

COMMITTEE: GRAMPIAN JOINT POLICE BOARD

DATE: 04 NOVEMBER 2011

TITLE OF REPORT: STAFF SURVEY 2011

1. PURPOSE OF REPORT

- 1.1** This survey was undertaken by Development and Governance in May 2011. Three years have passed since the last staff survey and the Force Executive were keen to assess staff opinions on improvement works that have taken place and further monitor staff attitudes. Consequently, the core elements of the 2011 questionnaire remained the same as those used in the 2008 and 2005 surveys. However, consultation with key stakeholders prior to design of the questionnaire allowed for appropriate additional questions to be identified to ensure that the survey explored current and topical issues.
- 1.2** The survey provided the opportunity for all staff to have their say about the way the organisation is run. A thorough understanding of the workforce through the measurement of attitudes, behaviours and the effectiveness of management systems enables the Force to devise knowledge-based interventions to drive an ongoing process of improvement and change. All staff were provided with the opportunity to complete the survey and an overall **response rate of 52.2%** was achieved. This is an improvement on the previous 2008 response rate of 40.1%, but is not as high as the 2005 response rate of 61%.
- 1.3** The Staff Survey 2011 was designed to provide reliable data on the perceptions, attitudes and concerns of staff. This information will be used to inform future policy and strategy in a number of key areas that impact on the performance of the Force.
- 1.4** The 2011 results contained within this summary are presented only at a Force wide level. A further breakdown with comparisons to 2008 and 2005 data, by employee category and gender are presented in the main report where differences have been found to be statistically significant¹.

2. RECOMMENDATION(S)

- 2.1** This report is submitted for the approval of Members of the Grampian Joint Police Board.

3. FINANCIAL IMPLICATIONS

- 3.1** N/A

¹ Significance level set at 0.05 level meaning that there is less than 5% chance that the differences found are as a result of chance

4. SERVICE & COMMUNITY IMPACT

4.1 N/A

5. OTHER IMPLICATIONS

5.1 N/A

6. REPORT

Staff Survey Findings Summary

Overall, responses are generally positive with an upward shift in mean Force performance ratings (all out of 5) over the 2005, 2008 and 2011 surveys (3.09, 3.30 & 3.36 respectively). Furthermore, 'problems at work' (e.g., bullying, harassment & discrimination) have reduced.

Despite the overall improvement in the past six year period, some of the issues highlighted in the 2008 survey still remain as priorities for improvement in 2011.

Organisational Strengths

The following Organisational Strengths were identified by staff as the three areas in which the Force performs highest (where the Organisational Strength was also identified in the 2005 and/or 2008 survey, this is shown in brackets):

Immediate Manager - Is approachable (2005 & 2008)
Provides a job which is varied
Provides job security (2005 & 2008)

Priorities for Improvement

The following Priorities for Improvement were identified by staff as the three areas in which the Force performs poorest (where the Priority for Improvement was also identified in the 2005 and/or 2008 survey, this is shown in brackets):

Allocates its staff resources effectively (2008)
Offers sufficient opportunities for promotion
Has information systems that minimise paperwork & bureaucracy (2008)

Grampian Police as an Organisation

Headline findings in the current survey, which were also identified in the 2005 & 2008 findings, indicate that respondents feel (ticks indicate areas staff perceived positively and crosses indicate areas perceived negatively):

- ✓ Staff within the Force are held responsible for their actions.
- ✗ Grampian Police does not select people for posts and promotion based solely on merit.
- ✗ Changes are made without consulting the people who will be most affected.

Grampian Police as an Employer

In comparison to 2005/2008, overall ratings associated with the 5 questions in this section have:

No change: And how satisfied are you with your employment in general?

Improved: How satisfied do you think your colleagues in your immediate working environment are?

Worsened: In general, would you recommend Grampian Police as an employer to your family/friends?

Worsened: If you were looking for a job today, would you apply to Grampian Police?

Worsened: How would you rate the general working environment in Grampian Police?

Problems at Work

The number of respondents indicating that in the last three years they had experienced intimidation, humiliation, bullying, and harassment over a period of time, was found to have reduced slightly from 17.0% in 2008 to 16.2% in 2011.

Similarly, the number of respondents indicating that in the last three years they had felt discriminated against (e.g. treated less favourably in terms of promotion, pay awards, allocation of work or provision of training) in the last three years has also reduced from 13.6% to 9.6%.

Proposals for further action

Although this survey has highlighted a number of areas for improvement, it is important that the Force should recognise and celebrate the many organisational strengths identified. Indeed, the significant upward shift in mean Force performance ratings since the 2005 survey is a very positive finding for the Force.

Importantly, the outcomes of the Staff Survey 2011 are being disseminated in a phased 2-tiered presentation of findings. In addition to the Force wide Findings report, localised Business Area reports are currently being produced to encourage local ownership in the action planning process. In line with this and as agreed at the August 2011 Force Executive Board Meeting, action plans targeting priority areas for improvement will be produced at Divisional/Business Area level. Thereafter, existing mechanisms will be used to govern progression of the survey outcomes: a generic task, regarding the development of and progression of action plans at a local level, will be added to all current Annual Business Plans and each Business Area will be required to submit relevant updates as per the existing quarterly reporting process.

In terms of areas for improvement, careful consideration should be given to the findings of the survey in light of the current economic climate and national agenda for policing in Scotland. Indeed, the findings of the survey indicate a general consensus of feeling across the Force that *"changes are made without consulting the people who will be most affected"*. It is therefore vital that a well thought out, transparent and empathic change management model is adopted through staff engagement.

7. REPORT AUTHOR DETAILS

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8. BACKGROUND PAPERS

8.1 N/A

Chief Constable
25 October 2011