count
Pension arrangements	8	3	2	7	2.40	20
Ability to take time off	9	2	4	4	2.16	19
Allocation of leave	11	1	2	5	2.05	19
Shift working	11	2	5	2	1.90	20
Frequent changes to rostered hours	12	3	2	3	1.80	20
Anti-social hours	12	3	3	2	1.75	20
Allocation of overtime	13	1	2	3	1.74	19
Terms & conditions	13	4	0	3	1.65	20
Pay	16	2	2	0	1.30	20
Allowances	18	0	2	0	1.20	20
Amenities at the workplace (Parking, Dining Facilities etc)	16	3	0	0	1.16	19
Lack of facilities to meet cultural / religious requirements (prayer room, food preparation area etc)	19	0	0	0	1.00	19
Other (Please state below)					1	
<i>answered question</i>						20
<i>skipped question</i>						59

Is there anything which, if Police Scotland / SPA had done would have changed your decision to leave?						
Answer Options	1 Not a Factor	2	3	4 Strongly Influenced	Rating Average	Response Count
No	71.4%	15	No	71.4%	15	No
Yes	28.6%	6	Yes	28.6%	6	Yes
Yes - Please Explain					6	
<i>answered question</i>						21
<i>skipped question</i>						58

If you are leaving for a new career we would be interested to know what area you have chosen to work in. Please indicate below.		
Answer Options	Response Percent	Response Count
Self-Employment	21.1%	4
Education	15.8%	3
Other Private Industry	15.8%	3
Other (please specify)	15.8%	3
Sports & Leisure	10.5%	2
NHS	5.3%	1
Local Authority	5.3%	1
Merchant Navy	5.3%	1
Other Public sector	5.3%	1
Fire Service	0.0%	0
Gas and Oil Industry	0.0%	0
Armed Forces	0.0%	0
Legal Profession	0.0%	0
<i>answered question</i>		19
<i>skipped question</i>		60

Have you experienced or observed Bullying? (Please tick ALL that apply)		
Answer Options	Response Percent	Response Count
Experienced	51.6%	16
Observed towards member of the public	9.7%	3
Observed towards member of the organisation	74.2%	23
<i>answered question</i>		31
<i>skipped question</i>		48

Have you experienced or observed discrimination or harassment on grounds of? (Please tick ALL that apply)				
Answer Options	Experienced	Observed towards the public	Observed towards member of organisation	Response Count
Age	2	0	3	4
Disability	0	0	2	2
Sex	3	0	9	10
Gender Reassignment	0	0	0	0
Marriage or Civil Partnership	1	0	0	1
Pregnancy or Maternity	1	0	2	2
Race	1	0	2	2
Religion or Belief	0	0	3	3
Sexual Orientation	0	0	3	3
<i>answered question</i>				14
<i>skipped question</i>				65

Did you seek Support?		
Answer Options	Response Percent	Response Count
Yes	10.1%	8
No	10.1%	8
Not Applicable	79.7%	63
<i>answered question</i>		79
<i>skipped question</i>		0

No - Please tell us why you did not seek help		
Answer Options	Response Percent	Response Count
Reluctant to seek help due to possible consequences	100.0%	8
Did not wish to seek help	0.0%	0
Did not know how to seek help	0.0%	0
Unaware of above sources of help	0.0%	0
Other (Please state below)	0.0%	0
<i>answered question</i>		8
<i>skipped question</i>		71

(Police Officers Only) - Training / Career Development - How would you rate the following?

Answer Options	Very Poor	Poor	Satisfactory	Good	Very Good	Don't Know / Not Applicable	Response Count
Opportunities for continuous professional development	9	26	18	10	7	1	71
Opportunities for and access to promotion	9	19	24	10	4	5	71
Opportunities for and access to specialist roles	5	17	30	13	5	1	71
Access to mentor or other support	6	20	23	12	2	8	71
Feedback on your performance	13	20	25	10	3	0	71
<i>answered question</i>							71
<i>skipped question</i>							8

(Police Officers Only) - Culture / Relationships at work - How would you rate the following?

Answer Options	Very Poor	Poor	Satisfactory	Good	Very Good	Don't Know / Not Applicable	Response Count
Relationship with Senior Management	13	15	14	16	12	1	71
Relationship with Line Manager	1	7	8	17	38	0	71
Relationship with colleagues	0	1	4	11	55	0	71
Relationship with Trainers	2	3	15	13	11	27	71
Relationship with Tutors	0	2	8	13	10	38	71
Recognition of achievement	17	20	20	10	4	0	71
Provision of positive guidance	8	22	21	12	5	3	71
<i>answered question</i>							71
<i>skipped question</i>							8

(Police Officers Only) - Transparency at Work - How would you rate the following?

Answer Options	Very Poor	Poor	Satisfactory	Good	Very Good	Don't Know / Not Applicable	Response Count
Recruitment process for externally advertised roles	7	5	15	5	3	36	71
Recruitment process for internally advertised roles	7	12	26	5	2	19	71
Performance review / staff appraisal process	28	26	12	2	1	2	71
Respect for diversity	3	6	27	17	13	5	71
Support for an inclusive workplace	6	5	27	10	11	12	71
<i>answered question</i>							71
<i>skipped question</i>							8

(Police Officers Only) - Transparency at Work - How would you rate the following?							
Answer Options	Very Poor	Poor	Satisfactory	Good	Very Good	Don't Know / Not Applicable	Rating Average
Fairness	11	23	18	10	7	2	2.79
Integrity	13	18	17	11	10	2	2.90
Respect	11	13	21	16	8	2	3.04
Human Rights	6	6	28	12	18	1	3.46
<i>answered question</i>							71
<i>skipped question</i>							8

(Police Officers Only) - Police Scotland and a Career in the Police					
Answer Options	Yes	No	Not Applicable	Rating Average	Response Count
Would you recommend Police Scotland to others as a good organisation to work for?	29	42	0	1.59	71
Would you recommend the Police Service as a career option to others?	41	30	0	1.42	71
<i>answered question</i>					71
<i>skipped question</i>					8

(Police Officers Only) - Should your circumstances change would you consider reapplying to Police Scotland / SPA?		
Answer Options	Response Percent	Response Count
Yes	31.0%	22
No	69.0%	49
<i>answered question</i>		71
<i>skipped question</i>		8

*Special Constable and Probationer Data has not been presented as due to very low numbers so far it is not statistically significant

Exit Survey Results – July – September 2016 (Police Staff)

Officers/Special Constable	
Leavers	124
Questionnaires completed	41
Percentage	33.1%

Where do you work?		
Answer Options	Response Percent	Response Count
A Division	2.4%	1
C Division	0.0%	0
D Division	2.4%	1
E Division	2.4%	1
G Division	4.9%	2
J Division	2.4%	1
K Division	0.0%	0
L Division	2.4%	1
N Division	2.4%	1
P Division	0.0%	0
Q Division	0.0%	0
U Division	0.0%	0
V Division	0.0%	0
Corporate Services	31.7%	13
Contact, Command & Control Division	7.3%	3
Criminal Justice Division	9.8%	4
Custody Division	0.0%	0
Licensing Violence Reduction Division	2.4%	1
Operational Support Division	2.4%	1
Scottish Police Authority	14.6%	6
Specialist Crime Division	12.2%	5
	<i>answered question</i>	41
	<i>skipped question</i>	0

Your Annual Salary - Discounting any Overtime or Enhancement		
Answer Options	Response Percent	Response Count
Up to £15,000	7.3%	3
£15,001 - £20,000	39.0%	16
£20,001 - £25,000	17.1%	7
£25,001 - £30,000	2.4%	1
£30,001 - £35,000	9.8%	4
£35,001 - £40,000	12.2%	5
£40,001 - £45,000	4.9%	2
£45,001 - £50,000	0.0%	0
£50,001 - £55,000	2.4%	1
£55,001 - £60,000	2.4%	1
£60,001 - £65,000	0.0%	0
£65,001 - £70,000	2.4%	1
£70,001 - £75,000	0.0%	0
£75,001 - £80,000	0.0%	0
Over £80,000	0.0%	0
<i>answered question</i>		41
<i>skipped question</i>		0

Length of service completed with Police Scotland/SPA and Legacy Force/Organisation combined		
Answer Options	Response Percent	Response Count
0 - 6 months	4.9%	2
7 - 12 months	7.3%	3
13 -18 months	14.6%	6
19 - 24 months	0.0%	0
24 - 36 months	2.4%	1
over 3 - 5 years	24.4%	10
over 5 - 10 years	24.4%	10
over 10 - 15 years	4.9%	2
over 15 - 20 years	2.4%	1
over 20 - 25 years	2.4%	1
over 25 - 30 years	12.2%	5
Over 30 years	20.3%	16
<i>answered question</i>		41
<i>skipped question</i>		0

Please indicate your main reason for leaving Police Scotland		
Answer Options	Response Percent	Response Count
Age Retirement	9.8%	4
Ill Health Retirement	0.0%	0
Early Retirement	4.9%	2
Voluntary Redundancy	12.2%	5
Other Reason	73.2%	30
<i>answered question</i>		41
<i>skipped question</i>		0

You have said that you are leaving due to 'Other Reason'. Please consider the factors shown below and indicate how strongly each factor influenced your decision to leave.						
Answer Options	1 Not a Factor	2	3	4 Strongly Influenced	Rating Average	Response Count
Organisational culture	14	4	5	14	2.51	37
Career development reasons	16	2	6	13	2.43	37
Your role / workload	16	4	4	13	2.38	37
Organisational change	17	3	7	10	2.27	37
Domestic circumstances / work life balance	19	3	2	13	2.24	37
Management issues	19	2	8	8	2.14	37
Offered another job	23	0	3	11	2.05	37
Pay and conditions	21	3	4	9	2.03	37
Fairness at work	20	4	6	7	2.00	37
Relationship with colleagues	28	4	2	3	1.46	37
Discrimination	30	1	4	2	1.41	37
Pursue further education	33	0	2	2	1.27	37
Victimisation	31	3	3	0	1.24	37
Bullying	31	3	3	0	1.24	37
Harassment	31	5	1	0	1.19	37
Other (Please state below)						14
<i>answered question</i>						37
<i>skipped question</i>						4

Influence Domestic Circumstances / Work Life Balance had on decision to leave.						
Answer Options	1 Not a Factor	2	3	4 Strongly Influenced	Rating Average	Response Count
Effect of job on home life	20	2	3	9	2.03	34
Travel to work difficulties	25	1	4	4	1.62	34
Childcare / caring responsibilities	29	2	0	3	1.32	34
Career Break Not Granted	31	0	0	3	1.26	34
Unable to agree flexible or part time working shift system	32	0	0	2	1.18	34
Decision not to return following maternity / paternity leave	33	0	0	1	1.09	34
Cost of housing	33	0	0	0	1.00	33
(Please state below)					3	
<i>answered question</i>						35
<i>skipped question</i>						6

Influence Management Issues had on decision to leave.						
Answer Options	1 Not a Factor	2	3	4 Strongly Influenced	Rating Average	Response Count
Lack of opportunities to progress in my career	16	2	2	16	2.50	36
Lack of job satisfaction	14	4	5	12	2.43	35
My skills / knowledge not utilised to full potential	15	3	4	12	2.38	34
The job was not what I expected it to be	23	1	4	6	1.79	34
Lack of or poor training	22	3	4	5	1.76	34
Job no longer existed	26	0	1	7	1.68	34
Inadequate equipment / systems provided for present role	24	4	2	5	1.66	35
Too much expected / required of the role	25	1	4	4	1.62	34
Volume of work too much	26	4	0	5	1.54	35
Too much paperwork	27	2	1	4	1.47	34
Volume of work too little	26	2	5	1	1.44	34
Other (Please state below)					1	
<i>answered question</i>						36
<i>skipped question</i>						5

Influence Management Issues had on decision to leave.						
Answer Options	1 Not a Factor	2	3	4 Strongly Influenced	Rating Average	Response Count
Did not feel valued by management	14	4	4	12	2.41	34
Attitude towards Staff welfare	16	5	4	10	2.23	35
Management attitude/ style/ behaviour - Force Level	15	7	6	7	2.14	35
Lack of direction and leadership within Police Scotland / SPA	17	4	5	8	2.12	34
Management not listening / responding to concerns	17	6	2	9	2.09	34
Management attitude/ style/ behaviour - Locally	18	5	6	5	1.94	34
Lack of support from line manager / supervisor	19	8	1	6	1.82	34
Lack of access to supervisors and managers, including senior managers	26	4	2	1	1.33	33
Other (Please state below)					2	
<i>answered question</i>						35
<i>skipped question</i>						6

You have said that you are leaving due to 'Other Reason'. Please consider the factors shown below and indicate how strongly each factor influenced your decision to leave.						
Answer Options	1 Not a Factor	2	3	4 Strongly Influenced	Rating Average	Response Count
Pay	20	2	3	10	2.09	35
Allowances	29	2	0	3	1.32	34
Amenities at the workplace (parking, dining facilities etc)	28	3	1	2	1.32	34
Allocation of leave	30	1	0	3	1.29	34
Terms & conditions	28	4	1	1	1.26	34
Ability to Take time Off	30	1	1	2	1.26	34
Anti-social hours	30	3	1	0	1.15	34
Pension arrangements	32	2	0	0	1.06	34
Allocation of overtime	32	2	0	0	1.06	34
Frequent changes to rostered hours	33	1	0	0	1.03	34
Shift working	34	0	0	0	1.00	34
Lack of facilities to meet cultural / religious requirements (prayer room, food preparation area etc)	34	0	0	0	1.00	34
Other (Please state below)					2	
<i>answered question</i>						36
<i>skipped question</i>						5

Is there anything which, if Police Scotland / SPA had done would have changed your decision to leave?		
Answer Options	Response Percent	Response Count
Yes	40.5%	15
No	59.5%	22
<i>answered question</i>		37
<i>skipped question</i>		4

If you are leaving for a new career we would be interested to know what area you have chosen to work in. Please indicate below.		
Answer Options	Response Percent	Response Count
No other job	17.1%	7
Other (please specify)	14.6%	6
Other Private Industry	13.8%	4
Education	10.3%	3
Police Scotland (officer)	7.3%	3
NHS	6.9%	2
Local Authority	6.9%	2
Other Public Sector	3.4%	1
Self-Employment	3.4%	1
Fire Service	0.0%	0
Oil and Gas industry	0.0%	0
Armed Forces	0.0%	0
Merchant Navy	0.0%	0
Legal Profession	0.0%	0
Sports and Leisure	0.0%	0
<i>answered question</i>		29
<i>skipped question</i>		12

Have you experienced or observed Bullying? (Please tick ALL that apply)		
Answer Options	Response Percent	Response Count
Experienced	45.5%	5
Observed towards member of the public	0.0%	0
Observed towards member of the organisation	72.7%	8
<i>answered question</i>		11
<i>skipped question</i>		30

Have you experienced or observed discrimination or harassment on grounds of? (Please tick ALL that apply)				
Answer Options	Experienced	Observed towards the public	Observed towards member of organisation	Response Count
Age	3	0	0	3
Sex	1	0	1	2
Pregnancy or Maternity	1	0	0	1
Disability	0	0	2	2
Religion or Belief	0	0	1	1
Sexual Orientation	0	0	1	1
Gender Reassignment	0	0	0	0
Marriage or Civil Partnership	0	0	0	0
Race	0	0	0	0
<i>answered question</i>				6
<i>skipped question</i>				35

Did you seek Support?		
Answer Options	Response Percent	Response Count
Yes	12.2%	5
No	4.9%	2
Not Applicable	82.9%	34
<i>answered question</i>		41
<i>skipped question</i>		0

Yes - Please tell us from whom you sought help		
Answer Options	Response Percent	Response Count
Line Managers	60.0%	3
Colleagues	60.0%	3
Union	40.0%	2
Other (please state below)	20.0%	1
People & Development	0.0%	0
Diversity Staff Association	0.0%	0
Employee Assistance Programme	0.0%	0
Grievance Procedure	0.0%	0
Integrity Matters	0.0%	0
<i>answered question</i>		5
<i>skipped question</i>		36

No - Please tell us why you did not seek help		
Answer Options	Response Percent	Response Count
Did not wish to seek help	50.0%	1
Reluctant to seek help due to possible consequences	50.0%	1
Did not know how to seek help	0.0%	0
Unaware of above sources of help	0.0%	0
Other (Please state below)	0.0%	0
<i>answered question</i>		2
<i>skipped question</i>		39

Training / Career Development - How would you rate the following?							
Answer Options	Very Poor	Poor	Satisfactory	Good	Very Good	Don't Know / Not Applicable	Response Count
Opportunities for continuous professional development	13	7	7	2	1	11	41
Opportunities for and access to promotion	15	9	3	2	1	11	41
Opportunities for and access to specialist roles	14	6	3	2	2	14	41
Access to mentor or other support	11	5	5	4	4	12	41
Training for Police / SPA staff	14	8	9	4	2	4	41
<i>answered question</i>							41
<i>skipped question</i>							0

(Police Officers Only) - Culture / Relationships at work - How would you rate the following?							
Answer Options	Very Poor	Poor	Satisfactory	Good	Very Good	Don't Know / Not Applicable	Response Count
Relationship with senior management	6	11	7	6	9	2	41
Relationship with line manager	1	4	6	7	23	0	41
Relationship with colleagues	0	3	1	7	30	0	41
Relationship with trainers	2	5	0	3	7	24	41
Relationship with tutors	2	3	0	3	6	27	41
Feeling valued	13	9	8	5	5	1	41
Recognition of achievement	11	7	10	7	4	2	41
Provision of positive guidance	11	8	8	7	4	3	41
Feedback on performance	10	6	11	4	7	3	41
<i>answered question</i>							41
<i>skipped question</i>							0

Not Protectively Marked

Transparency at Work - How would you rate the following?							
Answer Options	Very Poor	Poor	Satisfactory	Good	Very Good	Don't Know / Not Applicable	Response Count
Recruitment process for externally advertised roles	6	4	8	6	2	15	41
Recruitment process for internally advertised roles	8	4	8	4	2	15	41
Performance review / staff appraisal process	14	5	5	4	2	11	41
Respect for diversity	1	3	13	8	10	6	41
Support for an inclusive workplace	3	6	9	4	6	13	41
<i>answered question</i>							41
<i>skipped question</i>							0

Transparency at Work - How would you rate the following?							
Answer Options	Very Poor	Poor	Satisfactory	Good	Very Good	Don't Know / Not Applicable	Response Count
Fairness	3	7	12	9	5	5	41
Integrity	3	4	15	9	5	5	41
Respect	1	5	15	10	5	5	41
Human Rights	1	4	13	11	6	6	41
<i>answered question</i>							41
<i>skipped question</i>							0

(Police Officers Only) - Police Scotland and a Career in the Police				
Answer Options	Yes	No	Not Applicable	Response Count
Would you recommend Police Scotland/SPA to others as a good organisation to work for?	23	17	1	41
Would you recommend the Police Service/SPA as a career option to others?	19	20	2	41
Should your circumstances change would you consider reapplying to Police Scotland/SPA?	19	17	5	41
<i>answered question</i>				41
<i>skipped question</i>				0