



**Police Federation of England and Wales
Ffederasiwn Heddlu Lloegr a Chymru**

'Well-being at work'

Membership Census 2007

Full Report

Foreword

So why did the Inspectors' Central Committee embark on a Well-Being at Work Survey of all the Inspecting ranks in England and Wales? A previous census in 2003 considered a large number of issues including hours worked, the recording and management of working time, on-call commitments and sickness. The data gathered proved valuable and was put to good use at a local level by Inspectors' Branch Boards who negotiated sensible agreements regarding working hours, time off and compliance with working time legislation.

At a national level the ICC used the data in discussions with the Home Office, Her Majesty's Inspectorate, the Association of Chief Police Officers and other key stakeholders

In the summer of 2007 we identified the need to gather fresh data, as anecdotal information suggested that matters relating to stress and work-life balance were deteriorating in some areas.

It was felt necessary to move beyond anecdotes and gather up to date empirical data that could potentially be of use in future negotiations. We wanted to establish how the Inspecting ranks are coping with work-life balance and other pressures and whether there was any need for improvement in the six key areas defined by the Health and Safety Executive's Management Standards for work related stress.

It was important from the outset that any outcome be viewed as totally impartial and independent. To that end we made contact with Robertson Cooper who have the proven expertise in respect of research in the area chosen with the benefit of one of their founding directors, Prof Cary Cooper, being recognised both nationally and internationally as an expert in the field.

They were able to offer a one year licence for the data gathered to be broken down further in terms of comparisons if required and would also offer proposals as to potential ways forward in dealing with any problems identified.

To maximise the value of the outcome to interested parties, the decision was taken to produce one England and Wales report and 44 individual force supplements (including the Isle of Man).

The message to all concerned is that 'The Well – Work Well'



George Appleby
ICC General Secretary



Paul Ginger
ICC Chairman



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Mr Chris Green, former member of the Inspectors Central Committee

To all our Inspectors Branch Board Secretaries

The 5118 contributing Inspectors and Chief Inspectors

Sally Challen, ICC Office Manager

Isobel Hughes- D'Aeth, ICC office administration

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EXECUTIVE SUMMARY

- Police Inspectors and Chief Inspectors express strong commitment to their profession
- Inspectors and Chief Inspectors report health levels that are typical of the general working population and the Police Service
- Inspectors and Chief Inspectors are troubled by the demands of work to a greater extent than most other people in the general working population and the Police Service - and this is destroying their work-life balance
- Inspectors and Chief Inspectors experience difficult relationships with more senior officers to a greater extent than others
- Uniformed Inspectors and Chief Inspectors experience greater stress levels than their non-uniformed colleagues
- Inspectors and Chief Inspectors report lower productivity levels than is typical in the Police Service

The Police Federation Inspectors' Central Committee (ICC) commissioned Robertson Cooper Limited (Robertson Cooper) to carry out a Well-Being at Work Survey of all its members in 2007. This was conducted using ASSET, Robertson Cooper's valid and reliable survey tool designed to assess perceptions regarding well-being at work. The survey was commissioned in order to provide an up to date assessment of perceived sources of pressure and their impact on well-being and to generate recommendations for improvement. Focus groups were also facilitated to gain a more in-depth understanding of some of the key issues reported in the survey.

The survey results highlight that members of the Inspecting ranks are dedicated and committed to what they do and clearly take great pride in their roles. However, this is accompanied by excessive hours, high levels of demands and difficult working relationships. Over time, these strong levels of commitment are unlikely to be sustainable, if excessive workloads and lack of work-life balance prevail. In order to maintain such levels of commitment and dedication in the long term, it will be important that members of the Inspecting ranks see improvements in their working lives. Whilst ill-health wasn't currently reported to any greater extent than is typical in the general working population, this may well become an increasing issue if the sources of pressure reported are not addressed.

E1. ASSET Results

The ASSET survey was available (in paper and pencil format) for all Inspectors and Chief Inspectors to complete (n=9,250) between 22nd October and 30th November 2007. Valid surveys were returned by 5118 respondents in total, equating to a good response rate of 55%. This enables confident generalisation of the findings across members of the Inspecting ranks.

An overview of the results from the ASSET survey are presented in this summary. The order of results presented is as follows:

- Perceptions of Health – Physical health and Psychological well-being
- Organisational Commitment
- Potential Stressors

Responses to the ASSET survey from Inspectors and Chief Inspectors have been compared to three normative groups: a general working population group (updated in 2006), a Police Service group (including officers and staff) and a Police Officer group. This summary reports the findings from the general working population and Police Service comparisons. Scores for the scales on the ASSET survey are generally reported on a sten scale. This is a normally distributed 1 to 10 scale where the mean (average) score is 5.5 and the standard deviation is 2. Scores in the range 4 to 7 indicate a response that is typical of most other organisations in the comparison group. Scores in the range 1 to 3 or 8 to 10 indicate a response that is more extreme than most organisations. The scores reported are therefore not absolute scores, but an indication of how the results fair relative to the particular comparison group.

E1.1 Health

ASSET measures perceived health on two scales: Physical Health and Psychological Well-being. The profiles below (Figure E.1) show the sten scores for health perceptions for all respondents compared to the general working population and then in comparison to others in the Police Service. **The higher the score on these scales, the poorer the perceived health.**

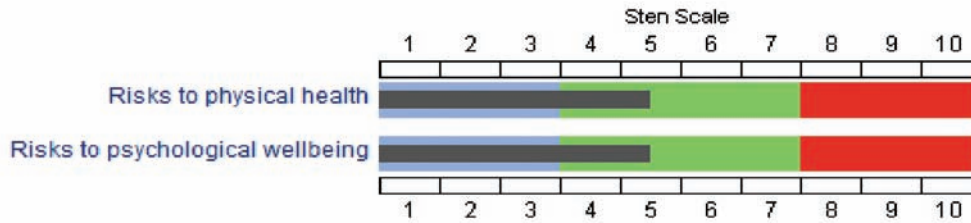


Figure E.1a Health perceptions (General Working Population comparison)

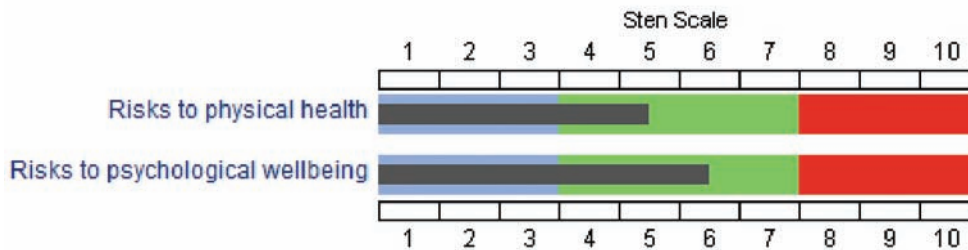


Figure E.1b Health perceptions (Composite Police Service comparison)

This shows that reported health levels of Inspectors and Chief Inspectors are similar to those typically found in the general working population and in the Police Service more broadly. This suggests that, on average, the sources of pressure experienced by Inspectors and Chief Inspectors do not appear to be impacting negatively on health to any greater extent than is typical in other organisations and police forces. It is discussed in the main body of the report however, that ill-health may actually be under represented in a self-report survey of Inspectors and Chief Inspectors, as often a certain level of ill-health (due to long hours, excessive demands, shift work etc) becomes the norm and is just perceived as ‘part of the job’ and as such no longer recognised as ill-health.

E1.2 Organisational Commitment

To get a clear indication of the perceived impact of working life on Inspectors and Chief Inspectors it is important not just to consider the impact on their health but also on their organisational commitment levels. The ASSET survey measures two aspects of organisational commitment: how committed employees feel towards their organisation and how committed they feel their organisation is towards them.

The profile below (Figure E.2) shows the sten scores for organisational commitment for all respondents in comparison to the general working population (E.2a) and to the Police Service norm group (E.2b). **The higher the score the greater the level of commitment reported.**

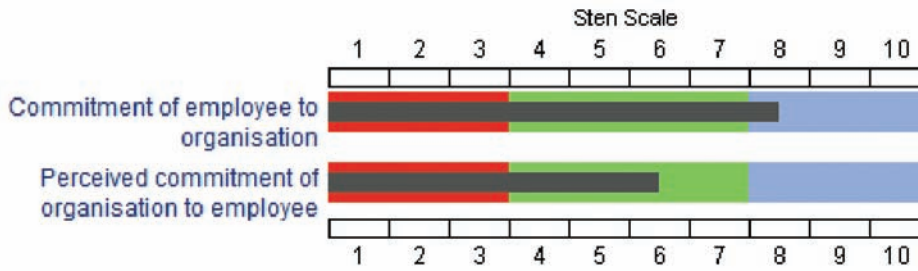


Figure E.2a Organisational Commitment (General Working Population comparison)

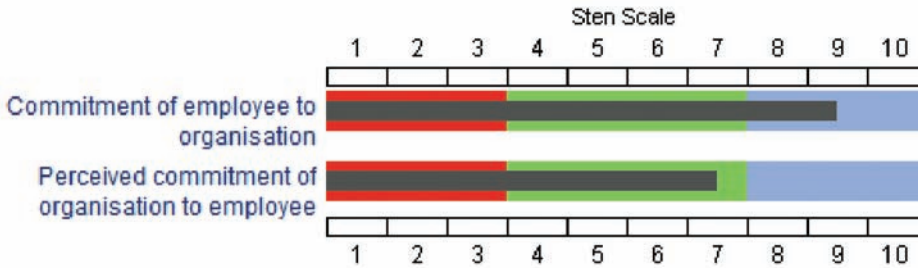


Figure E.2b Organisational Commitment (Police Service comparison)

As can be seen, in comparison to the normative groups, on average, respondents express strong levels of commitment to their organisations. This is really positive and indicates that Inspectors and Chief Inspectors will generally go the extra mile and are dedicated and loyal to their organisations. Whilst there is a slight discrepancy between the levels of commitment reported towards the organisation and those perceived from the organisation, this doesn't represent a cause for concern, given that perceptions of commitment from the organisation are still within the average range for both comparison groups. During the focus groups, Inspectors and Chief Inspectors talked about being extremely committed at a number of different levels – to their teams and departments; to the communities they work in; to their individual forces and to policing as a profession. This all suggests that a really positive work ethic exists within the Inspecting ranks and also indicates that the sources of pressure experienced do not, at this time, appear to be impacting negatively on commitment levels.

E1.3 Potential Stressors

ASSET measures perceptions in respect of eight known workplace stressors. The graphs below give an overview (general working population and Police Service comparisons) of the sten scores for Inspectors and Chief Inspectors for each of the sources of pressure. **The higher the score the greater the extent to which the issue is considered a stressor.**

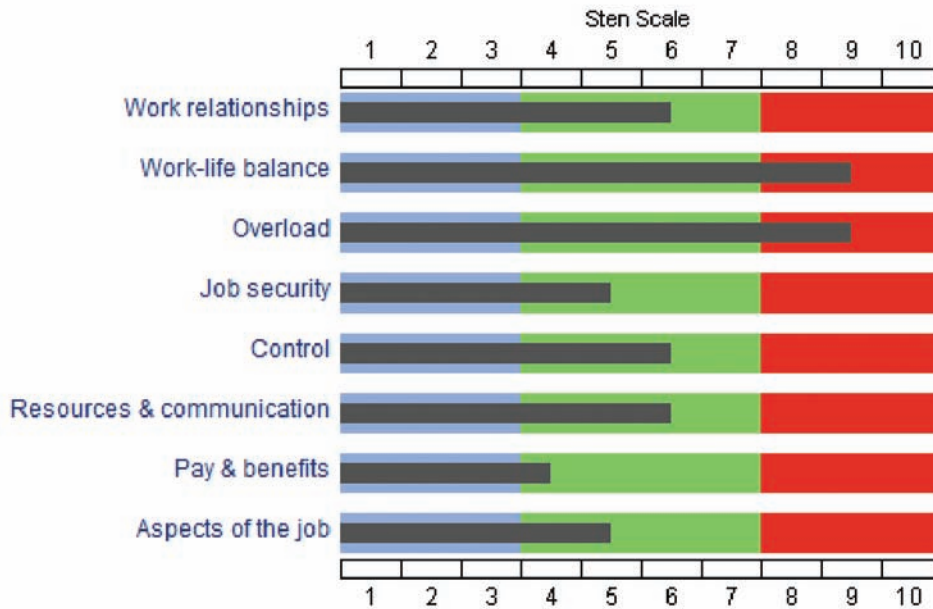


Figure E.3a Sources of Pressure (General Working Population comparison)

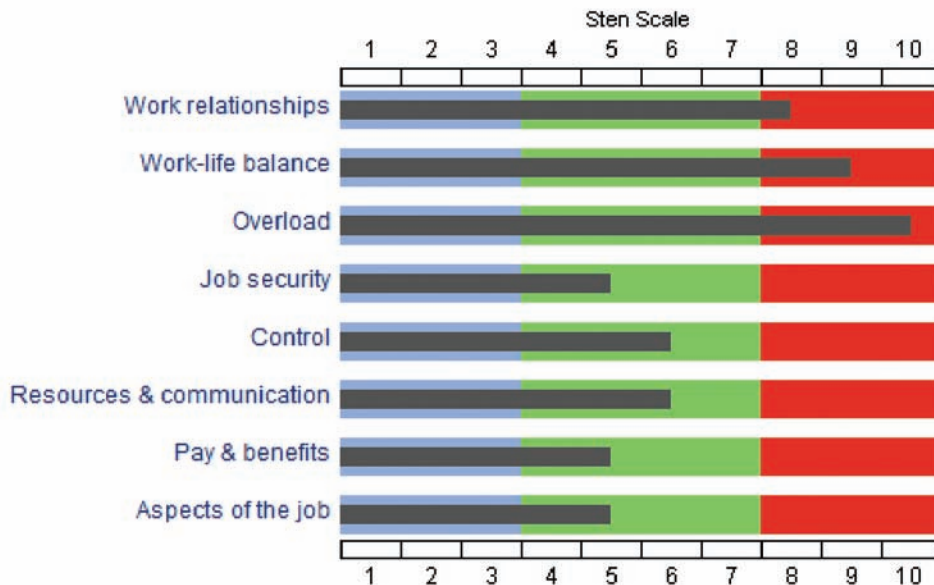


Figure E.3b Sources of Pressure (Composite Police Service comparison)

The results regarding sources of pressure are clear and consistent – Inspectors and Chief Inspectors perceive excessive work demands, poor work-life balance and difficult working relationships (upwards). Some of the key issues reported were unrealistic deadlines, work interfering with home and personal life, technology overload, unmanageable workloads, aggressive management style, unclear expectations and isolation at work. These are undeniably areas that now require attention and remedial action. It is likely that some of the issues reported are linked to the significant changes that have taken place in the Police Service during the last 10-15 years, which have placed increased demands and responsibilities on the Inspecting ranks.

E2. Subgroup differences

There was considerable variation in the survey results across subgroups – particularly across forces. It was also found that poorer levels of well-being were generally reported by Uniformed Inspectors and Chief inspectors compared to CID, and this was particularly evident in the case of General Operations / Response roles. Shift work was also associated with poorer levels of well-being, as was being responsible for the management of more than 50 people.

E3. Recommendations

The recommendations offered are divided into policy and working practice implications and improvements that might be made to help Inspectors and Chief Inspectors cope more effectively with the pressures they face. They are also linked to the HSE Management Standards¹ for controlling work-related stress.

HSE Management Standard	Policy / Working Practice Recommendation	Individual Coping Recommendation
Demands (Core Issue)	<p>Take stronger action to break the long working hours' culture, and prevent continuous excessive working hours. Enter into a dialogue with ACPO and other key stakeholders (nationally and locally) on how this can be realistically achieved and sustained.</p>	<p>Advise members on the need to recognise when their commitment to their work may be counter- productive for their health and well-being, if driving continuous excessive working hours. It is likely that different approaches will be required for Uniformed and CID Inspectors and Chief Inspectors.</p> <p>Ensure members are trained to use information communication technologies effectively.</p>
Demands, Relationships, and Role	<p>Lobby for the review of the impact of the current promotions system on work demands and working relationships. For example, considering the extent to which the current system encourages an obsession with visibly meeting performance targets to a degree that is damaging in terms of work priorities, and relationships at work and beyond.</p>	<p>Consider establishing a specific peer support network for those currently seeking promotion or recently promoted.</p>

¹ More information on the HSE Management Standards is available at: <http://www.hse.gov.uk/stress/standards/index.htm>

HSE Management Standard	Policy / Working Practice Recommendation	Individual Coping Recommendation
Relationships and Role	Encourage more open dialogue with Superintendent and Chief Officer ranks regarding their expectations of the Inspecting ranks and means of improving relationships across the rank structure.	Help members develop stronger peer support networks generally, particularly for those in more isolated roles.
Role	Place an emphasis on the provision of increased levels of support for the Inspecting ranks in Uniformed roles. Particularly support targeted at issues other than core demands where the survey results were significantly poorer for uniformed officers (e.g. Relationships, Control, Resources & Communication, Health).	
Support	Encourage members in forces with particularly poor results to seek local meetings with Chief Officers to discuss what might be done to provide additional support.	Consider whether the provision of an increased level of psychological support can be provided to members, which can be accessed independently of their force with complete confidentiality.

1. Introduction

1.1 Background

The Police Federation Inspectors' Central Committee (ICC) commissioned Robertson Cooper Limited (Robertson Cooper) to carry out a Well-Being at Work Survey of all its members in 2007. The ICC commissioned a previous survey in 2003 to gather data on working hours, work demands, call-out regimes and any subsequent health problems in Inspectors and Chief Inspectors. The output from this was a full report in the form of a Membership Census. Some specific concerns regarding long working hours, poor work-life balance and ill health were identified. It was recognised that this census was only a snapshot in time and as a result of more recent anecdotal evidence, the ICC believed that since the report was published the pressures and stress levels experienced by Inspectors and Chief Inspectors had actually increased. With this in mind, the ICC commissioned a further survey of its membership to gain an up to date assessment of perceived sources of pressure and their impact on well-being as well as the production of recommendations for improvement. This was designed, administered and analysed by Robertson Cooper using ASSET, a valid and reliable survey tool designed to assess perceptions regarding well-being at work. A copy of the survey is included at the back of this report.

1.2 A Well-Being at Work Survey

The key benefits for the ICC of running a Well-Being at Work Survey may be summarised as follows:

- ❑ To enable the ICC to:
 - accurately understand the nature, location and severity of specific sources of stress within its membership, i.e. identify the stress 'hot spots', as well as areas where well-being looks positive
 - consequently know where to focus problem solving initiatives/activities and remedial investment, i.e. maximise costs/benefits of specific interventions
 - establish whether or not these initiatives are appropriate and understand whether they have had a beneficial and measurable effect
 - provide Inspectors' Branch Boards with local data relating to their individual forces to facilitate local negotiations with management teams
- ❑ Benchmarking – to enable the ICC to benchmark the results from Inspectors and Chief Inspectors against results from the general working population and those from other police personnel in England and Wales.
- ❑ Strategic planning – the ability to take a medium to long-term approach to dealing with any problems associated with well-being in the workplace within the Inspecting ranks.
- ❑ To comply with the Health and Safety Executive's (HSE) Stress Management Standards guidelines and approach².

² Guidance available at: <http://www.hse.gov.uk/stress/standards/index.htm>

The impact of well-being levels on critical organisational factors such as productivity, retention, sickness absence, customer satisfaction etc is now well documented . This means that the well-being of Inspectors and Chief Inspectors is by no means just relevant to their health, but will also have important consequences for key organisational factors within the Police Service.

³ E.G. Cropanzano, R. and Wright, T.A. (2001). When a “happy” worker is really a “productive” worker: A review and refinement of the happy-productive worker thesis. Consulting Psychology Journal: Practice and Research, 53, 182-199; Harter, J., K, Schmidt, F.L. and Hayes, T., L. (2002). Business unit level outcomes between employee satisfaction, employee engagement and business outcomes: A meta-analysis. Journal of Applied Psychology, 87, 268-279.

2. The ASSET Survey Tool

ASSET is a self-report survey instrument designed to assess perceptions regarding well-being at work. Professor Cary Cooper and Professor Susan Cartwright, both of whom are leading stress and well-being experts, led the development and validation of ASSET. Professor Cooper is a founder-director of Robertson Cooper and although previously of UMIST, is now based at Lancaster University Management School.

During February and March 2003, Robertson Cooper consulted with more than ten police forces from England and Wales and also with the Police Federation of England and Wales in order to adapt the 'standard' version of ASSET for use within the Police Service. This involved the addition of a number of tailored questions related to aspects such as shift work, on-call work and certain pressures thought to be specific to the Police Service. The ASSET survey has been used in 16 individual police forces in England and Wales.

The core ASSET survey⁴ used by the ICC measured the following:

- Barriers and enablers to well-being at work, including perceptions about workload, control, working relationships, job security and work-life balance⁵ ;
- Organisational commitment;
- Health perceptions;
- Bullying at work
- Engagement (including Motivation and Effort)
- Sense of Purpose

For the first three areas listed above, extensive norm data is available for comparison purposes. However, the bullying at work questions do not have corresponding norm data as such, since they are categorical questions, but we are able to make broad comparisons to responses from other organisations and police forces. The questions relating to Engagement and Sense of Purpose were relatively recently developed by Robertson Cooper, but there is a small norm group (general working population) available for comparisons.

In addition, the ICC tailored the demographic questions on the ASSET survey to ensure they were meaningful for Inspectors and Chief Inspectors (e.g. including relevant job functions, force information, shift work, on-call schedules etc).

⁴ See Appendix I for descriptions of the ASSET scales

⁵ These areas map very closely on to the HSE's Management Standards for work related stress

3. Results Overview

3.1 Survey response

The current ASSET survey was available to all members of the Inspecting ranks to complete in paper and pencil format between 22nd October and 30th November 2007. In total 9,250 surveys were distributed. Local Inspector Branch Board (IBB) Secretaries collected the required number of surveys for their respective forces at the National meeting in October 2007 and arranged the distribution of the surveys to members. The surveys were distributed in sealed envelopes along with a covering letter explaining the process. Completed surveys were returned anonymously in a pre-paid envelope directly to Robertson Cooper for processing.

Valid surveys were returned by 5118 respondents in total, equating to a good response rate of 55%. Whilst this response is slightly lower than that achieved in the 2003 Census (61%), it is higher than the average response of approximately 50% achieved in other ASSET audits - we can therefore be confident generalising the findings across Inspectors and Chief Inspectors. The breakdown of responses by the key demographic variables is detailed in Appendix II. The following forces achieved very good response rates of over 75%:

- Cleveland
- Derbyshire
- Dorset
- Gloucestershire
- Isle of Man
- Norfolk
- North Yorkshire
- Wiltshire

A lower response rate of 45% or below was achieved in the following forces:

- Devon and Cornwall
- Lancashire
- South Wales
- Thames Valley

3.1.1 Norm groups

In this report, the results from Inspectors and Chief Inspectors have been compared to the following ASSET norm groups:

- General Working Population norm group (n=49,703, updated in 2006)
- Composite Police Service (police officers and police staff) norm group (n=25,909, updated in 2007)
- Police Officer norm group (n=13,491, updated in 2007)

In addition, the results have been compared to data collected from Sergeants (n=2,622), as well as Superintendents (n=197) from 15 individual forces. It is important to note however, that these data sets are not large enough to constitute norm groups, so the comparisons should only be used as an indication and should not be taken out of proportion. In addition, data from Inspectors and Chief Inspectors who completed ASSET recently as part of individual force surveys have also been used.

3.1.2 Sten scores

When comparing the data from Inspectors and Chief Inspectors to the various norm groups, a 1 to 10 (Sten) score is produced for each ASSET measurement scale, where a score in the range 4 to 7 indicates a response (e.g. to work-life balance) that is typical of the comparison group. A more extreme score (1 to 3 or 8 to 10) indicates that members of the Inspecting ranks have responded in a way that is not typical (e.g. more or less troubled by working relationships) of the comparison group. The scores reported are therefore not absolute scores, but an indication of how the results fair relative to the particular comparison group.

Trained representatives from the ICC have access to the online ASSET reporting software, which will enable them to carry out further detailed interrogation of the ASSET survey results independently. This analysis provides graphical output at group level and there is no means by which to identify individual responses.

3.1.3 Focus Groups

After the initial analysis of the survey results, follow-up focus group discussions were facilitated by consultants from Robertson Cooper with members of the Inspecting ranks in January 2008. The purpose of the discussions was to explore specific results from the survey in more detail and to gather input on realistic solutions and improvements going forward.

Five focus groups were facilitated in either Surbiton or Manchester (lasting one and a half hours each) and there was fairly good attendance overall (26 attendees in total). 22 Inspectors and four Chief Inspectors attended the groups. Representatives from the following forces were present:

- North Wales
- Durham
- Merseyside
- Cheshire
- GMP
- Staffordshire
- West Midlands
- The Metropolitan Police
- Surrey
- Hampshire
- Bedfordshire
- Wiltshire

It is important to note that any comments from the discussions should not be taken out of proportion, since the officers who attended the focus groups only represent a very small proportion (less than 1%) of the total number of Inspectors and Chief Inspectors. The findings have been used to provide context and additional insight into the survey findings, and are not intended to stand alone.

3.2 Sources of Pressure

3.2.1 General Working Population comparison

ASSET measures perceptions in respect of eight known workplace stressors. Figure 1.1 below shows the sources of pressure scores for members of the Inspecting ranks in comparison to the general working population. **The higher the score on these scales, the more the area is considered to be a source of pressure.** A score in the green area of the graph is indicative of a response that is typical of the comparison group. As can be seen, the majority of sources of pressure are not reported to any greater extent than is typical in the general working population, except Work-life balance and Overload.

It is important to consider that the survey questions in these areas explicitly asked whether respondents were ‘troubled by’ particular issues rather than just whether the issues existed. For example, a response of ‘strongly agree’ to the statement: ‘My relationships with colleagues are poor’ is very different to a response of ‘strongly agree’ to the statement: ‘I am troubled that my relationships with colleagues are poor’. The ASSET questions in this area tap into how individuals are impacted by certain aspects of the workplace rather than just whether they are present.

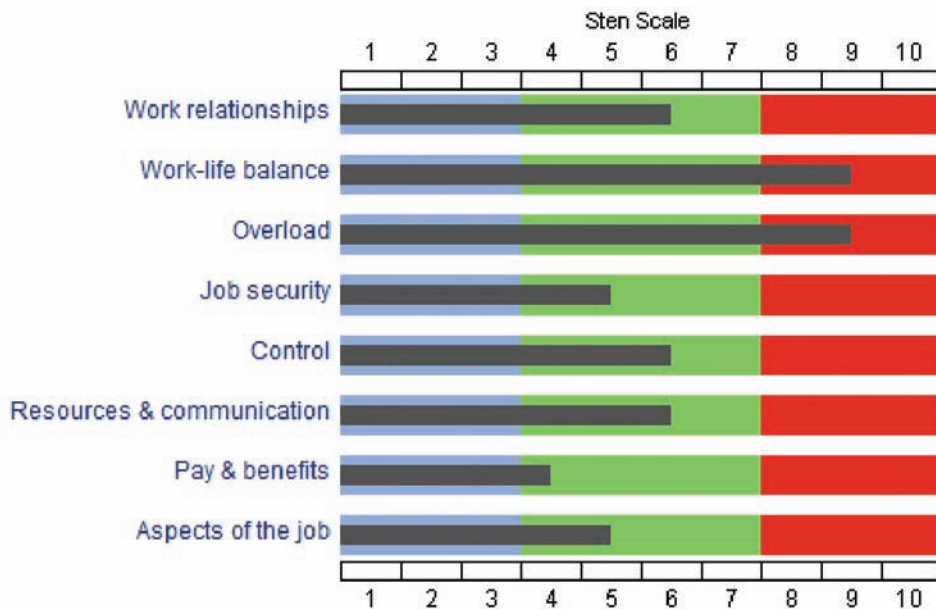


Figure 1.1 Sources of Pressure (General Working Population comparison)

In terms of Work-life balance, the main issues reported to be troubling were long hours (sten 10), excessive travel time (sten 8) and work interfering with home and personal life (sten 9). In terms of Overload the main issues identified as troubling in comparison to the general working population were technology overload (sten 10) and unmanageable workloads (sten 8).

In addition, one third of all respondents reported working in excess of 51 hours in an average week. This is concerning and provides continued support for the results obtained from the membership census in 2003, where it was found that 56% of respondents reported working in excess of the permitted 48 hours per week. Furthermore, 13% of respondents in the current survey said that they often or always have their rest days cancelled – this group reported high levels of concern with all of the sources of pressure measured by ASSET, as well as poor Physical health and Psychological well-being, suggesting that the cancellation of rest days is an important factor in terms of the experience of well-being.

These results begin to paint a picture of a group of officers who are dealing with high demands and working long hours to get the job done – more so than is typical in the broader UK working population.

Whilst the results for the other sources of pressure scales were typical of the general working population, there are some specific aspects within these scales that were reported to be more troubling than average:

- Others taking credit for my achievements (sten 9, part of Work relationships scale)
- Organisation changing for change's sake (sten 8, part of Aspects of the job scale)

It is important to reinforce that the findings discussed in this report are all based on comparisons between the ASSET survey responses from Inspectors and Chief Inspectors and various norm group data - good and bad results are purely determined on the basis of how responses sit in relation to typical responses in the general working population and the Police Service, rather than on an absolute basis. With this in mind, it is also beneficial to consider the average raw scores for the different ASSET survey items included on the survey, as well as the sten scores. These can be seen in Appendix III. The average raw score for the first item discussed above ('troubled by others taking credit for achievements') is actually 3.2 and the rating scale that respondents answered on ranged from 1-6 (where 1=strongly disagree and 6=strongly agree). So this tells us that, on average, respondents answered just above slight disagreement (average raw score of 3) on this question, which on the surface doesn't seem too bad. However, when we compare this response to that which is typical in the general working population, it is considerably less positive (hence a sten score of 9 is reported). The key point is that it is often beneficial to consider the raw scores as well as the sten scores to get a full understanding of the results – whilst comparatively a score may be particularly good or bad, the raw score might actually add an additional dimension to the result.

3.2.2 Police Service comparison

Figure 1.2 below shows the results for Inspectors and Chief Inspectors in comparison to others in the Police Service (officers and staff). This indicates that in some respects Inspectors and Chief Inspectors report sources of pressure at a similar level to elsewhere in the Police Service. Yet, Work relationships, Work-life balance and Overload are all perceived to be greater sources of pressure than is typical of the Police Service more broadly.

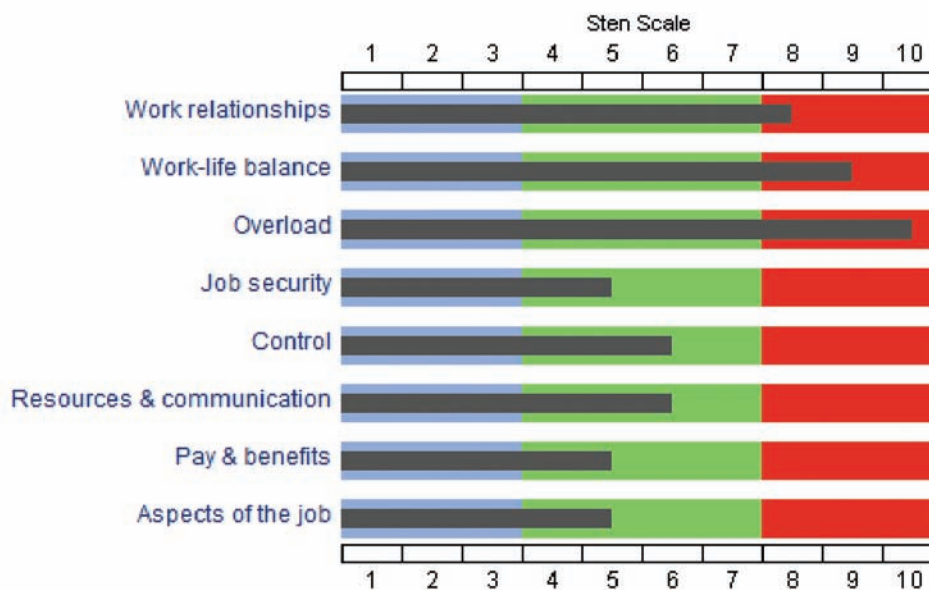


Figure 1.2 Sources of Pressure (Composite Police Service comparison)

Some of these areas were discussed in more detail at the focus groups. In terms of Work-life balance and Overload the key issues highlighted by Inspectors and Chief Inspectors are summarised below:

- Relentless workloads
- Not enough Inspectors to share the workload – lack of resilience
- High levels of responsibility and accountability – “the buck stops with Inspectors”. Perception that Inspectors are responsible for implementing the decisions that senior management make and ensuring that things happen, without actually being involved in the decision making processes
- Pressure from above combined with supporting / managing ranks below means it is a unique situation to be in – classic middle management problem
- Everything appears to be a priority – lack of clarity around what is genuinely important
- Unreasonable deadlines and requests from senior management – everything is always ‘needed yesterday’. Perception that workloads are often imposed due to senior managers ‘covering their backs’ rather than a genuine need
- ‘Slave to performance figures’ - they drive the workload rather than the real priorities
- Unnecessary time spent in meetings – often attend meetings that perceive don’t really need to be there for

- Necessary to work long hours just to get the basics of the job done. Many examples given of working 65+ hours / week as standard
- Not being paid for overtime - perceptions of inequality as not being fairly rewarded for the work done. Examples given of Sergeants working fewer hours but being paid more than Inspectors because of their paid overtime – feeling that the system is unfair. This exacerbates the frustrations of long hours and excessive workloads
- Ingrained long hours culture – expectation that will work long hours and it's frowned upon if don't. It's part of the culture which is generally reinforced by senior management. Also perceived to be linked with promotion eligibility
- Constantly contactable - never feel 'off duty' even if not officially on-call
- Not able to take full quota of leave or time off in lieu due to workloads - perception that it creates bigger workload problems if take the time off
- Lack of system to effectively monitor working hours - hours are recorded in some forces but nothing tends to be done with the information and it's often recorded inaccurately by officers to avoid drawing attention to long hours
- Very difficult to have any kind of life outside of work - the job takes over
- Lack of consideration given to work-life balance - meetings either very early or very late, last minute shift changes etc
- Work-life balance policies and guidelines generally exist on paper only - they are not really lived by people at senior levels

It is interesting that the survey results indicate that pay and benefits are not perceived to be a source of pressure to any greater extent than is typical in the general working population or the Police Service, yet unpaid overtime and the perceived inequality of this was a big focus of the discussion sessions. This inconsistency may well be due to the specific angle of the question on the survey related to pay and benefits – participants were asked to rate their level of agreement with the statement: 'I am troubled that my pay & benefits are not as good as other people doing the same or similar work'. It is likely that in answering this question participants would have compared their pay and benefits to that of other Inspectors and Chief Inspectors (i.e. others doing the same or similar work) and therefore felt that they were on a par. However, if the question had asked about the perceived fairness of pay and benefits in relation to the number of hours actually worked or in relation to officers in lower ranks, the question would probably have yielded quite different responses.

In terms of Work relationships, it was aggressive management style (sten 9), isolation at work (sten 8), unclear expectations from boss (sten 10), boss forever finding fault (sten 10) and others taking credit for achievements (sten 10) that were the main issues relative to others in the Police Service. These are less expected findings than those regarding Overload and Work-life balance. The key points from the focus groups in terms of Work relationships are detailed below:

- Focus on performance figures can often contribute to senior managers being aggressive and task focused in their pursuit of success – at the expense of other ‘people’ related issues. “Even if they aren’t nasty people – when it comes to performance, management styles can be inappropriate and aggressive in order to achieve results”.
- Promotion system perpetuates the total focus on performance figures, as other factors don’t seem to be taken into account – this means that consideration and respect for people often come second place. It was highlighted that many senior managers don’t appear to realise that well-being will impact positively on performance – i.e. treat people well and you get more from them. Behaviour at senior levels is more often than not determined by promotion aspirations – people will do whatever it takes to ‘tick the boxes’, rather than what is best or what is right.
- Often feel isolated and unsupported in Inspecting ranks – not part of senior management team, but don’t ‘belong’ with the Sergeants and Constables either. Have to bridge the gap between senior management and the lower ranks. “Can sometimes feel like the senior management mouthpiece, even though not been part of the decision making process”
- Perception that senior management don’t feel the need to support Inspectors and Chief Inspectors as they should just be able to ‘get on with it’.
- Threats and bullying often used as means by which to ensure targets are met
- The management style of the Chief Constable in each force has a big impact and seems to set the tone for the senior managers and filters down the organisation

The following sources of pressure were also identified when the survey data were compared to the Police Service norms, but were not found when compared to the general working population:

- Unrealistic deadlines (sten 10)
- Lack of time to do the job properly (sten 9)
- Lack of job permanence (sten 8)
- Lack of influence over performance targets (sten 9)
- Lack of adequate training to do the job (sten 8)

Lack of adequate training was explored during the focus groups and the following issues and examples were consistently raised:

- Training for Inspectors was generally felt to be lacking (not so bad for Chief Inspectors) – very little training when move from Sergeant to Inspector level and often too generic for specialist roles. Perceive that there’s an assumption that you will be able to cope, without considering the skills required to take on the additional responsibility and workload
- Difficult to find time to attend training, even if it is possible to get some
- Feel that e-learning alone is inadequate and shouldn’t be relied on as much as it tends to be
- Perception that training resources tend to be more focused on Sergeants, when really Inspectors have a more critical management role to play and probably need the training more

3.2.3 Police Officer comparison

The survey data from Inspectors and Chief Inspectors have also been compared to a Police Officer norm group. The results are detailed in figure 1.3 below. This shows a fairly similar pattern of results as when compared to the composite Police Service norm group. However, Control is perceived to be much less of a source of pressure in comparison to other police officers, than in comparison to the Police Service more broadly. This is likely to be because perceptions of control and influence tend to be fairly low in the Police Service generally, due to the inherent lack of influence over targets, the rank structure and the reactive nature of many roles. At the level of seniority of Inspector and Chief Inspector, it is therefore not surprising that relative to others in the Police Service, lack of control is less of an issue.

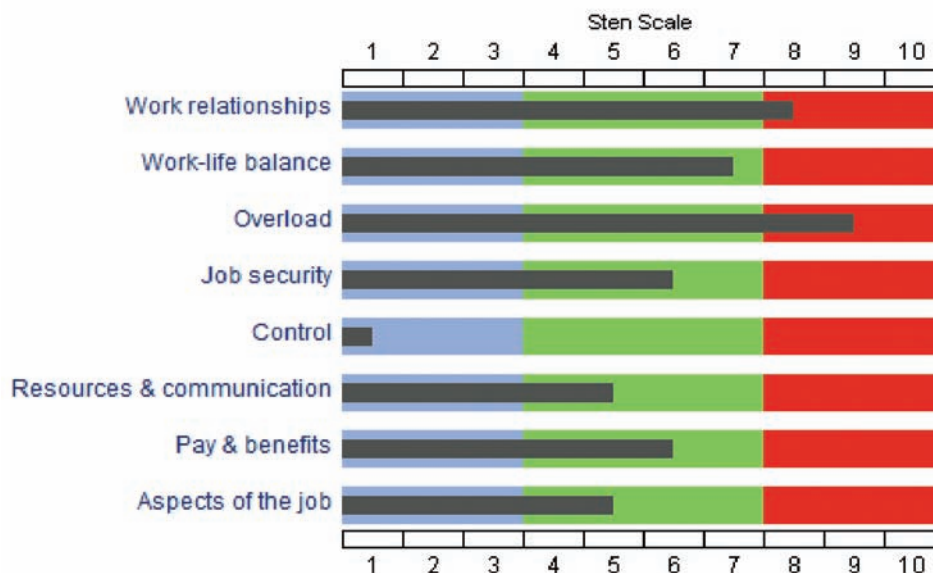


Figure 1.3 Sources of Pressure (Police Officer comparison)

3.2.4 Additional sources of pressure

The ICC added a bespoke question to the survey asking whether respondents were troubled by 'constantly changing performance targets'. The response scale ranged from 1-6 (where 1=strongly disagree; 6=strongly agree), but as this was a bespoke question we do not have norm data for comparison purposes. The average response from Inspectors and Chief Inspectors to this questions was fairly neutral, lying in between 'slightly disagree' and 'slightly agree' (3.7). Whilst this doesn't represent a major cause for concern, there is clearly room for improvement in this area. During the focus groups, officers talked about shifting priorities and changes in targets driven by political agendas.

3.2.5 Sources of Pressure summary

The results regarding sources of pressure are clear and consistent – Inspectors and Chief Inspectors perceive excessive work demands, poor work-life balance and difficult working relationships (upwards). These are undeniably areas that now require attention and remedial action. It is likely that some of the issues reported are linked to the significant changes that have taken place in the Police Service during the last 10-15 years. The Inspecting ranks have been at the forefront of changes designed to improve performance and the production of performance data – for example, Divisions being replaced by BCUs and Sub-divisions by Sectors, with Inspectors and Chief Inspectors responsible for performance. Furthermore, Geographical areas previously commanded by a Chief Superintendent or Superintendent are now more often than not the responsibility of Chief Inspectors and Inspectors.

It is likely that the culture at Inspector / Chief Inspector level, and the role requirements, reinforce and encourage long working hours and create high levels of demand and probably have done for a long time. Dealing with the kinds of issues reported in this survey will not be an overnight job - fundamental changes to the nature of the roles will need to be made and the culture will need to be challenged over time before the working environment for Inspectors and Chief Inspectors can change for the better.

It is important to remember however that there were a number of sources of pressure measured by ASSET that were not causes for concern in relation to others, which is encouraging. The pattern of results found reflects the level of seniority of these officers to some extent – for example, they are likely to have a certain level of control over how they work and will have some influence over resources and communication to the extent that these issues are not major sources of pressure. However, with seniority typically comes longer hours, increased workloads and increased responsibility and the survey results certainly indicate that these are major areas of concern.

3.3 Organisational Commitment

To get a clear indication of the perceived impact of working life on Inspectors and Chief Inspectors it is important to consider the impact on organisational commitment levels. Two aspects of organisational commitment are assessed by ASSET. The first is how committed employees feel towards their organisation and the second is how committed they feel their organisation is towards them. **The higher the score on these scales, the greater the expressed level of commitment.**

Figure 1.4 shows the organisational commitment levels reported by Inspectors and Chief Inspectors in comparison to the general working population, figure 1.5 in relation to other Police Service personnel and figure 1.6 in relation to other police officers. As can be seen, in comparison to all of these groups, on average, respondents express strong levels of commitment to their organisations. This is really positive and indicates good levels of dedication and allegiance from Inspectors and Chief Inspectors. Whilst there is a slight discrepancy between the levels of commitment reported towards the organisation and those perceived from the organisation, this doesn't represent a cause for concern, given that perceptions of commitment from the organisation are still within the average range for each comparison group.

The most positive aspects of commitment reported (in comparison to the general working population) were as follows:

- > Employees prepared to put themselves out for the organisation (sten 9)
- > Employees prepared to take on responsibility and tasks not in their job description (sten 8)

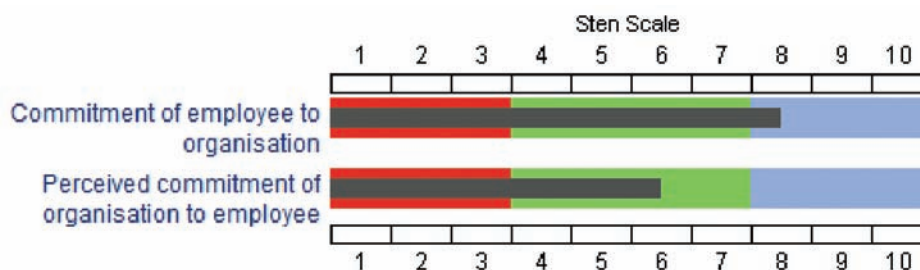


Figure 1.4 Organisational Commitment (General Working Population comparison)

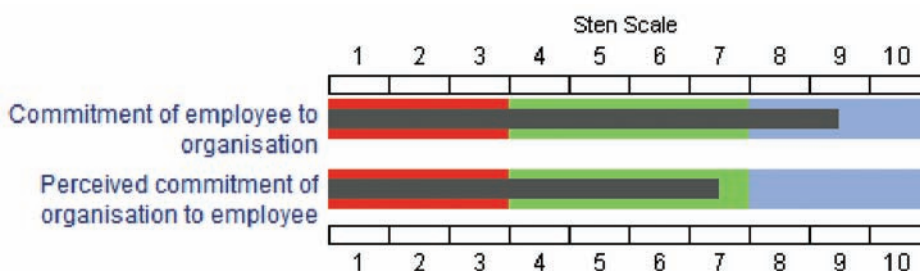


Figure 1.5 Organisational Commitment (Composite Police Service comparison)

Figure 1.7 Health perceptions (General Working Population comparison)

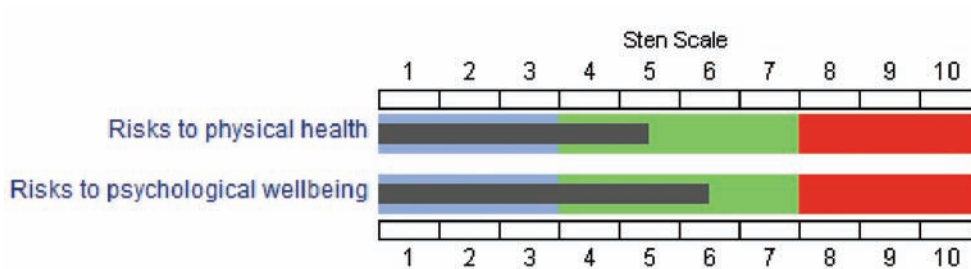


Figure 1.8 Health perceptions (Composite Police Service comparison)

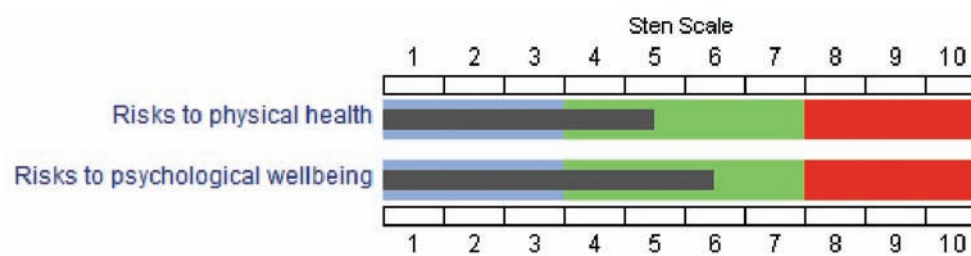


Figure 1.9 Health perceptions (Police Officer comparison)

There were no specific health concerns (e.g. headaches, irritability, aches and pains) reported to any greater degree than is typical in the general working population. The following symptoms were however reported more frequently than is typical in the Police Service:

- Indigestion or heartburn (sten 8)
- Insomnia – sleep loss (sten 9)
- Unable to listen to other people (sten 9)

Furthermore, the following symptoms were reported to a greater extent than is typical in police officers specifically:

- Insomnia – sleep loss (sten 8)
- Panic or anxiety attacks (sten 8)
- Unable to listen to other people (sten 8)

It was found that only 9% of respondents reported experiencing a significant illness in the last six months and 93% rated their health as good or alright over the last three months which is encouraging.

Ill-health is taken as an outcome measure, or a negative effect, of stress – in that sense, it is interesting that some clear sources of pressure were reported by Inspectors and Chief Inspectors in the form of Overload and poor Work-life balance, but these do not seem to have translated into stress related ill-health (to any greater degree than is typical in the general working population or the Police Service). This finding seems to contradict some of the anecdotal evidence regarding ill-health in the Inspecting ranks. It is certainly the case that poor health is evident in specific sub-groups, but these data indicate that it is not a widespread problem. However, this is not to say that the sources of pressure reported should be ignored just because they do not appear to be impacting on health at this time - they may well contribute to wide-spread ill-health in the future, if not addressed.

The survey also revealed that 13% of respondents said they had been absent from work due to stress-related ill-health whilst in the Inspecting ranks, indicating that it is definitely an issue. Of these however, a massive 70% attributed the absence to a non stress related cause – this signals that there must still be a certain level of stigma associated with stress and that Inspectors and Chief Inspectors do not always feel they can report it honestly. Based on this finding, it is reasonable to suggest that force stress-related sickness absence figures for Inspectors and Chief Inspectors are likely to provide a very inaccurate indication of the current situation. The fact that the majority of Inspectors and Chief Inspectors are male probably contributes to the stigmatisation of stress at this level, since it is often something that is incorrectly labelled as a sign of weakness and it isn't very "macho" to be seen to be suffering from stress, particularly within the Police Service culture.

During the focus groups, officers were generally surprised that the results regarding health were not poorer for Inspectors and Chief Inspectors. A suggestion put forward was that ill-health will actually be under represented in a self-report survey, as many Inspectors and Chief Inspectors are not aware that they are experiencing ill-health until something serious happens to them, until they retire or until someone else draws it to their attention. It was proposed that often a certain level of ill-health (due to long hours, excessive demands, shift work etc) becomes the norm and is just perceived as 'part of the job' and 'the way things are' and officers will carry on coming to work when really they should take sick leave. It was suggested that once a certain level of ill-health becomes the norm it may no longer be perceived as ill-health and judgements regarding the frequency with which ill-health symptoms are experienced may be clouded. This is a potentially valid explanation for why a greater proportion of Inspectors and Chief Inspectors reported taking no sick days in the last three months (88%) than is typical in the Police Service (65-70%).

It could also be the case that the gender makeup of the survey sample contributed to the health results. The majority of the sample (nearly 90%) was male and males are generally less likely to be aware of and report ill-health compared to females - it could well be this that is driving the results in this area. In this survey the small female sample did report poorer health relative to their male counterparts, which is a common pattern in the general working population. It is difficult to know however, whether it is a genuine difference in health that is being observed or actually a function of differences in the level of awareness and reporting of symptoms.

Other officers in the focus groups indicated however that the health results do seem reflective of the Inspecting ranks generally – most are fairly healthy, but there are certain individuals (and groups) with ill-health and badly managed lifestyles.

On the same theme, it was also revealed by the survey that nearly half of all respondents (46%) said they had been absent from work due to illness, but taken leave instead whilst in the Inspecting ranks. This represents an increase from the 31% of respondents indicating they took annual leave instead of sick leave in the 2003 census. Many examples of this were given in the focus groups and it certainly appeared to be common practice. It was highlighted that promotion decisions will be affected by sickness records (as few as two incidents of sickness per year creating a problem), so if an individual is likely to be going for promotion, it was suggested that without question they would take leave instead of report sick and this has become the norm. This means that sickness absence figures (not just stress-related) for the Inspecting ranks are likely to be a largely inaccurate indicator of health. Similarly, it seems that self report measures may also fail to capture a truly accurate picture of health levels for many. It seems that objective health screening would be the most effective way of accurately identifying the extent of ill-health within this group. This is obviously not something that would be easy to implement on a local or national scale.

3.5 Comparison to other ranks

The ASSET survey data from the core ASSET scales were compared to previously collected data from Police Sergeants (n=2622) and Superintendents (including Chief Superintendents) (n=197). As mentioned earlier in the report, these data sets are not sufficient to constitute norm groups, and as such, the comparisons should not be over relied on. A series of t-tests was carried out to identify any statistically significant differences between the ASSET data from Inspectors and Chief Inspectors and that from Sergeants and Superintendents. The key findings from the comparison analysis are noted below.

- Inspectors and Chief Inspectors reported Work relationships (t=8.29, p<0.01), Work-life balance (t=17.65, p<0.01), Overload (t=13.72, p<0.01) and Pay and benefits (t=12.32, p<0.01) to be significantly greater sources of pressure than Sergeants did

- Inspectors and Chief Inspectors reported significantly less concern about Resources and communication ($t=-5.3$, $p<0.01$) and Aspects of the job ($t=-17.3$, $p<0.01$) relative to Sergeants
- Inspectors and Chief Inspectors reported significantly greater levels of commitment to ($t=15.61$, $p<0.01$) and from ($t=16.62$, $p<0.01$) the organisation compared to Sergeants
- Inspectors and Chief Inspectors reported Work relationships ($t=26.82$, $p<0.01$), Work-life balance ($t=2.34$, $p<0.05$), Job security ($t=31.11$, $p<0.01$), Control ($t=41.48$, $p<0.01$), Resources and communication ($t=33.6$, $p<0.01$), Aspects of job ($t=51.06$, $p<0.01$) and Pay and benefits ($t=36.5$, $p<0.01$) to be significantly greater sources of pressure than Superintendents did
- Inspectors and Chief Inspectors expressed significantly lower levels of commitment to ($t=-44.4$, $p<0.01$) and from the organisation ($t=-46.0$, $p<0.01$) relative to Superintendents
- Inspectors and Chief Inspectors reported significantly poorer Physical health ($t=11.72$, $p<0.01$) and Psychological well-being ($t=5.01$, $p<0.01$) relative to Superintendents

It is interesting that Inspectors and Chief Inspectors reported greater concern about Work relationships, Work-life balance and Pay and benefits compared to officers in the ranks above and below them. Whilst caution should be observed when interpreting these comparisons (due to small sample sizes), it does add weight to the argument that there is something unique about the Inspecting ranks that contributes to the experience of increased pressure in these areas.

To further investigate perceptions regarding the three main sources of pressure (Work relationships, Work-life balance and Overload) a comparison with data from 635 Inspectors and Chief Inspectors (collected from five individual forces in the past two years) was also carried out using a series of t-tests. This revealed that perceptions regarding all three of these sources of pressure were significantly poorer for Inspectors and Chief Inspectors in the current sample compared to the average responses across the data collected from individual forces. The statistics were as follows:

- Work relationships ($t=10.49$, $p<0.01$)
- Work-life balance ($t=25.72$, $p<0.01$)
- Overload ($t=10.31$, $p<0.01$)

This suggests one of two things – either perceptions in these areas are actually worse than they have been in the past, or respondents answered the survey differently in the context of a force-wide survey compared to the context of a national survey of all Inspectors and Chief Inspectors.

3.6 Engagement

The ICC ASSET survey measured two aspects of engagement: Motivation and Effort. The questions in these areas were developed recently by Robertson Cooper, but a relatively small (n=9,500) General Working Population norm group is available for comparison purposes. Figure 2.1 below shows the mean scores for respondents on each of the Motivation and Effort questions. *N.b. questions in this section were answered on a six-point agreement scale, where 1=strongly disagree; 6=strongly agree.*

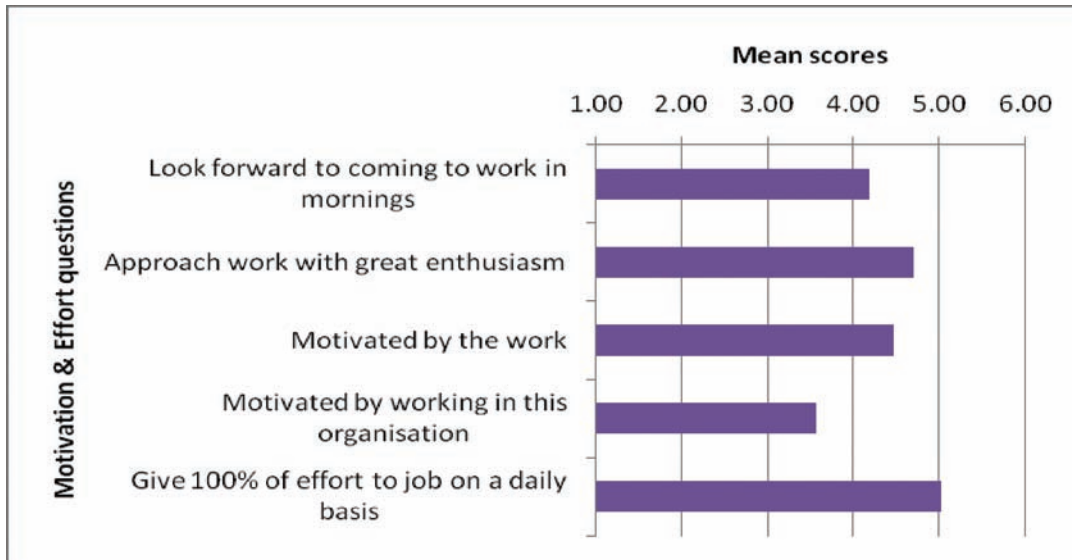


Figure 2.1 Mean scores for Motivation questions

This shows that Inspectors and Chief Inspectors generally agreed (mean score of 5) that they give 100% of effort on a daily basis, which is positive and fits with the strong levels of organisational commitment found and the comments made during the focus groups. Respondents were, on average, in between slight agreement and agreement in terms of looking forward to coming to work, approaching work with great enthusiasm and being motivated by the work they do. All of these items were responded to significantly more positively than is typical in the general working population which is encouraging, even though the mean scores do not look particularly high in their own right.

The least positive response in this area was in terms of being motivated by working for the organisation, which scores, on average, a neutral response in between slightly disagree and slightly agree (mean score of 3.57). This was a significantly less positive response compared to the general working population. It is interesting that members of the Inspecting ranks express strong commitment levels, yet the organisation does not seem to provide the motivation to work hard and remain dedicated, suggesting that this comes from elsewhere.

3.7 Sense of Purpose

ASSET also measures perceptions regarding Sense of Purpose. Research indicates that having a clearly defined sense of purpose is critical to our experience of well-being at work – people who understand how their role fits into the bigger picture and have clear objectives and goals to work towards tend to experience a greater sense of well-being and

satisfaction at work. Nowadays employees want much more from work than a pay cheque at the end of the month – finding a sense of purpose and meaning in what they do is much further up the agenda than it has ever been.

As with the Engagement questions these were developed relatively recently by Robertson Cooper, but a small norm group is available for comparisons on some questions. Figure 2.2 below shows the mean scores for the questions relating to -Sense of Purpose. *N.b. questions in this section were answered on a six-point agreement scale, where 1=strongly disagree; 6=strongly agree.*

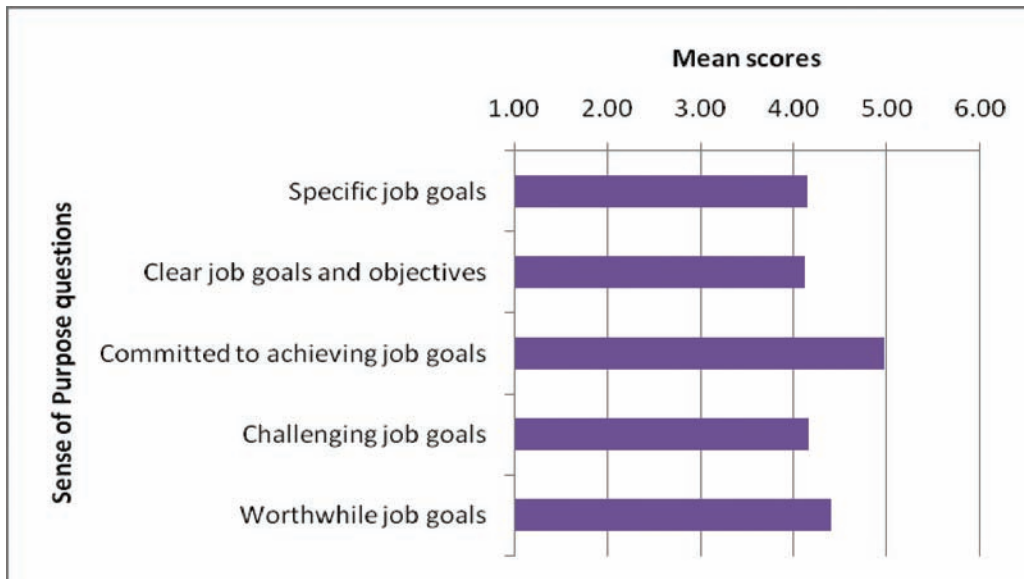


Figure 2.2. Mean scores for Sense of Purpose questions

Inspectors and Chief Inspectors, on average, agreed that they are committed to achieving their job goals (mean score of 4.97) which seems positive and again ties in with the results regarding organisational commitment. However, it is interesting to note that respondents were actually significantly less positive in response to this question than is typically the case in the general working population. This possibly suggests that whilst members of the Inspecting ranks are committed to their communities and to the Police Service more broadly, they are not as committed to their specific job goals and targets. Perhaps this could be down to lack of clarity in terms of how the two aspects map on to each other.

For the other areas related to Sense of Purpose – i.e. whether job goals are perceived to be specific, clear, challenging and worthwhile – Inspectors and Chief Inspectors, on average, responded only just above slight agreement. When compared to the general working population however, respondents were significantly more positive in terms of specificity of job goals, but significantly less positive in terms of job goal clarity. There is currently no norm data available for the remaining two aspects of Sense of Purpose.

This indicates that whilst job goals and tasks may be perceived as relatively specific and detailed, there appears to be lack of clarity around broader goals and objectives and how tasks fit into the bigger picture. Examples given in the focus groups about shifting priorities and targets and lack of clarity in terms of what the current focus is and why are certainly likely to be contributory factors to these findings, even though individual tasks may be quite detailed and specific.

3.8 Workplace Bullying

A number of questions were asked on the survey regarding workplace bullying. Whilst bullying is a matter of individual interpretation to some extent, a definition covering what does and does not constitute bullying was included as part of the survey to help ensure more objective answers were given. The definition used was:

“Workplace BULLYING is 'repeated inappropriate behaviour, direct or indirect, whether verbal or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual's right to dignity at work'. An isolated incident of the behaviour described in this definition may be an affront to dignity at work but is not considered to be bullying”.

The results for the bullying questions are shown in the table below.

Table 1: Reported Workplace Bullying

Questions	Response percentages
Have you ever been bullied at work whilst in the Inspecting ranks	Yes: 29% (n=1,462)
If Yes, was it within the last 6 months	Yes: 41% of above respondents
What was the source of bullying	Manager/Supervisor: 95%; Peer/Colleague: 7%; Subordinate: 5%; Other: 2%
Have you ever witnessed bullying at work whilst in the Inspecting ranks	Yes: 33% (n=1,700)
If Yes, was it within the last 6 months	Yes: 54% of above respondents
What was the source of bullying witnessed	Manager/Supervisor: 85%; Peer/Colleague: 16%; Subordinate: 11%; Other: 1%

Whilst the proportions of Inspectors and Chief Inspectors who report being bullied at work or witnessing bullying appear fairly high, they are actually similar to those found in the Police Service generally⁶. This does not imply that it is something that need not be addressed - just that it is not something unique to the Inspecting ranks. The levels of bullying and witnessed bullying are higher than would be expected in the Private Sector.

Leadership / management style is a critical factor that impacts on levels of well-being. It is important for managers to get the balance right between challenging and supporting their staff as appropriate to ensure optimum levels of well-being. The survey results and comments from the focus groups regarding aggressive management style and bullying certainly indicate that the prevalent style at senior level is perceived to be more challenging than it is supportive.

⁶ Based on data collected in other Police Service ASSET surveys

3.9 Productivity

The survey asked respondents to estimate their productivity levels over the last three months. Whilst there are obvious limitations to self report measures, there is reasonably strong evidence indicating a close relationship between self-reported productivity levels and objective measures of productivity/output⁷. This means we can be fairly confident in the accuracy of self-reported levels. The figure below shows the reported productivity levels for Inspectors and Chief Inspectors.

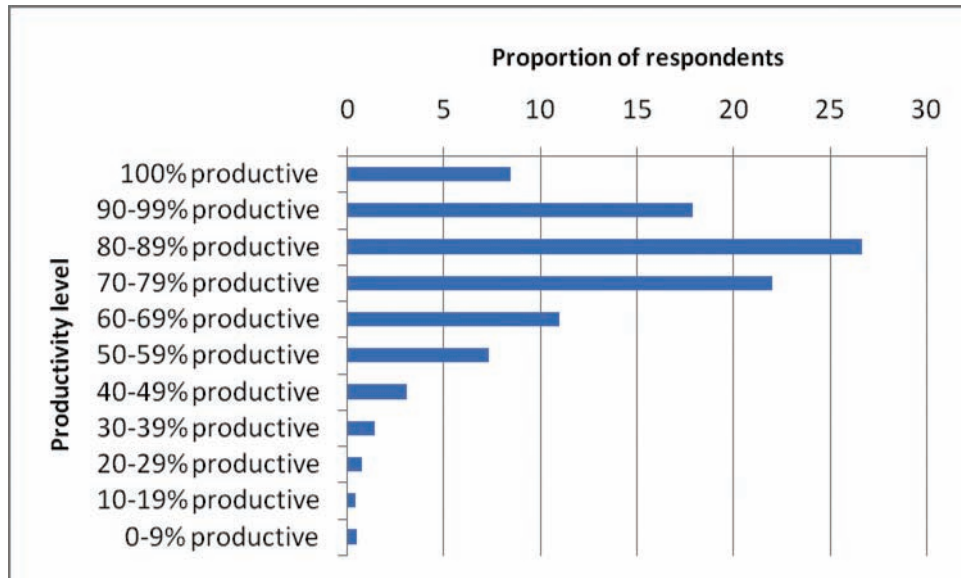


Figure 2.3 Self-reported productivity levels

This shows that only just over half of all respondents (53%) felt that they had been 80% or more productive during the last three months. Across five individual police forces where ASSET surveys have been carried out recently, the average proportion of respondents who said they had been 80% productive or more was 77%, which is considerably higher than that reported by Inspectors and Chief Inspectors in this survey. Self-reported productivity data from the Inspectors and Chief Inspectors in these five individual forces (n=635) were also investigated – the average proportion reporting 80% or more productivity in the last three months was 78%, which is again considerably higher than the proportion in the current sample. Furthermore, data from the 1195 Sergeants in these five forces show that 77% reported productivity levels of 80% or above and data from the 65 Superintendents show that 83% reported productivity levels of 80% or more.

⁷ E.G. Meerding, W.J., IJzelenberg, W., Koopmaschap, M.A., Severens, Burdorf, A. (2005). Health problems lead to considerable productivity loss at work among workers with high physical load jobs. *Journal of Clinical Epidemiology* (58) 517-523

These results could mean that reported productivity is relatively poor for members of the Inspecting ranks compared to the Police Service more broadly and is actually worse now than it has been in the past. However, it must be considered that the response scale for the ASSET productivity question has changed over time and this could have influenced responses. Participants in the Inspectors' Well-Being at Work Survey were asked to respond to an 11-point scale (as per figure 3.9 above). The majority of individual forces that have used ASSET previously responded to a seven-point scale (where anything below 70% was captured in one option). This change could have impacted on responses in the current survey, since there was a wider range of options to choose from.

Further analysis was undertaken to investigate the relationships between responses on the ASSET sources of pressure scales and the productivity levels reported by Inspectors and Chief Inspectors. It was found that perceptions regarding Control ($r=0.348$) and Relationships at work ($r=0.305$) had the strongest relationships with productivity, in the expected direction. Through regression analysis, it was also found that Control and Aspects of the job, relative to the other sources of pressure measured by ASSET, were the best predictors of productivity in Inspectors and Chief Inspectors.

This indicates that Work-life balance and Overload, the areas of greatest concern to Inspectors and Chief Inspectors, are not actually the strongest predictors of productivity. These findings also suggest that other factors not specifically measured in this survey (e.g. levels of resource) are very likely to be contributing to the relatively low levels of productivity observed, since perceptions regarding Control and Aspects of the job are relatively positive in the current sample.

4. Sub group comparisons

The data from members of the Inspecting ranks were analysed to determine whether any particular sub-groups reported considerably poorer levels of well-being than was typical of most. The trends worth highlighting are discussed in the sub-sections below. **Please note that all results in this section are based on comparisons to the Police Service norm group.**

4.1 Force

The data were analysed by force in order to identify any differences in perceptions regarding well-being at work across forces. The table below lists the forces where, on average, respondents reported concern in six or more of the core areas measured by ASSET (across sources of pressure, commitment and health) and have therefore been identified as 'hot spot' groups. The proportion of respondents in each force who reported productivity levels of 80% or more is also detailed. In all but one of these forces, reported productivity levels are lower than the average of 53% (reporting 80% productivity or more) found across all Inspectors and Chief Inspectors in the survey. This further supports the link between poor well-being and low productivity levels.

Existing research indicates that psychological well-being and perceptions of commitment from the organisation are important predictors of self-reported productivity levels⁸. Therefore, in the forces where Psychological well-being and Perceptions of commitment from the organisation are relatively poor, there is a compelling 'business case' for improving these areas (by addressing the sources of pressure experienced) in order to impact positively on productivity levels.⁸

⁸ Donald, I., Taylor, P., Johnson, S., Cooper, C., Cartwright, S. & Robertson, S. (2005). Work environments, stress and productivity: An examination using ASSET. International Journal of Stress Management, 12, 409-423.

Table 2. Forces with poorer ASSET results

Force (response rate)	Areas of concern
Northumbria (62%)	Work Relationships; Work-life balance; Overload; Job security; Control; Resources & communication; Pay & benefits; low perceived commitment from the organisation; poor Physical health and Psychological well-being; 40% reported productivity levels of 80% or above
North Wales (57%)	Work relationships; Work-life balance; Overload; Job security; Control; Pay & benefits; low perceived commitment from the organisation; poor Physical health and Psychological well-being; 51% reported productivity levels of 80% or above
Nottinghamshire (53%)	Work relationships; Work-life balance; Overload; Control; Resources & communication; low perceived commitment from the organisation; poor Physical health and Psychological well-being; 44% reported productivity levels of 80% or above
Wiltshire (76%)	Work relationships; Work-life balance; Overload; Job security; Resources & communication; poor Physical health and Psychological well-being; 41% reported productivity levels of 80% or above
Merseyside (53%)	Work relationships; Work-life balance; Overload; Control; poor Physical health and Psychological well-being; 55% reported productivity levels of 80% or above
Bedfordshire 64%)	Work relationships; Work-life balance; Overload; Resources & communication; low perceived commitment from the organisation; poor Psychological well-being; 44% reported productivity levels of 80% or above
Essex (67%)	Work relationships; Work-life balance; Overload; Control; Resources & communication; low perceived commitment from the organisation; 51% reported productivity levels of 80% or above

The overall results for a number of forces were also relatively positive, with concern expressed in no, or only one area compared to the Police Service norm group. These forces are detailed in the table below. It is important to note that the proportions of respondents in these forces who reported productivity levels of 80% or more are considerably higher than the average across all Inspectors and Chief Inspectors of 53%. Again, highlighting the association between strong levels of well-being and high productivity. It would be useful to learn from these groups in terms of what contributes to their more positive experiences of working life.

Table 3: Forces with more positive ASSET results

Force (response rate)	Areas of concern and reported productivity
Cleveland (77%)	Overload; 65% reported productivity levels of 80% or above
Dorset (82%)	None; 49% reported productivity levels of 80% or above
Derbyshire (81%)	Work-life balance; 68% reported productivity levels of 80% or above
South Wales (20%)	Overload; 62% reported productivity levels of 80% or above

In terms of workplace bullying, respondents from the following forces reported considerably higher levels than the average for the whole sample:

- North Wales: 59% reported being bullied, 44% witnessed bullying
- Wiltshire: 46% reported being bullied, 47% witnessed bullying
- Northumbria: 46% reported being bullied, 47% witnessed bullying
- Norfolk: 45% reported being bullied, 45% witnessed bullying
- Merseyside: 39% reported being bullied, 46% witnessed bullying
- Essex: 38% reported being bullied, 39% witnessed bullying
- West Midlands: 38% reported being bullied, 37% witnessed bullying
- Gloucestershire: 37% reported being bullied, 44% witnessed bullying
- Greater Manchester: 34% reported being bullied, 39% witnessed bullying
- Lancashire: 34% reported being bullied, 31% witnessed bullying
- West Mercia: 34% reported being bullied, 33% witnessed bullying

A number of these forces were also identified in table 2 above, indicating that there are a number of issues that require attention.

4.2 Rank

Although not in all areas, the survey results were generally poorer for Inspectors (n=4,202) relative to Chief Inspectors (n=913) (based on Police Service norm group). The average ASSET scale scores for both ranks are detailed in Table 4 below. This shows that for Inspectors the main sources of pressure reported were Work relationships, Work-life balance and Overload. Whilst Chief Inspectors also reported concern about Work-life balance and Overload, they did not report Work relationships to be troubling to a greater extent than is typical in the Police Service. Concern about equitable Pay and benefits for Chief Inspectors was also at the top end of the average range (sten 7) indicating a potential source of pressure. This was not the case for Inspectors.

It was highlighted during the focus groups that the Chief Inspector rank is not generally somewhere that officers aspire to be – it was described as more of a stepping stone to the Superintendent rank. Significant increases in responsibility and workload were thought not to be reflected in the small pay increase from Inspector to Chief Inspector. This however, does not seem to be fully borne out in the survey results, since similar sources of pressure were also evident at Inspector level. This suggests that the frustrations at Chief Inspector level do not appear to impact on well-being levels any more so than at Inspector level.

In terms of organisational commitment, Chief Inspectors on average felt that their organisations were very committed to them (sten 10), but this perception wasn't as strong for Inspectors (sten 7). This does not raise a major issue however, as sten 7 is still at the top end of the average range of scores typical in the Police Service. During the focus groups it was commented that as seniority increases officers become closer to the organisation and feel that they get more back and are more valued than at less senior levels. This is also supported by the fact that respondents expressed significantly lower levels of commitment to and from the organisation, relative to the higher rank of Superintendent.

Health perceptions were very similar for Inspectors and Chief Inspectors and in terms of the experience of bullying, the proportion of Chief Inspectors that reported being bullied at work (32%) was slightly higher than the proportion of Inspectors (28%).

These results indicate that there are no major differences between Inspectors and Chief Inspectors in terms of perceptions regarding well-being at work - there is therefore no real argument for addressing the ranks differently in terms of any remedial action.

Table 4. ASSET survey results by Rank

ASSET Scale	Inspectors sten scores	Chief Inspectors sten scores
Work Relationships	8	6
Work-life Balance	9	10
Overload	10	10
Job Security	6	4
Control	6	3
Resources and Communication	6	3
Pay and Benefits	5	7
Aspects of the job	6	3
Commitment of the employee to the organisation	9	10
Perceived commitment of the organisation to employees	7	10
Physical Health	5	5
Psychological Well-Being	6	6

4.3 Role

The survey data for CID (n=1,667) and Uniform (n=3,437) respondents were compared and the results are shown in the figure below. As can be seen the results were generally poorer for Uniformed respondents, across a number of the sources of pressure, commitment and health scales.

n.b. for the sources of pressure scales: the higher the score the more the area is considered to be a source of pressure; for organisational commitment: the higher the score the stronger the reported level of commitment; for health: the higher the score the poorer the perception of health.

Figure 2.3. ASSET results by Job Role

4.3.1 CID

Within CID there was considerable variation in the survey results by the specific roles. BCU based detectives (n=586) reported the greatest number of pressures (Work relationships, sten 9; Work-life balance, sten 10; Overload, sten 10 and Pay and benefits, sten 8) relative to the other job roles. BCU based detectives also reported the lowest levels of perceived commitment from the organisation (sten 7) and the poorest health scores (although still within the typical range generally found in the Police Service).

During the focus groups it was generally agreed that BCU based detectives are not a surprising hot spot group, given that they are on 24-hour response and have to deal with low level and volume crime. The role is much more reactive than other CID roles (i.e. SIOs and Deputy SIOs managing serious crime investigations). It was also highlighted that experienced officers to delegate work to are lacking and it is often the case that uniformed officers are placed in CID roles without the necessary training. The perception was that experienced detectives choose to move into specialist roles because of the demands and pressures of being on a BCU – the BCU detective role therefore has a poor reputation and is seen as relatively less desirable than other CID roles and less able to command resources.

4.3.2 Uniform

Within the Uniform category the results were considerably poorer for those in General Operations / Response roles (n=937). Work relationships (sten 10), Work-life balance (sten 10), Overload (sten 10), Control (sten 10), Resources and communication (sten 9) and Aspects of the job (sten 8) were all reported to be sources of pressure to a greater extent than is typical in the Police Service. Levels of organisational commitment and health concerns for this group were typical of the Police Service however.

During the focus groups it was commented that the reactive nature of the General Operations / Response roles means officers are often under extreme time pressure and workloads are driven by the immediate demand and operational incidents. Fewer resources are perceived to be available to Operations / Response Inspectors and it was also thought that it is particularly difficult to take time off. It was highlighted that Uniformed Inspectors are generally seen as the 'lower class' which adds to the pressures. It was perceived that CID officers can generally see what they will be working on and can say 'no' to tasks more easily than Uniformed officers can.

4.4 Length of Service

There was little variation by length of service in terms of the ASSET sources of pressure reported. Overload and Work-life balance were reported to be sources of pressure across the board, irrespective of length of service. This reinforces the fact that these are enduring concerns that permeate the Inspecting ranks, regardless of many other factors. It is worth noting however that concerns about Job security increased, and concerns about Resources and communication decreased, with length of service. In terms of organisational commitment, perceptions of commitment from the organisation decreased with length of service (although responses were still within the typical range found in the Police Service). Health perceptions were poorer (although still within typical Police Service range) for those with medium length service (11-20 years) compared to short (6-10 years) or long (21+ years) service.

4.5 Length of time in current role

The survey data were also analysed to identify any differences in perceptions based on the time officers had been in their current roles. Whilst there was considerable variation in the results regarding sources of pressure, there did not appear to be an obvious pattern. In terms of organisational commitment however, there was a pattern in the results – those who had been in their current roles for a relatively short or long period of time reported stronger levels of commitment than those in the middle (see figure 2.4 below). It may be the case that role familiarity mitigates against the length of service commitment decrease noted in section 4.4. Officers may become increasingly dissatisfied with their organisation over time, but if they have been in the same role for a long period, a certain level of mastery and a strong support system may have developed that counteract broader dissatisfaction.

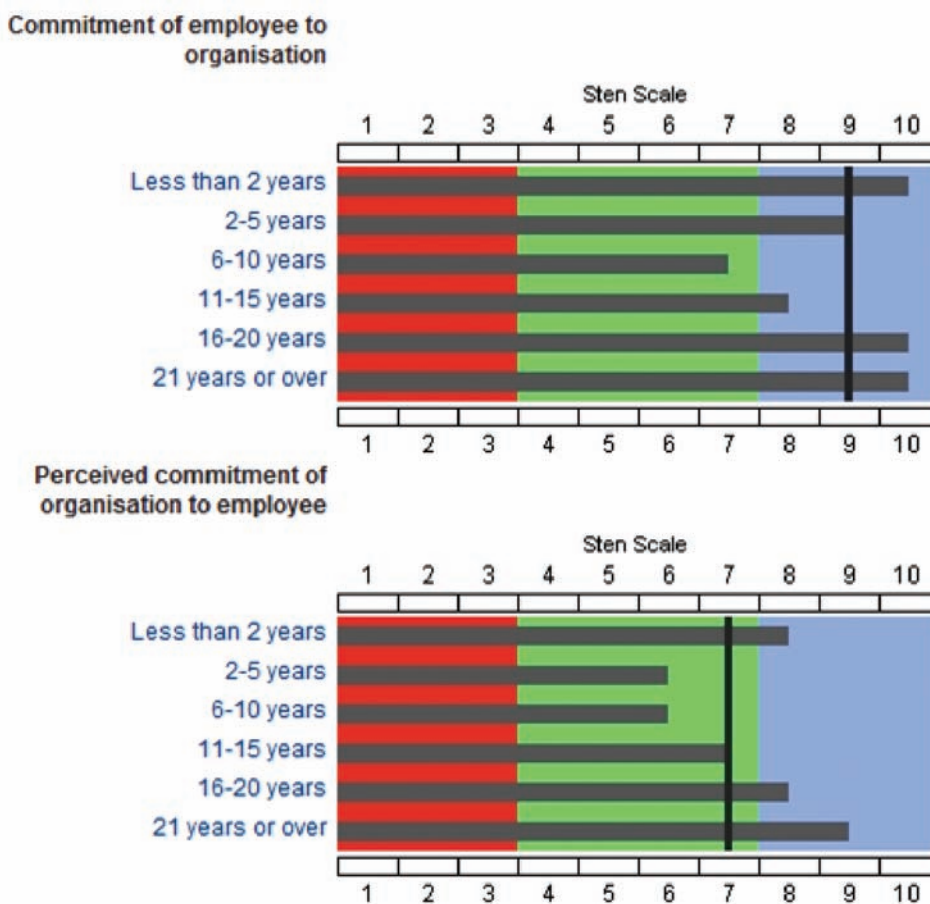


Figure 2.4. Organisational Commitment by Length of Time in Current Role

4.6 Number of direct reports

The results were generally more positive for respondents with direct line management responsibility for five or fewer people (n=1,307) compared to those with responsibility for more people. However, Work-life balance and Overload were still concerns (both sten 8) for this group – again highlighting the pervasiveness of these issues. For Inspectors and Chief Inspectors who directly manage over 50 people, concern about Work relationships (sten 10), Work-life balance (sten 10), Overload (sten 10) and Pay and benefits (sten 8) were

reported to a greater extent than is typical in the Police Service. Commitment levels were still strong for this group and health perceptions were within the typical range. So whilst there are clearly a number of additional frustrations and sources of pressure associated with managing more staff, this does not appear to be translating into reduced commitment or stress related ill-health for Inspectors and Chief Inspectors.

4.7 Working patterns

4.7.1 Shift work

The ASSET survey results were generally poorer for Inspectors and Chief Inspectors who work shifts (n=2,053) compared to those who do not. The results from all of the ASSET scales for shift and non-shift workers are shown in figure 2.5 below. This indicates that shift workers are clearly a hot spot group, reporting a number of sources of pressure, lower organisational commitment and poorer health relative to non-shift workers. It is interesting to note however, that Overload and Work-life balance are still concerns for non-shift workers (both score greater than sten 8) indicating that these are not just shift work related issues.

n.b. for the sources of pressure scales: the higher the score the more the area is considered to be a source of pressure; for organisational commitment: the higher the score the stronger the reported level of commitment; for health: the higher the score the poorer the perception of health.



Figure 2.5. ASSET results by shift work

During the focus groups it was commented that shift work can be difficult to cope with and the impact tends to be determined by how individuals manage their own lifestyles. It was highlighted that it is not the requirement to work shifts per se, but the last minute changes to shifts, often not having an acceptable amount of time between shifts and difficulties in taking leave, that are the sources of pressure. The negative impact of working shifts was said to be further compounded by the fact that so many additional unpaid hours are also worked by Inspectors and Chief Inspectors.

The effects of shift work on well-being are certainly not unique to Inspectors and Chief Inspectors or even the Police Service – it can be a problem across all industries. However, the results from the survey do indicate that Inspectors and Chief Inspectors who work shifts perceive more pressure from a number of sources relative to others in the Police Service, suggesting it is an elevated problem for these officers.

In terms of managing the demands of shift work effectively, the onus very much needs to be with individuals to take control of their own lifestyles but also with their forces to support them in doing this so far as is reasonably possible.

4.7.2 On-Call

The results regarding participation in a scheduled on-call rota are less clear cut than the results regarding shift work. For some of the sources of pressure measured by ASSET, those required to participate in a scheduled on-call rota (n=2,401) reported greater concern, but for other sources of pressure those not required to work on-call did. Higher levels of organisational commitment and more positive health perceptions were actually reported by those who do work on-call which is interesting. The results are shown in figure 2.6 below.

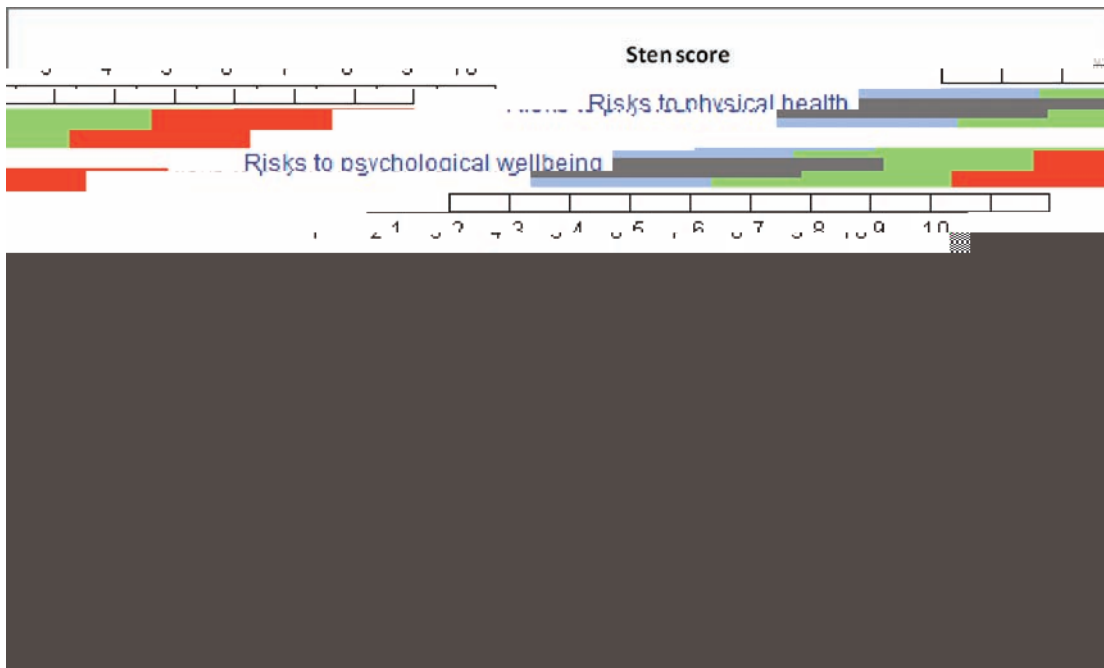


Figure 2.6. ASSET results by On-call

These results indicate that shift work is clearly more of an important factor in terms of the experience of sources of pressure, levels of organisational commitment and health, than working on-call is. During the focus groups many officers talked about feeling that they are constantly ‘on-call’. Even though there is no official requirement to be, many said there was an expectation that they would be contactable outside of their working hours, which can cause more pressure than formally being on-call. It was felt that this is driven in part by the underlying culture and values that are prevalent in the Police Service – where long hours and responsiveness are perceived as key indicators of commitment and dedication.

4.7.3 Working hours

The ASSET survey results for Work relationships and Work-life balance worsened as the number of hours worked by officers increased (see figure 2.7 below).

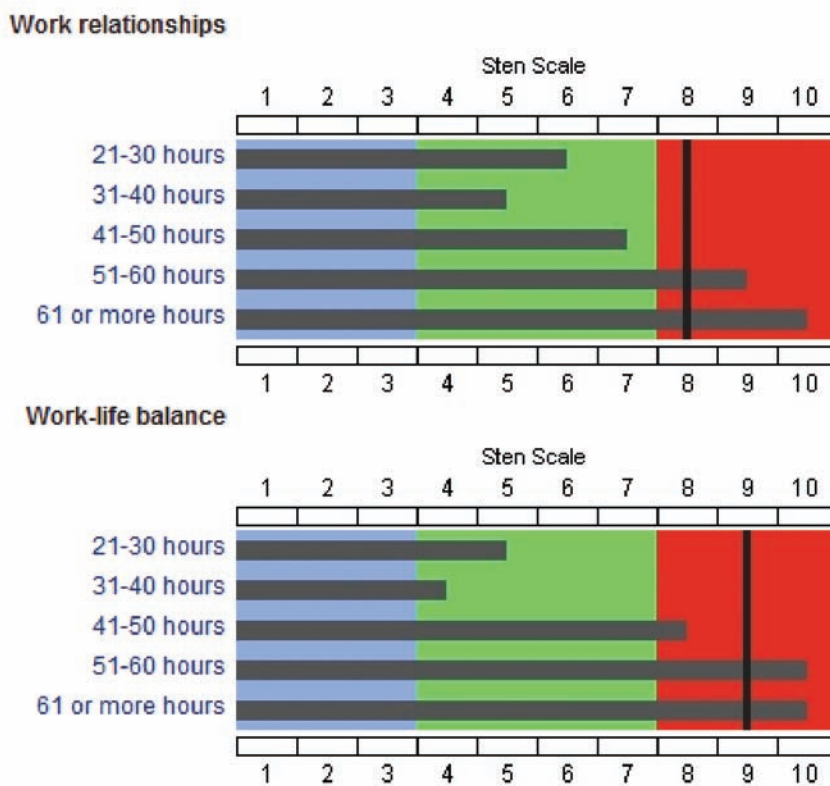


Figure 2.7. Work relationships and Work-life balance results by number of hours worked

Respondents who reported working 61 or more hours per week (n=243) expressed strong concern about Work relationships, Work-life balance, Overload and Pay and benefits (all sten 10) and reported major Physical health and Psychological Well-being concerns (both sten 10). This provides a clear indication that a long working week is associated with the experience of greater pressures and ill-health. This may not be a great revelation, but the data provide hard evidence about the association between long hours and well-being. We know that a large proportion of Inspectors and Chief Inspectors work well above the recommended 48 hours per week, putting them at risk of the negative effects of long hours.

4.8 Other factors

- There was little difference in the ASSET results based on whether officers were acting / temporarily promoted to a higher rank (n=489) or not, except in terms of Job security perceptions, which is not surprising
- Those who report to more than one manager (n=1,731) expressed greater concern about Work relationships (sten 10), Job security (sten 7), Control (sten 7) and Resources and communication (sten 7). Furthermore, they reported considerably poorer Physical health and Psychological well-being perceptions (both sten 9). This indicates that shared management responsibility may not be implemented in a way that is conducive to high levels of well-being.
- The results relating to the majority of the ASSET sources of pressure and organisational commitment scales were poorer for males (n=4416) compared to females (n=688). Health perceptions (physical and psychological) were however poorer for females. All of these differences were statistically significant; except the difference in perceptions regarding Work-life balance. The findings regarding health may be a reflection of the fact that females are more likely to be aware of and report health concerns than males.
- In terms of geographical area, the results were generally more positive for office based staff (n=1,682) relative to those based in rural or urban areas. This is likely to reflect the more flexible nature of office based roles in contrast to more operational, reactive roles.

5. Summary and Provisional Recommendations

This section provides a summary of the key positive and negative aspects revealed by this survey. The recommendations offered are high level and will need to be fully considered and developed further before they could be implemented.

Main Positives:

- Strong levels of commitment (to the organisation, the Police Service, local communities and departments) in comparison to the general working population and others in the Police Service. Generally prepared to consistently give 100% to the job.
- Some sources of pressure perceived as troubling to an extent that is typical elsewhere in the general working population and the Police Service, such as perceived level of Control, Job security, and Resources and communication.
- Reported health levels typical of the general working population and others in the Police Service.
- Inspecting ranks from some forces perceive comparatively low levels of stress generally (e.g. Dorset, Derbyshire, Cleveland, South Wales).
- Those with long service in their current role express particularly high levels of commitment to the organisation and tend to feel more valued by it.

Concerns Revealed:

- High level of concern **consistently** expressed regarding work demands and their impact (Overload and Work-Life Balance), in comparison to the general working population and the Police Service. These concerns are particularly apparent for those regularly working more than fifty hours per week.
- Relationships at work perceived as more troubling than is typical of others in the Police Service. The main concerns being fault finding aggressive management, isolation, and others taking credit for achievements.
- High levels of concern regarding organisational change and its management.
- Inspectors and Chief Inspectors in some forces and locations reported particularly poor levels of well-being (i.e. poor scores on many sources of pressure and poor health perceptions), particularly for those based outside of a headquarters / office environment.
- Relatively low self-reported productivity levels compared to others in the Police Service

5.1 Provisional Recommendations

The recommendations below are divided into policy and working practice implications and improvements that might be made to help Inspectors and Chief Inspectors cope more effectively with the pressures they face. They are also linked to the HSE's Management Standards⁹ for controlling work-related stress.

HSE Management Standard	Policy / Working Practice Recommendation	Individual Coping Recommendation
Demands (Core Issue)	Take stronger action to break the long working hours' culture, and prevent continuous excessive working hours. Enter into a dialogue with ACPO and other key stakeholders (nationally and locally) on how this can be realistically achieved and sustained.	Advise members on the need to recognise when their commitment to their work may be counter-productive for their health and well-being, if driving continuous excessive working hours. It is likely that different approaches will be required for Uniformed and CID Inspectors and Chief Inspectors. Ensure members are trained to use information communication technologies effectively.
Demands, Relationships, and Role	Lobby for the review of the impact of the current promotions system on work demands and working relationships. For example, considering the extent to which the current system encourages an obsession with visibly meeting performance targets to a degree that is damaging in terms of work priorities, and relationships at work and beyond.	Consider establishing a specific peer support network for those currently seeking promotion or recently promoted.
Relationships and Role	Encourage more open dialogue with Superintendent and Chief Officer ranks regarding their expectations of the Inspecting ranks and means of improving relationships across the rank structure.	Help members develop stronger peer support networks generally, particularly for those in more isolated roles.

⁹ More information on the HSE Management Standards is available at: <http://www.hse.gov.uk/stress/standards/index.htm>

HSE Management Standard	Policy / Working Practice Recommendation	Individual Coping Recommendation
Role	Place an emphasis on the provision of increased levels of support for the Inspecting ranks in Uniformed roles. Particularly support targeted at issues other than core demands where the survey results were significantly poorer for uniformed officers (e.g. Relationships, Control, Resources & communication, Health).	
Support	Encourage members in forces with particularly poor results to seek local meetings with Chief Officers to discuss what might be done to provide additional support.	Consider whether the provision of an increased level of psychological support can be provided to members, which can be accessed independently of their force with complete confidentiality.

Appendix I: Description of ASSET Scales

Barriers and Enablers to Well-Being

Work relationships

Many jobs demand regular contact with other people at work. Poor or unsupportive relationships with colleagues and/or supervisors can be a potential source of pressure. In addition, pressure can occur if individuals feel isolated or unfairly treated. This subscale measures the impact of work relationships as a source of pressure.

Work-life balance

The demands of work have the potential to spill over and affect personal and home life and so put a strain on relationships outside work. This subscale measures the extent to which difficulty in maintaining a satisfactory work-life balance is a source of pressure.

Overload

This subscale measures the extent to which individuals feel that the demands of their workload and the associated time pressures are a source of pressure.

Job security

For many individuals a lack of job security and uncertainty about the future can be a significant source of pressure. While significantly less employees now expect 'a job for life', fear of job loss or obsolescence still remains a major potential source of stress. This scale measures the extent to which lack of job security and job changes are a source of pressure.

Control

The experience of pressure is strongly linked to perceptions of control. Lack of influence and consultation in the way in which work is organised and performed can be a potential source of pressure.

Resources and communication

To perform a job effectively, individuals need to feel that they have appropriate training, equipment and resources. They also need to feel that they are adequately informed and that they are valued. This subscale measures the extent to which these factors are a source of workplace pressure.

Pay and benefits

The financial rewards associated with a job are important in terms of lifestyle. They are also often perceived to be an indication of an individual's self worth and value to the organisation. This scale measures the extent to which pay and benefits are a potential source of pressure.

Aspects of the job

This subscale measures potential sources of stress that relate to the fundamental nature of the job itself. Factors such as the physical working conditions, type of tasks and the amount of satisfaction derived from the job.

Commitment of employee to organisation

The relationship between employer and employee involves mutual obligation. Employers expect their employees to do their best and be loyal and committed to the organisation. This scale measures the extent to which employees feel committed to the organisation.

Commitment of organisation to employee

The relationship between employer and employee involves mutual obligations. Employees expect to be trusted and feel it is worth going the extra mile for the organisation. This scale measures the extent to which employees feel that the organisation is committed to them.

Physical health

Poor employee health can be indicative of excessive workplace pressure and experienced stress. To enable you to ascertain whether levels of pressure are having an optimal or negative effect, ASSET measures a range of common symptoms associated with risks to physical health.

Psychological well-being

Poor employee health can be indicative of excessive workplace pressure and experienced stress. To enable you to discover whether levels of pressure are having an optimal or negative effect, ASSET measures a range of common symptoms associated with risks to psychological wellbeing.

Bullying at Work

Bullying in the workplace is a major issue that can impact on employee well-being. This section asks about bullying within the last 6 months as well as the source of bullying behavior.

Engagement Motivation

Motivation is the energising or driving force behind behaviour. It is an important factor in determining how much effort employees are likely to put into the tasks that they undertake and for how long they will be inclined to maintain that effort.

Research has shown that motivation is an essential component of effective performance and is a key driver of productivity for both employees and organisations alike. Workforces that are highly motivated are capable of sustained high performance and tend to be more resilient when working under pressure.

This subscale measures the extent to which the individuals in this group feel motivated by the work that they do for this organisation.

Effort

Whenever employees use physical or mental energy to complete a task or achieve something they are exerting effort. Different workforces exert different levels of effort. Those organisations that maximise the amount of effort that employees exert in pursuit of their goals, while balancing this with appropriate levels of support, are likely to be more successful.

This subscale measures the extent to which the individuals in this group give 100% of effort to their job on a daily basis.

Sense of Purpose

To deliver sustained levels of high performance and to maintain well-being in the workforce, it is important to ensure that people have a sense of purpose. Sense of purpose is developed by ensuring that members of the workforce feel that they have clear, specific and challenging goals, that are well-understood – and to which they are committed. This subscale assesses sense of purpose by evaluating people’s views of their goals.

Appendix II: Breakdown of survey responses

Table A1. Responses by Force

Force	Number of surveys distributed	Number of surveys returned	Response rate
Avon & Somerset	215	143	67%
Bedfordshire	70	45	64%
Cambridgeshire	103	73	71%
Cheshire	165	76	46%
City of London	78	38	49%
Cleveland	104	80	77%
Cumbria	84	56	67%
Derbyshire	115	93	81%
Devon and Cornwall	213	54	25%
Dorset	103	84	82%
Durham	109	73	67%
Dyfed Powys	101	65	64%
Essex	190	128	67%
Gloucestershire	89	71	80%
Greater Manchester	488	231	47%
Gwent	96	65	68%
Hampshire	278	177	64%
Hertfordshire	136	74	54%
Humberside	161	116	72%
Kent	251	155	62%
Lancashire	219	86	39%
Leicestershire	150	89	59%
Lincolnshire	75	55	73%
Merseyside	286	152	53%
Metropolitan	2157	1051	49%
Norfolk	109	85	78%
North Wales	94	54	57%
North Yorkshire	94	74	79%
Northamptonshire	95	44	46%
Northumbria	244	151	62%
Nottinghamshire	148	79	53%
South Wales	225	45	20%
South Yorkshire	196	129	66%
Staffordshire	108	57	53%
Suffolk	85	51	60%
Surrey	152	104	68%
Sussex	238	149	63%
Thames Valley	342	148	43%
Warwickshire	66	34	52%
West Mercia	137	80	58%
West Midlands	424	204	48%
West Yorkshire	347	205	59%
Wiltshire	92	70	76%
Isle of Man	18	15	83%
No response	-	10	-
TOTAL	9250	5108	55%

Table A2. Response by Rank

Rank	Number of surveys returned	Proportion of total responses
Inspector	4202	82%
Chief Inspector	913	18%

Table A3 Response by Job Category

Job Category	Number of surveys returned	Proportion of total responses
CID	1667	32%
Uniform	3437	67%

Table A4. Response by Job Role

Job Role	Job Role	Number of surveys returned	Proportion of total responses for Job Category
CID	BCU based detective	586	11%
	S.I.O or Deputy S.I.O	302	6%
	Specialist and/or Support Function	991	19%
Uniform	BCU/Sector	1059	21%
	General		
	Operations/Response	937	18%
	Specialist Operations	604	12%
	Admin or other Support function	859	17%

Table A5. Response by Length of Service

Length of Service	Number of surveys returned	Proportion of total responses
5 years or less	1	0.02%
6-10 years	142	3%
11-15 years	641	13%
16-20 years	1242	24%
21 years or more	3088	60%

Table A6. Response by Work Base

Work Base	Number of surveys returned	Proportion of total responses
Urban area	2093	41%
Rural area	278	5%
Split between urban and rural areas	1043	20%
Office based	1682	33%

Table A7. Response by Gender

Gender	Number of surveys returned	Proportion of total responses
Male	4416	86%
Female	688	13%

Table A8. Response by Age

Age	Number of surveys returned	Proportion of total responses
Under 20 years	3	0.1%
21-30 years	23	0.4%
31-40 years	1238	24%
41-50 years	3365	66%
51-60 years	466	9%
Over 60 years	4	0.1%

Appendix III: Average raw scores for ASSET scales and items

Factor	Mean	s.d.
Work Relationships	21.54	6.83
Work-life Balance	14.62	4.25
Overload	14.04	4.41
Job Security	11.09	3.93
Control	13.82	4.37
Resources and Communication	13.27	4.16
Aspects of the Job	24.80	6.38
Pay and Benefits	3.23	1.68
Commitment of Organisation to Employee	20.02	5.30
Commitment of Employee to Organisation	18.83	3.37
Physical Health	13.69	4.16
Psychological Well Being	22.81	7.23

Items are scored on a 6-point scale, where:

1=Strongly Disagree

2=Disagree

3=Slightly Disagree

4=Slightly Agree

5=Agree

6=Strongly Agree

Work Relationships

Item number	Item	Mean	s.d.
9	My boss behaves in an intimidating and bullying way towards me	1.96	1.21
11	I do not receive the support from others (boss/colleagues) that I would like	3.15	1.50
18	I feel isolated at work e.g. working on my own or lack of social support from others.	2.88	1.38
19	I am not sure what is expected of me by my boss	2.74	1.31
20	Other people at work are not pulling their weight	3.61	1.45
23	My boss is forever finding fault with what I do	2.14	1.13
24	Others take the credit for what I have achieved	3.20	1.43
26	My relationships with colleagues are poor	1.85	0.79
	<i>Total score:</i>	21.54	6.83

Work-life Balance

Item number	Item	Mean	s.d. between
1	I work longer hours than I choose or want to	4.00	1.51
2	I work unsocial hours e.g. weekends, shift work, etc.	3.48	1.65
3	I spend too much time travelling in my job	2.90	1.55
5	My work interferes with my home and personal life	4.24	1.33
	<i>Total score:</i>	14.62	4.25

Overload

Item number	Item	Mean	s.d.
15	The technology in my job has overloaded me	3.43	1.47
21	I am set unrealistic deadlines	3.10	1.32
22	I am given unmanageable workloads	3.43	1.40
32	I do not have enough time to do my job as well as I would like	4.06	1.45
	<i>Total score:</i>	14.04	4.41

Job Security

Item number	Item	Mean	s.d.
12	My job is insecure	2.36	1.30
13	My job is not permanent	2.40	1.40
33	My job is likely to change in the future	3.84	1.42
34	My job skills may become redundant in the near future	2.49	1.16
	<i>Total score:</i>	11.09	3.93

Control

Item number	Item	Mean	s.d. between
4	I have little control over many aspects of my job	3.89	1.37
29	I am not involved in decisions affecting my job	3.48	1.40
35	My ideas or suggestions about my job are not taken into account	2.85	1.27
36	I have little or no influence over my performance targets	3.60	1.53
	<i>Total score:</i>	13.82	4.37

Resources and Communication

Item number	Item	Mean	s.d. between
27	I do not feel I am informed about what is going on in this organisation	3.10	1.35
28	I am never told if I am doing a good job	3.37	1.44
30	I am not adequately trained to do many aspects of my job	3.30	1.41
31	I do not have the proper equipment or resources to do my job	3.50	1.46
	<i>Total score:</i>	13.27	4.16

Pay and Benefits

Item number	Item	Mean	s.d.
14	My pay and benefits are not as good as other people doing the same or similar work	3.23	1.68

Aspects of the job

Item number	Item	Mean	s.d.
6	I may be doing the same job for the next 5 to 10 years	2.69	1.49
7	My physical working conditions are unpleasant (e.g. noisy, dirty, poorly designed)	2.65	1.45
8	My job involves the risk of actual physical violence	2.77	1.49
10	My performance at work is closely monitored	3.51	1.51
16	My organisation is constantly changing for change's sake	4.19	1.34
17	My work is dull and repetitive	2.58	1.24
25	I have to deal with difficult customers / clients	3.89	1.53
37	I do not enjoy my job	2.52	1.42
	<i>Total score:</i>	24.80	6.38

Perceived commitment of employee to organisation

Item number	Item	Mean	s.d. between
2	If necessary, I am prepared to put myself out for this organisation (e.g. by working long and/or unsocial hours)	5.02	1.01
3	If asked, I am prepared to take on more responsibility or tasks not in my job description	4.93	0.95
8	I feel that it is worthwhile to work hard for this organisation	4.12	1.35
9	I am committed to this organisation	4.76	1.10
	<i>Total score:</i>	18.83	3.37

Perceived commitment of organisation to employee

Item number	Item	Mean	s.d.
1	I feel valued and trusted by my organisation	3.51	1.36
4	I enjoy working for this organisation to the extent that I am not actively seeking a job elsewhere	4.28	1.34
5	I am proud of this organisation	3.93	1.38
6	Outside of my particular job, I take an interest in many aspects of the running and success of this organisation	3.87	1.30
7	Overall, I am happy with my organisation	4.43	1.40
	<i>Total score:</i>	20.02	5.30

Physical health

Item number	Item	Mean	s.d.
1	Lack of appetite or over-eating	2.26	1.05
2	Indigestion or heartburn	2.22	1.09
3	Insomnia - sleep loss	2.79	1.03
4	Headaches	2.38	0.99
6	Muscular tension / aches and pains	2.54	1.03
7	Feeling nauseous or being sick	1.50	0.77
	<i>Total score:</i>	13.69	4.16

Psychological Well-being

Item number	Item	Mean	s.d.
5	Panic or anxiety attacks	1.52	0.82
8	Constant irritability	2.26	0.96
9	Difficulty in making decisions	1.76	0.78
10	Loss of sense of humour	2.05	0.88
11	Feeling or becoming angry with others too easily	2.37	0.91
12	Constant tiredness	2.88	0.98
13	Feeling unable to cope	1.89	0.86
14	Avoiding contact with other people	1.84	0.89
15	Mood swings	2.05	0.92
16	Unable to listen to other people	1.89	0.83
17	Having difficulty concentrating	2.30	0.89
	<i>Total score:</i>	22.81	7.23